

Antelope Valley Monitoring Team

Fourth Semi-Annual Report



June 2017

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INTRODUCTION

This is the fourth semi-annual report issued by the Monitoring Team (MT). It covers the monitoring activities that have taken place during this reporting period and describes the MT's observations as to the progress of Los Angeles County and the Los Angeles County Sheriff's Department (LASD) in meeting the requirements of the Settlement Agreement (SA) for the Antelope Valley (AV). This report is primarily focused on work undertaken between January 2017 and June 2017.

This report provides an overview of both administrative and operational issues. The MT has continued to participate in a wide array of telephone and in-person meetings with the LASD, the US Department of Justice (DOJ), and community members and has extensively exchanged and reviewed various documents. The MT interacts on a regular basis with several units within LASD, consisting of line staff up to top management. Most of this interaction is with or facilitated by the Compliance Unit, an office LASD has designated for SA work.

The MT continues to devote considerable attention to reviewing and revising policy documents, to developing specific compliance measures that relate to each of the major topics in the SA, and to addressing important community engagement efforts by LASD. The development and implementation of new training curricula, the review of LASD data processes, the planning for an AV-wide community survey, and initiating MT audits were key activities of this reporting period. This report covers progress in those areas, along with a discussion as to how this work fits into the broader context of achieving the objectives established in the SA. As in previous reports, this report addresses the SA provisions where the Department has reached compliance or made substantial progress. Those provisions where compliance has not yet been met are also discussed, with comments about what areas will likely require substantial time and resources for the Department to come into compliance or for the MT to effectively assess levels of compliance. When possible, this report also summarizes the sequence of activities and steps that need to be undertaken for the Department to ultimately achieve full compliance.

The MT recognizes the efforts by LASD and the Office of County Counsel and their commitment to achieving the goals of the SA and making real improvements to law enforcement services in the AV, as well as the continuing efforts by USDOJ staff to support meaningful outcomes. The working relationships and processes followed by LASD, DOJ, and the MT have consistently reflected a spirit of cooperation and collaboration even through the significant staffing changes and transitions that took place in LASD's Compliance Unit, in the AV stations, and at the executive level of LASD during this reporting period. The MT also once again wants to acknowledge and express their appreciation to the community members in the AV for their candid participation in meetings and engagement in the various activities that are underway.

The Antelope Valley Settlement Agreement: Summary

The Antelope Valley Settlement Agreement (SA) was established between the US Department of Justice (DOJ), Civil Rights Division; the Los Angeles County Sheriff's Department (LASD); and the County of Los Angeles and was filed with the US District Court for the Central District of California in April 2015. (DOJ, LASD, and the County together are referred to as the Parties.) The purpose of the SA is to ensure that the residents of the AV have police services that are lawful and fully consistent with the Constitution of the United States and contemporary policing practices. The SA specifically identifies, as individual sections, a variety of reforms and objectives to be met by LASD in the AV related to: Stops, Seizures, and Searches; Bias-Free Policing; Enforcement of Section 8 Compliance; Data Collection and Analysis; Community Engagement; Use of Force; Personnel Complaint Review; and Accountability. The SA also stipulates that a professional monitor be selected to track and assess LASD's progress in implementing and achieving compliance with the SA, work with the Parties to address obstacles to achieving compliance, and report on the status of implementation to the Parties and the Court. As per Paragraph 171 of the SA between the Parties, the Monitor submits a semi-annual report (every six months); the first of these was issued in December 2015.

The AV lies in the northeast corner of the County of Los Angeles and includes two cities—Lancaster and Palmdale—and several unincorporated communities spread across hundreds of square miles. LASD provides law enforcement services in the unincorporated areas of the AV as well as via contracts with Palmdale and Lancaster. An LASD station serves each city, with law enforcement activities for the surrounding areas roughly split between the two.

Monitoring Team

The court-appointed Monitors—Dr. Angie Wolf and Joseph Brann—have assembled an experienced group of team members with credentials and skills uniquely suited to this project. The membership of the MT was finalized in March 2016. The two Monitors and seven team members have extensive expertise and experience in monitoring and evaluation work in policing and corrections. Additionally, most of the MT members have served in law enforcement or continue to have distinguished careers in this field, several in the Los Angeles area. Several have served in leadership positions in law enforcement or corrections agencies during the implementation of the compliance period of a settlement agreement or consent decree and therefore understand the unique challenges that large organizations face in those circumstances. The MT members also have particular expertise in dealing with the diverse issues addressed in the SA, such as those related to use of force, training, the Fair Housing Act (FHA), data collection and analysis, survey methods, and the complexities of community engagement.

This constellation of team members was assembled to support the Monitors' philosophy of collaborative reform; it is using the principles of evaluation and technical assistance to provide an actionable assessment of LASD's progress toward implementation of the SA.

Antelope Valley Monitoring Website

This website allows AV community members to learn more about the SA, the backgrounds of the MT members, and the monitoring activities; access documents related to the monitoring work, including the semi-annual reports; follow links to LASD's homepage and other relevant websites; and—most importantly—submit questions and comments directly to the MT. The website's URL is antelopevalleysettlementmonitoring.info

The Settlement Agreement, Constitutional Policing, and Organizational Change

As we have noted in previous reports, the MT understands and remains mindful of the many complexities encountered when a large organization undertakes broad policy changes, as well as the challenges of implementing such changes. The Monitors also appreciate the considerations of LASD management in dealing with matters of this nature, such as whether the changes will be confined to the AV stations or affect the entire organization; the likelihood that other existing policies could be affected and therefore need to be revised; that evolving “best practices” and legal considerations also influence policies related to use of force, video recordings, and so on; and the need in many instances to consult with labor groups or legal resources before such policy changes can occur. Throughout the work to date, the Monitors have found the Parties to be strongly committed to ensuring that the requirements of the SA will not be weakened or overlooked because of these considerations. Based on the ongoing collaboration among the Parties, the MT believes the SA objectives can be achieved in a timely manner.

Critical to successfully implementing and sustaining the SA reforms is a commitment to constitutional policing principles. LASD’s ability to meet these responsibilities is dependent on clear policies and effective training. Only when prepared with sufficient training and clarity about the purpose of the SA can deputies clearly understand what the Department expects from them in their community interactions. Only then can deputies honor constitutional standards of policing. Department capacity is also affected by the need to have sufficient accountability systems in place to monitor and evaluate employee performance and management oversight practices.

WORK TO DATE

This section of the report describes the work performed to date by the Parties and the MT to fulfill the requirements of the SA, concentrating primarily on the activities of the past six months (January through June 2017). This section details the work of the past six months and LASD's progress toward compliance with each of the core sections of the SA. Major steps toward compliance that are still left to be addressed are also summarized.

As in past semi-annual reports, work related to two sections of the SA—Stops, Seizures, and Searches and Bias-Free Policing—are addressed together in one section. They are closely related in their purpose and goals, and the work performed to address those sections is often done in concert. Additionally, one core section of the SA—Data Collection and Analysis—is not addressed individually. The concepts and activities for data collection and analysis have significant overlap with the other sections of the SA. The work on data collection and analysis done thus far is best understood within the context of the other sections to which it also pertains; therefore, related discussions are embedded as appropriate in those other sections. Finally, some SA paragraphs will be discussed in more than one section of this report because some SA paragraphs address more than one area of AV policing. For example, Paragraph 51 concerns constitutional stops and searches, Section 8 housing compliance, and bias-free policing. Similarly, “accountability” is addressed throughout the SA, not only in the Accountability section.

A. How the Parties and Monitoring Team Work

To complete the work of the SA, the Parties and the MT are in daily communication through a variety of means. In this six-month period, the Parties and MT held multiple meetings at LASD headquarters, the offices of the Compliance Unit, other administrative offices, and in the AV. The MT periodically met in person with the captains of both AV stations and their staff and participated in multiple onsite meetings with LASD's Compliance Unit, usually regarding specific issues such as policy review and data system discussions. The MT also held meetings with particular units or leadership from other operations that are critical to this reform work, such as the Audit and Accountability Bureau (AAB) and the Commander in charge of training, and observed a semi-annual LASD risk management meeting. Although some of these meetings and events were general in scope and pertained to many sections of the SA, most were related to specific sections or provisions of the SA and are described in greater detail below. The Parties and MT also participated in several small- and larger-group community meetings in Palmdale and Lancaster where various topics were discussed such as the Third Semi-Annual Report, community perceptions about LASD and its approach to policing, and the Community Advisory Committees (CAC).

In addition to in-person meetings, there are a variety of conference calls each month along with daily email or telephone communication between representatives of the DOJ, the County of Los Angeles, LASD, and the MT. The MT and DOJ participate in a bimonthly call to address substantive issues and planning; another similar bimonthly call is held that involves the MT, the DOJ, and the Compliance Unit; and the MT and Parties, including the Office of County Counsel and extended LASD command staff, participate in a monthly telephone conference call to discuss workflow, future events and meetings, and other salient topics.

When all are not able to be physically present in these meetings, videoconferencing is used whenever possible. Documents are shared extensively via email for the purposes of review and collaborative development of the various policies and procedures, training curriculum, community engagement

materials, audits, and other written elements of the SA. LASD shares departmental data in various formats with the MT via secure email and digital media.

B. Stops, Seizures, and Searches and Bias-Free Policing

Two sections of the SA—Stops, Seizures, and Searches and Bias-Free Policing—are discussed together in this section of the semi-annual report, because their tenets and goals are closely linked, and because their provisions are often addressed by the same LASD and MT activities. These two sections of the SA provide the framework for ensuring that LASD-AV policy and training more effectively communicate the constitutional principles and tenets of modern policing that guide encounters between law enforcement and community members.

Woven throughout the SA are the guiding principles aimed at strengthening the relationship between LASD-AV deputies and the diverse communities they serve. The foundation of these relationships is predicated upon trust. Once established, trust enables the open and honest communication intended in the SA and advances the collaborative efforts required to accomplish a common good. However, creating and sustaining trust can be a constant challenge and can require nuanced sensitivities and skills due to the unique nature of police work and the conflicting expectations and demands made by the public. Those are the realities that law enforcement personnel encounter and must navigate on a daily basis. Many types of interactions and opportunities to build or diminish trust between LASD personnel and community members flow out of these interactions, some arising from law enforcement actions, others stemming from services being rendered to citizens in crises, such as during medical emergencies or other forms of assistance. Equally significant are those opportunities to engage with the public during community meetings and other public events sponsored by the Department or by community groups. Many LASD personnel who work in the AV also live there and therefore often have off-duty interactions as citizens.

The nature of a deputy–citizen encounter—and the circumstances that lead up to it—is often the basis for any subsequent tension that might arise. Perhaps most crucial to the LASD’s community relationships are encounters where LASD deputies stop (and potentially detain, search, or arrest) civilians whom they believe have committed or are about to commit a crime, or have information about illegal behavior. Although it is often the manner in which the encounter ends that catalyzes anger, fear, mistrust, and the demise of relationships, the decisions that lead to the encounter and the manner in which the deputy carries out his/her functions is of equal importance, especially when considering the multitude of such encounters over time that do not result in arrest.

Relationships can be particularly tested if the person stopped perceives, or may even already be inclined to believe, a discriminatory motive serves as the underlying basis for the stop. Regardless of whether these encounters begin consensually or are a result of suspicion of criminal activity, the SA details how LASD needs to improve the manner in which those encounters are to occur from the moment they begin until the moment they end. Consideration of the nature and impact of these interactions is an aspect of procedural justice.

A Note on Consensual and Non-Consensual Encounters

Typically, encounters between law enforcement officers and those they serve fall into two distinct categories, both of which are controlled by the terms and conditions of the SA: “*consensual*” encounters and “*detentions*.¹”

Consensual encounters are those that begin freely and voluntarily and are such that persons engaged in the encounter may walk or drive away at any time without being detained against their will. The vast majority of this type of encounter begins and ends cordially and do not negatively impact a person’s trust and confidence in law enforcement.

Investigative detentions, on the other hand, arise under circumstances where a deputy has a reasonable suspicion that the person being detained may be engaged in some form of criminal behavior. In such cases, our Constitution—and the court cases that have interpreted its meaning—permits the deputy to take reasonable steps to confirm or dispel their suspicion. Investigative detentions are brief in nature and can sometimes result in a limited search or “pat-down” of the person stopped but only if the deputy has *reasonable suspicion* to believe that the person is armed with a weapon or may pose a danger to the deputy or others on the scene.¹ The very nature of these encounters requires strict adherence to policy and the legal principles that guide the deputy’s actions. Moreover, it is important that these encounters be thoroughly documented and rigorously reviewed by supervisors and command personnel to ensure that the deputy’s actions are free from bias and that the constitutional rights of constituents are protected and preserved.

LASD Stops Policy and the Settlement Agreement

The changes to LASD policy related to stops, searches, and seizures required by the SA address three areas:

1. How LASD deputies interact with civilians in the field;
2. The information deputies are required to record about those interactions; and
3. How supervisors and managers must monitor and evaluate the appropriateness of those interactions.

The policies and practices that guide the work of the deputies who serve the AV are contained within the LASD Policy Manual. Chapter Nine, Volume Five of the manual addresses constitutional policing and

¹ “Reasonable suspicion is sufficient to justify brief stops and *detentions*, but not enough to justify a full *search*. When determining reasonable suspicion, courts consider the events leading up to the brief stop and decide whether these facts, viewed from the standpoint of an objectively *reasonable* police officer, amount to reasonable suspicion. Courts look at the totality of the circumstances of each case to see whether the officer has a particularized and objective basis for suspecting legal wrongdoing.” (See https://www.law.cornell.edu/wex/reasonable_suspicion.)

investigative stops (5-09/520.00). Each of the substantive LASD policies is specifically addressed within the SA.²

These provisions were included in the SA to ensure that all contacts between deputies and citizens are safe; professional; respectful; fair; objective; and consistent with our Constitution, the requirements of the SA, and the guiding principles established by LASD policy.

Generally, SA paragraphs pertaining to deputy and community interaction will assist the Department in measuring the quality of decision making, enhance the Department's ability to capture relevant data points, and ultimately improve the level of transparency and accountability with regard to these important constitutional policing principles. For instance, the SA establishes a series of requirements not previously part of LASD policy regarding data to be collected during an investigative stop (Paragraph 44), the individualized reasonable suspicion that would justify a back-seat detention (Paragraph 47), and a series of other provisions that are specific to Section 8 and Parole and Probation compliance checks (Paragraphs 53–56). The completion of thorough narratives will permit LASD to more effectively monitor the decisions that a deputy may make that leads to an investigative detention, search, or arrest. Equally important is a frequent and comprehensive review of those narratives to ensure that the decisions deputies make are based on the Constitution and in full compliance with LASD policy and the requirements of the SA. These requirements will also be the basis for the MT's rigorous and thorough examination of the documentation that deputies prepare in the field, data that are entered into the records management systems, and the information ultimately reviewed and approved by first-line supervisors and command personnel. This will be a significant area of the MT's focus as it begins more regularly reviewing the captured data.

Training

The development and implementation of policies that are constitutionally sound and consistent with the terms of the SA and best law enforcement practices requires effective, comprehensive, and consistently reinforced training. The SA clarifies the basic elements of that training, but it remains LASD's responsibility to develop such training and ensure that it is properly delivered to the LASD personnel in the AV. Those provisions are set out in Paragraphs 57 and 70–72. Additionally, Paragraphs 160–163 require that the Monitors review the adequacy of training, training needs, and the documentation of training. These provisions require LASD to submit training curricula and lesson plans for review prior to publication and implementation, require the MT to provide feedback, and set out a timeline for implementation once that feedback is provided and the Parties agree on the content.

Monitoring Activities in this Reporting Period

Over the past six months, the majority of the Parties' and MT's activities regarding this section were devoted to the development of training curricula and its implementation. The training in question addresses three sections of the SA: Stops, Seizures, and Searches; Bias-Free Policing; and Enforcement of Section 8 Compliance. The training related to Stops, Seizures, and Searches is often referred to as

² See Paragraphs 41–63. For example, the following are included within those provisions: Stops, Searches, and Seizures (520.05); Back Seat Detentions (520.10); Consensual Contacts (520.15); Logging Public Contacts (520.20); Logging Field Contacts (520.25); and Statistical Codes for Stops (520.30).

constitutional policing training. LASD already provided this training to its deputies; however, the SA requires that it be revised and amended. The trainings related to bias-free policing and Section 8 were not previously provided by LASD.

Work in this six-month period was a continuation of that begun after review of the materials initially submitted by the LASD in the summer of 2016 and a newly developed curriculum addressing Section 8 and the FHA. With respect to a newly developed curriculum for bias-free policing, the training materials focus on cultural competency, principles of bias-free policing, procedural justice and legitimacy, effective communication strategies, and community engagement. The training has been developed as one eight-hour training focused on constitutional policing and another eight-hour training on bias-free policing and housing. The MT is pleased with the Parties' efforts to come to agreement over the content of this training and the manner in which it will be delivered to deputies. (See below, Section II-D Enforcement of Section 8 Compliance, for further discussion of this training.)

In addition to training, work continued on the finalization of LASD's Limited English Proficiency (LEP) policy. The policy addresses efforts by the Department to provide timely and effective services to civilians who are not proficient in the English language. Most aspects of the policy have been settled. The key remaining issue involves the circumstances in which deputies can use the services of non-certified translators in the field. It has required extensive collaboration and compromise to describe in policy language the proper balance between the practical considerations of field work and ensuring the Department's high standards for effective communication are met, as well as the responsibilities for ensuring the protection of every individual's constitutional rights. Several iterations have been discussed at length among the Parties. The Parties and MT specifically addressed remaining issues regarding the LEP policy during in-person meetings in mid-June, 2017 and will continue discussions in the next reporting period.

Expected Activities in the Next Six Months

The development and implementation of the training should be in place prior to beginning the process of monitoring compliance in areas pertaining to investigative stops, detentions, and searches and bias-free policing. This training was piloted in mid-June 2017. The MT and DOJ were onsite to observe and evaluate the training and, along with LASD, offered immediate feedback to the trainers. The MT and Parties also discussed feedback gathered from deputies through a post-training survey. Discussions regarding further revisions to the trainings are scheduled early in the next reporting period.

After training implementation and over subsequent reporting periods, MT members will work with LASD to assess compliance with the implementation requirements (e.g., which deputies receive the training and how often) and begin to evaluate the impact of the training in the field. Simultaneously, the MT will assess whether stop data are being collected and reviewed in the manner proscribed in the SA and policy. The MT will spend time in the field with deputies monitoring data input and subsequently reviewing and auditing the data to ensure its accuracy. This will require identifying a statistically valid sampling of files and reviewing them to assess compliance. Any departures from the SA and LASD policy identified by the MT will be compared with the findings of first-line supervisors and managers to determine whether and when appropriate remedial actions are taken.

Steps Toward Compliance

As the LASD undertakes the development and implementation of their policies, practices, and training to ensure these are consistent with the terms and conditions of the SA, compliance at all stages of these processes is being evaluated. The typical sequence of work or steps involved in measuring compliance involves an examination of (1) the development of new or revised policies, (2) the development and implementation of new or revised training, (3) the extent to which the stated intentions and goals of the SA are reflected in field outcomes, and (4) whether supervision and management personnel are being held accountable for results as shown by their conducting thorough and timely activity reviews of those items/issues addressed in the SA.

Full and substantial compliance will require a careful and systematic review of data as well as direct observations and other MT activities. LASD's thorough collection and review of these data has yet to be fully implemented, precluding the MT's ability to yet determine some levels of compliance. For example, although the SA sets out the manner in which stops are to be documented and evaluated, it has not yet reviewed those encounters due to limitations in the way in which deputies capture and effectively memorialize encounters in the field. A more detailed description of those limitations and how they affect the MT's ability to effectively monitor compliance follows.

Policies

As noted above and in prior semi-annual reports, the MT and DOJ have approved several new or revised LASD policies governing certain patrol policies, data collection and supervision pertaining to deputy and community interactions, and data collection for investigatory stops and detentions (Paragraph 42); the narrative reporting required as a result of an investigative stop and detention (Paragraph 44f); the reasons for seeking consent from a subject (Paragraph 44j); the language required when completing an investigative stop and detention report (Paragraph 45); the handling of complaints arising from back-seat detentions (Paragraph 49); the implementation of additional accountability and supervision practices regarding stops, searches, and seizures (Paragraph 58); the review of reporting pertaining to investigative stops and detentions (Paragraph 60); and the remedial steps to be taken regarding violations of policy and deficiencies in stops, detentions, searches, and bias-free policing (Paragraphs 61–63). As described above, the LEP policy (Paragraphs 52, 66, and 125) is still under review.

Training

As described above, the newly developed training curriculum represents a significant step toward compliance on training pertaining to stops, seizures, and searches; bias-free policing; and Section 8 compliance and the FHA. The MT anticipates the Department should be close to reaching compliance on several aspects of training implementation in the next reporting period, especially regarding the basic implementation of the training, processing of feedback regarding the training that has been provided, documentation that the training is being provided to existing and new deputies in the AV on a timely basis as defined in the SA, and documentation and MT observation of quarterly roll call trainings emphasizing the prevention of discriminatory policing (Paragraph 72).

Analysis

In 2016, the LASD submitted a report to the MT entitled *Analysis of LASD Stop and Use of Force Data for Antelope Valley* responding to SA Paragraphs 82–83 and 120–121. As discussed in the previous report, the MT reviewed the report extensively and did not recommend approval. The report was revised and recently resubmitted for MT review but not in time to allow discussion in this report. The MT is hopeful that in the next reporting period, analysis pertaining to additional provisions of the SA, such as Paragraphs 84 and 85, will also be addressed. These paragraphs require that stop data and use-of-force data be analyzed to track trends and examine specific elements of Department activities such as particular reporting periods and units.

Other SA Provisions

Following full implementation of the training, the MT will begin assessing compliance with the other SA provisions governing stops, seizures, and searches; bias-free policing; and housing through a variety of means, including but not limited to review of LASD audits, performing its own MT audits, review of data entry technical capacity and related procedures, analysis of outcomes data (e.g., the *Stop and Use of Force* report), observations of LASD personnel at the stations and in the field, review of the Community Survey and other studies, review of community complaints, and interviews. The SA requires that the Department complies with each of these provisions and remains in compliance for a period of at least one year.

Each of the SA provisions listed in the Policy section above and other provisions related to policing practice, data collection, supervision, and management will be regularly tracked to ensure that any new policies are followed, that deputies and supervisors are held responsible when policies and procedures are not followed, and that systemic issues inhibiting compliance are addressed. Compliance with some of these is expected fairly quickly.

However, several provisions that will likely take effort and time to reach and hold compliance have not yet been fully addressed. Some of these are listed below, divided into three categories of SA provisions: supervision and management, constitutional and bias-free policing, and audits and outcomes analysis. They include provisions that address constitutional and bias-free practices at every level of the organization and the role of supervisors and managers in ensuring adherence to policy and procedures by LASD personnel. Among them are also some provisions that will require substantial efforts on the part of LASD to develop and implement regular tracking and analysis of policing data.

Remaining SA Provisions on Supervision and Management

Sergeants assigned as raters shall regularly audit their assigned deputies' stop, search, and seizure documentation in addition to arrest reports and citations for completeness, accuracy, and legal sufficiency. Sergeants shall audit at least one CAD log for each deputy under their supervision each week. Sergeants shall conduct further review as indicated by weekly audits, PPI information, and other indicia (Paragraph 59).³

³ This report gives the full text of some but not all of the Settlement Agreement paragraphs that are discussed. Those either quoted or paraphrased are included as particularly important paragraphs or deal with specific issues addressed in this report.

If a deputy's stop, search, or seizure documentation does not provide sufficient detail or articulate sufficient legal and policy justification for the action, the supervisor shall review the action with the deputy to determine whether there was sufficient legal and LASD policy justification (Paragraph 60).

Antelope Valley supervisors and commanders shall take appropriate action to address all violations or deficiencies in stops, searches, and seizures including non-disciplinary corrective action for the involved deputy, and/or referring the incident for disciplinary action (Paragraph 61).

LASD agrees to hold accountable supervisors and Antelope Valley station commanders for appropriately and thoroughly reviewing reports and documentation related to stops, searches, and seizures, and requiring deputies to articulate sufficient rationale under law and LASD policy (Paragraph 63).

Remaining SA Provisions on Constitutional and Bias-Free Policing

LASD-AV deputies shall not use race, color, ethnicity, national origin, religion, gender, gender identity, disability, or sexual orientation as a factor, to any extent or degree, in establishing reasonable suspicion or probable cause, except as part of actual and credible description(s) of a specific suspect or suspects in any criminal investigation (Paragraph 43).

LASD-AV deputies shall not use race, color, ethnicity, national origin, religion, gender, gender identity, disability, sexual orientation, or gender identity in exercising discretion to conduct a search, except as part of an actual and credible description of a specific suspect or suspects in any criminal investigation (Paragraph 50).

In conducting its activities, LASD agrees to ensure that members of the public receive equal protection of the law, without bias based on race, color, ethnicity, national origin, religion, gender, gender identity, disability, or sexual orientation, and in accordance with the rights secured or protected by the Constitution or laws of the United States. Deputies shall not initiate stops or other field contacts because of an individual's actual or perceived immigration status (Paragraph 64).

LASD agrees to continue to consult with the Museum of Tolerance personnel and others to ensure clear guidance for LASD-AV deputies, through policy, training, and supervision, on prohibited conduct, including selective enforcement or non-enforcement of the law and the selection or rejection of particular tactics or strategies, based upon stereotypes or bias. LASD agrees to consult with experts to ensure that the manner in which guidance is provided to personnel takes into account the influences of implicit bias and stereotype threat (Paragraph 65).

LASD-AV agrees to incorporate requirements regarding bias-free policing and equal protection into its performance assessment processes, including giving significant weight to an individual's history of sustained bias-related violations, as well as using all available methods to assess the individual's ability to effectively practice bias-free policing (Paragraph 67).

Remaining SA Provisions on Audit, Tracking, or Outcome Analysis by LASD

LASD-AV shall collect and analyze data related to searches based on probation or parole status. LASD shall assess the efficacy of this tactic and its impact on the community and make policy changes accordingly (Paragraph 46).

Antelope Valley supervisors and commanders shall track repeated violations of the provisions of this agreement or deficiencies and the corrective action taken, if any, in PPI (Paragraph 62).

LASD agrees to utilize experts and the community survey outlined below to study organizational climate and culture in the Antelope Valley stations to aid in developing the requirements of this section. Personnel will be allowed to confidentially provide information for the study. LASD will conduct longitudinal climate and culture studies during the course of this Agreement (Paragraph 69).

Within one year of the Effective Date, and annually thereafter, LASD will assess all programs, initiatives, and activities involving the Antelope Valley Stations to determine the extent of any disparate impact and to ensure that no program, initiative, or activity is applied or administered in a manner that unlawfully discriminates against individuals on the basis of race, color, ethnicity, national origin, religion, gender, gender identity, disability, or sexual orientation (Paragraph 68).

C. Enforcement of Section 8 Compliance

The 2015 lawsuit by the DOJ against the County of Los Angeles and the LASD alleged in part that actions taken by the Department deputies violated the FHA by discriminating against certain African American residents. The lawsuit followed an investigation that found that, between 2004 and 2011, LASD-AV deputies—together with the Housing Authority of the County of Los Angeles, residents, and city officials—engaged in a pattern and practice of discrimination against predominantly African American Section 8 voucher holders in Lancaster and Palmdale.

The SA requires that LASD develop and implement a Housing Non-Discrimination (HND) Policy that reflects its commitment not to violate the FHA (Paragraph 73). This is a new policy, not a revision of an existing policy.

In addition to the new FHA policy, the SA requires LASD to revise its current rules regarding housing-related “accompaniment.” Accompaniment is the term that describes deputies joining housing authority workers on visits to the homes of Section 8 voucher holders. The current such LASD policy is contained in a document called *Field Operations Directive (FOD) 12-02*. (Policies and Field Operations Directives are both formal, written documents that describe LASD policies, but they are developed and issued according to somewhat different processes.)

FOD 12-02 was implemented in 2012 as the result of the settlement of a litigation called *Community Action League; et al. v. City of Lancaster, City of Palmdale et al.* (The SA is the product of a DOJ lawsuit, not the Community Action League lawsuit.) The SA requires that FOD 12-02 be revised to address the following Enforcement of Section 8 Compliance provisions:

Revise its policies contained in FOD 12-02 regarding deputy accompaniment of housing authority workers when they conduct administrative investigations/inspections for compliance in the Section 8 Program to specifically outline factors to be considered when assessing the need for deputy accompaniment and the number of deputies necessary for accompaniment (Paragraph 76).

Institute policies regarding investigations upon referral by the housing authority of allegations of fraud in the Section 8 Program (Paragraph 77).

Institute policies regarding its own independent investigations of alleged fraud in the Section 8 Program (Paragraph 77).

Revise its policies to include guidance for referral of cases for criminal prosecution for fraud based solely on compliance with the Section 8 contract (Paragraph 77).

Revise its policies to include guidance on proper procedures for sharing information with a housing authority (Paragraph 77).

Have deputies document all voucher holder compliance checks, each independent investigation for criminal fraud based on voucher holder compliance with the voucher contract and all calls, observations, or incidents involving voucher holders using stat code 787 (Paragraphs 78–80).

Monitoring Activities in this Reporting Period

During this six-month reporting period, the MT continued to work with representatives from the DOJ Civil Rights Division Housing Section and LASD to draft the HND Policy and revise FOD 12-02 and to arrive at policies with sufficient clarity, completeness, and consistency to guide LASD personnel in identifying and handling FHA and Section 8 accompaniment issues. All of the work on these policies was conducted through conference calls and exchanges of written documents among the Parties and MT.

The MT also engaged in extensive discussions with DOJ and LASD representatives regarding housing-related SA training requirements. There are specific Section 8-related housing training requirements in the Stops, Seizures, and Searches section of the SA (Paragraph 57a). Further, the Bias-Free Policing section of the SA requires LASD to provide all LASD-AV deputies with training that includes “the requirements of the FHA, with specific emphasis on discrimination on the basis of race” (Paragraph 70e). Multiple discussions were held by phone and in person that focused on the curricula, training materials, and logistics for these trainings.

Housing Non-Discrimination Policy

Regarding the HND Policy, the MT and Parties spent the majority of the time this reporting period on the policy’s format rather than its content. Specifically, the question was whether to issue the November 2016 draft HND Policy as a policy in the LASD Manual of Policies and Procedures (MPP) or as an FOD. The MT had two key concerns: that the new policy applies to all deputies (not just those in the AV) and that there be an appropriate review and disciplinary process in place to deal with any violations of the policy. The SA requires that LASD “implement a Housing Non-Discrimination Policy that reflects LASD’s commitment to the requirements of the FHA and explains how to file a complaint of discrimination in housing” (Paragraph 73). By these terms, the HND Policy applies to all LASD personnel. Initially, the MT and DOJ took the position that, to ensure Department-wide application and an effective disciplinary

process, it must be written as a standard policy and be placed in the LASD MPP. On the other hand, LASD believed that, based on the HND Policy's proposed wording, it would be more appropriate for it to be an FOD. The format of the HND Policy was discussed during several telephone conferences among the MT and the Parties. Based on two points—(1) LASD's assurance that the HND Policy in FOD format would have Department-wide application and authority and (2) the independent analysis of the MT and DOJ regarding LASD discipline and other factors—it was decided to accept the HND Policy in FOD format.

On May 5, 2017, the MT and Parties' representatives held a conference call to discuss the November 2016 draft of the HND Policy and FOD 12-02. During the call it was agreed that DOJ would redraft the Background section of the November 2016 draft HND Policy to make it more concise and revise the examples of law enforcement action that could result in violations of the FHA. DOJ submitted the revisions to the November 2016 draft policy to the MT and LASD on May 25, 2017. LASD provided its response to the DOJ revisions on June 8, 2017, and that is currently under review by the MT and the Parties.

Accompaniment Policy—FOD 12-02

For nine months, the Parties and MT have been close to agreement on the revision of FOD 12-02, which contains the LASD policies regarding review of requests from a housing authority worker for deputy accompaniment on compliance checks. One significant point of disagreement was language in the current FOD 12-02 that states, "This directive does not apply to LASD personnel working under a Memorandum of Understanding or Inter-Departmental Agreement with a housing authority." The MT and DOJ requested that this sentence be removed from FOD 12-02, because it would allow the LASD to circumvent the FOD 12-02 procedures. In April 2017, representatives of the Office of County Counsel notified the MT and DOJ that LASD would agree to delete the language provided the title of the FOD was amended to: *Housing Authority Section 8 Non-Criminal Investigations/Inspections*. LASD was informed that the amended title of FOD 12-02 was acceptable to the MT and DOJ.

LASD submitted a revised FOD 12-02 to the MT and DOJ with the agreed-upon changes for review. This new version also contained added language not previously reviewed by the MT or DOJ. The most significant change is the addition of a *NOTE* to the *Purpose* section of FOD 12-02 that states, "This does not preclude deputy personnel from taking appropriate law enforcement action when a *non-Section 8 crime occurs in their presence*, or a name/known suspect wanted in a criminal case happens to be at the location." This draft is being discussed among the MT and the Parties and it is anticipated that agreement can be reached on a revised FOD 12-02 that can be submitted for final review and approval by the Parties.

Training

There are two training requirements related to housing in the SA. The Section 8-related housing training requirements are in the Stops, Seizures, and Searches section of the SA (Paragraph 57a), while the FHA training requirements are in the Bias-Free Policing section (Paragraph 70e). (Both of these are also addressed in the previous section of this report.) Instead of separate trainings for Section 8 housing-related issues and FHA issues, they have been combined and are part of the Bias-Free Policing training curriculum. The DOJ and MT provided substantial input to the FHA component of the combined Stops,

Seizures, and Searches/Bias-Free Policing training materials. A pilot of the Bias-Free Policing/FHA training was conducted June 15, 2017.

Steps Toward Compliance

As detailed above, the Department has taken steps toward compliance on the housing-related SA provisions. The HND and accompaniment policies and their related training curriculum (Paragraphs 57a and 70) are nearing finalization, with approval expected in the next reporting period. Once the training is approved, the MT will track whether LASD is in compliance with the provisions of the SA that address how that training is to be implemented (e.g., Paragraphs 74 and 75). The Department has decades of experience successfully implementing trainings; the MT expects the Department to reach initial compliance with those provisions quickly in the next reporting period.

With policy development compliance and training compliance, the monitoring activity will shift to assessing outcomes related to these policies and training and to how LASD supervisors and managers track those outcomes. Related SA provisions address the following.

- Ensure that LASD supervisors and managers monitor and evaluate compliance with these policies regularly and take appropriate corrective action if an issue arises, including investigation, complaint adjudication, and discipline.
- Ensure that AV supervisors and managers monitor and evaluate compliance with FOD 12-02 regularly and take appropriate corrective actions if an issue arises, including investigation, complaint adjudication, and discipline.

Final compliance will be achieved when the MT determines through onsite observations, record reviews, audits, and outcome analysis that the Department has met and remains in compliance with these requirements for at least one year, including evidence that the intentions of the SA as expressed in the new policies are thoroughly and consistently being met in the field and that outcomes are reviewed by supervisors and managers, with appropriate action taken as necessary. The MT's assessment of compliance will also include a review of any revisions to the training or how it is conducted that become necessary based on the audits and outcome analysis.

Remaining SA Provisions on Audits and Outcome Analysis

The following SA paragraphs describe the SA required audits and analysis that both the Department and MT will use to assess compliance with the housing-related elements of the SA.

LASD will conduct at least semi-annual analysis of, at a minimum, the AV data related to...Voucher Holder compliance checks involving LASD personnel (Paragraph 82g).

In addition to compliance reviews and audits, the Monitor shall conduct qualitative and quantitative outcome assessments to measure whether LASD's implementation of the SA has eliminated practices that resulted in DOJ's finding a pattern and practice of constitutional violations. These outcome assessments shall include collection and analysis, both quantitative and qualitative, of...Section 8 enforcement... (Paragraph 153).

The revised *Analysis of LASD Stop and Use of Force Data for Antelope Valley* submitted by LASD addresses some of Paragraph 153. The other required analyses are expected to begin in the next reporting period. Once implemented, final compliance will be achieved after the Department meets the requirements for at least one year. The Community Survey described in the Community Engagement section below will also address Section 8 related outcomes.

D. Community Engagement

The prologue to the Community Engagement section of the SA states that “LASD agrees to promote and strengthen partnerships within the community, to engage constructively with the community to ensure collaborative problem-solving and bias-free policing, and to increase community confidence in the Department.”

As described in the last six-month report, the term “community engagement” primarily refers to the Department’s efforts to participate in open dialogue with the AV community and thus build and maintain trust and confidence in the Department among all of the community members. This is a stated goal of the SA. The MT’s role in the community engagement process is to observe and assess LASD’s efforts to interact with and improve its relations with the AV community. Some of the MT’s work includes engaging directly with the community, apart from LASD’s own engagement efforts. As with other sections of the SA, the MT may also provide advice and technical assistance as appropriate and necessary.

Overall, last year saw much progress in police–community relations in the AV. AV stations engage in numerous community events every month; each station’s Community Advisory Committee is active; and—although there is important work left to do, as described below—the MT often hears community members and even LASD critics acknowledge that relations have improved.

Monitoring Activities in this Reporting Period

The MT made three site visits to the AV during this monitoring period (February 22–25, March 14–16, and April 4) to further engage with the community, to learn from those in attendance and hear about their current experiences with and observations of LASD, and to directly observe engagement and interactions between LASD and the community. Members of the MT participated in the following ways:

- Had individual and group meetings/discussions with community members
- Hosted community meetings
- Interviewed community leaders
- Met with LASD Community Advisory Committees (CACs)
- Participated in ride-a-longs with deputies
- Reviewed LASD community engagement reports

- Reviewed drafts of LASD community relations material
- Received and followed up on community members' calls, emails, and other inquiries informing the MT of complaints they have lodged with the AV stations or providing feedback to the team.

MT Site Visits

Members of the MT attended and gave a presentation at the Lancaster CAC Quarterly Town Hall meeting on February 22, 2017. After a briefing about the MT's previous six-month report, the room broke into small groups for a "Days of Dialogue," formatted discussion where community members and AV deputies sat in circles and discussed police-community relations. Each small group contained a number of community members and one or two deputies. The format allowed for good interaction between the community and members of the LASD-AV. The community members present mostly thanked and praised LASD with a few comments of critique. In a few of the circles, deputies accepted the critiques well and responded to appropriately. In other circles, defensiveness on the part of LASD-AV personnel discouraged criticism.

On February 24, 2017, the lead Community Engagement MT member rode along with a patrol deputy in Lancaster from 7 pm until midnight, observing the deputy interacting with the community. There were no major incidents on this tour, there were fewer calls for service than usual, and all of the observed stops were conducted lawfully.

On February 25, 2017, several members of the MT attended a community meeting organized by The Community Action League (TCAL), one of the groups responsible for the original lawsuit that led to the SA. A variety of community members, as well as several LASD personnel, attended the meeting and the community members were given the opportunity to provide "testimony" and share their observations about personal experiences with law enforcement and the criminal justice system in the AV. The community members in attendance included a mix of known critics of LASD-AV as well as individuals who had never attended such a community meeting. There were complaints about several individual incidents involving LASD with people citing their views regarding unnecessary stops and excessive force. There were also a number of complaints about other parts of the criminal justice system, in particular, the courts. The MT also noted that a number of the attendees complimented LASD-AV for their improvements in policing and community outreach over the last few years.

Members of the MT attended the Palmdale CAC Quarterly Town Hall meeting on March 14, 2017. Similar to the Lancaster CAC meeting, after a brief presentation about the MT's previous six-month report, the room broke into small groups where community members and deputies sat in circles and discussed police-community relations.

The new Captain of the Lancaster Station, as well as several Lieutenants and Sergeants from Lancaster and Palmdale and LASD's SA Compliance Unit met with the MT on April 4, 2017, to discuss the progress of community engagement in the AV, how to improve it, and how the MT will determine compliance with the SA.

On June 13, 2017, several MT and DOJ representatives rode along with different patrol deputies and sergeants in Lancaster and Palmdale from 2 until approximately 6 pm, observing the deputies interacting with the community. The MT and DOJ were able to observe a wide range of calls and stops, from vandalism reports, mental health and domestic violence calls, and several fires. The deputies were welcoming and helpful. All of the observed stops were conducted lawfully.

The MT and DOJ observed the Lancaster CAC meeting on June 14, 2017. The only planned event for the night was a breakout into facilitated small groups composed of at least one CAC member, two to five other community members, at least two LASD deputies, in some cases other LASD personnel, and a professional “Days of Dialogue” facilitator. Each group decided which topics to discuss. Attendance by LASD personnel was substantial, particularly in comparison to the small turnout of community members not associated with the CAC or LASD. Still, a range of voices were heard, from very supportive of the LASD to critical. The openness and richness of the exchange varied by group. All LASD deputies participated to some extent, with some requiring direct questioning by the facilitator and others more openly conversant.

LASD Community Engagement Activity

There are indications that LASD is participating in numerous community events and has been making a more concerted effort to reach out to the various AV communities and to track these outreach efforts. For over a year, the LASD-AV stations have maintained a monthly Community Engagement Tracking Report, which lists the various meetings and events that LASD personnel have attended. An enhanced Community Engagement Tracker report has been developed by LASD-AV with MT consultation. It allows the Department to track every deputy in both stations and all of their participation in community events and to capture more information about those meetings. In the last six months both stations have either hosted, attended, or have had a part in over 80 community engagement events. LASD-AV has continued its “Coffee with a Cop” meetings, including hosting several in Spanish. The MT finds these to be productive events building better relations.

The LASD has increased its outreach to the Spanish speaking community in the AV with new Spanish language social media tools. In June, LASD communications personnel introduced the MT and DOJ to several social media platforms utilized by the AV stations to reach out to both the English- and Spanish-speaking community including Nixle, Facebook, Instagram, Spanish radio, and the Department website.

The LASD submitted a comprehensive report, *Bridge to Peace*, which detailed the Department’s community engagement and crime reduction efforts in the AV. The report addressed SA Paragraph 91, which states: *To continually improve police-community partnerships, LASD will assess and report on the impact of community engagement initiatives. LASD will issue public reports on the Antelope Valley stations' community engagement efforts, identifying successes, obstacles, and recommendations for future improvement.* After a few rounds of edits from the MT and DOJ, the report was finalized and approved.

A recent monthly Community Engagement Tracker report and the *Bridge to Peace* report are posted at the AV monitoring website, <http://www.antelopevalleysettlementmonitoring.info>.

LASD recently requested that MT observations and recommendations about the various community and Departmental meetings and events it attends be relayed to the appropriate Department personnel in a

more timely manner in order to facilitate an appropriate response. The process for this exchange of information to this point has involved a combination of formal and informal conversations and emails. In the next reporting period, the MT and Department will develop a more consistent process for delivering and discussing this ongoing feedback.

Monitoring Team Recommendations

For the LASD

Although the LASD-AV has made significant progress and there are many documented community engagement activities, the MT has discussed with the Department its concerns and recommendations.

The MT strongly recommends that the Department go further to genuinely embrace the goal of achieving real, lasting, and positive police–community relations in the AV, beyond “paper” compliance with the SA. In particular, the MT has become concerned—based on comments by some LASD personnel in meetings—that members of the AV community who have legitimate concerns are being dismissed and marginalized.

As stated in the last six-month report, the MT encourages LASD to view Community Engagement opportunities as a means of working to establish open, continuous, and productive long-term relationships with the various AV communities and community members, especially with youth and in communities of color (as specified by the SA) and those critical of the LASD. The LASD can achieve these objectives by increasing the type, quality, and quantity of community dialogues; actively participating in community meetings and events; consistently seeking, receiving, and responding to community input; and develop and implement training on community- and problem-oriented policing. The MT has expressed to LASD the following specific suggestions on how the AV stations can improve community engagement:

- Actively engage and do not summarily dismiss complainants and critics. Seek to understand the issues underlying critical comments (such as trust and perception of bias) rather than to critique their technical merits. Consider incorporating citizen suggestions and recommendations into reforms.
- Beyond the CAC meetings and some of its regular events like Coffee with a Cop, LASD could host quarterly town hall-style meetings for the purpose of hearing from the community, not just talking *at* the community or giving reports. LASD should have broader attendance than just the Captains of each station and a few others in leadership. Deputies should attend these meetings and sit with and engage community members.
- The MT supports the community members’ suggestion that each station hold a community event or series of town hall type meetings in Spanish—not a meeting held in English that offers translation, but a meeting held in Spanish in those areas where there is a high concentration of primary Spanish speakers who would be more inclined to participate if they felt there was a willingness by deputies to listen to and engage with them. If needed and it would be appropriate to do so, those meetings might still offer

translation into English as well. The LASD should make it clear that the undocumented community is invited to all meetings and is guaranteed that it will be safe to attend.

For the Community Advisory Committees

The previous semi-annual report included a series of recommendations from the MT. Below are the recommendations and the Department's response or status:

- Standing Agenda Item: The CAC meetings do not consistently have an agenda with a standing item for community feedback or concerns as the MT recommended in the latest report. However, both LASD and CAC members report that there is always an opportunity for CAC members to share feedback or complaints from the community with LASD. The MT has observed this in the meetings it has attended and acknowledges that it is true.
- MT Recommendation: The MT had recommended the CACs either keep minutes of their meetings or at least document the specific concerns or issues brought to LASD and how they are being addressed. LASD is now taking and issuing minutes of the CAC meeting, but these minutes are currently very minimal. The minutes should have more detail and follow-up to ensure a comprehensive record of the CAC discussions and to capitalize on the opportunity for strengthening the LASD-Community relationship. LASD has requested the MT's consultation on this matter which will be provided in next reporting period.
- CAC Diversity: The Palmdale Station recently added a community leader and longtime critic of the Department to their CAC. There is an opening on the Lancaster CAC, and the MT is hopeful that the new member selected will likewise be a respected community member who is willing to bring a critical yet constructive perspective to the Department. The Palmdale CAC has two youth members who have so far been unable to attend the meetings. It would be appropriate to do additional outreach out and try to make it possible for the youth members to attend most meetings.

Steps Toward Compliance

LASD has reached partial compliance on several provisions of the SA. This section will describe some of those successes as well as further steps necessary, sometimes requiring substantial efforts, for full compliance.

LASD-AV consistently participates in local community meetings and has formally established and memorialized the CACs (Paragraph 94).

The LASD sought the assistance of community advocates and widely disseminated to the public, including on the website—in English and Spanish—an explanation of the SA requirements, thus completing the provisions of Paragraph 92.

The LASD has formally established CACs at both stations. The LASD is also in compliance with the requirement to provide the CAC with reasonable administrative support, including meeting space. In addition, LASD has facilitated the Monitor providing advice and technical assistance to the CACs (Paragraph 96).

LASD assures that the CACs will not have access to any non-public information regarding an individual deputy or allegation of misconduct or disciplinary action. The LASD is currently in compliance with this provision (Paragraph 97).

Diversion: After discussions with the LASD personnel and AV community members, the MT made the preliminary assessment that the SA requirement regarding diversion programs (Paragraph 87) had not yet been met. LASD forwarded information on existing juvenile diversion programs in the AV in April, but these programs were, for the most part, not the types of diversion programs needed. LASD still must work “with the community” on the development of diversion programs (Paragraph 87).

Regularity of Deputy Engagement: LASD, the MT, and DOJ will soon negotiate how often LASD deputies are expected to attend community events and meetings to comply with the SA, which mandates: “All sworn personnel at the Antelope Valley stations shall actively attend community meetings...on a regular basis” (Paragraph 88).

Reaching the Entire AV Community: LASD will work with the MT to formalize how the Department intends to comply with Paragraph 88 of the SA, which mandates that the AV’s Community Engagement plan “take into account the need to enhance relationships with. . . youth and communities of color.”

In-Service Training: The LASD agrees to provide structured, annual in-service training on community policing and problem-oriented policing methods and skills for all AV deputies, including station supervisors and unit commanders (Paragraph 89). This is an important and involved training material that LASD has yet to begin developing. Implementing such a comprehensive training to all LASD-AV personnel will be a large undertaking that will likely follow a similar process as the trainings developed and revised for constitutional policing and bias-free policing.

Monthly Crime Management Forum: These meetings are occurring. They are with the Assistant Sheriff or his designee and semiannual Risk Management Forum and include discussion and analysis of trends in misconduct complaints and community priorities to identify areas of concern, and to better develop interventions to address them. However, the discussion of trends and priorities are not yet occurring as necessary (Paragraph 90). This assessment by the MT has been expressed informally with LASD, but a formal report has not yet been provided.

Reporting: As mentioned above, LASD’s *Bridge to Peace* report is the first of the documents required to assess and report on the impact of community engagement initiatives, identifying successes, obstacles, and recommendations for future improvement. The Department is now free to make this report public (Paragraph 91).

CAC function: Paragraph 93 states:

LASD will continue to support Lancaster and Palmdale’s CACs to advise and provide feedback to the LASD’s Antelope Valley stations. The panel will leverage the insights and expertise of the community to address policing concerns, including, but not limited to, racial or ethnic profiling

and access to law enforcement services, and promote greater transparency and public understanding of LASD. The civilian panel shall be authorized to: (a) advise the Sheriff and the station commanders on strategies and training to improve community relations, bias-free policing, and access to the civilian complaint system; (b) work with the Sheriff and station commanders to establish and carry out community public safety priorities; (c) provide the community with information on the Agreement and its implementation; and (d) receive and convey to LASD public comments and concerns.

LASD will need to facilitate the CACs to fully develop its capacities to meet the SA requirements.

CAC Reports: The CAC's reports and recommendations will be posted on LASD-AV's website. LASD will consider and respond to the civilian panel's recommendations in a timely manner. However, the CACs have yet to make formal recommendations or produce a report (Paragraph 95). Through LASD, CAC members have requested the MT's consultation on this matter which will be provided in next reporting period.

Annual Community and Deputy Survey: According to the provisions of the SA (Paragraphs 98–101), an annual survey is required.

The MT has been working to finalize an agreement with Los Angeles County and a consultant group to conduct an in-depth survey of residents of the AV and deputies to gauge the current perspective of police-community relations. Once the agreement is finalized, the MT, LASD, DOJ, and the consultant will collaboratively develop mutually agreed upon research methods and data collection instruments. The consultant researchers will conduct phone, in-person, and online surveys of AV residents and LASD-AV deputies to assess public sentiment of police-community relations. The researchers will also conduct a series of focus groups to gain a deeper insight into certain segments of the AV community. Survey administration, focus groups and key informant interviews will begin in the next six-month reporting period. After the data are collected and analyzed, the consultant will produce and publish a comprehensive report of its findings.

E. Use of Force

The Findings Letter submitted by DOJ following their investigation that led to the SA states that some of LASD's "policies and practices appear to permit and even encourage deputies to use force that is out of proportion to the threat of harm presented." (Page 6.) This finding required a major review of the LASD's use-of-force policies, which is now underway.

Section VIII of the SA governs LASD policies, procedures, and culture associated with use, review, and adjudication of force by Department members. It states that the LASD "agrees to revise its force policies and practices to reflect its commitment to upholding the rights secured or protected by the Constitution of the United States, protecting human life and the dignity of every individual, and maintaining public safety." In particular, LASD has agreed "to ensure that its accountability measures are implemented appropriately" so that AV deputies:

- Use force only when objectively reasonable, and in a manner that avoids unnecessary injury to deputies and civilians;

- Use force as a last resort and de-escalate the use of force at the earliest possible moment; and
- Endeavor to use only that level of force necessary for the situation.”

To achieve these outcomes, LASD agreed to revise its policies and associated training materials to abide by Paragraphs 102–123 of the SA, which govern:

- The use of force and the use of advisements, warnings, threat assessments, de-escalation, and proportionality; and the prohibition of retaliatory force (Paragraphs 102–105).
- The prohibition or discouragement of a member of the public who lawfully takes photographs or video of police activities (Paragraph 106).
- Training and reporting requirements associated with impact weapon head strikes (Paragraph 107). Use-of-force reporting requirements, including the use of unreasonable force or boilerplate language by AV deputies (Paragraphs 108–110).
- Expectations and requirements of supervisors to respond to the scene of any use-of-force incident involving an AV deputy, to conduct a thorough and complete investigation, and to submit the investigation through the chain of command (Paragraphs 111–113, 116).
- The management review of use-of-force investigations for completeness; trends including issuing or revising policies, directives, and training bulletins, or providing additional mentoring and supervision to individual deputies; the identification of policy deviations and training or tactical concerns, along with the expectations associated with the Executive Force Review Committee’s review of use-of-force incidents and the response by the Internal Affairs Bureau Force/Shooting Response Team (Paragraphs 113–115, 117).
- AV unit commanders’ reviewing and tracking of findings, recommendations, and comments related to “training and tactical review” to ensure that informal supervisory feedback is not used in place of formal discipline, when the latter is more appropriate. The LASD will ensure that the supervisory feedback—including feedback documented in the “training and tactical review” portion of a Supervisor’s Report on use of force—is documented in the Personnel Performance Index (Paragraph 118).
- The requirements and contents of annual or biennial training for AV deputies in the use of force (Paragraph 119).

Review of UOF Policy Activities in Previous and Current Reporting Period

The AV Monitor's Third Semi-Annual Report included the following assessment of the review of LASD's use-of-force policies and found them to be deficient in several areas, including the following:

- Although the LASD policy does contain language that addresses de-escalation, it does not sufficiently emphasize and reinforce de-escalation. This is necessary to convey executive management's expectations on reducing the use of force, and it is key to establishing the Department's updated use-of-force culture.
- The requirement on when a use-of-force incident must be reported can be interpreted differently by individual deputies and supervisors. Although senior LASD executives have discretion with use-of-force investigations and outcomes, there should be no ambiguity or uncertainty at the line and supervisory levels as to what constitutes a reportable use-of-force event.
- There is no provision that explicitly states a requirement for off-duty deputies to report a use-of-force incident. LASD has a right and a duty to thoroughly investigate and review any off-duty use-of-force incident. LASD's policy states that its "members" are required to report force, but does not specifically state that this also applies to off-duty personnel.
- The policy does not include a specific list of the factors that command staff should consider when determining whether the force used by a Department employee was reasonable (although the MT understands that command staff do consider a number of different factors that are not listed in policy). A clear identification of the factors that will be considered by management in its evaluation of use-of-force incidents will establish the guidelines for consistency.
- The policy contains several non-use-of-force provisions, such as tactical incident management, specific tactical considerations, the Department psychologist's response to critical incidents, rumor control, and statistical compilation. Cumulatively, those extraneous sections make the policy excessively long and burdensome; they should be removed from the use-of-force policy section of LASD's manual of policy and procedures.

As a result of the review of the LASD's use-of-force policy, the MT prepared an outline of what an "improved and comprehensive use-of-force policy would contain and how it might be structured." That outline was the subject of discussion among the MT, LASD, and DOJ at the November 14–16, 2016, onsite visit. Those discussions resolved several significant issues, including the definitions of key elements such as reportable use-of-force incidents, off-duty reportable use-of-force requirements, and the specific language to be used regarding the de-escalation of incidents to reduce the use of force. The Department has agreed to develop a revised use-of-force policy that satisfies the terms and conditions of the SA. LASD is currently circulating a draft of a revised use-of-force policy and will provide it to the MT once it is reviewed internally.

The Department's development and publication of a clear, succinct, use-of-force policy is of paramount importance and is a cornerstone in achieving SA compliance in the AV. The Sheriff has previously stated

that the Department's goal is not to just achieve SA compliance but to achieve best practices and true reform (see box below). True reform in the AV will require an organizational culture change as well as system improvements. For example, the MT's initial interviews determined that the Department cannot track the majority of allegations associated with the use of force that are contained in its use-of-force investigations. Although this reflects a need to tweak data-collection procedures and system capabilities, it also reflects a management failing and need for improved accountability at that level.

Use of Force Analysis and SA required Audits

SA Paragraphs 120–123 mandate that the Department conduct a specific use-of-force analysis, in compliance with the following:

- To analyze the AV stations' force data annually, including related outcome data, to identify trends and deficiencies and correct them.
- To assess the frequency and nature of use-of-force incidents that are referred for investigation, the subject of complaints or civil suits, related criminal obstruction or resisting arrest issues, or repeated complaints against deputies or units.
- To determine whether policy or training curricula changes are needed.
- To document the results of the use-of-force analysis in a public report.

The report entitled *Analysis of LASD Stop and Use of Force Data for Antelope Valley* (described in the Stops, Seizures, and Searches section above) partially addressed some of the above analysis requirements, but has not yet been approved by the MT and DOJ.

While the Department's Audit and Accountability Bureau (AAB) has published several audits that cite various SA paragraphs, it has not performed any of the required audits for the purpose of MT evaluation of SA compliance with these or any other SA paragraphs. The Department currently remains out of compliance with these paragraphs and will remain so until it submits the specifically related audits, along with the associated audit work papers. Those audits must ultimately indicate that compliance is achieved and sustained for at least 12 months.

Monitoring Activities in this Reporting Period

On March 16, 2017, LASD provided to the MT and DOJ an overview of the LASD Supervisor's Report on Use of Force (Form 438) force investigation and incidents' analysis process. The form and process is used to document use-of-force incidents. The process is currently used in LASD's Custody Division and has now been modified for future use in their patrol divisions. The program is being piloted at the two AV stations, beginning in June 2017. The MT and Parties also discussed and reached tentative agreement on the compliance metrics that will be used in the MT audits and assessments. These metrics will evaluate the Department's controls and approvals processes and assist with the identification of any risk exposures and establish the rationale for the MT's recommendations for improvement and for the Department to achieve SA compliance. The MT has also submitted comprehensive work plans to evaluate the Department's compliance with SA Paragraphs 102–123, and several related productive conversations with the Parties have taken place.

Sheriff Jim McDonnell's Statement on the Settlement Agreement

From press release following the signing of the SA, April 28, 2015

I am pleased that the Los Angeles Sheriff's Department and the United States Department of Justice have finalized an agreement that enables the LASD to look to the future, rather than the past, as we build upon significant progress over the past few years and seek to strengthen the bonds of trust with the community we serve in the Antelope Valley. This agreement will enable the LASD to bring the highest standards of constitutional policing and robust training models to our staff, while establishing clear metrics that will enable us – and others – to measure the progress in our policing practices in the Antelope Valley.

I have long believed that law enforcement is only as effective as the strength of our relationships with, and the trust of, those we serve. While much more work is ahead of us, this agreement highlights the positive strides the committed men and women of this department have already made on so many fronts -- including training in regard to constitutional law and racial profiling awareness, practices relating to Section 8 housing compliance checks, and policies regarding traffic stops, arrests and detentions. Indeed, I am proud to say that the LASD has already implemented a third of the approximately 150 requirements under the DOJ agreement. But let me be clear that I will not be satisfied, nor should others be satisfied, until we are in full compliance with the high bar that we have willingly taken on – and I welcome the watchful eye of our community to ensure that we meet those standards.

The challenges law enforcement faces every day in maintaining public safety and building community trust are numerous. The collaborative process with the Department of Justice, the Board of Supervisors and the dedicated men and women in this department who serve the public in the Antelope Valley are an important and timely reminder of how we can productively engage in responsible and respectful dialogue in regard to how law enforcement can do better. I do not view this agreement as a set of mandates, but rather as a set of opportunities that will enable the LASD to enhance our knowledge, improve our training, and raise the bar even higher in regard to our policies and practices.

Expected Activities in the Next Six Months

The MT will conduct a Use-of-Force Investigations and Adjudication Audit, which is anticipated to begin in August or September 2017. The MT will develop and submit to the Parties a comprehensive audit work plan as well as the audit's objectives and methodologies. This will involve interviews of key Department personnel, an on-site observation of any use-of-force related training that the Department executives or management provide; an evaluation of the Department's ability to retrieve use-of-force data and pattern assessments; specific audit findings that include the elements of their cause, condition, and effect; and recommendations to address any risk exposures detected. The MT will submit an audit report to the Parties and an audit exit conference will subsequently take place. The Parties and MT will attempt to resolve any differences in professional opinion. In cases where the Parties cannot reach agreement, each opinion will be included in the final audit report.

Although the MT is looking forward to the Department's development and publication of a use-of-force policy that is consistent with national best practices, this is only one element of the multi-linked process that is required to achieve true Department culture change. True culture change will require a commitment on the part of Department executives to state-of-the-art training, effective management oversight; close accountability measures; mentoring; and a comprehensive, transparent, and effective audit process. The Department's efforts in these areas will be included in the MT's Use-of-Force Investigation and Adjudication Audit. The MT will also ask for and review any similar audits and related work papers that the Department has completed. When applicable, the MT will compare and contrast its own audit findings and recommendations with those of similar audits conducted by the Department. The MT will also evaluate the Department's implementation of the recommendations from the Department's audits and the MT's audits to assist in determining the Department's efforts to achieve SA compliance, culture change, and improving and embracing the audit process, which is the cornerstone of management accountability and long-lasting organizational transformation.

F. Personnel Complaint Review

Section IX of the SA governs personnel complaints and states that the LASD agrees to ensure that all allegations of personnel misconduct are received, that they are fully and fairly investigated, and that personnel who commit misconduct are held accountable (Paragraphs 124–140). A law enforcement agency's policy on the intake and classification of community complaints is a threshold to its entire disciplinary process. Complaints that are classified or categorized at a lower level than they merit may not receive the level of scrutiny they deserve, thus causing the Department to miss an opportunity to identify and fix serious problems. Those classified at an inappropriately high level may unnecessarily overextend Department resources. The SA specifically addresses the way personnel complaints are to be classified and requires the Department to distinguish them from non-disciplinary service complaints. Specifically, LASD has agreed to do the following:

- Revise its complaint investigation policies to ensure that all personnel allegations are classified accurately so that each allegation receives the appropriate level of review (Paragraph 127);
- Ensure that personnel complaints are not misclassified as service complaints (Paragraph 128); and

- Revise its policies regarding allegations that may require discipline and need to be investigated as administrative investigations, rather than as service complaints (Paragraph 129).

Monitoring Activities in this Reporting Period

During this reporting period, the MT continued its efforts to finalize the work plans for each paragraph in the Complaint section of the SA (Paragraphs 124–143). In particular, there was extensive collaboration with DOJ and LASD to determine the measures that will be used to assess compliance with each of the relevant paragraphs.

Reaching consensus with the Parties on the Department's current policies, rules, and procedures governing complaints was a threshold issue for the MT. The Department has published myriad policies and directives on its complaint process and—as the SA recognized—there is a lack of clarity and at least some inconsistency in those directives (Paragraph 127). As a first step to addressing those issues, the MT prepared a detailed report describing the current process in which community complaints in the AV are received, classified, investigated, and adjudicated. As with any process within a large organization, this includes a combination of some activities dictated by policy or written procedure as well as some informal practices. The Parties have reviewed that document and agreed that it accurately reflects LASD's current policies and practices on the handling of community complaints.

With that shared understanding, the MT began its evaluation of the complaint process. It identified a sample of 51 complaints and will conduct a detailed audit of those cases. In addition to auditing specific cases, the MT will also review the way in which complaints—both Service Comment Reports and Administrative Investigations—are retained and how they are considered in the Department's response to various administrative and judicial requests for employee complaint histories.

Finally, the MT is continuing to work with the Department on reviewing its policies governing the classification and processing of community complaints. The MT, DOJ, and Compliance Unit has had several informal conversations and two formal meetings (in person at the April onsite and by telephone in June) to discuss the SA items that address complaints and the current complaints process. Following those discussions, LASD started its revision of the related policy.

Personnel Performance Index

During this reporting period, the Department replaced its Personal Performance Index (PPI) with the Performance Recording and Monitoring System (PRMS). This change is transparent to the user, and queries and screens appear the same. However, PRMS uses a web-based application that will make data input and retrieval much more efficient, and will allow for the system to be modified easier in the future. The system will continue to systematically record data on uses of force, shootings, commendations, and complaints. It will also track the progress of administrative investigations, civil claims, lawsuits, and discovery motions.⁴

⁴ Source: PRMS online Handbook.

Software upgrades notwithstanding, the MT continues to experience difficulty obtaining reliable data from PRMS (or PPI) on fundamental questions. For example, it has taken nearly four months to obtain a reliable count from the AV stations on the number of community complaints made against AV personnel during the first six months of 2016. When the data were obtained in April 2017, it appears that the final disposition of about seven of the 51 Service Comment Reports (14%) completed in the first three months of 2016 have not been entered into PRMS. The audit will identify when those complaints were completed and how long they have been waiting for input.

LASD Required Complaint Audits

The SA requires that the Department, “conduct a semiannual, randomized audit of LASD-AV’s complaint intake, classification, and investigations. This audit will assess whether complaints are accepted and classified consistent with policy, investigations are complete, and complaint dispositions are consistent with a preponderance of the evidence.” On August 30, 2016, LASD’s Audit and Accountability Bureau published an audit on public complaints in the AV. The audit was forwarded to the MT and DOJ for review. The audit stated that it would satisfy some of the SA requirements; however after a preliminary review it was determined by the MT that it did not satisfy the SA requirements.

Expected Activities in the Next Six Months

In the next reporting period, the MT will finalize a work plan including compliance measurements for the relevant paragraphs in the SA. The MT will also complete an audit of closed complaints from the first quarter of 2016 to assess how the Department receives, classifies, investigates, and adjudicates community complaints. Finally, the MT will work with the Department and the DOJ to determine the extent to which the Department’s current complaint policy—as outlined in Manual of Policies and Procedures Volume 3, Chapter 4, *Service Reviews, Public Complaint Process, and Personnel Investigations*—is consistent with the provisions of the SA.

G. Accountability

The SA specifically addresses accountability requirements, which includes Paragraphs 141–143, Personnel Performance Index (PPI); and Paragraphs 144–145, Performance Mentoring Program (PMP). These paragraphs outline requirements related to data-collection capacity and procedures and LASD managers evaluating personnel performance, making peer comparisons,⁵ analyzing trends, and providing mentoring and other interventions to personnel whose performance falls below the expected standards. However, management accountability is much broader than what is defined in Paragraphs 141–145. In fact, accountability considerations permeate every aspect of the SA. The presence or absence of organizational accountability becomes most evident when observing and evaluating individual behaviors as well as the collective performance of employees at every level of the organization. It is supported by establishing effective organizational systems and standards that serve to clarify and reinforce the norms, expectations, and desired outcomes sought; but it is also highly dependent upon the personal and professional commitment that managers and supervisors display and model in their daily performance.

Accountability begins and ends with LASD management and is the process of determining the individual and collective performance of personnel and identifying and remedying systemic deficiencies. The accountability process includes a consideration of each stage of detailed personnel performance evaluation and establishing and updating the policies, procedures, and training necessary to comply with the intent of each section of the SA regarding:

- Stops, Seizures, and Searches
- Bias-free Policing
- Enforcement of Section 8 Compliance
- Data Collection and Analysis
- Community Engagement
- Use of Force, and
- Personnel Complaint Review

Each of these SA sections has accountability policy and procedural requirements.

Accountability is also an integral part of implementing permanent change in policing in the AV. Accountability processes must be built into the fabric of operations and management itself. Accountability systems are required to monitor and evaluate employee performance and risk exposures,⁶ as well as the practices of management in the oversight of policy in day-to-day operations.

Accountability processes enable management to monitor and evaluate not only systems and individual performance, but also the evaluation of the performance of management itself. Management is responsible to provide policy, train to the policy, monitor personnel performance and application of policy in operations, and take corrective or remedial action to address identified individual or systemic deficiencies. These functions are not possible if management does not ensure consistency. Such a

⁵ Peer comparisons allow management to evaluate personnel performance by comparing the decisions and actions of personnel in similar situations as they apply policy and training. This allows determinations as to whether sub-standard performance is a matter of individual or systemic deficiency and the identification of trends.

⁶ Risk exposures are those areas of operations and performance that leave the Department and the community open to risks that threaten safety and pose potential liability.

process also allows for the evaluation of managements' effectiveness in oversight and responsibility for operations.

These accountability systems provide two important functions. First, is to enable the MT to verify that in fact operations are consistent with policy as agreed upon in the SA. But, secondly—and more importantly—is to permanently provide the mechanisms for management to routinely review and evaluate operations and performance in real-time, assess risk exposures, and ensure and verify that standards are being appropriately met.

Monitoring Activities in this Reporting Period

On November 7, 2016, MT experts met with the LASD Compliance Unit to discuss the Department's approach to developing and implementing standard processes for management accountability. The Parties and MT discussed the requirements in the SA for developing specific plans for management to review and analyze information necessary for accountability. It is not enough to have systems that capture and provide data. It is necessary to have processes in place that establish guidelines for reviewing and using the data to ensure that performance meets the established policy standards.

In August 2016, the MT experts met with command staff and discussed the Department's plans for conducting use-of-force investigations and related management oversight. The standards for conducting use-of-force investigations are clearly established in the SA and need to be reflected in policy.⁷

The Department recognizes that, unless management has a standardized process for reviewing force investigations to ensure that each element of the investigation is being conducted properly, it is unlikely that deviations or omissions will be identified, accounted for, and remedied. The Department intends to adopt a similar process to what the LASD Custody Division uses for reviewing force investigations. This incorporates a review process established to ensure standardization and consistency in determining compliance with policy. To receive its input, the Department submitted the proposed force investigation process to the MT in March 2016. In a meeting on March 16, 2017, the Department provided an instructional overview of the process and proposed a pilot for force investigations. The MT-proposed modifications to the LASD 438 Force Investigation Report process were discussed in detail at that meeting. The pilot of the new investigation process is pending.

Steps Toward Compliance

This section summarizes the work that remains in order for the Department to comply with Paragraphs 141–143, Personnel Performance Index (PPI).

The PPI is LASD's Department-wide decision support system in matters related to risk management and service reviews. The SA requires that the PPI be modified so that it can make peer comparisons between deputies and units that will enable AV unit commanders and supervisors to conduct periodic reviews of all deputies and units under their command to identify potential trends. As described in the previous section of this report, this modification is underway. The PPI is now referred to as the Performance Recording and Monitoring System (PRMS).

⁷ The proposed use-of-force policy has been reviewed by the MT, returned to the Department, and is pending finalization.

The SA indicated that the development of the PPI was estimated to take three years to complete. However, the SA requires an alternative process for making such comparisons during the compliance period, pending the full development of the PRMS automated system. This alternative process for management review and oversight pending the development of the PRMS automated system has not been presented to the MT as of this writing and will be necessary to evaluate and establish compliance with requirement of the SA.

LASD has committed in the SA to modifying its procedure for Performance Log Entries so that all entries are maintained in an electronic format—noted in PPI—ensuring that PPI data are accurate, and holding responsible AV personnel accountable for any inaccuracies in data entered. The SA also requires an alternative process for collecting and reporting these data, pending the completion of PPI/PRMS modifications. To date, the MT has not received any proposed alternative process.

Holding personnel accountable for conduct and performance is the general intent of accountability, and holding personnel accountable for “inaccuracies in any data entered” as required in Paragraph 142 is appropriate and necessary, but the more important outcome is to impact future performance. Any process must include how data will be collected and by whom, who will be responsible to review the data and how personnel are being held accountable for inaccuracies, including a process to measure or evaluate how the requirement’s existence is impacting performance.

Even though the Department has not fully defined the required accountability processes, the MT is developing compliance measures to establish how it will determine compliance with these requirements. These compliance measures will be discussed with the Department in the next reporting period.

In the SA, LASD has committed to develop a plan—in consultation with the MT and to be approved by DOJ—to periodically analyze the AV stations’ response to concerns unique to their stations, such as trends identified through civilian complaints, the CAC, community survey, or other means. This plan will be critical in establishing management accountability in proactively responding to identified trends. To date, the Department has not developed the required plan. Once the plan is ready, the MT will conduct reviews to determine whether the Department is identifying trends and taking steps to address any identified deficiencies.

This section summarizes the work that remains for the Department to comply with Paragraphs 144–145, Performance Mentoring Program (PMP).

LASD will continue to provide mentorship to deputies in the North Patrol Division’s locally-based PMP,⁸ as well as through LASD’s Department-wide PMP, based upon an appropriate determination of eligibility. To increase the effectiveness of the remedies and corrective action used to address a deputy’s behavior, LASD will implement a plan to ensure that the Department-wide PMP provides mentoring of AV personnel within 30 days after the need for mentoring is identified, and that appropriate procedures are in place for supervising deputies whose performance fails to improve after mentoring. The Department has not yet presented the required plan to the MT.

⁸ The PMP is a program for establishing a specific mentoring plan for individual personnel to address and remedy deficiencies in performance. Mentoring plans are tailored to enhance the specific performance of the individual staff member.

Processes for command personnel to monitor and manage the PMP must be identified. Any plan should establish criteria for placement into the PMP, with goals or desired outcomes specifically identified for the involved personnel. A standard process will also be necessary for supervisors to document the impacts of the PMP on individual performance.

The SA requires that the Department-wide PMP and the North Patrol Division's PMP coordinate as appropriate and share information about deputies and their individual mentoring programs. The MT will assess the Department's process for assuring this is done on a regular and effective basis.

The MT is developing compliance measures to establish how it will determine when compliance is met. It is expected that these compliance measures be finalized and approved by the Parties in the next reporting period.

CONCLUSION

During this reporting period, LASD has engaged with the DOJ and the MT to achieve progress in several key areas. The Department is currently engaged in revising its Use of Force Policy and the Service Comment Report (SCR) Handbook and Complaint Policy. To support and evaluate the revisions to the SCR Handbook and related policies, the MT is conducting an audit of the complaints process. The MT anticipates this audit will provide considerable context for the revisions to the policies and the SCR Handbook, thereby ensuring greater clarity and consistency in the handling and processing of complaints made by the public.

Additionally, the Parties and MT are devoting considerable and ongoing attention to reach agreement about the content and processes for ensuring the Limited English Proficiency policy and the Housing Non-Discrimination policy are carried out in a manner that is consistent with the requirements of the SA. The Parties and the MT are still negotiating the content of these policies.

The SA requires training for AV personnel on topics including community and problem oriented policing, constitutional policing, and bias-free policing. The trainings on constitutional policing and bias-free policing started in mid-June. Once the pilot training is completed and evaluated, and the final curriculum has been approved, all AV deputies will then undergo training on these two critical sections of the SA. This pilot effort has involved a significant investment of time, staff resources, and expense in an effort to bring LASD into compliance with these provisions of the SA.

In prior MT reports, the team has highlighted a need to add additional staff to the Compliance Unit to ensure timelines are honored and the objectives of the SA are met. The MT is pleased with the Department's response in doing this and wishes to acknowledge and thank the Sheriff for allocating additional staff to the Compliance Unit. The Compliance Unit is now commanded by a captain. An additional sergeant has also been added to assist in carrying out the tasks assigned to this critical group; however, one deputy position was eliminated.

The MT has found LASD to be cooperative and committed to achieving the full implementation of the terms and conditions of the SA. The Sheriff continues to provide exemplary leadership and has stressed his expectations and the importance of LASD employees embracing community-oriented, 21st-century policing principles.