

INTRADEPARTMENTAL CORRESPONDENCE

March 30, 2021

1.14

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: CITY COUNCIL FILE NO. 20-0764

RECOMMENDED ACTION

It is recommended that the Board of Police Commissioners APPROVE and TRANSMIT to City Council the attached response to City Council Motion 20-0764.

DISCUSSION

On June 16, 2020, the City Council requested a comprehensive report on implemented police reforms stemming from findings by the Christopher Commission, the Rampart Independent Review Panel, the Federal Consent Decree and the President's Task Force on 21st Century Policing. The Department's Office of Constitutional Policing and Policy has prepared detailed responses within the attached enclosures. Below is a brief summary of each.

Report of the Independent Commission on the Los Angeles Police Department - Christopher Commission – July 1991: This top-down review offered recommendations for all aspects of the organization, especially when and how officers use force. This led to the Department's subsequent deployment of Digital In-Car Video and Body Worn Video.

Report of the Rampart Independent Review Panel – November 2000: Findings focused on improvements for supervision, de-escalation training and diversity hiring. Twenty years later, these areas remain at the core of our organization.

Federal Consent Decree – June 2001: The Department entered into a Federal Consent Decree with the Department of Justice, addressing police and civil rights integrity in nine major areas including management of gang units and internal audits. The Department fulfilled these requirements and was released from the Consent Decree in 2009.

Final Report of the President's Task Force on 21st Century Policing – May 2015: This presidential report outlined best practices for policing, many of which the LAPD had been actively practicing for years. Recommendations not being practiced were woven into the organization's Strategic Plan. Subsequently, Chief Charlie Beck became a panelist alongside President Barack Obama to discuss how the Department evolved into a national leader in community policing.

While the Department has fulfilled all required recommendations, our organization's culture is to continue refining, growing and advancing. Most recently, we have named a commander to serve as a liaison to deal with racial equity, diversity and inclusion. We have also created the Community Safety Partnership Bureau to strengthen our trust with the community and assist in creating safer neighborhoods that thrive. These recent additions will be incorporated into the

Honorable Board of Police Commissioners

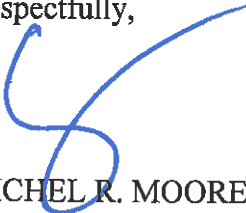
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next iteration of our Strategic Plan to solidify our commitment to these values for the men and women of the Los Angeles Police Department.

Should you have questions or require additional information, please contact Lizabeth Rhodes, Director, Office of Constitutional Policing and Policy, at (213) 486-8730.

Respectfully,



MICHEL R. MOORE
Chief of Police

Enclosures

INTRADEPARTMENTAL CORRESPONDENCE

January 24, 2021

1.14

TO: Chief of Police

FROM: Director, Office of Constitutional Policing and Policy

SUBJECT: CITY COUNCIL FILE NO. 20-0764

Subsequent to the protests and civil unrest in June 2020, the Los Angeles City Council directed the Department to provide to the Public Safety Committee a comprehensive report of the policing reform efforts that the Department implemented in compliance with the Consent Decree, as well as the actions that have been taken in response to the recommendations produced by the Christopher Commission, the Rampart Independent Review Panel, and the President's Task Force on 21st Century Policing.

The attached report is a summary of the recommendations and some of the many reforms the Department has made over the last 29 years. In one sense, this was a voluminous amount of information to summarize. But in another sense, even the most complete report would fail to capture all the work that has gone into making this Department better over that timeframe. While this summary is a look back on the reforms of the past, those reforms have not ended; they continue today and will into the future, as the Department continually strives to better serve the varied communities of Los Angeles.

Please contact me if you have any questions or require additional information.

Respectfully,



LIZABETH RHODES, Director
Office of Constitutional Policing and Policy

Enclosures

Report of the Independent Commission on the Los Angeles Police Department - Christopher Commission – July 1991

Summary of the Report

The Rodney King incident occurred on March 3, 1991, at the intersection of Foothill Boulevard and Osborne Street, in Foothill Division. At a time when video evidence was not as ubiquitous as it is today, the video-taped incident made headline news across the nation and the world.

In the wake of the incident and the resulting public outcry, Los Angeles Mayor Tom Bradley created an Independent Commission to investigate the incident and its underlying causes. Soon after, the Independent Commission merged with another created by then Chief of Police Daryl Gates. The Commission's Report focused on excessive force under color of authority. The Commission sought to examine any aspect of the structure of the Los Angeles Police Department that might have contributed to a culture where excessive force was condoned. This aim led them to examine almost every part of the Department.

As the Report notes, "Police work is dangerous. A routine arrest may suddenly turn into a violent confrontation, sometimes triggered by drugs, alcohol or mental illness. Neighborhood gangs often directly challenge an officer's authority. To cope, police officers are given the unique right to use force, even deadly force, against others. The right to use force carries with it a heavy responsibility not to abuse it. The principal purpose of the Report is to present the results of our efforts to understand why and how often this authority has been abused, and to offer some down to earth recommendations for avoiding a repetition of incidents like that involving Rodney King."

The Commission found that there were a significant number of LAPD officers who repetitively used excessive force against the public and persistently ignored the Department's written guidelines regarding force. Adding to this problem was the "code of silence" among officers: an officer does not provide adverse information about another officer. The Commission also found that the problem of excessive force was aggravated by racism and bias, which was strikingly revealed in Mobile Data Terminal (MDT) messages.

At the heart of these problems was management's failure to control officers. The information used by the Commission to draw these conclusions came almost entirely from the Department itself and was further evidence of management's failure to properly lead by analyzing this information. Department leadership needed to properly carry out its existing policies against excessive force. This meant taking a firm stand against those who use excessive force and using all means available to do so.

Problems with the Board of Police Commissioners (BOPC) added to the lack of officer oversight. The BOPC was understaffed to properly oversee the Department and monitor the issue of excessive force. The Commission also recommended the establishment of an Office of the Inspector General within the BOPC.

Although many of the Commission's recommendations were not immediately implemented, over time, the Department has implemented almost all of the Commission's recommendations, and now, gone even further than anticipated by those recommendations in its progressive policing policies and work with the civilian oversight Board of Police Commissioners.

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Excessive Force

While the Commission commended the Department for doing an outstanding job of creating a culture where officers generally did not steal, take bribes, or use drugs, the Commission was clear that the Department needed to apply the same management tools that were successful in addressing those problems to matters related to excessive force. Below is a look of where the Department was, and the changes made in the Department's efforts to gain public trust.

- *The Department's Use of Force policy* – At the time, both Department policy and the Penal Code required force used by officers to be reasonable. In January 2020, the Department added the requirement that any deadly force used by an officer is necessary. In July 2020, the Department's updated its use of force policy to further require officers use force that is proportional as well as fair and unbiased. Moreover, officers are now required to intervene and report incidents where excessive force occurs.
- *Leadership* – Department leadership must give priority to curbing excessive use of force. The trust and respect often expressed and felt by those within the Department is deserved only if officers act within the law in the use of force and exercise restraint in the power entrusted to them. This involves not just command staff, but the BOPC as well.
- *Command Accountability* – Command staff must be held accountable for their actions in controlling excessive use of force in officers whom they supervise. Further, the Department must provide them with the statistical information needed to adequately determine when problems arise and officers are involved in multiple uses of force. The Department has implemented the TEAMS II system to track statistical aberrations in officer performance and behavior.
- *Supervising, Monitoring and Counseling* – Supervisors must monitor uses of force and ensure officers adhere to Department policy. Department training for supervisors goes beyond that required by the California Commission on Peace Officer Standards and Training (POST) and stresses the supervisor's role in leading subordinates and taking command and control of various challenging situations.
- *Closer Management Attention to Civil Litigation* – The City was paying millions of dollars a year in excessive force related lawsuits. Even when settling many of these cases for significant sums, many times the incidents themselves were not investigated by the Department and the involved employees were not disciplined. Now, each lawsuit is examined, and any misconduct identified is investigated.
- *Audio and Videotaping of Contacts Between the Police and the Public* – The Commission advocated for the implementation of what is now known as Digital In-Car Video (DICV). This technology includes a camera in the police car and a microphone attached to the officer's equipment belt.

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- The Department began using DICV in 2009. Today, DICV is fully deployed in all 21 geographic Areas, as well as Metropolitan Division and Security Services Division.
- In addition to DICV, the Department also began deploying Body Worn Video (BWV) in the fall of 2015. These cameras are now deployed in all 21 geographic Areas as well as Metropolitan Division, Security Services Division, and Transit Services Division.
- *Lack of mid-level use of force options* – At the time of the Christopher Commission report, many officers complained there were few other force options between talking to a suspect and using the baton, and many officers urged for the re-instatement of the carotid restraint control hold as a mid-level force option. This use of force option had been elevated by the Department and the BOPC to a use of deadly force in 1982.
 - In July 2020 the use of the carotid restraint was banned.
 - Over the years, the Department has added additional force options available to officers and provided direction and training on their proper use. These force options include: OC Spray, collapsible baton, TASER, beanbag shotgun, and 40mm less lethal launcher.
 - In February of 2020, the Department began a pilot program for the Bola Wrap Remote Restraint Device.
 - Recent Use of Force policies have stressed officers shall use de-escalation and tactical disengagement techniques whenever practicable. When officers do so, it should mitigate the need to use a higher level of force while maintaining control of the situation.
 - The Department continues to pursue additional mid-level use of force options and to pilot potential tools.

Culture, Community Relations and Community Policing

The Commission noted the culture within the Department prized quick response time to calls and high numbers of arrests. The Department routinely handled more violent crime per officer than any other major city in the country. This “hard-nosed” style of policing produced results but increased the tendency of officers to maintain a siege mentality of “us against them,” and alienated members of the community. This was anecdotally evidenced by numerous accounts of officers treating citizens with undue animosity, resentment, and hostility.

At the time, a Department Assistant Chief acknowledged that the culture of aggressive policing often created situations where officers were so greatly pressured to prevent crime or, at the very least, quickly catch criminals afterwards, that officers often stopped people without sufficient reason.

The Commission viewed the Department as a professional police organization that focused on being well-disciplined, highly trained, technically sophisticated, and insulated from improper political influence. Under this philosophy, crime fighting was the principal objective of policing.

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The Commission encouraged a continued shift toward community-based policing, which at the time had gained increasing acceptance and was seen as the preferred method of policing in the future. This model emphasized service to the public and the prevention of crime as policing primary objectives.

A survey conducted at the time, showed many officers acknowledged the fact that increased interaction with the community would likely improve the Department's relationship with citizens. The Commission recommended that community policing, which emphasized problem solving, service to the public, and the prevention of crime, as the most important aspects of policing, should continue to be implemented and stressed. This stood in contrast to the Department's focus on arrest statistics.

The Commission urged the Department to continue to embrace community-based policing, with the promise of reduced crime and improved community relations. The prevailing thought among the Commission and community leaders at the time was that community-based policing would help eliminate the view among officers that "the community is the enemy." The Department has developed new policies, strategies, and programs to reflect the communities it serves, while implementing a community-policing model to reduce crime and build public trust.

- *Increase hiring of females and minorities* - At the time of the Commission's Report, the Department had made significant progress in the hiring of minority and female officers. However, over 80 percent of Black, Hispanic and Asian officers held the rank of police officer. The Commission noted that female officers were much less likely to use excessive force than male officers.
 - The Department has made significant strides over the years toward the goal of having the diversity of the Department to better reflect the diversity of the City it serves.
 - Specifically, 60 African Americans were hired in fiscal year (FY) 2019-2020 compared to 56 African Americans hired in FY 2018-2019. Focused recruitment efforts resulted in a 16 percent increase in African Americans who took the written test in FY 2019-2020, compared to the previous fiscal year. Moreover, the monthly average of African American candidates testing went from 63 for the past two years, up to 85 in this fiscal year. This increase of test takers is expected to result in a greater African American hiring pool for FY 2020-2021.
 - In FY 2019-2020, 109 women were hired, compared to the 124 women in FY 2018-2019. While this is a decline from the previous fiscal year, there was a 14 percent increase in written examinations by female candidates. The monthly average of female candidates testing went from 118 from the last fiscal year to 150 in FY 2019-2020. This growth increases optimism for a larger female candidate pool in FY 2020-2021.
 - In FY 2019-2020, 302 Hispanics were hired compared to 288 Hispanics hired in FY 2018-2019.

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- In FY 2019-2020, 64 individuals of other racial groups (Asian/Pacific Islander/Filipino) were hired, compared to 53 individuals of other racial groups hired in FY 2018-2019.
- The Command staff is currently made up of 82 percent male and 18 percent female. The racial breakdown of the Command staff is 48 percent White, 14 percent African American, 31 percent Hispanic, seven percent other groups.
- *Increased cultural awareness training* - Although officers received 75 hours of human relations training, there was only eight hours of cultural awareness training during the Academy. The Commission noted that this stood in contrast to San Francisco Police Department, which at the time, required 40 hours of cultural awareness training. Currently, the Department academy course requires 99 hours of human relations training with 51½ hours dedicated to cultural awareness training.
- *Creation of a command level Community Relations Officer*
 - Today, the Community Safety Partnership Bureau (CSPB) fully integrates community voice into its structure. Rather than having a structure built entirely of sworn personnel, the top leadership of the CSPB consists of a sworn Deputy Chief partnered with a Civilian Assistant Commanding Officer (Police Administrator). The civilian Commander oversees the Community Safety Advisory Councils comprised of leaders within community-based organizations, schools, clergy, crisis intervention workers, representatives from City Council offices, and Community Safety Partnership (CSP) funding partners. The CSP Community Safety Advisory Councils will collectively coordinate, create and develop community-responsive, site-specific safety plans for existing CSP sites. The civilian Commanding Officer together with the Deputy Chief will work in cohesion with the community and Advisory Councils to look for opportunities for CSP site expansion across the City, and coordinate with other LAPD entities to ensure the CSP model is being integrated throughout all Department operations.
- *Basic Car Plans and Senior Lead Officers* - In 1970, Chief Ed Davis created the Basic Car Plan where each police car was responsible for a specific area of the City. He also created Senior Lead Officers (SLO) to lead these teams. These officers were to focus on the long-term crime and quality of life problems affecting neighborhoods.
 - The SLOs hold a unique position within an Area and in their community. They drive problem-solving efforts undertaken by the Basic Car and engage in wide-ranging and significant community partnerships.
 - Each SLO is responsible for:
 - Maintaining continuous liaison with members of the residential and business communities, council district staff, community-based

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- organizations, and representatives of other City and county governmental entities;
 - Ensuring all members of the Basic Car are involved in the problem-solving process;
 - Providing training to all members of the Basic Car in the areas of problem solving, community relations and mobilization activities;
 - Coordinating with the SLO supervisor or Lieutenant to ensure that Basic Car goals are met;
 - Coordinating the Department's response to, and participation in, community meetings occurring in their Basic Car area;
 - Developing and tracking Neighborhood Watch Groups and associated meetings;
 - Participating in the Senior Lead Officer Mentor Program, including SLO Transition and SLO Mentoring;
 - Participating and helping to coordinate Semi-Annual District Meetings and Area Summits;
 - Preparing a brief Basic Car Assessment at the conclusion of each deployment period (28 days); and,
 - Ensuring the safety of parks within their Basic Car area.
- *Creation of a Department ombudsman to address conflict between officers* – The Commission recommended the Department establish this section to help resolve conflict within the Department.
 - The Ombuds Section was established in 1997 as a mechanism by which internal workplace issues could be resolved before they escalate into personnel complaints, grievances and/or lawsuits.
 - The Ombuds Section is responsible for the Alternative Dispute Resolution (ADR) Program and is staffed by tenured employees who are trained in mediation and conflict resolution. The Ombuds Section aids Department employees in determining what options are available to handle internal conflict and disputes, create innovative solutions, and guide employees in selecting a resolution strategy that offers a long-term solution to their specific concern. The Ombuds Section's services are confidential, neutral and impartial, and are available to Department employees of any rank. The Ombuds Section personnel routinely visit Department entities to spread the word about services provided.
 - Through early intervention in workplace conflicts and misunderstandings, Ombuds Section helps foster healthy, productive work environments and provides an alternative for resolving matters addressed via grievance, personnel complaint or lawsuit.
 - The Department's commitment to mitigating risk and reducing harm is also getting a boost through an innovative partnership with Pepperdine University's School of Law and the Los Angeles Police Foundation. Representing the LAPD's new approach to risk management and harm reduction, this partnership acknowledges the dynamics of the law enforcement workplace and delivers

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training and coaching tailored to our unique environment to create a better workplace. Over 750 personnel have completed the *Conflict Resolution for Law Enforcement Personnel* course. The four-day course focuses on workplace conflict, exposure to problem solving models, resolution styles, and leadership competencies.

- *Address unnecessary use of the “prone out” on minorities* – The Commission noted that the use of the high-risk prone out appeared to be used disproportionately toward minority members of the community.
 - An Office of Chief of Police, Special Order No. 27, dated November 4, 1994, discussed the use of the High-Risk Prone Search. The notice stated, “[t]he use of high-risk prone search tactic must be based on the totality of the circumstances that reasonably pose a threat to officers or bystanders. The high-risk prone search tactic shall not be used routinely or as an instrument of intimidation. Officers will be held accountable for the judicious use of discretion in the application of this tactic. Additionally, officers shall be held responsible for explaining to involved parties why this tactic was used.”
- *Address discrimination against gay and lesbian officers* – The Commission received anecdotal evidence of disparaging remarks against gay and lesbian officers.
 - The LAPD is deeply committed to ensuring that it provides an environment for all employees free of any discrimination and offering equal opportunity to all.
 - The Department has many openly gay officers but does not track this data or any data that would require an employee to divulge private information.

Recruitment, Selection, and Psychological Testing

- *Focus on past behavior of potential recruits* - The Commission found fault with the recruitment and selection process for new police officers and thought the focus of the selection process should be on past behavior as the best predictor of future behavior. The initial psychological evaluation was a poor predictor of future proclivity for violence. At the time, there was also a perception that background investigators did not focus enough time and attention on applicant’s prior relational conflict or violence. The Commission opined this likely resulted in the hiring of those with inappropriate violent tendencies.
- *Improvement to background investigations* - Additionally, background investigators sometimes received inadequate training and bore too heavy of caseloads.
- *Supervisors should emphasize the detection of problems in officers field work* - At the time of the report, many supervisors and command officers were not aware of the computerized database available to them regarding officer complaints, use of force, reports and shooting data.

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- In 2001, the Department created the Risk Management Group, led by a staff-level officer to oversee the Department's risk mitigation efforts, including the Training Evaluation and Management System (TEAMS). The TEAMS system is a computerized information system that seeks to enhance the Department personnel records management. By having many personnel records automated, the system is programmed to automatically flag employees who are involved in frequent, high-risk incidents. This allows Department supervisors and managers to take action early to prevent escalating employee behavior from reaching catastrophic levels.

Training

- *Department Training Coordinator* - The Commission noted the recent creation of a Department Training Coordinator, a position filled by an academic with expertise in the area of police training. This was to provide increased consistency of leadership beyond the sworn command staff who tended to frequently rotate through positions at the Academy. The Commission noted and applauded the Professional Advisory Committee (PAC), a volunteer group of community members and professionals who advised the police academy on issues of human relations.
 - Today the Personnel and Training Bureau contains Training Group, and Police Training and Education. The Director of Police Training and Education oversees the creation of instruction for the Department.
- *Increased Foreign Language Training* – Although the Department provided recruits with 95 hours of Spanish language training, there was little additional training or incentive provided after Academy graduation. The Commission thought this needed to be augmented with additional language training incentives.
 - The Department now provides only two hours of Spanish language training. The reduction is due to the need for other stressed topics to have time for presentation and the fact that over 50 percent of recruits now speak Spanish. Spanish language is not a POST requirement.
 - The Department offered incentive pay to those who speak or learn to speak other languages. This was an effort to encourage officers to learn or hone their language skills and assist with investigations needed in other languages.
 - The Department now has the ability through Communications Division, to connect an officer with any language interpreter as needed to ensure citizens are understood when contacting the police.
 - Through Communications Division, an officer can request a specific language speaker and if available, someone who speaks that language can respond to the location.

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- *Training Methodology and Techniques* – The graduation rate of the Police Academy at the time of the Commission's Report was 90 percent. The Commission feared this was too high and that poorly performing recruits were being retained at too high a rate.
- *Changes to FTO program* – There should be a minimum time that officers are on the job prior to becoming eligible to be FTOs. At the time, the 40-hour FTO training was optional for FTOs. The Commission urged for this training to be mandatory.
 - Today, sworn personnel who desire to be selected as an FTO must have a minimum of three years of service with the Department. Two of those years shall be in an eligible geographic field (patrol) and/or traffic assignment and/or transit assignment, with eligible patrol experience.
 - Additionally, they must have a Basic POST certification.
 - Prior to being allowed to train a probationary officer, they shall complete the POST Field Training Officer Course.
- *Increased Emphasis on Continuing Training* - Roll call training should be standardized across the Department with academy subject matter experts on the topics available to assist supervisors and watch commanders as needed.
 - The Department has created a standardized roll call training system. Many of the roll call trainings are now online and part of the continuing training required of officers.

Promotion, Assignment and other Personnel Issues

- *Review of sustained complaints should be part of the promotion process.*
 - Current Department policy includes a review of sustained complaints as part of the process for promotions. The Office of Support Services (OSS) ensures that inquiries are made with Internal Affairs Group, Professional Standards Bureau, to determine if an employee has received any sustained personnel complaints since the employee was placed on the list of those eligible for promotion. The Director, OSS, determines if the employee is no longer fit for promotion. The employee is notified in writing of the decision, including the specific reason(s) for the denial of promotion.
- *Administrative Transfers* - If an officer is administratively transferred, the specifics of the job restrictions should be clearly articulated to the new commanding officer, to prevent the officer from engaging in similar behavior. This appeared to be an administrative oversight, with numerous examples of officers being allowed to continue bad behavior after being transferred.
 - Today, when a commanding officer determines an administrative transfer is appropriate, the commanding officer completes an Intradepartmental

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- Correspondence, Form 15.2, to the Commanding Officer, Personnel Division, requesting the transfer. The request includes approval signature blocks for the employee's chain of command up to the bureau commanding officer or equivalent. All requests for administrative transfers for the purpose of refreshing or enhancing employee performance, resolving conflict with the command, reduction in paygrade, or deselection from a bonus position, have copies attached of the most recent Performance Evaluation Reports covering a two-year period.
- Per Manual Section 3/762.35, Employee Relations Group (ERG) shall be listed on the Official Correspondence Review, Form 15.75.0, that accompanies the Form 15.2. However, ERG shall only make a recommendation for approval or disapproval of the request. When a disapproval is recommended, ERG shall attach a Form 15.2 stating the reasons for the disapproval recommendation and forward the request through the remaining review process.
 - *Increased training and recognition of signs of stress among officers with referrals to Behavioral Services Section (BSS).*
 - For many years, former Chief of Police Charlie Beck included Employee Wellness among his top goals for the Department. Chief Beck recognized the importance of employees staying physically, mentally, emotionally, and relationally healthy. By emphasizing this goal for so many years, Chief Beck increased awareness among employees of the many resources available through a variety of service providers and removed much of the stigma among officers for using these services.
 - Today, the Department has numerous employee wellness resources available to all employees, both sworn and civilian. Counseling services are available to all employees and their families through BSS. This is publicized on the Local Area Network (LAN) BSS page. Additionally, various pamphlets and e-mails have been sent from BSS to all members of the Department, notifying them of their services.

Complaints and Discipline

- *Establish the Office of the IG within the BOPC, with oversight of complaints.*
 - The Office of Inspector General (OIG) was created in 1995 through a voter-approved amendment to the City Charter.
 - The OIG's role is to support the BOPC and the public by providing information and analysis regarding the conduct and performance of the Department. The OIG functions as the "eyes and ears" of the BOPC which is responsible for overseeing the LAPD. The OIG is separate and independent from the Department. The OIG also reviews investigations specific to all officer-involved shootings and significant uses of force that result in death or hospitalization, as well as complaint investigations of police officer misconduct. The OIG conducts its own performance-related audits, as well as other reviews.

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- *Remove hurdles for citizens to make complaints of officer misconduct* - The Commission also identified problems with citizen complaints against officers, especially regarding excessive use of force. Not only was the sheer number of citizen complaints and lawsuits regarding excessive force alarming, the Commission was also troubled by the manner in which these complaints were often handled. Complaints were often not consistently adjudicated, and citizen accounts were not considered independent and were seen as lacking credibility in comparison to sworn officers.
 - In June 1992, the Department created new Personnel Complaint Forms which were placed in the lobbies of Area police station, in multiple languages. The Department also created and displayed posters in the Area stations which stated, "Quality Service is Your Right." These posters communicated essential information about the employee complaint process. Additionally, the Department increased its communication with members of the public who made personnel complaints, including advising them when complaints were initiated at their request, if the complaint investigation was delayed and the final adjudication of the complaint.
 - In January 1998, the Department modified personnel complaint procedures and the related complaint forms. Previously, the Department only accepted public complaints that amounted to employee misconduct, but the process was modified so that all public complaints were accepted. This allowed for greater accountability to the public for complaints and greater ability to track all public allegations. Additionally, the Department did away with the miscellaneous memorandum, which was often used to close out allegations that did not clearly fit one of the four complaints disposition categories used at the time and added seven new disposition categories.
 - In 2002, the Department had a manned line for complaints to be taken during business hours. When the personnel went home the line was forwarded to what is now known as the Department Operations Center. Now the system is a manned system during business hours and messages can be left at off hours which are retrieved on the next working day and calls returned to the complainant.
 - While the Department has always received and accepted complaints via electronic mail (e-mail), in 2015 the Department began to accept complaints via a complaint system that was online. In 2019, that system was updated to its current form.
- *All complaints should go to Internal Affairs for review prior to be assigned for investigation* - The Commission recommended that all complaints be screened by Internal Affairs Group (IAG) prior to being assigned to either IAG or the geographic division for investigation. In doing so, IAG could select the most serious cases for their more focused investigation, including all complaints of excessive force.
 - Currently every complaint that is taken and entered into the Complaint Management System is sent to IAG, Complaint Classification Unit (CCU) for review and assignment. The CCU determines which complaints are of a serious nature to be handled by IAG personnel and which are less serious and can be handled by the various other entities in the Department.

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- *Concerns with shooting investigations* - Officers were often interviewed in groups and official interviews were not conducted until after “pre-interviews” were completed.
 - In 2001, the Department established Critical Incident Investigation Division (CIID), which assumed responsibility for all categorical use of force investigations, which includes officer-involved shooting (OIS). The change brought the Department into alignment with the requirements of the Consent Decree and provided strict quality control on these important investigations.
 - In April 2005, CIID was renamed Force Investigation Division.
- *Inconsistently applied discipline* - The Commission was also concerned that discipline was applied inconsistently. There was a general perception within the Department, that officers would be fired for lying, cheating, stealing or using drugs. But they would not be fired for using excessive force. The irony of this situation was that officers who used excessive force had to tell half-truths or blatantly lie when completing their reports.
 - Today each complaint is evaluated independently, based on the facts of the case. In 2016, a penalty guide was created in the effort to ensure equity in the penalties for similar type of misconduct. In 2019, the penalty guide was updated to clarify the allegation types used for categorizing complaints of misconduct. The guide is used to ensure fairness and consistency within the process. That said, each case is still evaluated based on the individual factors and past of the officer in question.

Structural Issues

- *Increase staff at BOPC* - The size of the staff of the BOPC should be significantly increased, including a staff of management auditors, computer systems experts and investigators with law enforcement experience. This staff should be overseen by a civilian chief of staff, a general-manager level who reports directly to the Commission.
- *The BOPC should be paid positions* - The Commission also recommended that at least some of the Commissioners should hold full-time, paid positions on the BOPC.
 - Today, Commissioners remain volunteers appointed by the Mayor.
 - The OIG reviews all officer involved shootings and significant uses of force that result in hospitalization or death. They also review complaint investigations and conduct audits of various Departmental functions.
 - Today, the Police Commission has a staff of 68 people.
- *The Office of the Inspector General (OIG)* - An independent entity was established through a voter-approved amendment to the City Charter in 1995. The original duty of the OIG was to inspect, on behalf of the Police Commission, the LAPD’s handling of complaints of employee misconduct, and to perform other duties as assigned by the Commission.

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- Beginning in 2000, the OIG's authority was expanded to include the ability to initiate any audit or investigation of the LAPD without prior approval of the Police Commission, to have guaranteed access to all Department information and documents, and the power to subpoena a witness at will.
- In 2001, the City entered into a Consent Decree with the United States Department of Justice. The Decree required the Department to reform its practices in nine major areas. The Federal Court appointed a monitor to work with the OIG in conducting oversight and evaluation of the Department's efforts to satisfy the Decree. Relying on OIG oversight, the court lifted the Decree in 2009 by substituting a Transition Agreement to govern the last phases of reform.
- In 2013, the court allowed withdrawal from the Transition Agreement because all objectives had been met, and the OIG then assumed full oversight of the Department's disciplinary process.

Report of the Rampart Independent Review Panel – November 2000

The Rampart scandal involved widespread police corruption in the Community Resources Against Street Hoodlums (CRASH) anti-gang unit of the Los Angeles Police Department's Rampart Division in the late 1990s. More than 70 police officers either assigned to or associated with the Rampart CRASH unit were implicated in some form of misconduct, making it one of the most widespread cases of documented police corruption in U.S. history.

The Rampart investigation, based mainly on statements of admitted corrupt CRASH officer Rafael Pérez, initially implicated over 70 officers in wrongdoing. Of those officers, enough evidence was found to bring 58 before an internal administrative board. However, only 24 were found to have committed any wrongdoing, with twelve given suspensions of various lengths, seven forced into resignation or retirement, and five terminated.

As a result of the probe into falsified evidence and police perjury, 106 prior criminal convictions were overturned. The scandal resulted in more than 140 civil lawsuits against the City of Los Angeles and cost the City an estimated \$125 million in settlements.

In April 2000, the Board of Police Commissioners (BOPC) formed the Rampart Independent Review Panel, comprised of citizens including attorneys, educators, and business executives. The panel issued a report in November 2000 with 72 findings and 86 recommendations. It concluded that officers needed better and more supervision; the Department compromised criminal investigations of officer-involved shootings and major use-of-force incidents; and, the Department was viewed by the community as excessively hostile and confrontational.

Board of Police Commissioners

The Report made several recommendations regarding the BOPC. These recommendations ranged from completely replacing the Commissioners of the time with new Commissioners, to the Commissioners being paid and working full-time. These recommendations require amendment changes to the City Charter and are outside the purview of the Department. Thus, they are not covered in this response.

Office of the Inspector General

The Report supported the creation of the Office of the Inspector General (OIG) designed to audit and oversee the complaint process and disciplinary system. The OIG is an independent entity established in 1995 through a voter-approved City Charter amendment. The original duty of the OIG was to inspect, on behalf of the BOPC, the LAPD's handling of complaints of employee misconduct and to perform other duties as assigned by the Commission. The Report recommended the following:

- *The Inspector General should audit the disciplinary system annually and forward that detailed audit to the Police Commission for its review. Additionally, the Police Commission should set aside a particular public meeting or meetings to review the disciplinary audit(s) and to take public comments.*

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- The OIG Complaint Section reviews personnel and community-based complaints of officer misconduct. Section employees produce written reports that are presented to the BOPC and are subsequently published on the OIG website. Such reports have included reviews of the Department's "Quarterly Discipline Reports," in which the Section examined Department-administered discipline. The Section also has produced reports on specific topics including workplace misconduct (i.e., retaliation and discrimination) and biased policing. Finally, the Section investigates allegations of misconduct by the Chief of Police.

Beginning in 2000, the OIG's authority was expanded to include the ability to initiate any audit or investigation of the LAPD without prior approval of the BOPC, the guaranteed access to all Department information and documents, and the power to subpoena a witness at will.

Community Policing

The Report recommended the Department implement a Department-wide community-policing model to provide service to the public and prevent crime through restraint and mutual respect.

- In August 2015, the Department established the Community Relationship Division (CRD) to meet Chief Charlie Beck's goal of making the Department a leader in building relationships, trust, and empathy between the Department and the communities it serves. Community Outreach and Development Division (Codd) replaced CRD but continues its mission to collaborating with community-based organizations, leaders, groups, and stakeholders to keep communities safe.
- In August of 2020, under the leadership of Chief Michel Moore and Mayor Eric Garcetti, the Department formed the Community Safety Partnership Bureau (CSPB), which oversees the eight housing developments and two parks throughout the City. This action represented the next step in the Department's ongoing efforts to improve relationships with community groups across the City.

Additional Necessary Changes

The Report also cited recommendations to improve workplace issues and public trust. As a result, the Department developed various policies, procedures, and programs to address the recommendations.

- *Establish an "ombudsman" to deal with employee complaints of discrimination and bias within the Department.*
 - The Ombuds Section was established in 1997 as a mechanism by which internal workplace issues could be resolved before they escalate into personnel complaints, grievances and/or lawsuits.
 - The Ombuds Section is responsible for the Alternative Dispute Resolution (ADR) Program and is staffed by tenured employees who are trained in mediation and conflict resolution.

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- The Ombuds Section aids Department employees in determining what options are available to handle internal conflict and disputes, create innovative solutions, and guide employees in selecting a resolution strategy that offers a long-term solution to their specific concern. The Ombuds Section's services are confidential, neutral and impartial and are available to Department employees of any rank. The Ombuds Section personnel routinely educate Department entities about services they provide.
- *Develop programs that understand what is important to particular communities* – The Department should manage affairs in ways that are consistent with community views and develop programs that foster a different attitude toward the population to increase public trust.
 - Within the CODD, Senior Lead Officers (SLOs) assist geographic Area officers and Community Relations Officers (CRO) outreach to various community groups such as:
 - African American Community Liaison
 - Asian American and Pacific Islander Community Liaison
 - Faith Based Liaison
 - Latino Community Liaison
 - Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) Community Liaison
 - Dignitary Liaison
- *Enforce the already existing requirement that officers hand out business cards following citizen contacts.*
 - Department policy states that employees, “during the performance of their official duties, are required to provide a business card to any person upon request, providing the action does not interfere with the officer's performance of his or her duty.” Additionally, “When any person detained by an employee of this Department is subsequently released without being booked or cited..., Prior to the person's release, the officer shall offer to provide the detained person an official Department business card, and if requested, provide the business card complete with the officer's name and the division of assignment.”

PERSONNEL

The Report made various recommendations concerning hiring practices, inclusion of diversity in the leadership positions, addressing employee stress, and ending what is defined as “code of silence.” The Department addressed each recommendation made by the review panel and continues to make improvements in its current practices.

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Hiring and Diversity

- *The Chief of Police should seek tangible ways to establish the principle that racism, as well as ethnic and gender bias will not be tolerated and change Department culture to emphasize support of diversity and interpersonal sensitivity.*
 - The Department is committed to promoting and maintaining a work environment free from any form of discrimination. The Department has codified its zero-tolerance policy in various manual sections, as well as published a Training Bulletin entitled, Anti-Discrimination and Retaliation.
- *Continue focused recruiting of African American, Latino, Asian and female officers.*
 - Currently the sworn members of the Department are 10 percent African American, 50 percent Latino, 30 percent White, and 10 percent other races. Approximately 82 percent of sworn personnel is male and 18 percent female.
 - The Department remains committed to recruiting and hiring from the diverse demographic groups across the City of Los Angeles. The Department's Strategic Plan for fiscal years (FY) 2019-2021 called for improvement in the recruitment process, expanded hiring of female, African American and Asian Pacific Islander police officers, as well as enhanced marketing and advertisement strategies to these groups. Due to the onset of the COVID-19 pandemic and social distancing requirements, recruitment strategies shifted from traditional candidate outreach to marketing through social media campaigns, remote recruiting and virtual hiring seminars. Recruitment and Employment Division (RED) collaborates with the Personnel Department to expand diversity among the ranks and remains focused on improving the efficiencies and effectiveness of the recruitment and hiring process. Recruitment and Employment Division provides frequent updates to the Chief of Police and the BOPC regarding strategies, accomplishments, and challenges.
 - The most recent graduating class, which graduated on November 20, 2020, consisted of 32 graduates. The makeup of that class was 25 males and seven females. The racial makeup was four Whites, four African Americans, 20 Hispanics, and four Other.
- *Provide full and equal opportunity to female and minority officers to assume leadership positions in the Department.*
 - Currently, the composition of command staff is 15 percent African American, 31 percent Hispanic, and six percent Asian. Females represent 18 percent of all command staff.
 - Moreover, 11 percent African American, 40 percent Hispanic, and seven percent Asian represent all sworn supervisors throughout the Department. There are 479 females in supervisory roles, representing 18 percent of all leadership positions.
 - As the Department continues to make strides in female and minority leadership roles, focus has also been placed on civilian leadership opportunities. Over the

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last year, the Department sponsored new leadership courses and promotional seminars geared toward civilian employees.

Stress/Workers Compensation/Removal

- *Require officers to be psychologically re-tested every three (3) years.*
 - Officers are psychologically tested prior to being hired by the Department. These psychological tests thoroughly gauge an applicant's psychological ability to not only handle the stresses of the job, but also the applicant's conduct when using his or her authority as a police officer.
 - Command officers are able, with cause, to require an employee to undergo an assessment with Behavioral Science Services (BSS).
- *Train Department supervisors on how to recognize and mitigate stress in employees.*
 - Behavioral Science Services provides training to supervisors on stress recognition during supervisor and leadership courses. In addition, BSS offers various services including peer support, addiction prevention, and confidential counseling for employees and their families.
 - The Conflict Resolution Course for Law Enforcement Personnel teaches sworn and civilian supervisors how to recognize and mitigate conflict in the workplace.
 - Department employees are also educated about the benefits of regular exercise and encouraged to participate in these activities. The Department also provides free gym facilities within its workplaces to improve employees' health and reduce their stress.
- *Require training and counseling following every sustained complaint relating to excessive force, unless the officer is removed. This information should be included in the Letter of Transmittal.*
 - To mitigate incidents of excessive force, the Department has updated and distributed use of force policy revisions and tactics bulletins, such as de-escalation and tactical disengagement.
 - In circumstances when an officer has a sustained complaint for unauthorized force, including excessive force, an officer may receive a penalty that includes a suspension, demotion, or a recommendation for removal from the Department. When an officer is not removed from office, he or she will receive extensive retraining and can be ordered to BSS for an assessment. The Letter of Transmittal includes both a work history analysis and an employee development plan to address any pattern of conduct, as well as mandated training.

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Code of Silence

- *Encourage officers to report misconduct - eliminate the "Code of Silence." This should be a priority in discipline, training and other areas.*
 - Department Manual Section 1/210.46 requires, "that when an employee, at any level, becomes aware of possible misconduct by another member of this Department, the employee shall immediately report the incident to a supervisor or directly to Internal Affairs Group." Furthermore, policy states that "all Department employees are responsible for preventing and reporting misconduct."
 - Failure to properly accept a complaint is defined as failure to inform any community member of the means to initiate a complaint, dissuading a person from initiating a complaint, or refusal to take a complaint. All instances in which an employee fails to properly accept a complaint result in discipline.
 - In August of 2020, the Department updated the Policy on the Use of Force which mandates employees to intercede when witnessing excessive use of force as well as report any excessive use of force observed.

RISK MANAGEMENT

The Review Panel identified risk management concerns that encompassed command accountability, oversight, employee performance review, and deployment of personnel. The Department has made great strides in each of these areas, creating a transparent form of accountability through the CompStat process, formed a Risk Management Division that reports progress to the BOPC as well as greater oversight through supervision.

Command Accountability

- *Command Officers must be held accountable when officers they supervise use excessive or unnecessary force.*
 - The CompStat inspection process measures and tracks a command's performance month over month in various areas that include crime, risk management (i.e., uses of force, traffic collisions, and pursuits), complaints, sick and injury-on duty, and deployment. Commanding officers are also required to develop plans to address any areas in which they are deficient.
 - Commanding officers receive a yearly rating that evaluates performance in numerous areas of leadership.
- *Command officers should be evaluated, in part, by the absence of citizen complaints within their commands, and their ability to reduce the number of complaints over time.*
 - The number of complaints and the year to date percent change are included in each CompStat profile. At each inspection, commanding officers must address any deficiencies and develop strategies to combat the increase in complaints.

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- *Train supervisors on the early warning signs of developing problems and provide resources to officers to receive the training and counseling they need.*
 - The Training Evaluation and Management System (TEAMS) II was developed to incorporate complaints, pursuits, uses of force, and claims and lawsuits, into one system to track, evaluate, and identify potential at-risk individuals. Supervisors are trained with the TEAMS II system in concert with regular interactions with employees to recognize potential at-risk behavior as well as intervene and provide resources to individuals in need of assistance.
 - The Department produces regular email correspondence with employees via the Department Operations Center, to provide employees with BSS Services and wellness suggestions.
- *The Chief should serve a five-year term renewable for an additional term at the discretion of the Commission.*
 - The Chief of Police serves one five-year term and may be appointed to a second five-year term. No Chief of Police shall serve longer than 10 years.
 - The selection process for the Chief of Police is extensive. The BOPC reviews six candidates, as referred by Personnel Department, and provides a list of three recommended candidates to the Mayor. The Mayor's appointee to the position of the Chief of Police must be confirmed by City Council. This process is applicable for the appointment to a second term.
- *It is time for Chief Gates to allow for a transition to a new Chief of Police. The new leadership must set priorities. The leadership must be constant and comprehensive, and must make their weight felt throughout the system, including recruitment, training, promotion, assignment and discipline.*
 - Chief Willie Williams was appointed as the Chief of Police in June 1992 relieving then Chief Daryl Gates.
 - Chief Moore implemented his approach for the future of the Department in the Strategic Plan, *LAPD 2020 and Beyond*. The comprehensive plan details six goals that incorporate strategies to reduce crime and victimization, build public trust, modernize the Department for the future, improve organizational accountability, enrich training, and maximize workforce potential. Each initiative is tracked and assessed to evaluate the Department's progress and shortcomings.
- *Leadership must be clear that excessive use-of-force, racism and bias will not be tolerated within the Department.*
 - The Department Manual was updated to include policies relative to use of force, prohibition of bias policing, and consent searches. Training is provided to all employees on these topics via the Learning Management System or incorporated into in-person instruction.

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- The California State Legislature approved Racial Identification Profiling Act (RIPA) to record and publicize public encounters made by law enforcement agencies in the state. Recently, the Office of the Inspector General and an independent group, California Policy Lab, looked at RIPA data to analyze the Department's stops. Both reports were presented to the BOPC for review.

Risk Management Division

- *Complaint allegations classified as "Not Resolved" should be available for review in future investigations, and for consideration of promotion or upgrade.*
 - Complaint allegations classified as "Not Resolved" are available for review through an officer's TEAMS II Report. Complaints are considered during investigations and promotional and upgrade selections

Civil Litigation

- *The Police Commission should be informed about civil litigation, and steps should be taken to avoid costly lawsuits.*
 - Risk Management and Policies Division provides a Risk Management and Harm Reduction Strategy Report to the BOPC. This report addresses civil litigation costs. The last report was provided to the commission and approved on August 6, 2019. It included six years of data from Fiscal Year 2013 to 2019. The next report is in the process of being completed and is expected to go before the Commission in April 2021. This report will include three years of data, Fiscal Year 2017-2018 through 2019-2020. This report is expected to be a yearly report moving forward. Additionally, Legal Affairs Division (LAD) reviews civil litigation in an attempt to evaluate what can be done to improve policies or practices or to implement training to reduce future litigation.
- *Litigation costs are driven by complaints of excessive force.*
 - The Department analyzes civil litigation payouts each fiscal year to develop strategies to address risk management areas. While payouts concerning excessive force have trended downward, the Department reinforces its policies through training and complaint investigations, when necessary.
- *The Department and the City Attorney's Office should consider arbitration or mediation of claims which are routinely denied and often lead to more expensive litigation.*
 - Legal Affairs Division's (LAD) Claims Unit works closely with and is located next to the City Attorney's (CA) Office. Together, they jointly investigate and address claims under \$10,000. Arbitration or mediation are considered when possible to avoid expensive litigation.

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- *Establish a process with the City Attorney's Office to identify all civil suits involving Department employees.*
 - The CA's Office and LAD cross-report civil lawsuits involving Department personnel. Each civil suit involving Department employees is tracked in the Claim/Lawsuit Information System (CLIS) within the TEAMS II application.

Performance Evaluations

- *Use statistical information to detect "early" warning signs of developing employee problems.*
 - The TEAMS II system was developed as an early warning indicator of potentially at-risk individuals. Algorithms indicate when an employee goes above a pre-designated threshold and generates an Action Item for review by a supervisor. An employee's work history is reviewed as well as the incident that triggered the threshold activation. Corrective action is completed if warranted.
- *Include this statistical information in employee performance evaluations.*
 - The Department includes the statistical information described above in employee performance evaluations and compares the employee to his/her peers.

Promotions/Incentives/Deployment

- *Modify the Department's structure to favor empowerment, local control and responsiveness.*
 - Over time, the Department has changed its organizational structure to meet the needs of the diverse communities within the City of Los Angeles. Additionally, the Department has expanded and adjusted to accommodate the City's increased population. In July 2018, the Department created Special Purpose Innovation Groups to recommend organizational changes for optimal effectiveness and efficiency while maintaining the focus on Operations and improving service to all members of the community.
- *Increased rewards for the patrol function should be provided; for example, augment the longevity pay program already in place.*
 - As indicated in Memorandum of Understanding, No. 24, officers and detective personnel assigned to a patrol function are provided with a pay incentive.

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Specialized Units

- *Re-examine limited tour of duty for non-field assignments.*
 - The Department currently has limited tour assignments specific non-field specialized units (e.g., Vice Units, Gang Units, Professional Standards Bureau, and Training Division) and continues to reassess the need to expand limited tour assignment for various positions throughout the Department.

Supervision

- *The supervisor's role should include training, counseling and guiding employees to cope with the stressful situations their job can entail.*
 - Supervisors attend Department-sponsored courses to assist them in training, counseling, and guiding employees. Some of these courses include peer support, Conflict Resolution for Law Enforcement Personnel, LAPD Leadership Program, and supervisor updates. Skills learned within each course can assist supervisors as they mentor employees.
- *Lieutenants and sergeants working with officers in the field must monitor the use-of-force by those they supervise.*
 - A supervisor is required to take command and control of each use of force that he or she may be present at. Leadership at scene ensures policy is followed, proper tactics are utilized, and appropriated reporting is conducted. At each non-categorical use of force (NCUOF), an uninvolved supervisor investigates the incident and completes a report that is submitted to his or her chain of command. Independent review by various levels are completed for each NCUOF to ensure no misconduct or excessive force was used.
 - The TEAMS II assists in monitoring officers in the field and generates action items for at-risk individuals.

TRAINING

The Review Panel made several recommendations to improve the quality of instruction and training provided to both probationary and tenured officers. Emphasis was placed on establishing dedicated personnel to develop curriculum and training instructors for each course. The recommendations concerned administration and resources, problem solving, supervisor training, field officer training, and use of force instruction.

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Administration and Resources

- *Establish a Police Training Administrator (PTA).*
 - The Director of Police Training and Education (PTE) is a civilian commander equivalent responsible for recruit and in-service curriculum design. Moreover, the Director, PTE and staff train each Department-certified instructor through the Academy Instructor Certification Course to ensure appropriate instruction of course curriculum is followed.
- *The Commanding Officer of Training Division should serve a minimum three years term.*
 - The Director, PTE is the longest serving instructor within Personnel and Training Bureau. In addition, there are three commanding officers that oversee the instruction of curriculum: one Commander, one Captain III, and one Captain II. The succession planning within the rank structure lends itself to experience and cohesion in the Department's training.
- *Qualifications for recruit graduates should be kept high.*
 - Academy recruits must pass a rigorous program over a six-month period where instruction and testing are conducted in a variety of areas including, but not limited to, tactics, firearms, use of force, human relations, law, and interpersonal skills. Upon failure to pass a test after two attempts and remediation, a recruit officer is not retained.
 - After graduation, recruit graduates become probationary officers and must pass a one-year probationary period in the field training program. These officers shall demonstrate the knowledge, skills, and ability to perform each task. Failure to do so may result in a probationary officer not being retained.

Problem Solving/Cultural Awareness

- *The Department should place an increased emphasis on verbalization skills and training should continue to emphasize human relations skills.*
 - Verbalization continues to be emphasized in both policy and training curriculum. Verbal warnings are an element of the Department's Policy on Use of Force. In addition, academy recruits must demonstrate the ability to communicate in order to pass various tests within the academy.
 - The Department incorporates verbalization into its in-service training, such as Advance Concepts of Command and Control as well as Use of Force Update III. In each course, officers must demonstrate the critical skills of communicating with subjects who suffer from mental illness as well as individuals being stopped in high-risk situations.

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- Training Bulletins (i.e., Use of Force, Tactical De-escalation, and Tactical Disengagement) also emphasize verbalization and are distributed via the Learning Management System.
- *The Department's Human Relations and Cultural Awareness training should be reviewed.*
 - Human relations and cultural awareness topics (i.e., cultural diversity, sexual harassment, discrimination, and procedural justice) are an integral part of Police Academy training from the first day through graduation. The courses are integrated into various parts of instruction, including use of force and mental illness. Moreover, recruits receive training from a guest speaker from the Lesbian, Gay, Bisexual, Transgender, Questioning community.

Field Training Officers/Probationers

- *Target Field Training Officers as important change-agents within the Department.*
 - The Field Training Officer (FTO) position is an integral part of the training program and is essential in developing the future leaders of the Department. Due to the importance of this role, FTOs must first undergo an interview and selection process. During this process, an officer's TEAMS II report is reviewed which includes risk management indicators. The selection of an FTO must also be reviewed and approved by multiple levels.
 - Once selected, an FTO must complete a 40-hour FTO course which includes instruction on ethics, professionalism and leadership that discusses the community's history with the law enforcement and the importance of building public trust. In addition, an FTO must complete a 24-hour update every two years. The curriculum includes instruction on principled policing/procedural justice, as well as an LGBTQ cultural-awareness component.
- *Reduce the difficulty in terminating weak probationers.*
 - Each probationary officer must undergo a one-year probationary period where the officer is evaluated on multiple criteria pertaining to the position of a police officer. If a probationary officer fails to meet the standards, remedial training is required in order to continue in the probationary process. If minimum standards cannot be achieved, the probationary officer is subject to termination.
- *Establish written standards for FTOs to deselect probationary officers.*
 - Written standards are incorporated into the FTO program where probationary officers receive daily and weekly reviews that are submitted to the commanding officer for review. Poor performance is identified in the daily and weekly reviews and are immediately addressed by supervisory personnel. Continued poor performances result in remedial training and are cause for termination.

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- *Establish written FTO selection and disqualification standards, including the FTO's disciplinary record.*
 - The FTP Manual details the selection and deselection process for the position of FTO. The FTOs are selected via an interview process and are required to attend a 40-hour FTO course prior to training probationary officers.
- *Continue refining the FTO School curriculum including specific instruction on use-of-force policy.*
 - Field Training Officers shall complete the POST mandated 40-hour FTO course as well as the 24-hour updated course. Additional recommended courses include but are not limited to the Law Enforcement Tactical Applications Course to better train probationary officers in tactics and use of force.
 - All officers must complete an annual use of force training via the Learning Management System as well as an in-service use of force update every two years.
- *Rotate probationers among FTO's and place them on different watches and expose them to diversity among the trainers.*
 - Probationary Officers are rotated among FTOs and placed on different watches to expose them to diversity among trainers as well as environmental changes.

Use of Force

- *The Police Commission should set the tone regarding eliminating excessive uses of force.*
 - The BOPC reviews and determines whether each Categorical Use of Force is in or out of policy. During each review board, the BOPC heavily scrutinizes the tactics and force used by each individual officer and makes recommendations for policy changes.
 - The BOPC subcommittee reviews and makes recommendations on each policy, addressing the application and adjudication of uses of force prior to the full Board approving the policy.
- *This tone should be echoed and re-enforced by Department leaders.*
 - The BOPC approves all policies pertaining to the use of force. Upon approval, the policy is distributed throughout the Department and training is developed to reaffirm policy.
 - Command staff reinforce policy and training through instruction to supervisors, adjudicating uses of force, and providing training to officers.

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- *Review mid-level use of force options.*
 - The Department continually assesses its approved use of force options as well as seeks information and training on other available force options throughout the country. Currently, the Department is piloting the Bola Wrap as a less-lethal force option. The pilot program was approved by the BOPC and results of uses and effectiveness will be presented to the BOPC upon completion of the pilot program
- *In keeping with the Police Commission's November 20, 1990, report regarding the Century City "Justice for Janitors" action, the Department should expand policies regarding labor disputes and personnel should receive updated training on handling demonstrations.*
 - The Department's Labor Relations Unit (LRU) is responsible for liaising with the City's approximately 350 labor unions and staying informed about their planned protest activity. The LRU maintains relationships with these unions and provides expertise on matters involving labor demonstrations. Department employees are given training on labor demonstrations in roll call and supervisors are given further training at supervisor school.
- *Problems related to the use of the "prone out" tactic and the practice of stopping young minority males without proper justification should be reevaluated; the increased use of K-9's in minority neighborhoods requires investigation.*
 - Department policies and tactics directives are continuously updated by the Office of Constitutional Policing and Policy (OCP) and the Office of Support Services (OSS), respectively. Recently, the OCP developed and published a legal update concerning consent search and knock and notice warrants. Further, the OSS is updating its handcuffing tactics bulletin to ensure proper handcuffing in various positions.
 - The Arrest and Control Manual, updated in 2017, is currently under revision to update information regarding the ban on the carotid restraint control hold and inclusion of other non-deadly tactics.
 - The K-9 unit is deployed in situations that require specific criteria including outstanding felony suspects, misdemeanor suspects armed with a firearm, lost and missing person, and recovery of evidence. To further ensure proper deployment and use of K-9s, the Department is updating its K-9 manual and policies concerning the K-9 force adjudication. Both the manual and policy will be reviewed by the BOPC subcommittee.

INVESTIGATIONS

The complaint system was a focus of the Review Panel. Recommendations regarding the complaint and officer-involved shooting investigations as well as the adjudication process were made by the panel to create a process free of coercion and corruption.

Investigations of Officer Involved Shootings/Uses of Force

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- *All complaints related to excessive force (including improper tactics) should be investigated by IAG rather than at the divisional level and subject to periodic audits by the Office of the Inspector General.*
 - Internal Affairs Group investigates all criminal allegations against officers, including allegations of excessive use of force. The OIG periodically audits complaints of excessive force.
- *There should be no group interviews or pre-interviews of officers whether in officer-involved shooting investigations or other misconduct investigations. All interviews should be tape-recorded and, when there is prima facie evidence of a crime, special precautions should be taken to protect against compromising evidence.*
 - Department policy requires all officers who are interviewed for officer-involved shootings or other administrative investigations to be interviewed separately. They are further directed to not speak about the details of the investigations to anyone other than their attorney(s) and the investigators. These interviews are recorded, and pre-interviews are not allowed. All evidence at any crime scene or officer-involved shooting scene is documented, collected and booked into evidence.
- *Examine the issue of a single employee acting as employee representative for more than one officer involved in, or as a percipient witness to, a use-of-force incident.*
 - The Department allows a single employee to act as an employee representative for more than one officer involved in, or as a percipient witness to, a use-of-force incident if that employee representative keeps the information from each employee confidential and only uses information from each employee during that employee's interview.

Complaint Investigations

- *There should be uniform displays at all police facilities open to the public and other citywide facilities providing complaint and commendation forms.*
 - There are currently displays at all police facilities open to the public that provide easy access to complaint and commendation forms. These forms are also in multiple languages for community members' convenience.
- *The Internal Affairs Duty Room number, (800) 339-6868, should be publicized on a regular basis.*
 - The Internal Affairs Duty Room number is listed on business cards and complaint forms that are displayed at each Department facility and on the Department's website (www.lapdonline.org).

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- *A copy of the completed complaint file should simultaneously be routed to the Inspector General's Office for review.*
 - The OIG has access to the Complaint Management System where they can access the details of any complaint. The OIG also conducts audits and reviews of completed complaint files at their discretion. The IAG provides the OIG with completed complaints as requested.

Administrative/Criminal Investigations

- *The statute of limitations pursuant to Charter Section 202, should be extended from one year and modified. This would assist in the establishment of patterns of conduct during the investigation and adjudication of a complaint.*
 - The statute of limitations is determined by Government Code Section 3300 in addition to City Charter Section 1070.

Internal Affairs

- *Internal Affairs Group (IAG) should be provided with sufficient staff and longer IAG assignments. IAG should be decentralized and staffed with detectives. The head of IAG should be a deputy chief who reports directly to the Chief of Police and who works closely with the Inspector General.*
 - Professional Standards Bureau oversees Internal Affairs Group and is led by a Deputy Chief. A commander is the commanding officer of IAG with two divisions led by the rank of Captain. Each division, Criminal Investigation Division and Administrative Investigation Division, has investigators with the rank of sergeant and detective.

Boards of Rights

- *The City Charter should be amended to place a civilian representative from the Inspector General's Office on the Board of Rights as one of the three (3) members.*
 - The civilian member of the Board of Rights (BOR) is processed via the Police Commission. While no representatives from the OIG are on the BORs, the City Charter was recently amended to allow sworn personnel the option to have a Board comprised of a mix of sworn and civilian members or of all civilian members.
- *The two sworn members of a Trial Board should be randomly selected from among qualified officers without further selection by the charged officer, as is now permitted.*
 - In March 2019, the City Charter was amended to include an alternative composition of the BOR. A sworn member may elect to have the traditional BOR makeup or the all civilian make-up.

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Complaint Adjudication/Discipline

- *The bureau commanding officer should have the personal responsibility for making the classification decision, e.g., sustained.*
 - The final decision on all employee discipline lies with the Chief of Police. The Area, Group, Bureau, and Office all make recommendations to the Chief.
- *Classification terminology should be modified: Not Sustained changed to Not Resolved.*
 - There is a “Not Resolved” classification for complaints.
- *All available evidence, regardless of involvement of the parties, should be fairly and dispassionately evaluated in making a classification based on the "preponderance of evidence."*
 - This is the standard used today. The LAPD evaluates all available evidence based on the “preponderance of the evidence.”
- *After the initial investigation and adjudication is complete, the file should be returned to IAG for review of both the investigation and classification based on the "preponderance of evidence."*
 - This is the standard used today.
- *The Chief of Police should provide a detailed written justification explaining any modification to a recommended complaint classification or penalty.*
 - A written, detailed justification is completed on an Intradepartmental Correspondence. This correspondence explains any modification to a recommended complaint classification and/or penalty.
- *Develop a written procedure to guide adjudicators in considering "pattern and practice" concerns during adjudication of complaints.*
 - The IAG has a standardized penalty guide that is used in evaluating penalties for adjudicated complaints.
- *The City Charter should be amended to give the Police Commission the power to reverse the Chief's decision to reduce a recommended penalty by a Board of Rights.*
 - The Chief of Police, as the general manager of the Department, has the responsibility and final authority regarding employee discipline and may reduce but not increase the penalty recommended by the Board of Rights. There has been no proposal to amend the City Charter to allow the Police Commission that authority.

Report of the Rampart Independent Review Panel – November 2000

- *The Department should have the authority to impose the punishment of demotion in rank, as an option not currently available in the Charter, and only after a Board of Rights has been conducted.*
 - The Chief of Police has the authority to impose the punishment of demotion in rank after a Board of Rights.

Other Issues

- *The LAPD should pursue efforts to use video technology units that are tamper-proof and cannot be erased or re-recorded. Department guidelines should be developed for the experimental use of video technology in a substantial number of patrol units.*
 - Every vehicle within a geographic Area is outfitted with a Digital In-Car Video (DICV). In addition, every officer in a patrol assignment deploys a Body Worn Video (BWV). All recordings are uploaded into a system that only the recording officer or supervisor or above can review. The Department is currently expanding its BWV deployment to uniformed overtime-related assignments.

Federal Consent Decree – June 2001

Following the discovery and disclosure of the Rampart Area Corruption Incident by the Los Angeles Police Department, the United States Department of Justice (DOJ) notified the City of Los Angeles that it intended to file a civil suit alleging that the Department was engaging in a pattern or practice of excessive force, false arrests, and unreasonable searches and seizures. Whenever the DOJ has reasonable cause to believe such violations have occurred, they may obtain a court order to eliminate the pattern or practice.

In making these allegations, the DOJ recognized that the overwhelming majority of Los Angeles police officers performed their difficult jobs in a lawful manner. To avoid potentially divisive and costly litigation and to promote the best available practices and procedures for the Department, the City entered into the Civil Rights Consent Decree. A consent decree is an agreement between involved parties submitted in writing to a court. Once approved by the judge, it becomes legally binding. In order to be released from the Consent Decree, the Department would have to demonstrate substantial compliance with the Decree's provisions.

The Consent Decree promoted police integrity within the Department and prevented conduct that deprives individuals of their rights, privileges, or immunities protected by the Constitution of the United States. The Consent Decree placed emphasis on the following nine major areas:

- Management and supervisory measures to promote Civil Rights Integrity;
- Critical incident procedures, documentation, investigation, and review;
- Management of Gang Units;
- Management of Confidential Informants;
- Program development for response to persons with mental illness;
- Training;
- Integrity Audits;
- Operations of the Board of Police Commission and Inspector General; and,
- Community outreach and public information.

Within each of the nine major areas of concern were additional sub-levels, totaling 241 points of issue to address.

The Court formally issued the Consent Decree as a Court Order on June 15, 2001. The Department formed the Consent Decree Task Force (CDTF) within Administrative Group to plan for, coordinate, track, monitor and report on the Department's compliance with the Decree's provisions. Additionally, the court appointed an independent group, Kroll and Associates, to oversee the Department's implementation of the requirements. Because of the level of detail required, the "Report Cards" summarizing the Independent Monitor's Evaluation of Compliance with the Consent Decree served as an independent and authoritative evaluation of the Department's implementation of the requirements.

By the end of the five-year agreement, the Department was found compliant with 156 of 241 of the items reviewed. The remaining issues fell short due to a lack of consistency or were yet to be completed. As such, the Consent Decree was extended. By the end of 2009, the Department was found to be in compliance with the Consent Decree and was released from the agreement.

Federal Consent Decree – June 2001

The Department continues to make strides to ensure the lessons learned are not forgotten and continues to use many of the implemented reforms to ensure the Department functions in a fair and equitable manner. Attached is the final “Report Card” that was given to the Department showing compliance over the years.

Final Report of the President's Task Force on 21st Century Policing May 2015

In May 2015, the President's Task Force on 21st Century Policing published the final report focusing on community policing and building trust among law enforcement and the communities they serve. In the report, the task force identified various recommendations that are outlined in the following six pillars:

- 1) Building Trust and Legitimacy
- 2) Policy and Oversight
- 3) Technology and Social Media
- 4) Community Policing and Crime Reduction
- 5) Training and Education
- 6) Officer Wellness and Training

Each pillar is comprised of multiple strategies; many of which the Department has fully implemented, and which are established in either policy or procedure.

In 2017, the Office of the Inspector General (OIG) published a Review of National Best Practices. This report examined the recommendations in the Final Report of the President's Task Force on 21st Century Policing and the Police Executive Research Forum's Guiding Principles on Use of Force. *As detailed in the OIG's report, the Department has fully or partially implemented a majority of the relevant recommendations in some form and that, in many cases, these were long-standing Department practices. Overall, the OIG found that the Department has made great strides in implementing the recommendations adopted by the Board of Police Commissioners (BOPC).*

The OIG's 2017 Report noted there were areas where the Department was taking steps to more fully implement the recommendations, in some cases at the direction of the BOPC. The Report also included a series of recommendations. These recommendations were revisited with a 2019 report titled, "Follow-Up Review of National Best Practices."

Strategic Plan

As a national leader in law enforcement best practices, the Los Angeles Police Department recognizes the need to have a formal Strategic Plan. There have been three iterations of the Strategic Plan since 2015. The latest plan, *LAPD: 2020 and Beyond*, is a two-year document covering 2019-2021. This organizational blueprint contains 90 key activities and 107 milestones under six overarching goals:

- Protect LA
- Engage LA
- Improve Organizational Accountability
- Modernize Technology
- Enrich Training
- Maximize Workforce Potential

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Through these guiding goals, the Department's men and women maximize the workforce potential to provide the highest levels of service to the communities of the City of Los Angeles.

The Department has made significant progress in the presidential strategies linked to Key Activities within the Strategic Plan. The following pages illustrate the progress the Department has made toward the 21st Century Policing Task Force's recommendations.

Apply procedural justice principles internally

- Procedural justice continues to be a training focus for sworn employees within the Department. In collaboration with the California Commission on Peace Officer Standards and Training (POST), the Department has incorporated procedural justice into seven learning domains (LD) taught to recruit officers during the academy. The following seven LDs incorporate procedural justice:
 - LD1 – Leadership, Professionalism, and Ethics;
 - LD2 – Criminal Justice System;
 - LD3 – Policing in the Community;
 - LD4 – Victimology/Crisis Intervention;
 - LD8 – General Crime Statutes;
 - LD9 – Crimes Against Children; and,
 - LD13 – Alcohol Beverage Control Law.
 - Sworn personnel receive procedural justice training during Police Science and Leadership I, Field Training Officer School and Update, the Department-wide crowd management course, *Integrating Communication, De-escalation, and Crowd Control*. Additionally, Dr. Bryant Marks incorporated procedural justice elements within the Implicit Bias Training.

All Department policies should be available for public review and posted on Department's website

- Pursuant to the enactment of Senate Bill 978, the Department posted all policies on the LAPD public website.

Collect, maintain, and analyze demographic data on all detentions

- Adopted in November 2017, California Assembly Bill 953 expands the definition of racial profiling to include identity profiling and broadens the scope of data collection for the Automated Field Data Report (AFDR), requiring that an AFDR be completed for every person stopped or detained, regardless of the reason for the encounter.
- The data collected is made public on the California Department of Justice website "Open Justice" to allow for study and analysis by:
 - Law Enforcement

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- The Racial Profiling and Identity Profiling Advisory Board (RIPA)
- Advocates
- Academics
- Community Members

Civilian Oversight

- The Board of Police Commissioners, originally created in 1925, is comprised of five civilians who donate their time to the City while maintaining their professional careers. They are appointed by the Mayor and confirmed by the City Council. The Commissioners serve a maximum of two, five-year terms. The Commissioners routinely spend 20 hours per week on Commission business and serve as the community's voice in police affairs as a means of ensuring more responsive and effective City government.

Refrain from practices requiring officers to issue a predetermined number of tickets

- The Department does not evaluate officer productivity based upon a specific quota. California Vehicle Code (CVC) Section 41602 prohibits quotas.

Required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause

- The BOPC approved the Department's newly-established Consent to Search policy on November 17, 2020. This policy requires officers to advise community members of their rights to refuse consent prior to the search or withdraw their consent at any point during the search. Officers are also required to either record verbal consent or obtain written permission for the search.

Policy requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide the information in writing to individuals they have stopped

- The Department has existing policies contained within the Department Manual that require an employee to identify themselves when requested by a member of the public and provide a business card to an individual who is detained when an arrest or citation are not warranted.

Establish search and seizure procedures related to LGBTQ and transgender populations

- On April 10, 2012, the Department published an Office of the Chief of Police Notice - *Police Interactions with Transgender Individuals*. The notice gives guidelines, how to address a Transgender individual, and field searches involving Transgender individuals.

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Adopt and enforce policies prohibiting profiling and discrimination based on protected classes

- The Department is deeply committed to ensuring that it provides an environment for all employees free of any discrimination and offering equal opportunity to all. The Department has maintained its commitment to Constitutional Policing and the Department Manual, Volume 3, Section 345.
- Office of the Chief of Police Notice, dated November 15, 2010, Constitutional Policing and Biased Policing stressed the importance of fair and impartial policing.

Engage community with positive non-enforcement activities

- Community Outreach and Development Division (CODD) has dedicated officers to build relationships and trust between the Department and the diverse communities it serves through best practices in community outreach, digital media, and community policing;
- The Department has appointed liaisons to partner with community groups including the Latino American Consulates and LGBTQ community, and participates in Pride events occurring throughout the City and surrounding areas;
- Gang Reduction and Youth Development (GRYD) is a public charity that utilizes community partners to reduce gang violence and promote positive youth development. GRYD is operating in every geographic Area within the Department. Operations-Central Bureau has established a GRYD coordinator position to facilitate the partnership between the City and the Department; and,
- Through community engagement and additional deployment, the Department has also supported Summer Night Lights, a GRYD sponsored event, at 32 local parks throughout the City of Los Angeles.

Create positive, non-enforcement activities in schools

- Community Safety Partnerships (CSP) Safe Passage Program expanded in Watts, allowing officers to provide high-visibility foot beats and campus programs at every elementary, middle, and high schools within the community.

Consider effect of crime strategies on public trust

- The Department began deploying Body Worn Video (BWV) in the fall of 2015, and cameras are now deployed in all 21 geographic Areas, and Metropolitan Division, Security Services Division, and Transit Services Division.

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- Digital-in-Car-Video (DICV) has been fully deployed in all 21 geographic Areas as well as Metropolitan Division and Security Services Division.
- Office of Operations (OO) Community Safety Operations Center (CSOC) has a dedicated SARA Coordinator. SARA is a problem-solving model that uses scanning, analysis, response and assessment as its core methodology. The SARA Coordinator tracks each SARA for improved resource management, cross-bureau information flow, retention protocols and collective efficacy. The newly designed SARA Report will be incorporated into the Department's automated Incident Reporting Control System (AFDR/Incident Tracking).
- The OO developed the Data-Informed, Community-Based Policing model to replace the precision policing model. Using hot spot analysis, heat maps and emergent trends for a data-informed crime-reduction strategy, OO's CSOC personnel work closely with bureaus to standardize methods of sharing and interpreting information related to community engagement and crime reduction.

Track community trust in police using annual surveys

- Strategic Planning developed a comprehensive community survey that was administered in February 2016 and 2018. Over 2,000 Angelenos were polled regarding fear of crime, public trust in the police, and satisfaction with police services. Survey findings showed that Angelenos generally have a good impression of public safety. In terms of the Department's core mission of protecting public safety, the polling data suggest a strong degree of confidence among residents: two-thirds of them agreed that the Department did a good job of preventing crime in their neighborhood and that the Department was effective in apprehending criminal offenders. An important objective of the survey was to measure public attitudes toward another important function of the Department, namely its interactions with the citizenry.
- In 2020, the Department partnered with Loyola Marymount University to conduct the next iteration of the community survey. While two-thirds of residents agreed the Department did a good job of maintaining public safety, less than half thought the Department did a good job of responding to mental health crises. Additionally, while the vast majority of respondents supported the Department's efforts toward community policing, they also thought money should be redirected from the Department's budget and go to fund other programs.

Diversity in the workforce

- Recruitment and Employment Division (RED) utilizes targeted recruitment strategies at large events, faith-based organizations, community-centric locations, higher education institutions, and the military. Although all in-person recruitment and hiring activity, including targeted campaigns directed at African American and female candidates, was suspended due to the COVID-19 pandemic, RED

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focused on increasing its footprint on social media to update candidates regarding ongoing changes in the hiring process and encouraged utilization of online platforms for testing and video conferencing.

- Specifically, 60 African Americans were hired in FY 2019-2020 compared to 56 African Americans hired in FY 2018-2019. During the first quarter of FY 2020-2021, the Department appointed 15 African Americans out of 43 new hires, which represent 35 % of those hired. The COVID-19 pandemic has caused the cancellation of recruitment events, and social distancing restrictions and limited resources have caused significant delays in various steps in the hiring process.
- In FY 2019-2020, 109 women were hired compared to the 124 women in FY 2018-2019. During the first quarter of FY 2020-2021, the Department appointed 25 women out of 43 new hires, which represent 58 percent of women hired. The COVID-19 pandemic has caused the cancellation of recruitment events, and social distancing restrictions and limited resources have caused significant delays in various steps in the hiring process.
- The Department named a commander as the Diversity, Equity and Inclusion Officer in 2020. This liaison is charged with promoting equity while enhancing diversity and equal opportunity in the organization's recruitment, hiring, training, retention, promotions and contracting.

Build relationships with immigrant communities

- In May 2017, the Department created a Frequently Asked Questions pamphlet on Federal Immigration and the Department. The pamphlet was distributed to all 21 geographic Areas to hand out to the community to clarify that the Department is neither responsible for, nor has the authority to, enforce federal civil immigration laws which are used to detain and remove undocumented immigrants from the United States.
- In April 2018, the Department created an Immigration Liaison Officer to liaise with federal immigration authorities, advise employees on immigration enforcement and educate the communities on these matters.

Collaborate with community members to develop policies and strategies

- On June 30, 2020, the Department provided a verbal presentation to the Board of Police Commissioners and the public regarding the revised use of force policy that reflected the changes in California law pursuant to the enactment of Senate Bill 230. The Department provided a copy of the draft language and that draft was posted for electronic public comment. On July 7, 2020, the electronic public comment period closed. The Department received and evaluated 31 comments.

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- The Department has been working with community organizations in recent months to gather feedback regarding internal and external reform efforts.

Develop comprehensive strategies on the use of force

- Command and Control training was suspended in late September 2020 to focus on training Department personnel with Mobile Field Force training where over 4161 officers received the Department's updated MFF training by year's end. This training allowed large numbers of members of the same Geographic area to train together at the same time.
- As the Department evolved to meet the needs of our City in the 21st century, Mental Health Intervention Training rose to the forefront of our Department. This training addressed a new way of serving the community and trained our officers to understand their changing role with this vulnerable population. The need to serve our most vulnerable with care and compassion is a top priority for the Department and in 2020, 820 members of the Department were trained, doubling the number of classes that were offered in a month. This now ensures that an officer with specialized training for intervening in a mental health crisis responds to community members in crisis 81%+ of the time.
- In concert with Mobile Field Force training the Department continued to focus on de-escalating dynamic situations with a renewed focus on Command and Control training. 3573 sworn members of the Department received Command and Control training in 2020, and to date 7399 members of the Department have completed the training, with an expected completion of all department Personnel in 2021. This training provides officers with additional tools, and proficiency in de-escalating often volatile radio calls, peacefully without force.
- The Department's applicable policies regarding use of force and training are as follows:
 1. De-escalation/crisis intervention.
 2. Proportionality.
 3. Duty to report excessive force.
 4. Drawing or pointing a firearm.
 5. Consideration of surroundings.
 6. Disclosure of public records.
 7. Investigation of citizen complaints.
 8. Duty to intercede in excessive force.
 9. Approved methods/available devices.
 10. Fair and unbiased policing.
 11. Deadly force.
 12. Internal reporting.
 13. Supervisory review.
 14. Rendering aid.

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15. Training on force.
16. Vulnerable populations.
17. Shooting at moving vehicles.
18. Evaluating/reviewing force incidents.
19. Minimum training.
20. Review and updates.

Modernize technology

- The Department has acquired new computers, Windows 10 software, additional solid-state drives, and memory upgrades to replace the outdated hardware and software.
- In August 2019, the Department released Office of the Chief of Police Notice entitled, *Axon Capture Procedures – Established*, which allows officers to capture digital evidence on their Department cell phones (photographs, audio, and video) as well as provide citizens with a link to share digital evidence with investigating officers. Investigators can then share the digital evidence with the City Attorney's Office through Evidence.com.
- Detective Bureau, Information Technology Bureau, the City Attorney's Office, and Pacific Area Detectives implemented an e-filing program. Pacific Area detectives e-file misdemeanor cases, specifically Embezzled Vehicle Reports, with the City Attorneys at the LAX Airport Courthouse. The working group explored expansion to additional courthouses; however, the e-filing program is contingent upon adoption of the Criminal Case Management System at participating courthouses.
- Social distancing fast-tracked the expansion of the e-filing program; and, in May 2020, the Department implemented a training program to educate detectives on e-filing. At the request of the City Attorney's Office, all geographic Areas, Traffic Divisions, and specialized detective units are currently e-filing non-custody misdemeanor cases with the City Attorney's Office. As of July 2020, approximately 95 percent of the Department Areas have been trained on how to properly E-file a case through Evidence.com and the Criminal Case Management System (CCMS). E-file training will continue throughout the Department and ensure new investigators are using the City Attorney e-filing.
- As of November 2020, mobile radios have been installed in 2,440 out of approximately 3,356 identified Department vehicles including black and white, hybrid, plain and other miscellaneous vehicles. Emergency Command Control Communications System Division anticipates completing the remaining 112 black and white, hybrid/detective vehicles by the end of 2020, and all other vehicles by the end of 2021.

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Foster technology-based community engagement

- Under the umbrella of Public Communications Group (PCG), the Social Media Unit has been expanding the Department's digital and social media capabilities to engage and inform the public, stakeholders, and employees with a consistent and cohesive message. Utilizing these platforms allows the Department to better reach various communities.
- Since 2016, 15 types of police reports were made available to the public via the Community Online Reporting System (CORS). In September 2019, the Department completed a soft launch of the Identity Theft Investigative Report. In January 2021, CORS reporting was expanded allowing for additional reports to be filed online. Since the CORS inception, tens of thousands of police reports have been filed online, saving officers thousands of hours in report writing.

Reinforce the importance of community engagement to public safety

- The Department created the Community Safety Partnership Bureau (CSPB) in June 2020, to emphasize the Department's commitment to neighborhood-based programs, capture the lessons learned from current CSPs, and identify solutions to be replicated at CSP sites across the City. The CSPB will continue to partner with external stakeholders, such as the Urban Peace Institute, and use methods to identify potential locations that would benefit from a neighborhood-based program:
 - Analyze crime trends and quality of life issues within the Area;
 - Identify the source(s) for supplemental funding;
 - Review historical analysis of the Area;
 - Conduct a community assessment to better understand the community's needs;
 - Foot beats continue to be an effective tool to connect with community members as well as reinforcing comfort and security within a neighborhood; and,
 - The CSP in San Fernando Gardens launched February 22, 2020 and has sponsored 10 events and programs, including a prom dress giveaway, Coffee with a Cop, and a Bike Repair Clinic. During the pandemic, the CSP team has distributed COVID-19 information flyers, served 600-1000 meals weekly to families in San Fernando Gardens Housing Development, and conducted foot beat and vehicular patrols in the San Fernando Gardens area. All other programming has been cancelled due to the pandemic.

Value the protection of dignity, particularly for the vulnerable

- Mental Evaluation Unit (MEU) has expanded its staffing levels by four sergeants and 30 officers. The Department of Mental Health has hired 16 new clinicians and four supervisors. In June 2016, System-wide Mental Assessment Response

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Team (SMART) initiated an AM Watch, which provides 24-hour SMART response, bringing the total SMART teams deployed per day to 17, effectively doubling response capacity;

- Field Training Officer (FTO) School is currently in curriculum design to include topics such as fair and impartial policing, command and control, use of force de-escalation, and LGBTQ training. Additionally, the 24-hour FTO Update Course is being expanded to 27-hours to comply with new Mental Health Training Senate Bill Mandates;
- Police Science Leadership I, "Building the Community Leader" dedicates 44 hours of training on the following topics: Leadership, Investigative Skills, Communication Skills, Procedural Justice, Fair and Impartial Policing, Command and Control as well as Tactical Leadership. Additionally, 36 hours of the course are focused on Mental Health Education and Intervention. At the conclusion of the course, students give a presentation on how to build trust within the community;
- Police Science and Leadership II (PSL II) curriculum design is currently underway. The pilot took place in 2019, and the program launched in 2020. The training consists of a four-day, ten-hour class where officers receive training on the following topics: procedural justice, de-escalation, use of force, communication skills, and implicit bias. The officers participate in reality-based scenarios in which instructors and students participate in hands-on/role-playing. The training is on hold due to the pandemic, but to date, a total of 93 officers have completed the course.
- Police Science and Training Bureau and Police Training and Education will incorporate the Police Science Leadership curriculum into other in-service courses to expose tenured officers and supervisors to these concepts.

Address the needs of at-risk youth, reducing the aggressive policing of youths

- Juvenile Arrest Diversion Program (JADP) allows first time juvenile offenders and their parents and/or guardians to participate in an education/program versus being charged with a criminal filing.
- The GRYD from the Mayor's Office recently sent out a Request for Proposal and identified a sixth Community-Based Organization – Soledad Enrichment Action – to provide services to Rampart, Southeast and Hollenbeck Areas.
- As the number of program referrals has increased, the Department has experienced a decrease in juvenile arrests.

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YEAR	Juvenile Arrests	Referrals
2016	3,236	116
2017	2,795	197
2018	2,521	259
2019	2,048	520

- Youth Programs Unit assists LAPD Cadets overcome barriers by awarding academic scholarships for higher education.

The Cadet Program continues to grow and build its diversity. On January 11, 2020, 315 Cadets graduated: 46 percent (145 Cadets) were female, and three percent (nine Cadets) were African American. Recruitment efforts have stalled due to the pandemic, but diversity goals remain unchanged and will continue once social distancing ends.

Recognize the voice of youth in community decision-making

- An LAPD Cadet Headquarters Post was established to facilitate a Cadet Leadership Program within the greater Los Angeles Area.
- Fifteen Area commands have active Junior Cadet Programs for youth aged nine to 12 years giving them opportunities in public speaking, leadership development, and community service prior to entering the Cadet Program.

Engage community members in the training process

- Community Police Academies are a staple of most geographic areas where they are able to learn about LAPD's policies and procedures from the Department's subject matter experts.
- On June 30, 2020, the CODD held Conscious Conversation with the Divine 9 where the group discussed concerns and ideas with a panel of Department command staff including the Chief of Police and the newly named Diversity, Equity and Inclusion Officer.
- Augmented and virtual reality training has been utilized to provide citizens with real life experiences that police officers encounter which includes de-escalation, use of force and communication. On July 9, 2020, the Department invited the Divine 9, NFL players and community members to a Community Interactive Experience where they used the Force Options Simulator to participate in virtual police scenarios.
- In September 2019, the Department's Police Orientation and Preparation Program (POPP) expanded when Los Angeles Mission College began offering classes to San Fernando High School students. In FY 2020-2021, Los Angeles Mission College will offer students additional college units toward an Associate Degree.

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The goal is to grow into a full two-year degree program and host the new POPP expansion at the Davis Training Facility.

Mandate crisis intervention training

- Mental Evaluation Unit (MEU) created a 36-hour course entitled Mental Health Intervention Training (MHIT).
- MEU was awarded the William T. Rossiter Award by the Forensic Mental Health Association of California (FMHAC). The Rossiter Award is the highest award bestowed by the FMHAC and is granted to an individual or group who has made, over a period of time, an exceptional global contribution to the field of Forensic Mental Health.

Promote safety and wellness at each level of the organization

- A new Employee Risk Assessment Unit has been created within Medical Liaison Section. This new section will be tasked with identifying injury trends in the Department and developing appropriate preventive measures; and,
- The LAPD's commitment to mitigating risk and reducing harm is getting a boost through an innovative partnership with Pepperdine University's School of Law and the Los Angeles Police Foundation. Representing the LAPD's new approach to risk management and harm reduction, this partnership acknowledges the dynamics of the law enforcement workplace and delivers training and coaching tailored to our unique environment to create a better workplace. Eighty-four supervisors have completed the course, with 96 more scheduled for the remainder of 2016. The four-day course on *Conflict Resolution for Law Enforcement Personnel* at Pepperdine University's Malibu campus focuses on workplace conflict, exposure to problem solving models, resolution styles and leadership competencies.

Mandate wearing of seatbelts and anti-ballistic vests

- Policies and procedures have been implemented to ensure the wearing of seatbelts and anti-ballistic vests. The Department ensures anti-ballistic vests are replaced upon expiration date by using the Department e-mail for notifications; and
- The Department has installed and deployed telematics in 50 vehicles across four divisions in a pilot program to test the use of these wireless devices to transmit data in real time back to Area watch commanders. With the conjoined goals of improving officer safety, management awareness, and efficient deployment, telematics expanded to Hollywood Area. Supervisors are able to obtain near-real time information about a number of vehicle parameters, including speed, location, direction of travel, and seatbelt use.

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- The Department's Telematics Special Order was published in May 2020 and outlined protocols, user agreement forms and Key Performance Indicators. The directive explains Telematics tracking components which can lead to accountability and, ultimately, safer driving behaviors.