



# Weekly Management Report

## April 6, 2018

- 1. Minutes** Civil Service Board  
Meeting of March 7, 2018  
**Management Services Department**
- 2. Memo** Training and Intervention Protocol for  
Active Shooter Scenario  
**Police Department**
- 3. Memo** Status Update on Office of Independent Review  
Recommendations from the Fourth Audit Report  
**Police Department**



March 7, 2018  
4:30 p.m.

The regular meeting of the Civil Service Board was held in the City Council Chambers of City Hall.

**Roll Call**

Members present: Miguel Porras, Chairperson  
Matthew Doyle, Secretary  
Jacqueline Waltman, Vice-Chairperson  
Steve Baghoomian  
Susan Widman

Also present: Diego Cevallos, Recreation Services Manager  
Adam Cornils, Police Lieutenant  
Denis Cremins, Police Captain  
Todd Fatta, Police Sergeant  
Brady Griffin, Human Resources Manager  
Charmaine Jackson, Senior Assistant City Attorney  
David Lasher, Administrative Analyst II  
Betsy McClinton, Management Services Director  
April Moreno, Human Resources Manager  
Rene Sanchez, Human Resources Technician II  
Jessica Sandoval, Executive Assistant  
Kristen Smith, Deputy Director Park & Rec – Rec Services  
Judie Wilke, Park, Recreation & Community Services Director

**Additional Agenda Items**

None

**Open Public Comment Period of Oral Communications**

None

**Approval of Minutes**

MOTION CARRIED: It was moved by Mr. Doyle, seconded by Ms. Waltman (with Ms. Waltman abstaining) and carried 4-0 to approve the minutes of the regular meeting of February 7, 2018.

**Proposed Amendments to Classification Plan**

- **REVISION OF THE SPECIFICATION FOR THE CLASSIFICATION OF AQUATIC PROGRAM COORDINATOR**

MOTION CARRIED: It was moved by Ms. Widman, seconded by Mr. Doyle and carried 5-0 to approve the revision of the specification for the classification of Aquatic Program Coordinator.

**Recruitment and Selection Report – February 2018**

RECOMMENDATION: Note and file.

**Appointments and Assignments – March 2018**

For the month of March 2018, there were two temporary appointment extensions and one temporary assignment extension needed. The extensions were sought on behalf of the Management Services Department and the Police Department.

MOTION CARRIED: It was moved by Ms. Waltman, seconded by Ms. Widman and carried 5-0 to approve the Appointments and Assignments for the month of March 2018.

**July 2018 Civil Service Board Meeting**

RECOMMENDATION: Note and file. It was moved by Ms. Waltman, seconded by Mr. Porras and carried 5-0 to approve canceling the July 2018 Civil Service Board Meeting.

**Adjournment**

The regular meeting of the Civil Service Board was adjourned at 4:53p.m.

Betsy McClinton  
Management Services Director

APPROVED:

\_\_\_\_\_  
Miguel Poras, Chairperson

DATE \_\_\_\_\_

\_\_\_\_\_  
Matthew Doyle, Secretary

DATE \_\_\_\_\_



# City of Burbank Police Department Memorandum



**DATE:** March 22, 2018

**TO:** Ron Davis, City Manager

**FROM:** Scott LaChasse, Chief of Police *Scott LaChasse*

**SUBJECT: CITY MANAGER TRACKING LIST NO. 2100 – TRAINING AND INTERVENTION PROTOCOL FOR ACTIVE SHOOTER SCENARIO**

---

At the joint Council/Police Commission meeting held on February 27, 2018, the Council requested an update on efforts by the Burbank Police Department to train and prepare officers and the community for Active Shooter-type incidents. The Police Department's efforts focus on two key components; prevention and response.

## **Prevention**

The Burbank Police Department (BPD) Mental Health Evaluation Team (MHET) is a key component of the Department's prevention efforts. It is comprised of a police officer, a Department of Mental Health clinician, and a civilian analyst. They facilitate the provision of mental health services to persons in crisis, provide ongoing case management for high-utilizers of mental health services, and are directly involved in field mental health interventions. MHET is actively involved in mental health interventions at Burbank Unified School District (BUSD) schools, conducts follow-ups on mental health detentions made by other units of the Department, and ensures firearms belonging to (or accessible by) individuals who have been deemed a danger to themselves or others are located and processed in accordance with applicable laws.

The Burbank Police Department also deploys two School Resource Officers (SROs) to BUSD campuses. The SROs have offices on school campuses, work directly with school staff and students, and are often the first point of contact for BUSD regarding potential problems or threats to students, staff, or facilities. Their regular presence on the campuses also makes them likely first responders in the event of an Active Threat incident at the schools. Both SROs are armed police officers, with extensive experience in high-risk tactical operations. One SRO is a member of the Department's Special Weapons And Tactical (SWAT) team and Defensive Tactics training cadre. The other is a member of the Department's Crisis Negotiations Team, with training and experience in communicating with and de-escalating persons in crisis.

The SROs also work closely with a Los Angeles County Probation Officer, who is assigned directly to BPD, and works out of the Juvenile Bureau. This probation officer manages a juvenile caseload, and is responsible for the supervision of juveniles who have

fallen under the jurisdiction of the court for a variety of offenses. He works closely with various units in the Department (SROs, MHET, Gangs, etc.) to insure these juveniles comply with the terms of their probation, and that any problematic behavior is addressed accordingly.

### **Response**

BPD has formal written policies in place directing the actions of officers in an Active Threat incident. To summarize, these policies direct officers to immediately deploy and take intelligently aggressive action to locate, close with, engage, and neutralize the threat. The Burbank Police Department also invests heavily in training and equipping our officers to respond in the event of an Active Threat incident.

New recruits receive a block of instruction on Active Threat response during their time in the Police Academy. Upon graduation, they spend three to four weeks of training at the Police Department, before they are placed in field training. During this training period, new officers receive blocks of instruction from Field Training Officers and SWAT members in patrol operations and high risk tactics, including Active Threat response.

In patrol, daily roll call training provides a forum for consistent ongoing discussions and debriefs of recent critical incidents nationwide (including active threat attacks). These include tabletop exercises and discussion of contingency plans, and are accompanied by supervisor-led discussions of Department policies, protocols, and expectations.

Twice a year, the SWAT team conducts Active Threat based training exercises. These are typically held at venues with potential for an attack (BUSD, St. Joseph Medical center, studios, malls, the airport, etc.). The exercises also drill coordinated multi-agency responses with Glendale and Pasadena PDs, along with Rescue Task Force operations with our Fire Departments. The members of the BPD SWAT team participate on the team as a collateral duty assignment, in conjunction with their permanent assignments in other units throughout the Department (patrol, detectives, traffic, etc.). Members bring back the experience and lessons learned from these training exercises and are able to share them with others in their assignments, as well as put them into practice in the field.

The Personnel and Training Bureau has focused on providing officers with the training and equipment to effectively respond to Active Threat incidents. In 2016 and 2017, the Department expanded and upgraded its patrol rifle inventory. New patrol rifles are deployed in all patrol cars, and all sworn personnel are trained and qualified in their use. The Department recently completed full deployment of a modernized rifle platform, which greatly enhances officers' capabilities in addressing any Active Threat. All sworn personnel were trained and qualified on the updated system, which included review of immediate deployment protocols, Active Threat concepts, and a shooting qualification course consistent with addressing an Active Shooter.

In 2017, the Personnel and Training Bureau completed the grant-funded acquisition of trauma kits and tourniquets, and associated training, for all sworn personnel. The tactical emergency medical training was conducted by the Los Angeles Sheriff's Department

Special Enforcement Bureau paramedics. The training sessions were attended by all sworn personnel and incorporated response to an Active Shooter incident. The training drilled officers in locating, addressing, and neutralizing the threat, providing immediate trauma care to victims following neutralization of the threat, and coordinating rescue teams. This program will allow officers in the field to administer immediate care for traumatic injuries, when time is of the essence and effective hemorrhage control is most critical.

### **Community Preparedness**

The Department has also undertaken measures to prepare members of the community to prevent and respond to Active Threats. Members of the SWAT team, Emergency Management, and Community Outreach Bureau have given numerous presentations on these topics in the last two years. Audiences have included City of Burbank staff, BUSD administrators and teachers, large retail venues, religious community leaders, and sessions of the BPD Community Academy. The presentations focus on prevention (through recognition, reporting, and site security) and response (run-hide-fight), and include discussions of areas to improve and additional preparation measures specific to the audience.

The Department will continue to take proactive measures to ensure effectiveness in our efforts to prevent Active Threat incidents in the community, and that our officers are as well trained and equipped as possible to address an incident, should one arise.



# City of Burbank Police Department Memorandum



**DATE:** March 22, 2018

**TO:** Ron Davis, City Manager

**FROM:** Scott LaChasse, Chief of Police *Scott LaChasse*

**SUBJECT: CITY MANAGER TRACKING LIST NO. 2101 – STATUS UPDATE ON OFFICE OF INDEPENDENT REVIEW RECOMMENDATIONS FROM THE FOURTH AUDIT REPORT OF THE BURBANK POLICE DEPARTMENT**

---

At the joint Council/Police Commission meeting held on February 27, 2018, the Office of Independent Review (OIR Group) provided its fifth monitoring report of the Police Department following an audit of the Department's internal investigations and administrative reviews to include uses of force incidents, vehicle pursuits, officer-involved shootings and Command Staff email communications. During a discussion on the Department's response to the OIR recommendations, the Council requested a status update on the OIR recommendations from the fourth monitoring report.

The fourth OIR monitoring report was presented at a joint Council/Police Commission meeting on December 20, 2016. There were 12 recommendations which the Department had either completed or was in the process of complying. A response to the recommendations was included as part of the OIR report. The purpose of this memorandum is to provide an update of the status of the 12 recommendations.

**Recommendations 1 (a through i) was specific to the Department's Email Audit processes.**

The Department continues to be in full compliance with implementation of the following systems:

- a) BPD should resume its annual email audit program  
Department-wide Email Audits are conducted annually
- b) BPD should randomly select at least 20 non-supervisory staff to be subject to the annual email audits  
Email Audits include the random selection of 25 non-supervisory staff
- c) Any employee who was identified as having inappropriate emails in any previous audits should also be automatically subject to the next two subsequent audits  
All Email Audits include prior policy violators

- d) At least one-third of all Sergeants, Lieutenants, and civilian supervisory staff should be randomly selected for an audit to be conducted by the Lieutenant in the Audit and Inspections Unit  
Email Audits include one-third of the Department's supervisory staff – conducted by a Department Captain
- e) All BPD command staff (Captains and above) should be subjected to an annual email audit  
The Command Staff is subject to Email Audits (2016 and 2017) which are coordinated by the City IT Department and reviewed by the City Attorney's Office. The Command Staff emails are ultimately forwarded to OIR for review and evaluation (BPD's Command Staff is not part of this process)
- f) BPD should develop written disciplinary guidelines specific to the City and Department's email use policies  
BPD is utilizing the City's Administrative Procedures and BPD's Email Policy for any disciplinary considerations associated with any Email Audit
- g) BPD should consider developing protocols that would incorporate briefings or other internal acknowledgements as an alternative or supplemental "teaching moment" for those employees who violate the policy  
Any teaching moment for Email Policy violators has been implemented
- h) New BPD employee orientations should include a training segment on the City and Department's email policy, Department's email audit program, and the disciplinary guidelines  
During new employee orientation the City and Department's Email Policies are reviewed with each new employees. This process began on September 13, 2016
- i) BPD should provide OIR Group with a memorandum reporting on the results of annual email audits so those results can be included in its reports to the City Manager, City Council and the Police Commission  
Completed Email Audits have been provided to OIR

**Recommendation 2: BPD should evaluate its practice of routinely including criminal history information for citizen complainants, and consider determining relevance and evidentiary value on a case-by-case basis.**

To date, the Department is doing a case-by-case evaluation and is in compliance with this recommendation.

**Recommendation 3: BPD should continue to ensure that officer performance and supervisory evaluation of TASER use are consistent with Department policy and legal mandates.**

The Department's Taser policy is adapted from Lexipol (policy management software for public safety) which is law enforcement's industry standard as it relates to policy development. The Department receives regular updates from Lexipol which the Department reviews and updates the respective policies.

In December 2016, the Department acquired the new Taser model X2 for all personnel which necessitated policy revisions/amendments and training. The training for the Taser model X2 was conducted in April/May/June of 2017 and the policy revisions/amendments were published on April 11, 2017; the Department's Taser policy is contemporary and meets all of the legal mandates.

**Recommendation 4: Critical Incident Review Board (CIRB) should consider reviewing videos as part of the CIRB meetings.**

This recommendation has been incorporated into the Critical Incident Review Board (CIRB) process.

**Recommendation 5: Given the number of uses of force that result from encounters with the mentally ill, BPD and the City should continue its emphasis on supporting the work of the MHET program from a resources perspective, and continue to look for ways to continue to expand mental health and crisis management training for first responders**

Since the 2016 OIR Report, the Department has acquired a full-time Mental Health Analyst in addition to a Department of Mental Health Supervisor who works an additional two days a week with the Department's MHET Team. The Department has increased MHET's accessibility from four days per week to five days per week. Additionally, the MHET Team has adjusted their schedule for complex casework and collaboration with other MET Teams and Los Angeles County resources.

Training – The Department worked in collaboration with the District Attorney's Office and the Department of Mental Health to develop and implement a 16-hour syllabus that was specific to first responders and managing mental health-related calls for service. The training syllabus was used by all LA County law enforcement agencies – police departments and Sheriffs. BPD hosted over 10 of the training sessions and the training was attended by sworn and civilian personnel, to include Communication Operators. On-going attendance by new employees or employees unavailable at the time of the training is incorporated into the annual trainings conducted by the DA's Office, several of which are hosted by Burbank PD. This is training above and beyond the hourly training mandates for Peace Officer Standards and Training (POST) bi-annual requirements.

A total of 145 sworn personnel, 14 Dispatchers and 1 Mental Health Team member were trained in 2016. In 2017, 22 sworn personnel, 1 Recruit and 5 Jailers received training. Additional training is scheduled in 2018.

**Recommendation 6: Encourage the Department to consider a renewed emphasis on tactical principles of coordination and communication through training, debriefing and CIRB review and feedback.**

This is an ongoing Department priority and emphasis through formal and informal training; which includes the supervisory staff and officers. The COPS Bureau/Training Coordinator provides continuing Department-wide training which includes the annual Use of Force training. The annual Use of Force training includes presentations by the Deputy Chief and Patrol Captain. During that training the CIRB process is discussed/reviewed and there is an emphasis on tactics, tactical communication and managing high risk incidents. Moreover, there is weekly follow-up (weekly Crime Control and Watch Commanders/Supervisors meeting) and related use of force discussions with the Watch Commanders and supervisors.

Additionally, officers and supervisors are notified of the outcome of the CIRB session via email, and the email notifications are included in the Use of Force/Pursuit investigative packages.

**Recommendation 7: BPD should develop training to clarify the requirements of its policy as to how "low-level" physical interventions should be classified and reported, and should ensure that officers are meeting expectations accordingly.**

On February 28, 2017, the Department established a De Minimis Force category in their Use of Force Policy. A De Minimis force incident does not amount to a Type 1, 2, or 3 Use of Force; typically it is force to overcome momentary resistance. Additionally, the involved officer(s) are required to immediately notify a supervisor when De Minimis force is used; the supervisor will evaluate the circumstances of the incident and determine if it meets the De Minimis force reporting criteria. In addition to a De Minimis force incident being documented in the respective police reports and Watch Commander's Log, a De Minimis Force Log is maintained by the Watch Commander which memorializes the date, time, Desk Report number, and supervisor notification of every De Minimis force incident.

On February 28, 2018, the Professional Standards/Audits Unit began an audit of the De Minimis Force occurrences in 2017. It is projected that the audit will be completed in April 2018, followed by Command Staff and the Chief's review and evaluation. A copy of the Audit will be provided to OIR for their next reporting period.

**Recommendation 8: The Department should develop a checklist that facilitates a consistent and comprehensive review of issues that the Watch Commander reviews during the standard use of force investigative process: specifically, the Watch Commander's Insight section of a Use of Force Investigation**

A Watch Commander's checklist, which includes items to complete/investigate, has been developed and is currently being used for Use of Force and Pursuit Investigations packages.

**Recommendation 9: The Department should update its booking sheet to reflect “sexual orientation” versus “sexual preference”.**

The Booking Sheet was modified on September 8, 2016; OIR received a copy of the change/modification to the Booking Sheet.

**Recommendation 10: The Department should institute scenario-based training for officers/supervisor on the Pursuit Policy – wide-ranging training to highlight how a slight change in facts can quickly change the outcome of a pursuit.**

The COPS Bureau is pursuing training options specific to this recommendation. The Department has been challenged with securing an appropriate training venue that can accommodate the entire Department for a significant training endeavor; this is still a work in progress.

Additionally, the Department has established a working group to review and analyze the Department’s Pursuit Policy. The working group was established in November 2017 and has made recommendations that are being reviewed for implementation. The review process requires the Chief/Department’s approval, City Attorney evaluation and input from the Burbank Police Officer’s Association.

**Recommendation 11: BPD should continue to teach, clarify, and reinforce the elements required for the proper initiation of a pursuit, including the relevant crimes and other necessary predicates.**

This is a Department priority as it relates to ongoing training; specifically weekly roll call training sessions, and during the de-brief process of all pursuits. The goal of the Working Group that the Department has created is to provide greater clarity as to the criteria to initiate and or terminate a pursuit given the unfolding dynamics of crime and driving behavior.

**Recommendation 12: BPD should consider a policy revision that rearranges the order of elements so that the prerequisites are established first, and the subsequent “balancing test” factors for continuing the pursuit come later.**

The modification/distribution of the policy change was done via PowerDMS on September 27, 2016.