

**LOS ANGELES POLICE DEPARTMENT**  
**Command Officer Development**  
**1850-10819**  
**Expanded Course Outline**

**Instructional Goal:** To provide the student newly promoted Captains with skills and knowledge necessary to effectively manage the new role and the expectations the Department has for a Commanding Officer.

**Performance Objectives:** Using group discussion, learning activities, and practical application, the students will:

- Understand how to contribute to the Department's Mission, Vision, and Values in their assignment as a Captain
- Apply Critical Thinking strategies and techniques
- Analyze the Department Training Philosophy and the tool used to represent the philosophy the Training Triangle
- Pursue high ethical standards
- Develop transparency in their leadership
- Adapt a mindset of continuous learning
- Familiarize themselves with the expectations and requirements of the course

**DAY 1**

**SESSION 1**

**MISSION, VISION, VALUES AND LEADERSHIP**

**I. Introduction to the Command Development Program**

A. Introduction of Primary Facilitator and Course Coordinator

1. Name, assignment
2. Experience
3. Facilitators for each block will be introduced at the beginning of their block by the primary facilitator

B. Administrative responsibilities

1. Course rosters
2. Facility information
3. Course implementation
4. To receive credit for course can miss no more than 10% of the course

C. Brief overview of training goals and objectives

1. Overview of the Training Sessions
2. Guidelines for sessions

D. Expectations during Command Development

1. Bridge between the gap between the ranks:
2. Purposefully designed to push students into experiences that they will experience as a Commanding Officer (CO)
3. We want students to get referrals/contacts
4. Bridge the gaps: Between sworn and civilian roles

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**II. Diversity Equity Inclusion Mission and Objectives**

- A. DEI Mission Statement
  - 1. Department Goals
  - 2. Department Partnerships
  - 3. Department Commitments
  
- B. DEI Ecosystem
  - 1. External
  - 2. Internal
  - 3. Bridging
  
- C. DEI Initiatives and Collaborations
  - 1. Working Group Discussion
  
- D. Community Partners and Collaborations
  - 1. Working Group Discussion
  
- E. Diversity Equity Inclusion Division
  - 1. Community Engagement and Professional Development
  - 2. Ombuds Section
  - 3. Racial and Identity Profiling Act (RIPA) Unit

**III. Chief's Vision**

- A. Overview
  - 1. Mission –Vision-Values
  - 2. Role of a new C/O from the Chief of Police perspective
  - 3. Leadership lessons learned
- B. Current state of the Department
- C. Future goals for the Department

**IV. Integrity in All We Say & Do: Introduction to Emotional Intelligence**

- A. Model of Emotional Intelligence
  - 1. Self-Perception
  - 2. Self-Expression
  - 3. Interpersonal
  - 4. Decision Making
  - 5. Stress Management
- B. Emotional Intelligence Leadership Report
- C. Mapping Transformational Leadership to Emotional Intelligence
  - 1. Authenticity
  - 2. Coaching
  - 3. Insight
  - 4. Innovation
- D. Leadership Derailers
  - 1. Impulse Control
  - 2. Stress Tolerance
  - 3. Problem Solving

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- 4. Independence
- E. Developing Emotional Effectiveness
  - 1. Assessment
  - 2. Observation
- F. Actions Idea Mill
  - 1. Working Group Discussion
- G. EQ 1-2-3 Action Plan
  - 1. Working Group Discussion
- H. Identifying Character Strengths
  - 1. Working Group Discussion

**Day 2**

**V. Role of the Police Commission**

- A. Functions and organization of the Police Commission
  - 1. Originally created in 1900's
  - 2. Comprised of 5 civilians who donate their time to the City while maintaining their professional careers
  - 3. Serve a maximum of two five-year terms
  - 4. Spends 20 hours per week on commission business
- B. The Board of Police Commissioners role
  - 1. The Board serves as the community's voice in police affairs as a means of ensuring a more responsive and effective city government
  - 2. The Commissioner's concerns are reflective of the community at large and their priorities include:
    - a. Implementing recommended reforms
    - b. Improving service to the public by the Department
    - c. Reducing crime and the fear of crime
    - d. Initiating, implementing and supporting community policing programs
- C. Executive Director
  - 1. The Executive Director is the Commission's chief administrative officer and reports directly to the Board
    - a. Policy Group
      - 1) Assists the Board in developing and analyzing policy
      - 2) Community Policing Coordinator
      - 3) Commission Budget Analyst
- D. Public Information Director
  - 1. Responsible for disseminating information on Commission Policy and initiatives to the public
- E. Commission Investigation Division
  - 1. The Commission is tasked with overseeing, investigating, and recommending the discipline for holders of City permits which have a public and safety component:
  - 2. The Commission Investigation Division

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- a. Café Entertainment Section
- b. Noise Enforcement Section
- c. Official Police Garage/Valet Section
- d. Permit Processing Section
- e. Charitable Services Section
- F. Office of the Inspector General

**VI. Community Safety Partnership, Lessons Learned in Community Policing**

- A. Why CSPB
  - 1. Established 2011
  - 2. Traditional policing methods were not effective
  - 3. Original Sites: Nickerson, Jordan Downs, Imperial Courts, Ramona Gardens
- B. What CSPB
  - 1. Relationship based, trust building
  - 2. Team strategy to deal with problems
  - 3. Housing Authority of the City of Los Angeles (HACLA)
  - 4. Mayor's Office of Gang Reduction and Youth Development (GRYD)
  - 5. Community leaders, stake holders, non-profit services, residents
- C. Creating a CSP Site
  - 1. Urban Police Institute Community Survey
  - 2. Community Safety Advisory Council
  - 3. POST Certified Training- CSP Policies
  - 4. Community Engagement Launch
- D. Formation of a Bureau
  - 1. 2019 UCLA Research Study
  - 2. CSP model bolstered community trust
  - 3. Improved community members' sense of safety
  - 4. Helped reduce the dangerous conditions at CSP sites
- E. CSP Today
  - 1. 2020 CSPB established
  - 2. 10 CSP Neighborhood Engagement Areas
  - 3. Major reductions in violent crimes
  - 4. Extension of CSP philosophies to entire Department
  - 5. Increased community trust
  - 6. Provided transparency
  - 7. Partnering with the community to problem-solve
- F. CSP Operational Structure
  - 1. Community Engagement
  - 2. Safe Passages
  - 3. Enhanced Community Capacity
  - 4. Public Safety
  - 5. Wrap-around Programming
- G. Trust Building
  - 1. Officers part of the community
  - 2. Infuse community resources
  - 3. Reveal existing skills in the community
  - 4. Create ownership of public safety
  - 5. Community will view officers as part of the community
- H. CSP Comprehensive Operational Structure

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1. Enhanced Public Safety
2. Increase Communal Trust
3. Promote Community Wellness
- I. CSPB Community Engagement Public Safety Strategy
  1. Community Safety Advisory Council
  2. Strategic Site Safety Plan
  3. Programming

**VII. Service to Our Communities: De-Escalation Through the Event**

- A. Not to an Event, Through and Event
  1. Your Community
    - a. Assisting a Community after a Critical Incident
    - b. First 24 hours
    - c. Two Weeks
    - d. Longer
  2. Your Division
    - a. Needs and considerations of Officers
    - b. First 24 hours
    - c. Two Weeks
    - d. Longer
- B. De-Escalation Beyond the Tactical Event
  1. Your Community: What Resources might help?
    - a. Department of Mental Health
    - b. Social Services
    - c. Media
    - d. Fire Department
    - e. Law Enforcement
    - f. Courts
    - g. City Hall
    - h. Schools
    - i. FBI
  2. Your Division: What Resources?
    - a. Commanding Officer
    - b. Community Relations Office
    - c. Patrol
    - d. Police Service Representatives
    - e. Detectives
    - f. Records
    - g. Critical Incident Review Division
    - h. Technical Services Division
    - i. Forensic Science Division
- C. Role of Commanding Officer
  1. Commitment to Leadership
  2. Direction to Supervisors
  3. Master the Content
  4. Reinforce concepts
  5. Educate Community

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**VIII. Reverence for the Law: Procedural Justice as a Leadership Model**

- A. Procedural Justice
  - 1. Fairness in the processes
  - 2. Resolve disputes and allocate resources
- B. Philosophy and a movement
  - 1. Promotes positive organizational change
  - 2. Upholds police legitimacy in the community
  - 3. Enhances officer safety
- C. Four Pillars of Procedural Justice as a Leadership Model
  - 1. Voice
    - a. Communication
    - b. Listening
  - 2. Neutrality
    - a. No Favoritism
    - b. No Negativism
    - c. Unbiased decision-making
    - d. Consistency
    - e. Transparency
  - 3. Trustworthiness
    - a. Create, build, develop, and maintain trust with our personnel
    - b. Developing those we lead and letting them develop us as leaders
    - c. Acknowledging mistakes, apologizing when necessary
  - 4. Respect
    - a. Dignity
    - b. Humility
    - c. Treatment of others

**IX. Introduction and Assignment of Group Projects**

- A. Project Overview
  - 1. The team will work together and develop a solution to a problem facing the Department
  - 2. The solution will be presented to the Chief of Police
  - 3. The team determines best presentation format for the project
  - 4. Who will present the project?
  - 5. Role of all of the team members
- B. Project Requirements
  - 1. Cooperatively develop a solution
  - 2. Project presentations will occur during final session
- C. Identify project topics
  - 1. Utilize the resources within your learning team
  - 2. Identify the strengths of your learning team
  - 3. Identify a problem to addressed in the Department
- D. Begin initial problem identification and design of the presentation

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**Day 3**

**X. Office of Support Services Overview**

- A. OSS Structure
  - 1. Working Group Discussion
  
- B. Director, OSS, Responsibilities
  - 1. Assistant to the Director
  - 2. Behavioral Science Services
  - 3. Critical Incidents Review Division
  - 4. Training Bureau
  - 5. Officer Representation Unit
  - 6. Training Division
  - 7. Recruitment and Employment Division
  - 8. Employee Assistance Unit
  - 9. Police Training and Education
  - 10. Administrative Services Bureau
  - 11. Fiscal Group
  - 12. Support Services Group
  - 13. Communications Division
  - 14. Custody Services Division
  - 15. Motor Transport Division
  - 16. Records and Identification Division
  - 17. Evidence and Property Management Division
  - 18. Facilities Management Division
  - 19. Personnel Division

**XI. Administrative Services Bureau Overview**

- A. Personnel Topics
  - 1. Employee Selection Section
  - 2. Records Section
  - 3. Retirement Section
  
- B. Medical Liaison
  - 1. Workers' Compensation
  - 2. COVID-19 Protocols/Guidance
  - 3. Sick Letters Review/Guidance
  - 4. Advise Divisions regarding Sick Leave matters
  - 5. LC 233 (48 Hour Rule)
  - 6. Risk Assessment
  - 7. Family Medical Leave
  - 8. Drug Testing Unit
    - a. Random Drug Testing Unit
    - b. Safety Officer
  - 9. Work Fitness Evaluations
  - 10. Guidelines for Success
    - a. Monitor Employee Status-maintain contact
    - b. Doctors Notes
    - c. Stay Away Orders
  
- C. Return to Work

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1. Long Term Absences
    - a. Employee Responsibilities
      - 1) IOD status or long-term leave employees cannot work secondary employment (off duty job) without approval via OAS
      - 2) Contact a supervisor if gone for 48 hours from residence
      - 3) Every 30 days a doctor's note (work status) is required
      - 4) Check in every 7 days with supervisor
    - b. Department Responsibilities
      - 1) Off work for 180 consecutive days – assigned to RTWS
      - 2) Notified by RTWS - Now assigned to Personnel Division
      - 3) Employee now forwards their documents to RTWS
      - 4) RTWS maintains their time and processes all employee requests
      - 5) Original Division is still responsible for discipline and evaluations
      - 6) When the employee returns to work, they are returned to their original division unless the division is unable to accommodate their restrictions
  2. Reintegration and Restorations
    - a. Special Order 10 2014 - Sworn employees that have been gone for more than a year must go through reintegration/restoration training
      - 1) Paperwork - Background Check
      - 2) MSD Evaluation
      - 3) 2-week Training – 2 Days of Qualifying
      - 4) Employees cannot be placed back into the field until they have completed all three parts
  3. Restriction Requests
    - a. Temporary – Modified Duty
    - b. Permanent – Reasonable Accommodation Assessment
  4. My Voice LA
    - a. Discrimination Free Workplace Policy
    - b. For current and former City Employees, Contract Workers, Interns and Volunteers, Commissioners, Elected and Appointed Officials, and applicants for City employment
    - c. Believe that they have been subjected to Discrimination, Harassment and/or Retaliation
    - d. Online Reporting Portal
- D. Position Control/ Civilian Employment Section
1. Position Tracking - Table of Organization
    - a. Who's assigned
    - b. Rank of employee and Rank of position
    - c. Position Code
    - d. Type of authority
    - e. Serial No.
    - f. Historical info (contact CES/PCS)
  2. Hiring Options
    - a. Advertising
    - b. Promotions/Banding
    - c. Certification process
    - d. Emergency appointment



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- e. Laterals (if not paygrade or “coveted”, advertising is not generally required)
- 3. Background Process
  - a. Most PASS
  - b. City employees
  - c. New to City
  - d. Safety positions
  - e. Other (ITA, Contractors, Mayor, access to Criminal History System)
- 4. Common Occurrences
  - a. Terminations (Probationary) Form Gen 77
  - b. Resignations LAPD form 1.50 (YES or NO)
  - c. Leave Of Absence without pay (Volume 3, Section 730.80)
    - 1) Form Gen 1.36
    - 2) Form Gen 38 (over 15 days)
  - d. Equivalency (Sworn and Civilian)
  - e. Bilingual (handled by Position Control)
  - f. Acting Pay (All handled by ERG)

**XII. Budget Crunch: Budget, Supply and Overtime Management**

- A. Organizational Structure
  - 1. Budget/Revenue/MTA Contract Billing
  - 2. Payroll (Sworn + Civilian)/FLSA Compliance
  - 3. Appropriations/Travel
  - 4. Systems
  - 5. Contracts
  - 6. Supply/Uniform Shop
- B. Budget
  - 1. Calendar
  - 2. Requests
    - a. Personnel Requests: Personnel Division
      - 1) Civilian Employment Section
      - 2) Position Control Section
    - b. Technology Requests: Information Technology Bureau
    - c. Vehicles: Motor Transport Division
    - d. New Facilities, Alterations, & Improvements: Facilities Management Division
  - 3. Budget Section
    - a. Changes to Recurring Expenses
    - b. Specialized Equipment
    - c. New Programs
    - d. Unbudgeted Expenses – request through chain of command; the 15.2 shall be signed by a Commanding Officer and directed to the FG CO
    - e. Legal mandates
    - f. Health, safety, and liability issues
    - g. Billings related to MOAs with local, State, and federal agencies
    - h. *Only Chief of Police, via authority from the BOPC, can enter into agreements* (Examples: USC, Rams, organized crime task force, OT requests from outside)

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4. Overtime Usage
  - a. Activity Codes
  - b. CTO Reports
  - c. Civilian Accumulated OT Reports
  - d. No Pay Report
5. Supply Section
  - a. Supply Section – Equipment Warehouse and Uniform Shop
    - 1) Procures most equipment and supplies/services, *except*:
    - 2) ITB – Computers, printers, technology related
    - 3) MTD – Motorized vehicles
    - 4) FSD – Lab supplies
    - 5) All purchases approved by FG - Appropriations
  - b. Overview of Purchasing Process
    - 1) General Services Department is the City's Purchasing Agent
    - 2) Contract Purchase Orders (Office Depot, Grainger) and DCG/Print Shop Orders are straightforward
    - 3) Non-Contract Purchase Orders more complex
  - c. Expectations of Command Staff
    - 1) Non-Contract Orders
      - a) Quotes – non-contract exceeding \$500 requires quotes from at least three different vendors
      - b) Justification
      - c) All orders must have a justification to purchase
    - 2) Sole Source - Purchase without competitive bidding process
      - a) Sole Source – use only where one acceptable source exists. Example: Tasers (only available from Axon)
      - b) Must have *strong* justification, preferably after a product evaluation, provide additional information to GSD procurement analyst, City Administrative Officer, and Office of the City Attorney
      - c) Does not mean that you only purchase from one vendor
    - 3) No Substitutions
      - a) Include if not willing to accept an alternative comparable product
      - b) Requires justification
    - 4) Expenditure Plan – Spend No More Than 10% Per Month
      - a) Office Supplies (day-to-day office supplies, except paper)
      - b) Field Equipment (gloves, batteries, property bags, etc.)
      - c) Your budget is based on the number of personnel assigned to your division (It is not use it or lose it)
    - 5) Confirming Orders – A Violation of City Procurement Policies
      - a) Making a purchase or entering into any agreement that obligates the City to pay for goods or services without having a valid purchase order
      - b) Will require explanation from Assistant Chief or COP
    - 6) Safety Equipment
      - a) Ensure that employees have the proper safety equipment
      - b) Concealable Ballistic Vests - You will receive email notifications when employees in your command have not been fitted for a new vest (do not ignore these messages)

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- 7) Paying Vendors: Send packing slips/invoices to FG-Supply to generate payments to vendors

C. Payroll Section

1. Review your reports and note discrepancies/OT burn rate
2. Report payroll issues immediately
3. Encourage your personnel to review their paychecks
4. Use overtime codes appropriately
5. *Areas shall find solutions to OT expenditure issues within their bureaus*

D. Appropriations

1. Travel
  - a. Paperwork before you go; paperwork when you return
  - b. Annual adjustment to federal per diem
  - c. Accuracy of documents you provide influences processing time, especially hotel invoices without a zero balance
2. Invoices
  - a. Send as soon as possible to FG to pay
  - b. Write "ok to pay" and sign and date (You/your division as the end user are certifying that the service was performed or the goods were received)

E. Contracts Section

1. Assists LAPD entities with the Request for Proposals (RFP); provides advice regarding contracting policy, procedures, compliance documents, and contract formats.
2. Assists with Professional Services Agreements/MOUs/Contracts.
3. *Please assign one point of contact at a staff level*
4. RFPs and contracts are tailored to specific needs
  - a. Contracts can take between 6 and 12 months from writing to approvals to execution
  - b. The City's process from RFP to signed agreement typically takes between 12 and 18 months depending on complexity

**XIII. Facilities Management Division, Motor Transport Division, Evidence Property Management Division**

A. Facilities Management Division

1. Charged with overseeing the upkeep and maintenance of Department facilities
  - a. Surveillance and access control card reader systems
  - b. Custodial repairs, landscaping
  - c. Construction of new or renovation of existing facilities
  - d. Lead role in Department sustainability efforts as they relate to energy
    - 1) Electric vehicle infrastructure
    - 2) Solar construction.
  - e. Oversees the Department's leased space & shared space agreements
2. Maintenance Section- Repairs, Broken Equipment, Pest Infestation, HVAC
3. Security Section - Electronic access points (employee ID card readers), security cameras and video retrieval

B. Motor Transport Division Managing Inventory Resources

1. Vehicle Grouping and Classification
  - a. Black and White
  - b. Slick top (formerly known as Hybrid BW vehicles)
  - c. Motorcycles

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- d. Unmarked (Undercover, Plain and Dual Purpose)
      - e. Specialized
    - 2. Fleet Distribution and Utilization Principles
      - a. CO's plan and the Department's organizational structure
      - b. Number of employees assigned at each entity & type of work performed
      - c. Base Officer to Vehicle Ratio (OTVR)
      - d. Overall crime suppression workload that requires vehicle utilization
    - 3. Role and Opportunity of Commanding Officers
      - a. Communicate potential fleet related problems to MTD
      - b. Assist MTD to understand your needs
      - c. Replacement Vehicles needs your input
      - d. You are the main contact along with the Vehicle Coordinator
    - 4. Effective Vehicle Coordination
      - a. Assign the BEST Vehicle Coordinator and Know your Fleet
      - b. Review utilization reports on the LAN (Bureaus/Admin Services/ MTD/Fleet Utilization
      - c. Identify underutilized or over utilized vehicles
      - d. Make vehicle reassignment & recommendations
      - e. Inspect Vehicles & Rotate Vehicles
      - f. Share resources
      - g. CO support is a must
    - 5. The Fleet Utilization Report
      - a. Provide important fleet inventory information generated by MTD staff
      - b. Provide the Department and entity specific fleet statistics for comparison
      - c. Provide detailed per class/vehicle utilization information
    - 6. The Monthly Fleet Utilization report objectives
      - a. Provide monthly status report to measure progress
      - b. Identify vehicle utilization issues and make necessary adjustments
      - c. Set new objectives as it helps the CO to be prepared for COMPSTAT
- C. Evidence Property Management Division
  - 1. Convertible Property
    - a. Unclaimed
    - b. Forfeited
  - 2. Common Types Available
    - a. Appliances
    - b. Battery Chargers
    - c. Binoculars
    - d. Bolt cutters
    - e. Box cutters
    - f. Cameras
    - g. Cellphones
    - h. Computers (must go through ITB)
    - i. Crowbars
    - j. Flashlights
    - k. Gardening tools (miscellaneous)
    - l. Generators
    - m. Gun/rifle cases
    - n. Hammers
    - o. Hand tools (various and miscellaneous)
    - p. Manual hand saws

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- q. Power tools (drills/saws)
  - r. Radios
  - s. Ropes
  - t. Scales
  - u. Scopes
  - v. Speakers
  - w. Televisions
3. Convertible Property Requests
- a. Convertible Property Request Form 10.09.00
  - b. Special Order No. 10, 2019, revised Oct 20, 2022
  - c. Any serialized item identified as “stolen” via NECS, shall not be converted for use by Department personnel

**XIV. Forensic Science Division (FSD) and Technical Investigation Division (TID)**

- A. Previously known as Scientific Investigation Division (SID)
- 1. In 2015, SID split into two divisions: FSD and (TID)
  - 2. FSD is the Department’s Crime Laboratory responsible for the collection, comparison and interpretation of physical evidence found at crime scenes or collected from suspects and victims
  - 3. LAPD created the first Crime Laboratory in 1923
    - a. LASD (1930)
    - b. CA DOJ (1931)
    - c. FBI (1932)
- B. FSD Organization
- 1. Field Investigation Unit
  - 2. Firearm Analysis Unit
  - 3. Narcotics Analysis Unit
  - 4. Quality Assurance Unit
  - 5. Questioned Documents Unit
  - 6. Serology/DNA Unit
  - 7. Trace Analysis Unit
  - 8. Toxicology Unit
- C. TID Organization
- 1. Latent Prints
  - 2. Photography
  - 3. Polygraph
  - 4. Electronics
  - 5. Quality Assurance

**XV. Communications Division and Department Operations Center**

- A. Command Structure (current information)
- 1. Total Employees – Sworn and Civilian
  - 2. Dispatchers – Civilian
  - 3. Metropolitan CDC – Sworn and Civilian
  - 4. Valley CDC – Sworn and Civilian
  - 5. Department Operations Center (DOC) – Sworn and Civilian
  - 6. Administrative – Sworn and Civilian

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7. Wellness – Sworn and Civilian
- B. 9-1-1 Call Statistics (current information)
  1. Total calls received
  2. Total calls answered
  3. Total calls abandoned
  4. Calls answered within 15 seconds
  5. Average calls per day
  6. Average answer time
  7. Average call duration
- C. Non-Emergency Call Statistics (current information)
  1. Total calls received
  2. Total calls answered
  3. Total calls abandoned
  4. Calls answered within 15 seconds
  5. Average calls per day
  6. Average answer time
  7. Average call duration
- D. Communications Division Deliverables
  1. Mobile Field Force (MFF) Assembly
  2. Language Bank
  3. Tactical Frequency Requests
  4. Premise Hazards (Special Locations)-Form 15.93
  5. Projects Unit-Pursuit Audio Requests
  6. OIS Notification Process
  7. Encrypted Frequencies
- E. Communications Division FAQs
  1. Extra Patrol is not directed by Communications Division personnel
  2. Unit status is given by the unit in the field, CD unable to verify status validity
  3. Radio Calls not upgraded based on Citizen request
    - a. CD personnel follow established policies and procedures
    - b. Generate radio calls and determine priority
  4. Bureau Communications Coordinator (BCC)
    - a. Supports and assists in coordination of field activities
    - b. Within their respective bureaus
  5. BCC Requests to abstain from calling the BCC Line
    - a. To update unit status
    - b. Create incident numbers or dispositioned calls
    - c. Look up old incidents
    - d. To transfer citizens to generate radio calls
- F. Cars & Calls and Minimum Operating Force (MOF)
- G. Reimagining the Police Department
  1. LA County 2-1-1
  2. LA City 3-1-1
  3. LA Regional Crime Stoppers
  4. Diversion of Mental Illness Calls
  5. Community Online Reporting System
  6. Urban Alchemy
- H. DOC Operations
  1. DOC provides a 24 hour a day information & notification processing center
  2. Unusual Occurrence (UO), the DOC supports field operations (Activation)

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3. DOC provides 24-hour situational awareness to LAPD Command Staff
- I. Required Notifications to the DOC
  1. Risk management related (OIS, LERI, UOF)
  2. Tactical incidents/UOs (Barricaded suspects, SWAT call outs)
  3. Crime (Homicides, shootings with wounded victim)
  4. Department Personnel (Death or hospitalization)
  5. Other Noteworthy Incidents (Fatal traffic collisions, aircraft accidents)
- J. Spontaneous Activations
  1. Response to an unplanned rapidly developing incident(s)
  2. DEO or DOC WC telephonic personnel request – augment deployment
- K. Planned Activations
  1. Response to a pre-planned event or incident
  2. 15.2 to divisions for personnel requests
- L. Levels of Activation
  1. Level 3 – Minimal Staffing
    - a. Monitors operations-planned events or National Threat Level Orange
    - b. Resources requests managed by Communications Division
    - c. Staffing by DOC personnel
    - d. Lieutenant or Sergeant serves as the DOC Executive Officer
    - e. Director of Emergency Operations (DEO) is on-call
  2. Level 2 – Mid-Level Staffing
    - a. Supports operations during localized or potential emergencies
    - b. Resource requests managed by the DOC
    - c. Staffing supplemented by Audit Division/Planning and Research Division
    - d. Commanding Officer of DOC or EOD assigned as the DEO
  3. Level 1 – Full Staffing
    - a. Directs operations during widespread emergencies or disasters
    - b. Bureau Command Posts are activated and report to the DOC
    - c. Non-OO Department entities report to the DOC
    - d. All resource requests are managed through the DOC
    - e. Staffing supplemented by Audit Division/Planning and Research Division
    - f. Commander (Police Lead in EOC) or DC (Fire Lead in EOC) is DEO
- M. Key Deliverables
  1. Resource Requests
  2. Mass Arrest Coordination & Transportation
  3. Social Media/Intel & Data Mining
- N. Additional Deliverables
  1. Resource Requests
  2. Mass Arrest Coordination & Transportation
  3. Social Media/Intel & Data Mining
  4. Evidence and Property Management Support
  5. Administrative Investigation Support (PSB)
  6. Legal Advice via City Attorney
  7. Some EMD Deliverables
- O. Resource Requests
  1. Provide single point of ordering for field personnel
  2. Notify DOC Bureau Liaisons
    - a. Personnel Requests outside of Bureau
    - b. Logistics (All Equipment)
- P. Mass Arrest Coordination & Transportation

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1. Buses and Vans Coordination
  2. Custody Services Coordinator
    - a. Inside DOC
    - b. At each Geographic Bureau Command Post
  3. Evidence and Property Management Coordination
  4. Legal advice via City Attorney
- Q. Social Media Intel
1. Identify demonstrators via posts and live feeds (Instagram, Twitter etc.)
  2. Provide Real Time Intelligence vetted through Major Crimes Division
  3. Share real time information via HSIN (Homeland Security Information Network)
    - a. Other agencies
    - b. Department employees

**XVI. Custody Services Division**

- A. CSD Overview
  1. Department Organization (OSS-ASB-SSG-CSD)
  2. Authorized TO
  3. Regional and Area Jails
  4. Academy
- B. 1954- Jail Division "Glass House"
  1. No Cameras
  2. Few Systems in Place
  3. Special Confinement
- C. 2011 – Metropolitan Detention Center
  1. P2 rotations every 6 months
  2. DNG, DSO, ATI, VA
- D. 2022 Changed Priorities
  1. Constitutional Rights
  2. Risk Management
  3. Litigation
- E. Command Oversight
  1. ICE Holds / Warrants
  2. Absentee Bookings / Remands
  3. Contraband
  4. Transports
  5. PBSC
- F. LAPD & Immigration Custody Enforcement
  1. Special Order 40, 1979
    - a. LAPD ---Homeland Security
    - b. \* DILO
  2. OO and CSD – Same Goal
    - a. Review
    - b. Notification
    - c. Approval
- G. Absentee Bookings, Remand Orders & PCD
  1. Type I Facility
    - a. 48 - 96 Hrs.
    - b. 825 PC
    - c. Double Jeopardy - Ramey Warrant



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2. Absentee Booking - Process
3. Remand Order
4. PCD – NO vs Expired
- H. Contraband – Narco and Weapons
  1. 4573 PC Arrest or Additional Filing
  2. Personnel Complaint
  3. In Custody Death
    - a. Review Board
    - b. Area Commanding Officer
    - c. CSD Commanding Officer
- I. Arrestee Transports
  1. CTU
  2. Patrol - Code 3 Escort
  3. LASD Contract Future
- J. LAPD Transport
  1. Custody Transport Vehicle (CTV)
  2. NOT a Slammer Van
- K. Field Jail 1965 – PBSC 2022
  1. MDC
  2. Mass Arrest
- L. Pre-Booking and Screening Centers
  1. CSD Personnel are assigned with Investigative Branch
  2. Risk Management/Litigation
    - a. Movement
    - b. Prolonged Detention on Bus
    - c. Bathrooms, Chairs, Phone Calls

**DAY 4**

**XVII. Behavioral Science – Overview of Services**

1. History of BSS
2. Dr. Marti Reisser first full-time psychologist hired by LAPD
3. LAPD first agency to hire full time psychologist
4. LAPD BSS currently employs 16 full time psychologists
  - a. No other agency employs a similar number
  - b. LAPD BSS currently first in the nation to have full time registered dietitian
5. Behavioral Science Services
  - a. Services
  - b. 5252 sessions in 2006
  - c. 83% clients are voluntary
  - d. Department employees and spouses/significant other are eligible
6. Directed Referrals
  - a. Post OIS, CUOF
  - b. BBPE
  - c. Extent of feedback provided to OIC
7. Personal issues
  - a. Depression
  - b. Anxiety
  - c. Relationship problems
8. Legal Ethical Issues in Psychology

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- a. Confidentiality
  - b. Cornerstone of ethics in Clinical services
  - c. Disclosure of information
    - 1) Holder of the privilege
    - 2) Conditions under which there is disclosure
  - d. Laws concerning confidentiality
  - e. Case law
9. Ethical principles of profession
- a. "Informed Consent"
  - b. Discussion of the "Informed Consent" form provided to all clients at BSS

**XVIII. Death / Loss/ Suicide and the Workplace**

- A. The Importance of Managing Emotional Survival of Officers
  - 1. "Good management is taking care of your most important resource: your personnel."
  - 2. Discussion about emotional and psychological survival of a cop
  - 3. Officers and their families fearful of in line of duty death, what are the other significant hazards of being a cop
  - 4. Divorce, illness, depression, pain, injury, finances, alcoholism, PTSD, social isolation, chronic anger, cynicism, high risk behaviors, or suicide
- B. Great deal of effort put into "officer training" with improvements in tactics, training, communication, equipment, etc.
  - 1. Are we paying attention to the emotional ways' officers don't survive this job?
  - 2. Suicide rates discussed nationwide, LAPD
- C. Primary ways law enforcement can emotionally affect an officer
  - 1. Psychological effects
  - 2. Exposure to traumatic events
  - 3. Cumulative exposure
  - 4. Negative worldview
  - 5. Development of cynicism
  - 6. How changes can and do effect personality, relationships, and socialization
- D. Does suicide have to be a "cop job hazard"?
  - 1. 95% officers use duty weapon
  - 2. Exposure to suicide in field and department - "Contagion Effect"
  - 3. Cumulative trauma
  - 4. Personality characteristics
- E. Research about preventing officer suicide
  - 1. Officers benefit from BSS services
  - 2. Variety of services, Chaplain, Peer support
  - 3. CIRT
  - 4. Debriefing critical incident

**XIX. Alcohol Use and Prevention**

- A. Alcohol and Stress Related Problems
  - 1. The Department recognizes alcoholism and stress-related problems are genuine medical problems
  - 2. Deserving of the same concern and degree of understanding as the more traditional illnesses
  - 3. Every employee should be aware of the symptoms of alcoholism and stress

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4. Employees should not hesitate to seek professional assistance for themselves or offer to help fellow employees affected by these disorders
  5. Personal obligation of individual employees
    - a. Recognition of the symptoms of alcoholism and/or stress problems
    - b. Moral obligation to encourage the affected employee to seek professional assistance
- B. Supervisory personnel becoming aware of behavioral patterns indicative of alcoholism or stress among Department employees
1. Contact Behavioral Science Services (BSS) for advice
  2. Note: During off-hours, the concerned commanding officer or supervisor should contact the on-call BSS psychologist via the Department Command Post
  3. Detail the facts regarding the employee's behavior
    - a. BSS will evaluate the request and advise
      - 1) Directed or recommended referral
      - 2) Documentation not required by the commanding officer or supervisor
        - a) If initiated, documentation should only indicate that the employee was directed or referred to BSS
        - b) Copy of the documentation shall be provided to the employee
  4. Meeting with the employee
    - a. Commanding officer or supervisor shall discuss the rationale for the directed or recommended referral
    - b. Commanding officer or supervisor shall inform the employee that the referral is not disciplinary or punitive in nature
    - c. Referral designed to assist the employee in resolving the relevant issues
- C. Military Liaison Officer Program (MLO)
1. Military Liaison Goal
    - a. MLO created to assist LAPD employees and their families resolve problems and issues that may arise from an employee's military activation
    - b. Goal of the MLO program is to provide enhanced quality of life services for those serving in the United States Armed Forces, Guard and Reserve
    - c. Military Liaison Officer also acts as a liaison between the LAPD and military investigative entities
- D. History of the Military Liaison Officer Program
1. April 2003, Chief William J. Bratton ordered the establishment of MLO Program
  2. Response to the large number of Department personnel recalled to active military duty following the terrorist attacks of September 11, 2001
  3. MLO program is designed to handle all military related requests for assistance
    - a. Department entities, Department employees, employees' family members and the military
    - b. MLO acts as an agent between the employee and both the Department and the military to resolve problems that may arise from military service
      - 1) Assisting with payroll discrepancies (Department/military)
      - 2) Reintegration training, Department assignment/transfer issues
      - 3) Casualty assistance, family emergency notifications and military personnel locator assistance

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- c. Burden can be reduced by staying educated about related issues and by maintaining contact with the MLO
- 4. Support of our veterans and those who are actively serving in the National Guard and the Reserve components of our nation's armed forces

**XX. Employee Assistance Unit/ Clergy**

- A. Commanding Officer Response Guidelines
  - 1. All Hospitalizations
    - a. Employee admitted (not ER, transport, or observation)
    - b. Notify DOC
  - 2. Critically Injured/Ill or Imminent Death
  - 3. Death
- B. Wellness Coordinator Response Criteria
  - 1. Employee or Immediate family
  - 2. Works with employee up until time of death
- C. Divisional Responsibilities
  - 1. Notify Employee's family
  - 2. Notify DOC
  - 3. Transport immediate family
- D. Employee Assistance Unity Response Criteria
  - 1. Line of Duty Death
  - 2. Active Sworn Death
  - 3. Active Civilian Employee Death
  - 4. Family Member Death of Active Employee

**XXI. Handling of a Critical Incident with a Death**

- A. Role of the Commanding Officer following death of Department employee
  - 1. The Scene
    - a. Chaos
    - b. Incident Command System
    - c. Outside the City
    - d. Crime Scene
    - e. Officer Care
    - f. Notifications-Support-EAU-PPL
    - g. Discussions with your Command
    - h. The Media
  - 2. Death Notification
    - a. In Person
    - b. In time
    - c. In pairs
    - d. In plain language
    - e. Compassion
    - f. Honesty
    - g. Don't make promises
  - 3. The Station
    - a. Notification to Area/Division personnel
    - b. Social Media
    - c. EAU-BSS
    - d. Dealing with the work Environment
    - e. FID Investigation-Outside Agencies

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- f. Psychological fallout-intervention
    - g. Going back to work
    - h. Ongoing investigations
    - i. Recall
  - 4. Family
    - a. Define Family
    - b. Resources from Department
    - c. Outside Resources
    - d. Contact with the Department (for how long?)
    - e. Family Needs-EAU
  - 5. The Hospital
    - a. EAU-BSS
    - b. Security
    - c. Employee Response
    - d. Crisis Intervention
    - e. Clergy
    - f. Other community outreach efforts
  - 6. Our Employees
    - a. EAU-BSS
    - b. Grief
    - c. Desire to Help
    - d. Problems
  - 7. The Community
    - a. It is their loss too
    - b. Fear
    - c. Desire to Help
    - d. Offers of Assistance
    - e. Information to the Community
  - 8. The Funeral
    - a. Planning
    - b. The Ceremony
    - c. Respect
    - d. Selection of Escorts
    - e. Reception
    - f. Closure
  - 9. After the Funeral
    - a. Coping: emotions, support
    - b. Debrief; BSS
    - c. Support for the family
    - d. Relationships
    - e. Memorial events
    - f. Other events
    - g. Trust Funds
    - h. Fundraising
    - i. Memorial Foundation
    - j. Benefits
    - k. LAPPL
- B. The Captain
  - 1. Internal Resources
  - 2. Peer Support

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3. Your reactions, needs, and feelings
- C. Planning
  1. Prepare for this event
  2. Personnel information
  3. Survivors needs
- D. Common Problems
  1. Employee Information
  2. Dysfunctional families
  3. Personal involvement
  4. Promises
- E. Summary
  1. Think, discuss, plan
  2. Be present
  3. Facilitate the healing
  4. Monitor the workplace
  5. Recognize those needing help
  6. Remember all employees, sworn, civilian, volunteers, juvenile programs

**XXII. Current Concepts on Crowd Psychology**

- A. Psychological Aspects of Crowd Dynamics
  1. Crowd Misconceptions and Myths
  2. Self-Categorization Theory and Social Identity
  3. The "Flashpoints" Model
  4. Police Crowd Dynamics
- B. Pre-planning processes
  1. Ascertaining the Social Identity of a Group
  2. Ascertaining risk of violence from a group – Variables to consider
  3. Police Preparedness
- C. Six Levels of Analysis Flashpoints Model
  1. Structural - Perception of inferior life chances and buildup of long- term grievances, e.g., lack of jobs, poor education, discrimination, racism, and other inequalities
  2. Political / Ideological – Describes the way established political entities respond to the group's concerns
  3. Contextual – Recent and past history of relations between law enforcement and the group of interest
  4. Cultural – Describes how groups of people who share common experiences and conditions in the community come together to secure social change
  5. Situational – The who, what, where, when of the event itself including march routes and all aspects of police deployment
  6. Interactional – Describes the face-to-face contact between the police and members of the crowd

**XXIII. Training Mandates and Commanding Officer Responsibilities**

- A. Training Coordinators Responsibilities
  1. Personnel and Training Bureau-Administrative Order No. 7, dated April 29, 2010
  2. Personnel and Training Bureau-Training Coordinators/Assistant Coordinators Duties dated November 27, 2012
  3. Personnel and Training Bureau-Learning Management System (LMS)

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4. Office of the Chief of Staff Notice- Peace Officer Standards and Training Perishable Skills Program for Lieutenants and Below dated July 12, 2022
5. Police Sciences and Training Bureau-Learning Management System (LMS) dated March 7, 2016
- B. Divisional Compliance with State/Federal Department Mandates
- C. POST Regulation 1005 - Minimum Standards for Training
  1. 24 hours Continuing Professional Training
    - a. 2-year cycle
    - b. All sworn personnel
  2. 18 hours shall be Perishable Skills Program Training
    - a. POST Mandate for Sergeants and Below
    - b. LAPD mandate Lieutenants and below
- D. Police Sciences and Leadership (PSL) Program
  1. Focus on the first 5 years as foundation for Law Enforcement career.
  2. PSL I-11 months after graduation

**SESSION #2**

**Risk Management / Professional Standards Bureau / Critical Incidents**

**DAY 5**

**XXIV. Office of Constitutional Policy and Policy (OCP) Introduction, OCPP Policy Analysis and Development Unit (PADU)**

- A. PADU
  1. Research policy matters at request of BOPC, COP, Director, OCPP
  2. Revise and Establish Policy
  3. Draft Special and Administrative Orders
  4. Draft OCOP Notices
  5. Revise or Activate New LAPD Forms
  6. Product Evaluations of prospective and new equipment
  7. Review and renew MOAs with outside entities
  8. Publish Directives on LAN
- B. How to Initiate a Project Request
  1. 15.02 to Director OCPP per Admin Order 2, January 27, 2022
  2. Attach Form for revision or new form to activate
    - a. Clear Instruction
    - b. Provide DRAFT of revision or new content
    - c. Provide DRAFT of the edits or new content
    - d. Identify SME to communicate
- C. Project Life Cycle
  1. Phase 1
    - a. 15.02 received and approved by OCPP for initiation
    - b. PADU reviews, makes contact, researches
  2. Phase II
    - a. Drafts submitted to OCPP for e-approval
    - b. E-Review is initiated
      - 1) Direct Reports
      - 2) ERG
      - 3) CA
      - 4) BOPC Executive Committee

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- 5) OIG
- c. Phase III
  - 1) Feedback received and reconciled
  - 2) Final Draft prepared for Chain of Command
  - 3) BOPC and/or COP approval
- 3. Common Misunderstandings
  - a. What constitutes Department Policy?
  - b. What about manuals other than Department Manual?
  - c. Command publications

**XXV. Audit Division**

- A. History of Law Enforcement Auditing
  - 1. RCMP
  - 2. US- LAPD Audit Division
  - 3. Policing Eras
    - a. Political Era
    - b. Reform Era
    - c. Professional Era
    - d. Community Policing Era
    - e. Counter-Terrorism Era
    - f. Accountability Era?
  - 4. Measuring how we operate – focus of consent decrees
    - a. US DOJ vs. City of Los Angeles, Seattle, New Orleans, Pittsburgh, District of Columbia, Detroit, Miami, etc.
    - b. US DOJ establishes a ‘practice or pattern’ of civil rights violations (42 USC Section 14141).
    - c. Little to no measurement of compliance with law or departmental policies and procedures specifically pertaining to operations
  - 5. Misnomer of Audits
    - a. Academia
    - b. Law Enforcement
    - c. Civilian Oversight of Law Enforcement
    - d. US DOJ
- B. LAPD Audit Division
  - 1. Consent Decree Driven
  - 2. Mandated by the US Department of Justice to:
  - 3. initiate an internal audit unit
  - 4. conduct mandated audits
  - 5. Audit Division established in 2001
  - 6. Sworn officers initially assigned to do audits
  - 7. Auditors later hired on to the division
  - 8. Audit standards adopted
- C. Audits mandated by Consent Decree
  - 1. Search Warrants
  - 2. Gang Enforcement Details
  - 3. Confidential Informants
  - 4. Use of Force Investigations
  - 5. Complaint Investigations
  - 6. Arrest Booking and Charging
- D. Department Risk Assessment = Annual Audit Plan



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1. Risk Survey with Command Staff and Audit Staff
  2. Interviews with Internal Affairs
  3. Interviews with Risk Management Division
  4. Interviews with Legal Affairs Division
  5. Analysis of Previous Audits
  6. Review of New/Change of Policies and Procedures
  7. Hot Topics/Recent Incidents
  8. Mandated Audits
- E. Auditing in the Context of Law Enforcement
1. Tone at the top
  2. Tone infused throughout the organization
  3. Varying tones – dependent upon commanding officers (ex. Narcotics Division)
  4. Audit Charter
  5. Audit authority (ex. detectives with search warrants)
  6. Board of Police Commissioners
  7. Accountability – report backs, status on recommendations
- F. Reporting Results
1. Validate findings (Informal Process)
    - a. Provide initial findings to auditees
    - b. May be cumbersome ... but worth it
    - c. Allows insight on complete information
    - d. Allows for auditee to see the findings before the report goes out
    - e. Allows auditee to dispute or agree to the findings (ex. with response letter)
  2. Exit Meetings
    - a. Focus on positive findings first
    - b. Couch audits objectives and findings in terms of measuring performance
    - c. Be aware of putting things into context
    - d. Be honest on potential risks
    - e. Be open to their input
  3. Command Responses to Audit Findings
    - a. 15.2 to CO, Audit Division
    - b. Indicate you generally agree with the audit findings
    - c. What is your plan of action for the findings
    - d. Time frame when your plan of action will be implemented
  4. Do not include any personnel names (whatsoever)
    - a. Push Back on results
    - b. Need to get to the bottom of it; think superordinate goal
- G. Generally Accepted Government Auditing Standards
1. Promulgated by the US Government Accountability Audit
  2. Audit Evidence
  3. Independence
  4. Safeguarding Information
  5. Peer Review (Accreditation)

**XXVI. Racial Identity Profiling Act (RIPA)**

- A. Background/Timeline of AB 953 aka (RIPA)
- B. Automated Field Data Report (AFDR) and RIPA requirements
- C. CompStat Process
- D. RIPA Reports

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- E. CompStat Questions
- F. Training and Updates
  - 1. Trained all Area and Patrol Captains in March of 2022
  - 2. All ACCIC personnel trained on Database and Dashboard
  - 3. Pretext Stop Notice/Policy Published in March of 2022
  - 4. Revised Policy and Notebook Divider Published in October 2022
  - 5. Training Video to be completed by early next year
  - 6. Updating Officer and Supervisor completion Guides on LAN
- G. CompStat Topics for Area Commands
  - 1. What type of stops are being conducted?
  - 2. What are the primary reasons for the traffic and reasonable suspicion stops?
  - 3. Pretext and Non-Pretext Stops
  - 4. Do the stops correlate to the Division's crime trends, missions, call load, etc.?
  - 5. Are the actions taken by the officers similar across all races and genders with respect to the type of violation the person(s) was stopped for?
  - 6. Under similar circumstances, are searches (both consensual and non-consensual) performed consistently across all races and genders?
  - 7. Are results of stops consistent across all races and genders?

**XXVII. Risk Management and Litigation**

- A. Managing Risk
  - 1. Leadership and Culture
  - 2. Addressing conflict (Grievances, documentation)
  - 3. Fairness and/or equality in decision making
  - 4. Training
  - 5. Adhering to policies
  - 6. Review of activities (UOF, Pursuits, Driving)
  - 7. Performance documentation
  - 8. Complaint Investigations
  - 9. TEAMS II Action Items
  - 10. Officer Safety and Wellness
- B. Risk Management Strategies and Overview
  - 1. Training in Dept Schools
  - 2. Discovery Coordinators
  - 3. Closed Case Summaries / Working Group
  - 4. RMEC
  - 5. Preservation of Evidence Policy
  - 6. Liability Mitigation Incident Reports
- C. Risk Management Coordinators
  - 1. Positions at All Geographic Areas And Traffic Divisions
  - 2. Monitor and Mitigate Physical, Organizational And Financial Risks
  - 3. Related To:
  - 4. Workplace Injuries & Safety
  - 5. Conflicts & Environments
  - 6. Uses of Force
  - 7. Employee-Involved Traffic Collisions
- D. Discovery Coordinators
  - 1. Designated by Commanding Officer
  - 2. Handles Requests Made From RMLAD
  - 3. Monitor dedicated email

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4. Routes Requests to The Appropriate Employees
  5. Monitors Progress of Requests
  6. Requested Documents/Materials Shall Be Returned & Completed Within Five Working Days
  7. How does this impact my command?
  8. Efficiency (no 15.2s)
- E. Preservation of Evidence
1. Written Correspondence Advising the Department To Preserve Or Hold Certain Records or Evidence In Anticipation Of Future Litigation.
  2. Division Responsibilities
    - a. Respond to RMLAD within five working days via 15.02.00
    - b. Files Must Be Maintained at The Division
- F. Liability Mitigation Incident Response Report
1. Used to preserve evidence and document an incident which has potential for claims/lawsuits
  2. To document liability incidents that are not captured in other Department reports or documents.
  3. Used by claims unit
    - a. Self-inflicted or non UOF injuries
    - b. Damaged doors
    - c. Damage caused by stray less-lethal rounds
  4. Not in lieu of other reporting
- G. Types of Incidents
1. Forcing entry into a residence (damage over \$500.00)
  2. Damage to property from stray less lethal ordinance
  3. When a suspect/subject self-inflicted injury while in police custody
  4. When a suspect/subject sustains a non-use of force injury during a foot pursuit
  5. Not in lieu of other reporting
- H. Reasons for Payouts
1. Violation of Fair Employment and Housing Act (FEHA)
  2. Violation of other Government Code sections
  3. Tactical errors or deficiencies
  4. Policy violations
  5. Juries" sending a message"
  6. Employee vs Employer, juries relate to the employee
  7. Superior plaintiff attorneys
  8. Poor witness recalls or lack of witness cooperation
- I. Commanding Officer Working Group
1. Discussions with Operations captains on litigation trends, payouts, and organizational accountability.
  2. Fairness in decision making
  3. Testifying to the "why" later
  4. Documentation - diary
  5. Early investigation
  6. LESSONS LEARNED
- J. Protected Classes
1. Harassment or Discrimination For:
  2. Language / or Accent
  3. Sex (Pregnancy, Sexual Orientation, Gender Identity)
  4. Sexual Orientation

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5. Family Status (Married / Single)
  6. Race / Color
  7. National Origin
  8. Religion
  9. Age
  10. Disability (Real or Perceived)
  11. Military Status
- K. Adverse or Negative Employment Action Against an Employee Engaged in a Protected Activity
1. Any Formal Complaint
  2. Providing Testimony in A Court Proceeding
  3. Providing Testimony to Internal Affairs or Other Complaint Investigation
  4. Requesting Leave, Accommodation & Others
- L. The Lawsuit – Officer’s Right to City Paid Representation
1. Course and scope
  2. Representation not automatic
  3. Must request City-paid representation in writing
  4. Form 15.07 (LA City Charter 11.38)
  5. Department Manual Section 3/782.10
  6. 2 Business Days to RMLAD
  7. Loss of ability to choose forum
  8. Hurts the defense
  9. Default Judgment
- M. PC 647.9: Invasion of Privacy (Kobe Bryant Law)
1. Effective 1/1/2021
  2. Misdemeanor
  3. Elements
    - a. You Work as A First Responder
    - b. You Responded to The Scene of An Accident or Crime as Part of Your Job
    - c. You Took Photos of a Deceased Person And
    - d. You Shared These Photos for A Purpose Other Than for Your Job

**XXVIII. Disclosure of Records**

- A. California Public Records Act
- B. Transparency
  1. Senate Bill 1421
  2. Senate Bill 16
- C. Accountability
  1. Senate Bill 2

**XXIX. Risk Management Executive Committee**

- A. What is RMEC
  1. Reviews employee history
  2. Receives input from employee’s commanding
- B. Committee Members
  1. Director, OCPP
  2. Assistant Chiefs from all Offices
  3. Commanding Officer of PSB
  4. Commanding Officer of CSP
  5. Employee Relations Administrator
  6. Commanding Officer, RMLAD

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7. City Attorney (advisor)
8. BSS (advisor)
- C. Why was RMEC Created
  1. 2003 settlement with the LAPPL
  2. Standardized the process
  3. Agreed upon actions
  4. Joint decision-making
- D. Why is an employee referred to RMEC
  1. Complaint history
  2. Use of force history
  3. Pursuits
  4. Other managerial or risk management concerns
- E. Path of RMEC
  1. Employee is referred
  2. Subcommittee refers to full committee
  3. Employees reviewed by RMEC
  4. Long/Short Term Duty Restriction imposed by the Chief of Police
    - a. Monitored by the RMEC with Directed Actions
    - b. Monitored only
    - c. Reviewed and Concluded
- F. Directed Actions
  1. Special ratings/audits
  2. BSS
  3. Training
  4. Working with or preclude from working with specific personnel
  5. Counseling
  6. Working a different watch assignment
- G. LTDR and STDR
  1. Long Term Duty Restriction Letter
    - a. COP must order/sign
    - b. Non-field duties or no public contact
    - c. More than one calendar year
    - d. Reviewed yearly
  2. Short Term Duty Restriction Letter
    - a. Same as above, less than one calendar year
    - b. Reviewed generally every six months
  3. NOTE: The officer has the option of an appeal prior to the Chief issuing a restriction letter
- H. Credibility Related Duty Restriction
  1. Officer's actions (on or off-duty)
  2. Including, but not limited to
    - a. Dishonesty
    - b. Fraud
    - c. Certain felonies
    - d. Hit & run collisions
    - e. Falsifying official documents
- I. Non- Credibility Related Duty Restriction
  1. Non-credibility related LTDR/STDR –
    - a. Behavior of the officer (on or off-duty)
    - b. May increase liability to the Department/City of Los Angeles

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2. May be one event or accumulation of similar events that involve
  - a. DUI
  - b. DV
  - c. Pattern of misconduct
- J. Preparing to Present at RMEC
  1. Employee meetings
  2. Make note of what the employee says or does regarding their improvement
  3. Development plan
  4. Get updates on pending complaints, UOF, pursuits, etc.
  5. Discuss Plan with Area and Bureau
- K. Presenting at RMEC
  1. What to expect at the meeting
  2. Using the guide
  3. What happens after the meeting? (15.2)
- L. What is a Brady Letter?
  1. Employee has been entered into the LADA *Brady* Database.
  2. Information LADA believes must be disclosed (*Brady v. Maryland*) in any prosecution where the officer is a potential witness.
  3. Examples (but not limited to)
    - a. Charged with a crime
    - b. Sustained complaint for Dishonesty or Sexual Assault (SB 1421)
    - c. On criminal probation (DUI, etc.)
    - d. Impeachable or exculpatory conduct
    - e. May be appealed to LADA by employee
- M. LADA Officer and Recurring Witness Information Tracking System
  1. LADA confidential and internal tracking system
  2. Information potentially may be used to impeach recurring witnesses, including Department employees
  3. Cannot be appealed
  4. Communication to employee includes
    - a. Letter from LADA describing ORWITS
    - b. Year of complaint/incident
    - c. Information on how to access TEAMS
    - d. ORWITS/ BRADY notice provided

**XXX. Role of the Commanding Officer in the Discipline Process**

- A. Adjudication Factors
  1. Practical Application of Adjudication Factors – Determining whether a verdict is guilty
- B. Burden of Proof
  1. Legitimacy of evidence

**XXXI. Group Project Updates**

- A. Present status-updates of group projects to ensure projects are progressing
  1. Working Group Discussion
- B. Discuss obstacles/challenges of group projects
  1. Working Group Discussion

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**Day 6**

**XXXII. Internal Affairs Division Structure and Responsibilities**

- A. Re-organization of Internal Affairs Division
- B. Types of Complaints IA handles
- C. When to initiate a Complaint
- D. Employee Arrested or Accused of Criminal Act
- E. Timely Notifications to COC & Internal Affairs
- F. On-Call Team / Lieutenant for Advice
- G. Probationary Employee Accused of Misconduct
- H. Five Month Goal
- I. Review PSB Monday Reports (Every Monday)
- J. Importance of reviewing BWV/DICVS
- K. Importance of reviewing Investigations
- L. Timeliness of the investigations
- M. Timeliness of benching employees
- N. Reviewing Penalty Guide
- O. Proper Adjudication (Admin Order 16, 2016)
- P. Reviewing Skelly
- Q. Skelly [Employee vs Attorney]
- R. COP Presentations
- S. COP Reviews EVERY Skelly
- T. Workplace Complaints

**XXXIII. Review and Evaluation**

- A. The Role of R and E
  - 1. Quality Control
  - 2. Office of the Inspector General
  - 3. Resources and Guidance
- B. Non-Disciplinary Complaints
  - 1. Professional Standards Bureau reviews all Non-Disciplinary complaints
  - 2. COP Notice 07/28/16- Immediate Adjudication of Complaints Determined to be Demonstrably False at Intake
  - 3. 2016 Special Order No. 16-Complaint Conditions of Acceptance and Adjudication of Non-Disciplinary Complaints: Revised
  - 4. Demonstrably False
    - a. All allegations of misconduct initiated by a member of the public, including those determined to be Demonstrably False, must be recorded on a Complaint Form
    - b. When it is clearly proven that an allegation did not occur
    - c. The complainant is determined to be vexatious, i.e., the complainant demonstrates an irrational thought process and/or has established a pattern of making chronic or crank complaints
    - d. Body Worn Video or Digital In-Car Video System footage, or other audio or video evidence captured the entire incident or citizen contact, and conclusively shows that the employee(s) did not commit the alleged misconduct or did not violate Department policy or procedures
    - e. OCOP Notice 07/28/16 –Immediate Adjudication of Complaints determined to be Demonstrably False at Intake
    - f. Complaint intake submission time increase beyond 10 days

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5. Administrative Order No. 6, 2016 Non-Disciplinary complaints revised
  - a. The complaint, as stated, would not amount to the commission of a felony or misdemeanor crime;
  - b. The complaint, as stated, may not result in discipline against the employee, or the complained of act or omission by the employee has no nexus to the employee's position with the Department
  - c. The Complaint was not initiated as a result of a Department integrity audit conducted by Professional Standards Bureau, Special Operations Division
  - d. The complaint does not allege any of the following: Unauthorized force; discrimination of any kind; unlawful search and or unlawful seizure of person or property; dishonesty; domestic violence; improper/illicit use of alcohol, narcotics, or drugs; sexual misconduct; theft, or retaliation/retribution against another employee
  - e. The complaint was not as a result of concerns arising out of a criminal prosecution, or, dismissal of California Penal Code Section 148 charges, or otherwise initiated by a judge or prosecutor acting in their official capacity
  - f. The accused employee has no apparent pattern of similar behavior (should generally be limited to the past five years) for which he/she is accused
  - g. The complaint was not initiated in response to civil suits or claims for damages involving on-duty conduct and civil lawsuits regarding off-duty conduct required to be self-reported by employees
  - h. Exception: When it is clearly proven at the time of the preliminary complaint investigation that the alleged misconduct is Demonstrably False
6. Investigation Common Errors
  - a. Failure to interview employees
  - b. Comment Cards included with the addenda/investigation (ok for civilians)
  - c. Allegations included with ACR
  - d. Investigation examples can be located on the PSB website
  - e. New Allegation Types
7. CMS
  - a. Workflow Requirements
  - b. Investigations
    - 1) Ensure CP and CO-CPs are all added
    - 2) All accused employees are added
    - 3) All allegations are included, and match the paper investigation
    - 4) Include the investigation (upload a copy into CMS)
    - 5) Ensure the signature blocks are completed and match the investigation
    - 6) Upload the Addenda Section
    - 7) Video/Audio Section should match the 1.19
8. Letter of Transmittal
  - a. Section Headings
    - 1) Adjudication, Allegation, Classification, Rationale
    - 2) Digital In-Car Video/Body Worn Video
    - 3) Employee Development Plan
    - 4) Penalty



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- 5) Work History Analysis/Reviewer
- 6) Work Permit
- 7) Commanding Officer Signature Block
- b. Principles of Adjudication
  - 1) Determine if misconduct occurred
  - 2) Assess penalty
  - 3) In determining whether misconduct occurred; use Preponderance of Evidence standard
  - 4) The finding must be based on factual, reasonable consideration of the evidence and statements presented in the investigation
  - 5) Assessment should be in clear and concise language
  - 6) The finding must be without personal opinions, comments, or editorializing
  - 7) If the evidence is strong the finding will be less difficult, i.e., DICVS, tape, audio recording
  - 8) However, if the adjudication is based on a statement from witnesses, then you must consider the credibility of the individual coupled with any evidence
  - 9) Use of California Jury Instruction Code; Consider anything that has a tendency to prove or disprove the truthfulness of a witness
  - 10) Do not give automatic preference to employee statements vs. the complainant or witness
  - 11) A family or social relationship with a complainant, witness or employee should not automatically render the individual's statement as biased or untruthful
- c. Reviewing Allegations
  - 1) Department vs. Employee
    - a) Special Order 1/2003 –Department Complaint Process Revised
    - b) Employee Actions vs. Department Policy
    - c) Non-Disc Policy Procedure Defined; The nature of the investigation dealt solely with a complaint against a Department policy or procedure
  - 2) SB 1421 Criteria
    - a) Sexual Assault Sustained
    - b) Use of Force Against a Person Resulting in Death or GBI
    - c) Dishonesty Sustained
    - d) Discharge of a Firearm at a Person
    - e) SB 2
  - 3) Adjudication Classifications
  - 4) Unfounded: The investigation determined the allegation did not occur as described
  - 5) Exonerated: The employees' actions occurred but were justified, lawful, and proper
  - 6) *Non-Disciplinary – Employee's Actions Could Have Been Different*: The facts revealed by the investigation determined that the employee's actions could have been different to provide better service and will be addressed by the concerned commanding officer through corrective action.
    - a) Required Action(s):

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- b) Training
- c) Comment Card
- d) Counseled by Supervisor
- e) NTC
- f) Referral
- 7) *Sustained*: The investigation determined the allegation occurred and will be addressed through discipline. An appropriate penalty will be imposed; however, California Penal Code Section 832.5 precludes me from disclosing the specific penalty
- 9. Unknown Employees Vs. Named Employee
  - a. Four or fewer employees
  - b. Guideline only
- 10. Improperly Framed Allegations
- 11. DIGITAL IN-CAR VIDEO/BODY WORN VIDEO
  - a. Address whether Digital In-Car Video (DICVS), Body Worn Video (BWV) or audio recording devices were deployed\*
  - b. If the information captured assisted in the adjudication of the complaint
- 12. Employee Development Plan
  - a. The employee and C/O meet and mutually develop a plan that assists the employee
  - b. Employee plan?
  - c. Employee refuses?
- 13. Penalty
  - a. Outlines the penalty and the rationale
  - b. Supports the employee development plan
  - c. Detailed and thorough so that the employee and the reviewer understand why that specific penalty was appropriate
  - d. Penalty Guide Revised-PSB Notice September 15, 2020\*
- 14. Work History Analysis
  - a. Review TEAMS II
  - b. Prior relevant complaints, productivity, workplace issues, pattern of conduct issues, training
  - c. Information of supervisor who conducted the review
- 15. Relief from Duty Consideration
  - a. Status of the officer at the time the LOT is submitted
  - b. BOR cases, the officer would typically be relieved from duty
  - c. Relief from duty pending a BOR not appropriate?
- 16. Downgrade Consideration
  - a. Indicate if the employee was reduced in paygrade or removed from a bonus position
  - b. Include the date the required documents were forwarded to initiate the process
  - c. Do not elaborate in the LOT the rationale for downgrade (Special Order No. 47, dated October 30, 2009\*)
- 17. Reply Letters

**XXXIV. Advocate**

**A. Inactive Duty**

- 1. The commanding officer making the assignment will instruct the employee to
  - a. Refrain from acting in an official capacity;

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- b. Remain on-call at the designated place of inactive duty; OR,
      - c. Report at a given time and place when such information is available.
    - 2. The commanding officer will
      - a. Ensure all City-owned firearm(s) and Department-issued ammunition in the employee's possession are retrieved
      - b. Obtain written approval from the concerned bureau commanding officer prior to releasing City-owned firearm(s) and Department-issued ammunition to the concerned employee
- B. Skelly
  - 1. A commanding officer shall, in cases of serious misconduct
  - 2. Advise employee of the right to representation prior to discussing the matter
  - 3. Advise employee of the specific penalty recommended by commanding officer
  - 4. Give employee a copy of all investigative material upon which the proposed disciplinary action is based, unless employee waives the right to receive material
  - 5. Give the employee a copy of the commanding officer's letter of transmittal
  - 6. Ensure the employee initials the appropriate boxes on the Complaint Adjudication Form which indicates the employee acknowledges receipt of pertinent materials
  - 7. Notify the employee that any response, either oral or in writing, to the proposed disciplinary action must be made within a reasonable time
- C. Summary Suspension of Officers - Execution of Order
  - 1. A suspension that has not been appealed to a Board of Rights shall be effective the day following the period during which the suspension could have been appealed to a Board of Rights, or as soon as practicable after that period, in consideration of deployment needs.
  - 2. Note: A suspension day shall consist of 8 hours. A suspension period shall not be split (i.e., a portion before or after a period of work), without the approval of the Commanding Officer, Professional Standards Bureau
- D. Temporary Relief from Duty - Disposition Of Department Property.
  - 1. Officers, upon being ordered relieved from duty, shall surrender all City-owned property in their possession to the officer executing the order.
  - 2. The officer executing the order shall ensure that all City-owned property is delivered to the commanding officer of the accused officer's unit of assignment for safekeeping
- E. Summary Suspension of Officers - Execution Of Order.
  - 1. Complaint and Relief from Duty, Suspension or Demotion, Form 01.61.00
  - 2. When served, the accused officer shall, at the discretion of the Chief of Police, surrender his or her gun, badge, and identification card for safekeeping immediately upon such relief or suspension from duty
- F. Reserves
- G. Civilian Employees
- H. Board of Rights – Character Witness
- I. Out of Policy Findings

**XXXV. Workplace Investigations**

- A. Complaint Investigations Handled by WIS
  - 1. Discrimination
  - 2. Retaliation
  - 3. Hostile Work Environment
  - 4. Sexual Harassment

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5. POBOR Violations
  6. Employee initiated lawsuits/Claims for Damages
  7. EEOC Complaints
  8. DFEH Complaints
  9. Improper Remarks (Between Employees)
  10. Ethnic Remarks
  11. Wrongful termination
  12. Other workplace allegations
  13. WIS does not investigate Work Comp Fraud
- B. Protected Classes
1. Race
  2. Ethnicity
  3. Ancestry
  4. Nationality
  5. Gender (Includes Pregnancy)
  6. Sexual Orientation
  7. Religion
  8. Creed
  9. Marital Status
  10. Age- 40 years old or older
  11. Disability
  12. Veteran Status
  13. Military Status
  14. Citizenship Status
  15. Genetic Information
- C. Key Definitions
1. Discrimination:
  2. Disparate Treatment
  3. Adverse Impact
  4. Failure to Provide Reasonable Accommodation
  5. Retaliation
  6. Sexual Harassment:
  7. Hostile Work Environment (Sexual Nature)
  8. "Quid Pro Quo"
  9. Gender Bias
  10. Hostile Work Environment (Non-Sexual Nature)
  11. Hazing
  12. Constructive Transfer
  13. Favoritism
  14. Bullying
- D. Complaint - Defined.
1. The definition of a complaint includes any public complaint, anonymous or third person, regarding Department service, policy or procedure, claims for damages, or employee misconduct, regardless of whether the complaint alleges misconduct as defined by Manual Section 3/805.25, and any complaint of misconduct initiated by a Department employee.
  2. For public complaints, the Department must accept everything, even if it is not misconduct.
  3. For employee-initiated complaints, only complaints of misconduct (as defined by 3/805.25) must be taken.

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- E. Difference Between Public and Employee Complaints
  - 1. Public Complaints: Must take all complaints whether or not what is alleged is misconduct
  - 2. Employee Complaints: Must take complaints only if what is alleged is actually misconduct.
  - 3. Commanding Officers have discretion as to how to handle complaints (MOU No. 24 – Article 1.7 “City Management Rights”)
- F. Who Makes Workplace Complainants?
- G. Trends
  - 1. Frequency of Complaints
  - 2. Complaints filed sooner than later
  - 3. Tenure of Complainants
  - 4. Allegations
- H. Key Principles
  - 1. What is the Department’s Equal Employment Opportunity Policy?
  - 2. Every employee has a right to work in an environment that is non-discriminatory
  - 3. To eliminate the incidences and perception of unfair treatment in the workplace
- I. Effect on Workplace
  - 1. Excessive sick time usage -Increased Workload
  - 2. Absenteeism -Increased Workload
  - 3. Tardiness - Officer Safety Issues
  - 4. Reduction in productivity -Impacts Service Level
  - 5. Off-duty problems- Personnel Complaints/Arrest
  - 6. Substance abuse-Loss of Career
  - 7. Poor Relationships-Impact on family and friends
  - 8. Excessive Force-Lawsuits/Personnel Complaints
  - 9. Stress
- J. Effective Means of Managing Workplace Discrimination:
  - 1. Training
  - 2. Department Policy
  - 3. Supervision
  - 4. Communication
  - 5. Discipline
- K. Don’t ignore issues.
  - 1. Take action.
  - 2. Timely documentation
- L. Workplace Conflict Contact Complainant immediately
  - 1. To Protect the employee,
  - 2. To Reduce incidents in the workplace,
  - 3. To Protect the work environment,
  - 4. Have a supervisor thoroughly interview the employee
  - 5. Communicate with Command to ensure command can assist in taking appropriate steps
- M. Pre-Interview with Complainant
  - 1. Conduct TEAMS inquiry for training, experience, and assignments
  - 2. Conduct CMS inquiry for prior workplace personnel complaints as a complainant or accused employee
  - 3. Review all prior personnel complaints
  - 4. Check with Legal Affairs Division for Lawsuit or Claims for Damages
  - 5. Check for DFEH/EEOC complaints

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6. Review related laws, Department policies, and procedures
  7. Determine the Complainant's work status (Full-duty, Sick, IOD, Military Leave).
  8. Contact Medical Liaison Section (MLS) for work restrictions
  9. Schedule the interview with the Complainant within two weeks of being assigned the complaint investigation.
  10. If the Complainant has an attorney, schedule the interview through the attorney.
- N. Interview with Complainant
1. The Complainant has all POBOR Rights during entire process
    - a. (Civilian employees?)
    - b. (Compel or Not to Compel?)
    - c. Medical restrictions prohibiting interview
  2. During the interview, establish the Complainant's work status on recording:
    - a. On-duty
    - b. Off-duty- Avoid Interviewing employees on off days.
    - c. IOD-You may have to call the Timekeeper to covert to work
    - d. Present physical and mental state during interview
  3. Determine whether the Complainant has any email, video, audio recording, text messages, witnesses, or other evidence related to the allegations in the case.
  4. Obtain all of the Complainant's allegations using the T-Funnel Technique
- O. Resources to assist employees
1. Commanding Officer
  2. OMBUDS Office
  3. Employee Relations Group (ERG)
  4. Medical Liaison Section (MLS)
  5. Employee Assistance Unit (EAU)
  6. Peer Counseling
  7. Behavior Science Services (BSS)
  8. Los Angeles Police Protective League (LAPPL)/Union
  9. Workplace Investigation Section
- P. Resources to assist Commanding officers with employee workplace conflicts
1. Peers (Other Commanding Officers)
  2. Bureau Command
  3. Medical Liaison Section
  4. Employee Assistance Unit
  5. Behavioral Science Section
  6. PSB/Internal Affairs Division
  7. Risk Management Legal Affairs Division
  8. Police General Counsel
  9. Liability Management Committee

**XXXVI. Biased Policing**

- A. Department Manual Section 1/345- Policy Prohibiting Biased Policing
- B. Biased Policing Investigative Protocol, Standards of Review
  1. Investigative Strategies
  2. Key Points
  3. Do not ask questions that don't apply
  4. Expand on answers that are vague or unclear
  5. Ask for clarification on words like "profiling," "discriminated," and "harassed."
  6. Don't assume you know.
- C. ACR- Command staff led option

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D. Demonstrably False

1. All allegations can be clearly disproven
2. No interview of accused or witness officers
3. No complaint investigation or LOT
4. Review all video and audio evidence
5. Include a brief narrative about what was captured on video
6. Forward the complaint to the CO
7. CO will complete the "Non-Disciplinary" portion of the complaint indicating an adjudication of DF
8. Forward to bureau CO for review and concurrence

E. Complaint Adjudication Form

1. Can be used to close out complaints like an FTA, FTQ or PTC
2. Write a summary, include the classification, allegation (s), and rationale for the disposition.
3. Use a separate form for each accused employee.
4. Classification: It is recommended that CF No. 1X-00XXXX be closed out as...
5. Allegation: Department alleges that between June 1, 2017 and July 31, 2017, while on duty, Officer John Doe failed to qualify.
6. Rationale: (summary of facts that lead to recommendation)

F. Deadlines

G. Complaint Exceptions

1. Disputed traffic/ACE citation
2. Delay in service or delay in Detective's investigation
3. Low-flying airship
4. Complaint by an inmate regarding accommodations, cell assignment, quality/quantity of food
5. Vehicle Impound Complaints- refer for Vehicle Impound Hearing

**XXXVII. Special Operations Division**

A. Need for a dedicated Surveillance Unit

1. Originally outsourced to other Department entities (i.e. Narcotics)
2. Compromised investigations

B. Internal Surveillance Detail 1985

1. Within IA
2. Squad of Supervisors

C. Second Squad Added 1987

1. Internally assigned I/O's
2. Special Operations Section

D. Ethics Enforcement Section 2001

1. Consent Decree Established
2. Initiate regular, targeted, and random stings
  - a. Identify at risk behavior
  - b. Identify those who fail to report misconduct or discourage complaints

E. Worker's Compensation Fraud Unit 2004

1. Assembly Bill ABX4 changed Insurance Code
2. Allowed WCF Investigations without violating HIPAA

F. Special Operations Division

1. Complex Investigations / Coordination with various entities
2. Data analysis, Tracking, Search Warrants, Surveillance, UC Operations

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3. Mission
  - a. Safeguarding integrity of Law Enforcement in LAPD
  - b. Work with PSB to identify at risk personnel and unlawful behaviors
  - c. Develop Strategies to test behaviors and investigate
4. Ethics Enforcement Section
  - a. Investigator Unit
  - b. Undercover Unit
5. Technical Surveillance Unit (Nov 2001)
6. Investigative Section
  - a. Major Complaint Unit
  - b. Admin and WC investigators
7. Internal Surveillance Unit
  - a. Squad 1
  - b. Squad 2
8. Integrity Test Categories
  - a. Constitutional Policing –Stops/Searches/Seizures (to include false arrests)
  - b. Neglect of Duty
  - c. Theft
  - d. Discourtesy
  - e. Unauthorized force
  - f. On-Duty Conversion (Converting on-duty contact to off-duty relationship)
  - g. Sexual Misconduct
  - h. Unbecoming Conduct
  - i. Policy/Procedure
  - j. 1.28 Complaint Intake (Discouraging or failing to report misconduct)
9. Close out definitions
  - a. Pass
  - b. Fail
  - c. Pass with Comments to Command
  - d. Attempt
  - e. Inconclusive/Procedural
  - f. Results Pending
  - g. Cancelled
10. Worker's Compensation Fraud Unit 2004
  - a. Assembly Bill ABX4 changed Insurance Code
  - b. Allowed WCF Investigations without violating HIPAA
  - c. Millions of dollars paid out in claims annually
    - 1) Millions saved by uncovering fraud
    - 2) Improve public perception
  - d. Investigative purpose
    - 1) Investigate workers' compensation fraud and abuse committed by Department employees.
    - 2) Fraud occurs when someone **knowingly** lies to obtain some benefit to which they, or someone else, are not otherwise entitled.
    - 3) Abuse occurs when an employee magnifies a disability that falls short of an outright lie
  - e. Investigation
    - 1) For every claim brought to the attention of SOD, the investigator must answer two main questions:



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- a) Do the facts indicate fraud or abuse?
- b) If the claim is potentially fraudulent, can it be proven?
- 2) For fraud, the burden of proof is: "Guilt Beyond a Reasonable Doubt."
- 3) "Will the facts of the case shock the conscience?"
- f. Four Elements of Fraud
  - 1) The lie must be material.
    - a) In other words, the lie must make a difference.
    - b) "If the truth had been told, would anything has been done differently?"
  - 2) The lie must be made for the intent of obtaining a benefit that is not due.
  - 3) There is a false representation- The lie.
  - 4) The lie must be knowingly made.
- g. Types of Abuse and/or Fraud by Employee
  - 1) Making a knowingly false claim
  - 2) Claiming a non-industrial injury as industrial
  - 3) Not reporting outside income while receiving TTD benefit
  - 4) Failing to disclose prior accidents to a physician
  - 5) Lying at a deposition
  - 6) Lying about pre-existing symptoms
  - 7) Lying to a Workers' Compensation Judge
  - 8) Altering a medical document (return to work date)
  - 9) Conducting physical activities that are not consistent with claim
- h. Red Flags – on the job accidents
  - 1) No witnesses
  - 2) Was not immediately reported
  - 3) Occurred away from the employee's normal work area
  - 4) Incident cannot be clearly explained by the worker
  - 5) Involves great pain, but no visible injuries
  - 6) Is reported differently in the medical report from the first report of injury (5020)
  - 7) Has a very spotty attendance history
  - 8) Moved out of the area
  - 9) Has or is rumored to have an off-duty job/hobby
  - 10) Unhappy with current assignment or re-assignment
  - 11) Was recently disciplined
  - 12) History of on-the-job accidents
  - 13) Hesitant about returning to work
  - 14) Cannot be reached during day/ only returns calls
  - 15) Planning a career change or return to school
  - 16) Has or is rumored to travel extensively
  - 17) Now receives mail at P.O. Box, friend or relatives home address
  - 18) Not responding to treatment
  - 19) Suddenly gets a new doctor, when released back to work
  - 20) Frequently missed medical appointments
  - 21) Strong pain relievers prescribed for minor injury
  - 22) New injury claimed after 261 days of IOD has expired.
  - 23) Refusing to come to work in a modified/light-duty capacity

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24) \*Note: While any of these red flags could be a sign of a fraudulent claim, each one could be present in a valid claim as well

- i. SOD Coordination
  - 1) WC Provider (Intercare)
  - 2) City Attorney's Office
  - 3) District Attorney's Office (Healthcare Fraud)
  - 4) Department of Pensions
  - 5) Commanding Officers
  - 6) Workers' Compensation Division
  - 7) Divisional IOD Coordinators
  - 8) Employee Relations
  - 9) Medical Liaison Section
  - 10) Police Protective League
- j. State Law / Department Policies
  - 1) 1871.4 (a) I.C.- Make a knowingly false or fraudulent material statement.
  - 2) 1877.1 (a) I.C.- Authorizes law enforcement to review medical documents
  - 3) The Federal Health Insurance Portability and Accountability Act of 1996 (HIPAA)
  - 4) LAPD Manual Sections
  - 5) MOU Sections
  - 6) 471.5 PC- Alteration of Medical Records
- k. Work Permits
  - 1) Manual Section
  - 2) 270.30 Volume 1- Outside Employment Policy –General.
  - 3) Reads: "Employee shall not engage in outside employment while carried on sick or IOD status."
  - 4) Work Permit Application
  - 5) Reads: "I have read existing Department policies and procedures governing outside employment and off-duty conduct and agree to adhere to those policies and procedures."
  - 6) A Work permit is good for one or two years, depending on the type of employment. If it is a security-related job permit must be renewed every year. However, C/O may request to revoke current permit if employee has new restrictions, since the original permit approval date.
  - 7) Work Permits: 213 485-2902.
- l. SOD Training
  - 1) Supervisor training roll call training
  - 2) Attends SICK/IOD coordinators meetings
  - 3) Objective is to educate all Department employees to avoid criminal and/or administrative misconduct

**DAY 7**

**XXXVIII. ICS – Overview**

**A. History**

- 1. Developed in the 1970's after a series of catastrophic wild land fires in California
- 2. Property damage ranged in the millions of dollars.

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3. Many lives were lost (Responders & Civilians).
  4. Studies determined MAJOR break downs
    - a. Communication & Management Deficiencies
    - b. Rather than lack of resources or failure of tactics.
  5. ICS fell under California's STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS)
  6. 2003 SEMS went national with the passing of Homeland Security Directive No. 5
    - a. Established the NATIONAL INCIDENT MANAGEMENT SYSTEM
    - b. Mandated ALL Federal, State & Local agencies use NIMS to manage emergencies in order to receive Federal Funding
- B. NIMS Components and ICS
1. Preparedness
  2. Communications and Information Management
  3. Resource Management
  4. Command Management
    - a. ICS
    - b. Multiagency Coordination Systems
    - c. Public Information
  5. Ongoing Management and Maintenance
- C. What is ICS
1. Is a standardized, on-scene, all-hazards incident management concept.
  2. Enables a coordinated response among various jurisdictions and agencies.
  3. Establishes common processes for planning and management of resources.
  4. Allows for integration within a common organizational structure.
- D. When is ICS Used
1. Natural hazards.
  2. Technological hazards.
  3. Human-caused hazards.
  4. Planned events
- E. Lessons Learned (Without ICS, incident responses)
1. Lack accountability.
  2. Have poor communications.
  3. Use unorganized planning processes.
  4. Are unable to efficiently integrate responders.
- F. ICS Benefits
1. Safety of responders, workers, and others
  2. Achievement of response objectives
  3. Efficient use of resources
- G. Common Terminology – No Codes
1. Organizational functions.
  2. Incident facilities.
  3. Resource descriptions.
  4. Position titles.
- H. Unity of Command
1. Report to only one incident supervisor.
  2. Receive work assignments only from the assigned supervisor.
- I. Incident Command Positions
1. Command Staff
  2. General Staff
- J. Management Functions

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- K. Incident Commander
- L. Expanding Incidents
- M. ICS Supervisory Positions
- N. Unified Command
- O. Area Command
- P. Standing Plans
- Q. Emergency Operations Guide
- R. Tactical Alert
- S. After action Report
- T. Minimum Operations Force
- U. Mobilization
- V. ICS Form 201 Incident Briefing
- W. ICS Form 214 Unit Log
- X. Demobilization

**XXXIX. Critical Incidents – Crisis Management**

- A. What does a CP look like?
- B. Common Problems during incidents
  - 1. Communication
  - 2. Inoperability
- C. What is happening in the field?
- D. What is Happening at the CP?
- E. Incident Command Organizational Structure
  - 1. Incident Command
  - 2. Lead and Manage
- F. What is Check-In and Why is it Needed?

**XL. Practical Applications and Debrief**

- A. Incident Command Post – Practical Application
  - 1. Establishing Incident Command Post
  - 2. Declaring Incident Command
  - 3. Establishing Section Chiefs
- B. Debrief
  - 1. Best practices

**XLI. Evacuations / ADA Emphasis**

- A. Areas to be evacuated
  - 1. Police departments, elementary schools, hospitals, airports, military bases, court buildings, casinos, movie theaters, shopping centers, universities, nightclubs are all locations of recent active shooter/hostile event or mass casualty incidents.
  - 2. Assailants pose a threat to all hard and soft targets. They may attack on any day of the week and any time of day.
- B. People with Disabilities and Others with Access and Functional Needs
  - 1. Communication
    - a. Conduct door-to-door communication utilizing door knocking, ringing of doorbells, P.A. System and flashing of vehicle head lights and flashlights
    - b. Utilize attention-getting vibration/movement (i.e. striking with baton, etc.) on objects such as metal security gates to gain attention

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- c. Utilize communication tools such as picture boards, pictograms, writing tablets, written materials, pamphlets, communication boards and video-text displays as alternative ways to communicate,
  - d. Inquire of neighbors whether they know of anyone who may need assistance to evacuate
2. Special Considerations during an Emergency
- a. Senior Lead Officers
    - 1) Report to the command post.
    - 2) Advise the Operations Section Chief of any information regarding the affected areas to include providing locations of people with disabilities and others with access and functional needs.
    - 3) If evacuations are being conducted, the Senior Lead Officer will report to the Evacuation Branch Director or Operations Section Chief if the Evacuation Branch is not yet established.
    - 4) Conduct public meetings, community meetings, town hall meetings, and/or interviews as appropriate regarding the emergency and recovery efforts, with the prior authorization and approval of the Public Information Officer, and consistent and compliant with the following:
    - 5) Approval of the Department's Americans with Disabilities Act (ADA) Coordinator,
    - 6) Refer to the ADA Guidance on Site Accessibility for Public meetings and Special Events.
  - b. Transportation – Where are they going?
    - 1) Buses (Service Animals?)
    - 2) Ambulance
    - 3) Cars
    - 4) Walking
    - 5) Carrying
    - 6) What Items need to be transported with the person who has disabilities and/or access functional needs?
  - c. Media
    - 1) Sign Language Interpreter
    - 2) Canned Messaging
    - 3) 508 Compliance
    - 4) All messaging approved by ADA Coordinator

**DAY 8**

**XLII. Critical Incident Exercise**

- A. Welcome and Introductions
  - 1. Expectations for the Day
  - 2. Full participation
  - 3. Ask Questions
- B. Respect for Others
  - 1. We are all at different levels
  - b. Using real incidents help us to improve – not meant to devalue
- C. Overview of ICS
  - 1. Personnel should adhere to ICS Principles

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- a. Accountability
  - b. Check-In
  - c. Demobilization
  - d. Incident Action Planning
  - e. Unity of Command
  - f. 6. Personal Responsibility
  - g. 7. Span of Control
  - h. 8. Resource tracking
- D. Command and General Staff Positions
- 1. Roles and Responsibilities
  - 2. Incident Commander
  - 3. Finance/Administration Section Chief
  - 4. Logistics Section Chief
  - 5. Operations Section Chief
  - 6. Planning Section Chief
- E. Command Post Overview
- 1. Critical components of a Command Post
  - 2. Command Post locations and set-up
  - 3. Mission - Use Pictures of Command Posts/Staging Areas to reinforce
  - 4. Best methods to obtain and maintain situational awareness
  - 5. Lessons Learned
- F. Commander's Intent
- 1. The Importance of a Commander's Intent Briefing
  - 2. Purpose of the Commander's Intent Briefing
  - 3. Discuss Examples – Video
  - 4. Best Practices - Discussion and Critique
- G. Incident Biopsy
- 1. Lessons Learned / Best Practices
  - 2. Discussion on Cascading incidents
  - 3. Critical Incident Debriefing
- H. Practical Application – Tabletop Scenario
- 1. Scenario Preparation
  - 2. Identify Breakout Groups
  - 3. Scenario
  - 4. Brief Scenario
  - 5. PART I - Scenario – Implementation
  - 6. PART II - Scenario Brief Backs
    - a. Organizational Structure
    - b. Planning
    - c. Objectives
    - d. Priorities
    - e. Resources
- I. Enhanced Practical Application
- 1. PART I - Scenario – Cascading Effects
    - a. Progressive Injects
    - b. Increased obstacles

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- c. Time pressures
- d. Political Expectations
- 2. PART II - Scenario Brief Backs
  - a. Organizational Structure
  - b. Planning
  - c. Objectives
  - d. Priorities
  - e. Resources
- 3. Critical Incident Management
  - a. How have the Objectives changed?
  - b. How has the organizational structure expanded?
  - c. What are the new priorities?
  - d. What additional resources are needed?
  - e. What are the resources needed from other agencies?
- J. Incident Debrief - THROUGH the Event
  - 1. Communication and Messaging – PIO Must Do List
    - a. Community Follow Through – External Messaging
    - b. Next Watch – Internal Messaging
    - c. Consistency and Compassion
    - d. Employee Wellness / Critical Stress Debrief
  - 2. Debrief class scenario
    - a. Biggest “Take A-ways”
    - b. Next Steps to increase Department learning

**SESSION 3**  
**Command Oversight**

**DAY 9**

**XLIII. Introduction to Command Oversight**

- A. Roles of New Commanding Officer
  - 1. Non-Categorical UOF
  - 2. UOF Changes
  - 3. UOF Boards
  - 4. PIO Overview

**XLIV. Employee Relations Group**

- A. What is handled by ERG
  - 1. Grievances
  - 2. Arbitrations
  - 3. Downgrades & Administrative Transfers
  - 4. Administrative Appeals (Downgrades)
  - 5. Employee Development Training
  - 6. MOU Issues (Meet & Confer)
  - 7. Sick letters
  - 8. Consult on employee performance, policy application and leadership

- B. Performance Documents
  - 1. Comment Sheet

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- a. Adjust or affirm behavior
  - b. Not subject to grievance \*
  - c. No language that contains punitive action
  - d. No language that contains future consequences
  - e. Not for initial expectations
  - f. Not considered an adverse employment action
  - g. In employee package for 2 years
  - h. \*some civilians may grieve a comment sheet per their MOU
2. Notice to Correct Deficiencies
- a. Subject to grievance
  - b. may go to binding arbitration
  - c. Should include language of future consequences
  - d. Is considered an adverse employment action
  - e. In employee package for 1-year duration
3. Contact ERG for guidance
- a. Factual - ensure the event is investigated and accurately depicted
  - b. Specific - to behavior / deficiencies you are adjusting (single incident)
  - c. Timely – within 2 weeks of incident or adjudication (general guideline)
  - d. Simple – address only the incident- do not include historical behavior
  - e. Consistent – in language to affirm/adjust - same rules and tone for everyone
  - f. Keep emotions out of it
  - g. Do not rationalize action being taken- let the facts speak for themselves
  - h. Do not sanitize language. Document specific language used, as it was said.
  - i. Please proofread your document - so that it includes all of the above
4. Grievances
- a. A dispute over interpretation of an MOU, Dept. rules, personnel practices, or working conditions
  - b. What is not Grievable – SWORN:
    - 1) An impasse in meeting and conferring.
    - 2) Transfers, assignments, promotions, promotional examinations, probationary employee terminations, and Employee Comment Sheets (comment cards).
    - 3) Any other matter involving discipline.
    - 4) A determination of the fitness of an employee to carry a concealable firearm on or off duty.
    - 5) A determination of the appropriate salary step of probationary employees based on education and/or prior law enforcement experience.
    - 6) Denial of the use of compensatory time off.
  - c. What is Grievable – Civilians
    - 1) Discipline (5 days or fewer)
    - 2) Promotions
    - 3) Employee Comment Sheets (except for EAA employees)
    - 4) Notices to Correct Deficiencies
5. Downgrades and administrative transfers
- a. what is the reason?
    - 1) Performance or inability to do the job, or both
    - 2) contact your bureau for concurrence



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- b. Assign employee to non-advanced paygrade or non-special pay assignment immediately
    - 1) Cannot allow a person to continue in the same job for months, and then downgrade
  - c. Not associated with misconduct- inability to continue to perform the job
  - d. Erg does not approve or deny requests for downgrades; director of OSS has approval authority
  - e. Administrative transfers -employee request, refresh career, conflict in command, best interests of department
6. Administrative appeals
- a. Two roles:
    - 1) Witness for the Department
    - 2) Explain why you made the request
  - b. Hearing Officer
    - 1) Is there merit to the action?
    - 2) Did the Dept follow the rules?
7. Sick Time / Labor Code 233
- a. The first 48 hours cannot be:
    - 1) Used to establish a pattern for a sick letter
    - 2) Counted against the employee in any matter
  - b. First 48 hours resets each year (January 1)
    - 1) not a free pass - must be legitimate use of sick time
    - 2) For the first 48 hours in a year, do not ask for a sick note, even if the employee has an existing sick letter
  - c. If there is evidence that sick time is being abused (including the first 48 hours), that is misconduct.
  - d. Contact ERG prior to issuing a sick letter or any action involving sick time
    - 1) ERG may contact the city attorney for advice depending on the situation
- C. Acting Pay Sworn
- 1. Employee must be filling a vacant position for more than 28 days
  - 2. Can serve in a position only one rank/paygrade above current rank/paygrade
    - a. D3 can act as LT OIC,
    - b. P3 cannot act as a SGT 1)
  - 3. If a DI is acting as a DII, the employee must have attended supervisor school
  - 4. No acting pay for special or hazard pay positions
  - 5. Detective 1 cannot act as PM watch Detective 2, per MOU section 4.2 (C-2)
    - a. "Commanding officers shall ensure that daily staffing of PM watch includes a minimum of one detective supervisor."
- D. Acting Pay Civilian
- 1. More complicated issue than sworn
  - 2. Civilian classifications are NOT interchangeable
  - 3. 2 types - acting pay and temporary supervisor pay
  - 4. Some classifications require special certification/experience/other requirements
- E. Working out of Classification
- 1. Sworn Personnel:
    - a. P2 cannot do the job of a p3 on a permanent basis
    - b. Detectives cannot do foot beats
  - 2. Civilian Personnel:

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- a. Contact ERG prior to assigning a civilian employee in an unusual acting or temporary supervisory capacity
  - b. ERG to ensure that the employee is qualified to take the promotional examination (There must be a vacant position.)
- F. Bonding Leave
- 1. 1 year from date of birth, adoption, or placement
  - 2. Employee gets 4 months total
    - a. In two weeks or more increments
    - b. As many 2-weeks increments as they want
    - c. Up to 4 months total, within that one-year period)
  - 3. May take two instances of a period less than 2 weeks during that year
    - a. Example: a single day, or a single week)
    - b. See mou-24, lieutenants and below, appendix "I"
- G. Miscellaneous
- 1. Do not make mention of downgrade/de-selection in letter of transmittal
  - 2. On BOR, do not mention downgrade/de-selection in rationale for penalty
  - 3. Do not gray mail time-sensitive matter, such as downgrade paperwork
  - 4. E-mail can be misinterpreted. communicate important issues by phone or in person
  - 5. Always check with ERG first for
    - a. May require meet and confer
    - b. Change in hours, wages, or working conditions
    - c. Divisional orders

**XLV. MOU Considerations**

- A. Utilizing the League as a Partner
- B. Common goals
- C. Comment Cards
- D. Grievances
- E. Calls to/ from Directors
- F. Benefits / Resources to assist employees in need
- G. Catastrophic situations - Anderson Hours
- H. Relief from Duty
- I. ERG
- J. Membership Outreach
- K. Roll Calls, Supervisor Meetings, Training Days, Wellness Days
- L. Essential Duty Functions
- M. Return to Work
- N. Fair and Equitable Treatment

**XLVI. Police Information Officer (PIO) Media Relations**

- 1. Introduction
- 2. Media Relations
- 3. Key issues to consider<sup>1</sup>
  - a. Barrier Tape guidelines
  - b. Media Access Photo Site
  - c. Command Posts/ Media Information Center
  - d. Media access at Emergency scenes

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<sup>1</sup> National Media Guide for Emergency and Disaster Incidents (2<sup>nd</sup> Edition)

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- e. SWAT Operations
  - f. Bomb Squad Incidents
  - g. Media and Undercover Incidents
  - h. Media and K-9 operations
  - i. Police Media relations
4. Dead Man Talking<sup>2</sup>
- a. 4 sure fire ways to shoot yourself in the foot during news interviews
    - 1) Failing to prepare for the interview
    - 2) Equating the interview with the story
    - 3) Speaking in tongues
    - 4) Say “no comment”
5. Broadcasteaze Violations
- a. Point out the importance of using plain speak and staying away from cop talk
6. “Breaking News”
7. Expectations of the Media
- a. LAPD on Line New Room
  - b. Overview how it is used and how C.O can use it to their advantage
  - c. Media relation Handbook is an effective tool
8. Al Crespo v. City of Los Angeles Overview<sup>3</sup>
- a. Under the rights guaranteed by the First Amendment of the United States Constitution, it is not uncommon for large numbers of people to assemble for the purpose of demonstrating their opinions.
  - b. At such demonstrations, it is the Police Department’s obligation to protect individuals’ First Amendment rights, maintain order, and protect lives and property. Occasionally, demonstrations become unlawful.
  - c. In such circumstances, pursuant to California Penal Code, sections 407 and 409, an assembly may be declared unlawful, and all persons present, including members of the news media, may be lawfully ordered to disperse. The law provides that police officers may use reasonable force to disperse an unlawful assembly and to effect the arrest of law violators.
  - d. The Department’s Use of Force Policy applies to such actions.
  - e. The Department’s policies concerning interaction with the news media are described in the relevant provisions in Volume 1 of the Department Manual, the

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<sup>2</sup> Nation's Cities Weekly “Dead Man Talking: 4 sure fire ways to shoot yourself in the foot during news interview article by Stephen Friedman Oct 27,2003

<sup>3</sup> Al Crespo V. City of Los Angeles, Federal Case No. Cv 00-08869

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Department's Emergency Operations Guide, and the Department's Media Guide.

- f. The Operation Plan will designate an area outside of the impacted areas for the media to assemble within reasonable viewing distance and audible range of the event.
  - g. The Department will attempt to prevent the news media viewing area from becoming part of any area impacted by an unlawful assembly declaration and order to disperse.
  - h. The risk of continued coverage by the news media after an event has been declared an unlawful assembly, remains the responsibility of each individual reporter making the decision.
  - i. The selection of a news media viewing area will take into consideration public and officer safety, police tactics, input provided by the news media, if any, and the ability of the Department to prevent the location from becoming part of the impacted area. The final selection of the viewing location will be made by the IC.
  - j. Note: This should be a point of discussion when planning a push with the IC.
  - k. If due to changing conditions the initial area no longer affords the news media a reasonable view of the event or becomes a tactical concern for the IC, the IC will relocate the news media area.
  - l. This will be done to the extent reasonable possible without compromising police tactics or public safety.
  - m. The Department IC will designate an information officer as part of the Incident Command System in order to facilitate interaction with the news media.
  - n. The Information Officer will be clearly identified at the scene. Also after declaring an unlawful assembly, Department personnel will designate a dispersal route for all persons present, including the news media, to use when evacuating the area
  - o. The Department understands that a well-informed public is essential to the existence of a democratic society. The members of the media provide vital information to the public, and the Department has an obligation, within legal limits, to accommodate the media as they perform this task.
9. Laws and the Media
- a. Overview the following handouts
    - 1) California Laws relating to News Media
    - 2) Penal Code Sections
    - 3) The Freedom of Information Act (FOIA)
    - 4) Health Insurance Portability and Accountability Act (HIPAA)
    - 5) Temporary flight restrictions in the vicinity of disaster/hazard area

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- 6) Bagley-Keene and Brown Acts: Open Meetings
- 7) California Shield Law
- 10. Right to know/ Need to know
  - a. Overview the California Public Records Act
- 11. MOCK Press Conference Presentation
  - a. Media Relations will set up a MOCK press conference
  - b. Media Relations will guide the students through how to most effectively participate and manage a press conference
  - c. At the conclusion of the MOCK press conference Media Relations will identify
    - 1) What worked
    - 2) What the students could have done more effectively
    - 3) How it can be modified for better results in the future

**XLVII. Group Projects Updates**

- A. Project Status
- B. Confirmation of topics
- C. Group discussion
- D. Roadblocks
- E. Resources

**DAY 10**

**XLVIII. Use of Force Overview: UOF changes, Tac de-escalation, Intermediate Force**

- A. Policy Changes and Trends
  - 1. AB 392
    - a. Amended PC196 – Justifiable Homicide by PO
    - b. Added “Necessary” to Deadly Force standard
    - c. Requires De-escalation when feasible before deadly force
    - d. Prohibits deadly force against someone who only poses danger to self
    - e. Requires UOF warning when feasible
    - f. Defined key terms
      - 1) Objectively Reasonable
      - 2) Totality of the Circumstances
      - 3) Imminent
  - 2. SB 230
    - a. Amended Government Code related to UOF policies
    - b. Added 20 requirements
    - c. Proportionality
    - d. Duties to intercede and report potential excessive force
    - e. Duty to render aid
  - 3. AB 26
    - a. Further amended Government Code related to UOF policies
    - b. Reiterated duties to intercede and report excessive force
    - c. Prohibits retaliation against those who report excessive force
    - d. Requires same disciplinary penalty for those who fail to intercede
  - 4. AB 48
    - a. Changed requirements for reporting UOF data to DOJ
    - b. Prohibits the use of kinetic energy projectiles and chemical agents to disperse a crowd except in specific circumstances

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- c. Requires posting summaries of kinetic energy projectile and chemical agent deployments for the purpose of crowd control to a department website
- 5. Young v County of Los Angeles
  - a. 9<sup>TH</sup> Circuit Court of Appeals ruling August 2011
  - b. Basis for the change in Less Lethal Force Policies
- 6. PATROL
  - a. Planning
  - b. Assessment
  - c. Time
  - d. Re-deployment
  - e. Other Resources
  - f. Lines of Communication
- 7. Tactical Communication

**XLIX. Non-Categorical Use of Force**

- A. Non-Categorical Use of Force Incident - Defined
  - 1. As an incident in which any on-duty department employee or off duty employee whose occupation as a department employee is a factor uses a less-lethal control device or physical force to
    - a. Compel a person to comply with employee's direction; or
    - b. Overcome resistance of a person during an arrest or a detention or
    - c. Defend any individual from an aggressive action by another person
    - d. The following are NOT reportable as a Non-Cat Use of Force
      - 1) Use of C-grip, firm grip or joint lock to compel a person to comply which does not result in injury or complained of injury
      - 2) UOF reasonable to overcome passive resistance due to physical disability, mental illness, intoxication, muscle rigidity which does not result in injury or complained of injury
      - 3) Discharge of less lethal projectile that does not contact a person
      - 4) Force used by an organized squad in crowd control
      - 5) Any incident investigated by Force Investigation Division
- B. Non-Categorical Use of Force Reporting Level
  - 1. Shall initially be classified as Level I or Level II
  - 2. Level I Incident
    - a. All allegations of unauthorized force are made regarding the force used by Department employee or
    - b. The force used results in a serious injury, such as broken bone, dislocation, an injury requiring sutures that does not rise to Categorical Use of Force
    - c. Injuries to the person upon whom force was used are inconsistent with the amount or type of force reported or
    - d. Accounts of the incident provided by witness and or the subject of the force substantially conflict with the employees account
  - 3. Level II
    - a. All other reportable Non-Categorical uses of force that do not meet Level-I

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- C. Miranda Admonitions for non-categorical UOF interviews of suspects in custody
- D. Documentation of witness statements during Level I Non –categorical Use of Force Investigations
- E. Non-Categorical UOF Report deadline for submission to UOF Review Division
- F. Adjudication of Personnel Complaints related to Non-Categorical Use of Force
  - 1. UOF must be fully adjudicated as to policy prior to allegations of misconduct are adjudicated
  - 2. The UOF findings on policy grounds may then be considered during the adjudication of any UOF related misconduct allegations
- G. Investigative responsibility for animal shootings and non-tactical/accidental or negligent discharge of a firearm<sup>4</sup>
- L. Inspector General Overview: OIG Role & Responsibility**
  - A. Functions and role of the Inspector General’s Office
  - B. Consent Decree
    - 1. Transition Agreement
    - 2. Financial Disclosure Report
    - 3. Gang Unit
    - 4. Racial Profiling/Biased Policing
    - 5. Teams Report
  - C. Adjudication Report - Letter of Transmittal
    - 1. Commanding Officer’s held accountable
    - 2. Justification on conclusions
    - 3. Statements made in adjudications reports
    - 4. Racial Profiling
- LI. OIS: Force Investigation & CO Role & Responsibility at Scene and Afterward**
  - A. Categorical Use of Force Incident: Defined
    - 1. All incidents involving the use of deadly force such as an intentional officer involved shooting (OIS), unintended discharges of a firearm, all uses of force resulting in an injury requiring hospitalization, commonly referred to as a law enforcement related injury (LERI), all head strikes with an impact weapon, all other uses of force resulting in death all deaths while the arrestee or detainee is in the custodial care of the LAPD referred to as an in-custody death (ICD) or a K-9 contact where the contact causes a member of the public to be hospitalized.
      - a. Officer-Involved Shootings
      - b. Law Enforcement Activity Related Deaths (LEARD)
      - c. Law Enforcement Related Injury Incident (LERII)
      - d. In-Custody Death (ICD)
  - B. Investigative responsibility
    - 1. The FID is responsible for investigating all aspects of CUOF incidents and any other investigation at the direction of the Chief of Police (COP).

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<sup>4</sup> Investigative Responsibility for Animal Shootings and Non/Tactical/Accidental or Negligent Discharge of a Firearm

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2. FID is responsible when an animal shooting and/or non-tactical accidental or negligent discharge of a firearm occurs, Area/divisional personnel shall notify FID and DOC, (formerly-Real Time Analysis and Critical Response Division RACR). Unless unusual circumstances exist, chain of command supervisors from the involved officer's Area/division will be directed to conduct the investigation.

C. Commanding Officer Responsibilities

1. Review of Categorical Use of Force.
2. Provide an unbiased and informed presentation of the Categorical Use of Force (CUOF) incident to the Use of Force Review Board (UOFRB).
- 3.

**LII. Categorical Review: Process & Mechanics**

A. Command Officer Responsibilities

1. Commanding officers shall participate in a walkthrough of the incident with the involved officer(s) before making the presentation to the Use of Force Review Board.
2. Prior to the walkthrough, officers shall be advised of their right to representation and be provided reasonable time to obtain such representation.
3. Upon notification from the Use of Force Review Board, the commanding officer of the involved employee shall:
  - a. Attend the Use of Force Review Board Hearing in a non-member capacity to testify regarding personal knowledge of any facts which may be relevant to the incident under review.
  - b. Upon receiving a Use of Force Internal Process Report, Form 01.67.01, from the Office of the Chief of Police, the involved employee's commanding officer shall:
  - c. Consider the classification of the incident and complete the appropriate portion of the Use of Force Internal Process Report, Form 01.67.01, with the commanding officer's recommendations, consistent with the classification and the recommendations of the Use of Force Review Board.
  - d. Return the completed report to the Office of the Chief of Police within five administrative working days for final review and adjudication.
  - e. Administer discipline in cases where the approved penalty is a warning or an admonishment.
  - f. The involved employee's commanding officer shall notify the employee every 30 days of the status of the review.

**LIII. UOFRB: Process, C/O Role & FID Case Handout**

A. Commanding Officer's CUOF Guide

B. 72 – Hour Briefing

1. Briefing with COP of OIS and significant incidents
2. FID utilizes a PPT and answers questions of COP and staff
3. Area C/O provides insight and feedback
  - a. Avoid offering an opinion regarding the adjudication of any part of the incident
  - b. Focus on the incident as a whole

C. Topics covered in 72 hour Briefing by C/O

1. Tactics



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2. Training
  3. Behavioral Science Service (BSS) Referral
  4. Department concerns
  5. Work histories
- D. Preparation for the UOFRB
1. 1-3 weeks prior to the UOFRB C/O will receive copy of FID investigation
  2. C/O must present the Recommended Findings with Supporting Rationale for the following
    - a. Tactics
    - b. Drawing and exhibiting
    - c. Each CUOF
    - d. Each NCUOF
- E. UOFRB Process
1. FID PPT
  2. Questions to FID by the Board
  3. C/O presentations-recommendations and rationale
  4. Questions to C/O by Board
  5. CO presentation-work histories
  6. Question to C/O by the Board
  7. Closed session-Deliberation by the Board
  8. Open session- announcement of findings by the Board

**Day 11**

- LIV. FID Case Hand Out Review**
- A. FID Case Study Presentation for analysis
- LV. FID Case Study Tabletop Exercise**
- A. Instructions of Tabletop Exercise.
    1. Assign groups to complete table top exercise.
    2. Explain parameters and expectations of table top exercise.
- LVI. FID Case Study Analysis:**
- A. Groups will analyze case study and identify issues or best practices for presentation.
- LVII. FID Case Presentation to Board**
- A. Presentation of analysis of FID Case Study per group.
    1. Identify key issues in FID Case Study
    2. Group discussion of identified issues after presentations.
- LVIII. Use of Force (UOF) Review Board**
- A. Overview the changes to the UOF review and adjudication process
    1. Mandatory generalized training update subsequent to a CUOF incident<sup>5</sup>
    2. Completed and documented in LMS with 90 days of the incident
  - B. Identify incidents that require a review by the UOF Review Board
  - C. Identify the aspects of the incident that are reviewed
    1. Tactics used by officers
    2. Drawing/Exhibiting/Holstering of the weapon

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<sup>5</sup> LAPD Manual Section 3/796.35, Mandatory Training Update Subsequent to a CUOR

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3. Considerations for use of force
- D. Understanding of findings in the reviewed areas
- E. How to make appropriate recommendations to the findings
  1. No action
  2. Training (formal/informal)
  3. Administrative Disapproval
    - a. If the finding is in this area will result in one or more of the following
      - 1) Extensive retraining
      - 2) Notice to correct deficiencies
      - 3) Personnel complaint
    - b. Tactics-Administrative disapproval defined as one or more of the following
      - 1) Tactics employed during the CUOF were not objectively reasonable under the circumstances and substantially deviated from department approved tactical training and practices
      - 2) A deficiency has been identified that requires “extensive retraining” to address
      - 3) There is a historical basis that warrants the findings
- F. Lessons Learned
  1. Use of Force Roll Call Briefing Sheet
  2. This document has been developed to provide a way to get current a valuable information out to the officers in the field
  3. Key issues that are identified during UOFRB and administrative review of recent incidents

**LIX. MOCK Use of Force Review Board**

- A. Identify participants of a convened UOF Review Board (UOFRB)
  1. Assign members of the class to take on the different roles and responsibilities
    - a. Chair, Commanding Officer, Human Resources Bureau
    - b. Commanding Officer, Operations-Headquarters Bureau
    - c. Special Assistant, Office of the Chief of Police
    - d. Commanding Officer involved officers' bureau
    - e. Peer member
    - f. Involved employees Commanding Officer
    - g. Involved employees
    - h. Department advocates
    - i. Involved employee advocates
    - j. Subject Matter Experts
    - k. Others in attendance
    - l. Facilitator of Activity
- B. Advise all involved parties of the specific incident that will be reviewed
  1. Provide necessary documentation
  2. Provide time for preparation of the UOFRB
- C. Conduct the MOCK UOFRB

**LX. MOCK UOFRB Debrief**

- A. Debrief of Key Issues
  1. Parties must be able to articulate based on Department policy, procedures and protocol why they reached the decision
  2. Point out if decision had flaws and how to resolve in the future

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3. Identify what preparation could have bettered the presentation
  4. Identify key areas that continuously cause issues for new Commanding Officers
  5. Develop strategies to overcome the common issues
  6. Develop an action plans to begin preparing for future UOFRB
  7. Clarify any question regarding the UOF process that was presented on previous day
- B. Identify key issues that supported the original Recommended Findings with Supporting Rationale of the C/O
1. What additional information did the UOFRB identify?
  2. Did it alter how the C/O should have prepared for the UOFRB
  3. What could a C/O do at their division that would reduce this type of UOF incident?

**SESSION 4**  
**Office of Operations / Office of Special Operations**

**DAY 12**

**LXI. Mobile Field Force for Command Staff Course**

- A. Command Staff Expectations
1. Unlawful Assembly and Dispersal Order Review
  2. Crowd Management vs. Crowd Control
  3. AB48 Kinetic Energy Projectiles - Review
  4. SB98 News Media Access - Review
  5. Table-top Exercise

**LXII. Critical Thinking Force Options Command Staff Course**

- A. Use-of-Force Review – Current Policies and State Law Updates
- B. Command and Control
- C. Scenario Based Training
1. Safety Brief
  2. Review of De-Escalation Techniques and UOF Policies
  3. Review of Kinetic Energy Projectile policies
  4. De-Escalation/UOF Scenario and Debrief

**DAY 13**

**LXIII. Office of Operations – Overview**

- A. Mission, Vision, Values and Expectations

**LXIV. Patrol Plan**

- A. OO deployment and accountability for its personnel resources
1. Patrol
  2. Fixed Post
  3. Chief of Police Adjustment (Cop Adjust)
- B. Patrol Plan – Historical
1. Why
  2. How
- C. Proprietary Computer Program
1. Owned and maintained by Police Management Advisors
  2. Gives a comprehensive analysis of workload needs

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- 3. Forecasts projected workload by quarter
- 4. Recommends personnel resource needs for each Area to meet 7/40 mandate
- 5. Uses data from previous year's quarter
- D. Staffing Factors
- E. Tracking Bodies
- F. Position Control accountability for personnel resources
  - 1. Position Codes
  - 2. Authorities
- G. Deployment Management System
- H. ADDS (Area Deployment Data Sheet)

**LXV. Area Crime Control Strategies**

- A. Needs
  - 1. Leadership
  - 2. System/Process
  - 3. All Hands
  - 4. Simple Direction
  - 5. System Drives Self
  - 6. Feedback
  - 7. Do It All Over Again
- B. Crime
  - 1. Crime Control
  - 2. Missions
  - 3. Measure of Effectiveness
- C. Deployment of Resources
- D. Operations as a Puzzle
  - 1. Enforcement
  - 2. Engagement of Private Organizations
  - 3. Education
- E. Missions
- F. Advantages
  - 1. Simple Missions
  - 2. Community Engagement
  - 3. Accountability
  - 4. Area Coordination
- G. COMPSTAT

**LXVI. Gang Reduction Youth Development**

- A. GRYD Strategy Approaches
  - 1. Prevention
    - a. Primary
    - b. Secondary
  - 2. Intervention
    - a. Case Management
    - b. Violence Interruption
- B. Law Enforcement & Community Engagement

**LXVII. Senior Captains Panel**

- 1. Transition into new Commanding Officer – Patrol Captain
  - a. Preparation for promotion

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- b. Mindset
  - c. Issues that may arise from transition
  - d. To be a leader to subordinates
  - e. Be confident in yourself
  - f. Leadership role
  - g. Commitment to job duty
  - h. Create a good work environment
  - i. Have open communication with subordinates
  - j. Support from family
  - k. Leadership roles
  - l. Captain III and Captain, I relationship
  - m. Morale within the Division/Area
  - n. Understand demographic issues
  - o. Adjust to new Division/Area
  - p. Mentors
  - q. Partnership with Area Commanding Officer
  - r. Meet with your Management Staff
  - s. Interaction with peers
  - t. Develop relationships with your community
  - u. Maintain little things
2. Transition into new Civilian Commanding Officer
- a. Adapt to the big jump from ranks
  - b. Reach out to others for assistance
  - c. Establish credibility
  - d. Management team on board with your direction
  - e. Challenges that may arise when change is needed
  - f. Cut services
  - g. Same old thing never changes
  - h. Listen to your senior workers
  - i. Priority in sworn not civilian
  - j. Develop new strategies
  - k. Unit meetings
  - l. Address concerns
  - m. Build trust with employees
  - n. Small things matter

**LXVIII. Homeless Coordinator**

- A. Department Policy, Roles, And Responsibilities Regarding the Use of Public Space
  - 1. Department Role in City-Led Initiative to Eliminate Homelessness
  - 2. Policy Regarding Police Contacts with Persons Experiencing Homelessness
  - 3. General Policy on Enforcement
    - a. The overarching objective is to obtain voluntary compliance with the LAMC sections being violated
    - b. Violators should be educated on what conduct or behavior is in violation and all contact should be documented on BWV
    - c. Violators should be given a reasonable amount of time to cease the violating behavior or move their property, if applicable
    - d. If a person remains in violation after being warned and given a reasonable time to comply, then the following enforcement options may be considered

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- e. \*Enforcement Policy and Guidelines Differ Slightly for Each Individual LAMC Section
- 4. Enforcement Options
  - a. Administrative Citation Enforcement (ACE) citation
  - b. Release from Custody (RFC) for an infraction
  - c. Release from Custody (RFC) for a misdemeanor
  - d. Custodial Arrest for misdemeanor
  - e. PPA requested by City employee at scene
  - f. \*\*Traffic Citations are **NOT** acceptable methods for citing for violations of the discussed LAMC Sections\*\*
- 5. LAMC 41.18
- 6. LAMC 56.11
- 7. LAMC 63.44

**LXIX. Project Presentation Preparation**

- A. Project Groups final preparation and rehearsal for presentation to COP

**DAY 14**

**LXX. Office of Special Operations**

- A. Overview of Office of Special Operations
- B. Counter-Terrorism and Special Operations Bureau – Overview and responsibilities
  - 1. Air Support
  - 2. Emergency Services Division
  - 3. Major Crimes Division
  - 4. Metropolitan Division
  - 5. Security Services Division
- C. Detective Bureau
- D. Transit Services Bureau

**LXXI. Counter Terrorism**

- A. Major Crimes Division
  - 1. Major Crimes Division is responsible for conducting criminal and intelligence investigations.
  - 2. Joint Terrorism Task Force
  - 3. Joint Regional Intelligence Center
  - 4. Dignitary Protection
  - 5. Criminal Conspiracy Section
  - 6. Criminal Investigation Section
  - 7. Trans-National Organized Crime Section
  - 8. Surveillance Support Section (Technical Support Section)
- B. FBI Classification of Terrorist Actors
  - 1. International
  - 2. Domestic
- C. Counterterrorism Priority – Domestic Terrorism
- D. Domestic Violent Extremist
  - 1. The FBI defines a Domestic Violent Extremist (DVE) as an individual based and operating primarily within the United States or its territories without direction or inspiration from a foreign terrorist group or other foreign power who seeks to

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further political or social goals wholly or in part through unlawful acts of force or violence.

2. The mere advocacy of political or social positions, political activism, use of strong rhetoric, or generalized philosophic embrace of violent tactics may not constitute extremism, and may be constitutionally protected.

E. Domestic Terrorism Threat Definitions

1. Racially Motivated Violent Extremism
2. Anti- Government/ Anti- Authority Extremism
3. Animal Rights/ Environmental Extremism
4. Abortion Extremism
5. All Other Domestic Terrorism Threats

F. Mobilization Indicators

1. Travel
2. Weapons
3. Online Activity
4. Religious, Political, Ideological

G. School Threats

1. Credibility
2. Specificity
3. Investigative Follow ups
4. Notifications

H. Role of the JRIC

1. County Responsibility
2. Not an Investigative Entity
3. Conduit for Release of Products for Complex criminal trends

I. Reporting Platforms

1. FBI.GOV- eGuardian, <https://www.fbi.gov/resources/law-enforcement/eguardian>
2. i-Watch- See Something, Say Something
3. TLO
4. CAMP/ PATHE Program

J. Emergency Services Division

1. Emergency Services Division is responsible for tactical field operations.
2. Hazardous Devices and Materials Section
  - a. Bomb Squad
  - b. Hazardous Materials Unit
3. Bomb Detection Canine
4. Emergency Management Section

**LXXII. Maximizing OSO Resources (ASD/SECSD/Metro)**

A. Security Services Division

1. A dedicated team of both sworn and civilian personnel
2. Provides security services at Los Angeles City facilities: L.A. Zoo, L.A Civic Center, City Libraries
3. Three major components: police officers, security officers, contract security officers
4. Utilizes surveillance technology in and around facilities to detect and deter criminal activity

B. Air Support Division

1. Air Support Division provides Air Support to Regular Operations (ASTRO) aerial police patrols over the City.

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2. ASD is the World's largest municipal law enforcement aviation unit.
  3. 28 Police Officer Pilots and 20 Tactical Flight Officers, with an additional 11 flying supervisors
  4. Department field operations, using tools such as night sun, high powered / gyro stabilized binoculars and FLIR (infrared) for catching criminals and locating physical evidence. Other tools include a GPS moving map display, stolen vehicle tracking system (LOJACK) also downlink capabilities.
  5. Response to major disasters. ASD provides a comprehensive Damage Assessment Program, Command and Control, airborne video and microwave downlink, crowd estimates and crowd control.
  6. Community-based policing activities such as neighborhood watch meetings, public meetings, tours, and "Open House" events.
  7. Recruitment activities such as (static) displays of aircraft, community job fairs, career panel discussions, slide show presentations, and more.
- C. Metropolitan Division
1. HISTORY
    - a. Created in 1933
    - b. Approx. 70 officers
    - c. Known as the "Reserve Unit"
    - d. Located at room 114 of Parker Center
  2. Current Structure:
    - a. B & C Platoon
    - b. Crime Impact Teams
    - c. M Platoon
    - d. Maritime Operations Team
    - e. E Platoon
    - f. K-9 Platoon
    - g. D Platoon
    - h. Training Unit

**LXXIII. Transit Services and MTA Overview**

- A. MTA
1. MTA = Los Angeles County Metropolitan Transit Authority
  2. Formed in 1993 after the merger of the Southern California Rapid Transit District and the Los Angeles County Transportation Commission
  3. Third largest public transportation system in the world.
  4. Annual budget of approx. \$8 billion
- B. Common Confusions
1. DASH is not MTA
  2. AMTRACK is not MTA
  3. Union Pacific Railroad is not MTA
  4. Union Station is kind of MTA
  5. Metrolink is not MTA but MTA is a member
  6. Operates in 6 counties with five members on the governing Board
  7. Separate operations and communications structure
- C. MTA Governance
1. Public Safety Advisory Council
  2. Current PSAC appointed in the wake of George Floyd
  3. 15 members and two non-voting



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4. Makes recommendations to the MTA Board regarding safety, security and law enforcement policies and funding
  5. Recent history
  6. Public Meetings with Public Comment
  7. Term ends in June of 2022
  8. MTA Management
    - a. Chief Executive Officer
    - b. Inspector General
    - c. Chief Ethics Officer
    - d. Assistant County Council
- D. The Contract
1. Signed in 2017 for five years
  2. Extended by the Board for one year to end on June 30, 2023
  3. By the end of 2022, MTA will have paid the City of Los Angeles \$429,485,497
  4. Contractually obligated to staff TSD, provide data to MTA including Key Performance Indicators
    - a. Time spent on MTA property and conveyances
    - b. Staffing
    - c. Proactive vs Dispatched activity
    - d. Train Boardings
    - e. Response times
    - f. Fare Enforcement\*\*
    - g. Crime
    - h. Grade Crossing Operations
  5. Statement of Work
    - a. Minimize response time to crimes and critical incidents, especially on the bus system.
    - b. Maximize visible law enforcement presence on the System (stations, trains, buses, etc.).
    - c. Strengthen critical infrastructure protection.
    - d. Prevent critical infrastructure, counter terrorism, active shooter events, and related activities.
    - e. Prevent crime and disorder on the Metro system, including violence and property crime, as well as quality of life issues.
    - f. Maintain the confidence of the public and Metro patrons in System safety and security.
  6. Deployment Primary Responsibilities
    - a. Bus service
    - b. Rail service
    - c. Critical infrastructure protection
  7. Critical Infrastructure Protection
    - a. Two locations: Union Station and 7<sup>th</sup> St/ Metro Station
    - b. Staffed by Metropolitan Division on an overtime basis
    - c. Peak time staffing (0500-2200)
    - d. Non-peak staffing (2100-0600)
    - e. One team of 1+2 during
  8. Supplemental Services
    - a. HOPE UNIT
      - 1) Ten PO 2+1's providing coverage during peak hours
      - 2) Seven-day coverage

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- 3) Same qualifications as the original HOPE officers
  - 4) Most requests for service are on MTA property so 41.18 and 56.11 generally do not apply
  - b. Special Problems Unit
    - 1) *Special Problems Unit*
    - 2) Investigative enforcement capacity
    - 3) Self sufficient
    - 4) 2 Sergeants, 2 P-III, 14 P-II's
    - 5) Primarily plain clothed / can be uniformed
    - 6) 4 Teams (TBD)
    - 7) Maybe utilized in any configuration at CO's discretion
  - c. Senior Lead Officers
    - 1) Provide a liaison between Transit Bureau, MTA, and Geographic Patrol Divisions
    - 2) Create a line of communication in order to engage with the community
    - 3) Provide field intelligence for CO to assist with specialized deployment plans
9. COAST
- a. Managed by OO (Commander)
    - 1) This includes bans and discipline
  - b. Guidelines
    - 1) Eight hours between shifts
    - 2) No COAST if an employee has a subpoena or admin hearing
    - 3) No COAST for employee on, or within eight hours of Stand By status
    - 4) No COAST if on non-paid leave, SK, ML, Bonding until one regular shift
    - 5) Same with suspended or relieved
    - 6) No medical or administrative restrictions
    - 7) 60 hour per DP if not on VC
    - 8) Cannot work more than 30 hours per week off duty plus COAST
    - 9) While on an APPROVED VC, can work 40 hours per week COAST
    - 10) CANNOT be on a TO (would be burning CTO and earning OT simultaneously)
    - 11) No swaps or substitutions
    - 12) Must cancel within 72 hours
    - 13) Covered in COP Notice dated January 17, 2019
  - c. Looking Ahead
    - 1) Request for proposal likely to be released in the spring of 2022
    - 2) Negotiating team and possible shoulder taps
    - 3) Take over Union Station
    - 4) Increase TSD Investigations
    - 5) Looking for a contract that will take us beyond the Olympics
    - 6) CHALLENGES

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**LXXIV. COMPSTAT Division / Preparing for COMPSTAT Inspection**

- A. Preparation is Key
  - 1. More Prepared = Less Stress
  - 2. On the Job I/V
  - 3. Look at Crime Everyday
  - 4. Keep Notes, especially during extraction period
    - a. Ex. OIS cost XX hours (also will impact cross in/cross out)
    - b. Protest MFF cost
    - c. Community Activities
    - d. Highlight Great Arrests
- B. COMPSTAT Roles Captain III and Captain I
  - 1. Generally,
    - a. Captain III Violent Crime
    - b. Captain I Page 2 and Property Crime
    - c. Detective C/O Page 4
  - 2. Air Time?
    - a. Each Command is Different
    - b. Captain III is on vacation
  - 3. Patrol Captain
    - a. All can be done before the week of CompStat
    - b. Refer to hand out
    - c. Listen to the theme of the day
    - d. Hit the wave tops but be ready for the deep dive
    - e. What if the stats look bad?
      - 1) Own it, no excuses
      - 2) Don't use the personnel shortage, we all have the same problem
    - f. Refer to exemplar scripts
      - 1) Aggs
      - 2) Shots Fired
      - 3) Rape
    - g. Pre-meeting
      - 1) Assign areas
      - 2) Know what they are going to say!

**LXXV. Group Project Presentations to COP and Graduation**

- A. Group Presentation to Chief of Police
  - 1. Presentation on problem facing the department and proposed solutions
  - 2. Question/Feedback from Chief of Police
- B. Graduation Ceremony