

RESPONSES TO 9TH ANNUAL REPORT AND IMPLEMENTATION OF AAR RECOMMENDATIONS

**Introduction:**

The CDP After Action Report (“AAR”) filed along with this document provides areas of focus and recommendations starting at page 26 of the report. The following summarizes ongoing actions and those that have been undertaken by CDP with regard to areas of recommendations contained in the AAR. The pages in the AAR containing the various recommendations are identified next to the area for cross-reference. The ongoing and undertaken actions for the identified recommendations are shown in red print.

**1. Recommendations to Improve Training and Policy: (AAR Page 27)**

Create one dedicated MFF per district.

District Event Response Teams (“ERT”) were created in December of 2020. Each team consists of 4 squads of 7 officers. One sergeant per squad with one lieutenant per platoon

Create an on-call 80-member Bike group for crowd management. Members would be dedicated to only MFF or Bike groups and could not be in both units to stop depleting resources for significant events.

Created in December of 2020 and bike officers are no longer a part of and ERT or CSU units

Conduct training for all groups quarterly and a mass training conducted bi-annually.

ERT teams trained for the first quarter on Jan 15 (All ERT and CSU units), Jan 24, Jan 27, Feb 1, Feb 6 and Feb 10<sup>th</sup> at the Huntington Convention Center. Second quarter training is scheduled April 6<sup>th</sup> and 7<sup>th</sup>.

Purchase gas mask fit testing equipment and fit test members of the Division.

Port-a Count machine purchased in June 2020. All members tested in 2020 with renewal already started in Jan 2021.

Conduct interagency training with partner agencies.

Conducted training with OSP, WEB, SEB, Edge for 2020 Presidential Debate at the Cleveland Clinic. Next schedule training in in June 2021

Review the Crowd Management GPO to ensure that it reflects the best practices going forward, specifically, munition deployment and force reporting.

Committee met on Feb 10<sup>th</sup>, Feb 22<sup>nd</sup>, 2021 after had reviewed documents in Jan 2021. Subcommittee’s created to break down UOF and Crowd management GPO’s into manageable documents and bring them into harmony.

**2. Recommendations to Improve the Event Action Plan (“EAP”): (AAR Page 27)**

The operational period for massive preplanned protests should begin at least 3 hours before the event to allow more flexibility for the Incident Commander and Operations Chief.

This was Implemented on 6/6/2020 with the Protest in 2<sup>nd</sup> District EAP. See following:

**Saturday 6/6/2020**

## RESPONSES TO 9TH ANNUAL REPORT AND IMPLEMENTATION OF AAR RECOMMENDATIONS

|      |   |
|------|---|
| 1000 | <b>Bomb Group conducts sweeps, Roads closed</b>                                 |
| 1100 | <b>Police Dispatcher on active channel</b>                                      |
| 1100 | <b>D1&amp;D2 Patrol MFF, D1&amp;D2 CSU MFF, NICE, CCSD, VICE, Traffic , OSP</b> |
|      | <b>Bike all arrive for R/C @ St. Rocco</b>                                      |
| 1400 | <b>Protest begins</b>   |
|      |   |
|      |   |
|      |   |
|      |   |
|      |   |
|      |   |
| 2400 | <b>ONLY AT DIRECTION OF IC: All Assets Stand Down</b>                           |
|      |   |

Update the EAP when personnel is added to or removed from the plan and distribute immediately.

Implemented whenever this occurs

Commanders and Captains will receive the EAP and brief all members assigned to the event.

They receive the EAP at least 14 days ahead of a planned event and within hours of an unplanned event.

### 3. **Recommendations to Improve the Staging of Assets: (AAR Page 28)**

Ensure that officers added to the detail and ordered to report to the staging location can readily locate the OIC.

All supervisors attend roll call and the EAP has all staging locations in the plan. They are also given who is in charge of the staging location during roll call briefing.

Make sure that there is a sufficient number of officers staged before the event.

The new ERT teams will be assigned to events that warrant a platoon level response to be assisted by the CSU teams (arrest team and grenadiers). This is driven by Intel received for each event but can be readily expanded at a moment's notice.

Train more Bike officers and provide them with the opportunity to stage by other means than riding their bike. Additionally, place their protective gear in a location that can be readily accessed.

All bike officers now wear their fox gear (PPE) to all events and have transportation to a staging area upon request of the bike unit OIC.

Ensure that protest EAPs have a minimum of two staging areas identified. This staging area would be staffed by a logistics section chief and officers to protect the site.

RESPONSES TO 9TH ANNUAL REPORT AND IMPLEMENTATION OF AAR RECOMMENDATIONS

Staging area maps provided in the EAP's and staging area OIC is identified during roll call for check in and demobilization.

**4. Recommendations to improve ICS Effectiveness: (AAR Page 29)**

Train all officers and supervisors in higher levels of ICS and train them every year in its application. Supervisors assigned to large scale events should be required to attend FEMA training in Incident Command, Field Force Command and Planning, Logistics Chief, Planning Chief, and Safety Officer. This specific training will help all officers' to understand the ICS platform. All ICS protocols should be followed to better plan, track, supply, and demobilize significant events.

CDP worked with FEMA to bring ICS 300/400 to the City of Cleveland EOC for Feb 23-26, March 1-4, March 8-10 and March 10-12. All supervisors assigned to the ERT and CSU units have complied and signed up for the 2 courses.

The IC or their designee will be stationed in the command bus or the EOC.

Implemented after the May 30<sup>th</sup> riot

Create a FEMA structured de-mobilization plan and process.

Created ICS 211 for checking in and demobilization of officers. Incident Command G.P.O being created with the help of the IACP model. ICS 211 Form is attached to response

**5. Recommendations to Improve the Effectiveness of the EOC: (AAR Pages 29-30)**

Before any major event or protests relating to high-profile incidents in the City of Cleveland, there should be a discussion between CDP, Cleveland Office of Emergency Management, and the Director of Public Safety to determine if the EOC should be activated to support the event.

This discussion takes place prior to the distribution of the EAP to the officers. In the ICS 204 of Communications will designate the location of the dispatcher which is a direct response to the EOC being operational or not.

**6. Recommendations to Improve the Effectiveness of Roll Call: (AAR Page 30)**

Require at least one supervisor from every District and Unit assigned to the detail to attend roll call. Roll call will act as an information-sharing platform for all assigned personnel.

Every EAP shows what time roll call is and location. All units have a representative and give information as necessary to include an updated ICS 211 form.

Review the use of force guidelines contained in the Crowd Management General Police Order.

Officers currently review the GPO prior to the event and it's also located in the ICS 204 for MFF support that G.P.O. 3.3.03 will be followed. See Below

**Special Instructions:**

- **In Case of mass arrests CDP follows G.P.O. 3.3.03 Crowd Management and protection of constitutional rights.**

RESPONSES TO 9TH ANNUAL REPORT AND IMPLEMENTATION OF AAR RECOMMENDATIONS

**ICS 211 form to be sent to the I.C and MFF Commander 24 hrs. Prior to the event operational time. Updates can be presented at roll call.**

**7. Recommendations to Improve Field Communication: (AAR pages 30-31)**

Streamline communication channels and assign an officer to monitor and coordinate the information coming from the field to the dispatcher. The officer will be relay information to the field officers for better situational awareness. Advise officers to utilize the radio earpiece in crowd control environments.

All ERT and CSU officers have been issued a clear earpiece for the radio mic as of Jan 2021 during the first quarter training sessions. Field Ops sergeant is assigned to the EOC or Command Bus to facilitate the communications link.

All assigned undercover officers (UC) should have access to an encrypted channel specific to each district with capabilities to remain undetected by protestors.

All district channels not only have encrypted TAC channels but regional channels to work with outside police departments.

Build into the EAP multiple communication channels.

All EAP's have the main working channel, back up channel (encrypted) and TAC channels for all events. This information is located in the ICS 205

**8. Recommendations to Improve Division Personnel Deployment: (AAR pages 30-31)**

Use the Code Red System to activate personnel to expedite deployment time. Ensure that there is adequate transportation available to transport personnel, PPE and munitions packs.

Code Red training conducted in Jan for all ERT and CSU supervisors. Accounts set up and tested. Currently using Parks and Recreation vans to transport officers and equipment. Working on MOU with RTA to use busses into the warm zones.

Deploy Grenadiers teams of three, have a predetermined ingress, and be afforded additional layers of security while in transit to the hot zone.

All new grenadiers have been trained for 2021 with renewals scheduled for late February. Teams of 6 grenadiers are now the standard for any deployment with transportation into and out of the hot zones.

**9. Recommendations to Improve Equipment: (AAR page 32)**

Conduct a Division-wide inventory of PPE gear and ensure that all members have PPE that fits them. Additionally, ensure that all members receive updated training on PPE and be issued the respective equipment. Inspect each officer's PPE gear to ensure inventory, proper fit and serviceability. Require immediate supervisors to conduct this inspection during the quarterly equipment review. Issue and fit test all recruits for the C50 gas masks during the academy. Establish a division-wide fit testing schedule as well as proper use and maintenance training. Purchase additional riot batons and riot shields.

First quarter 2021 was conducted for all ERT and CSU members. This inventory will be conducted each quarter. All members will or have received quarterly training on the PPE. 1<sup>st</sup> quarter training included being able to don PPE within 5 min. All members were successful.

RESPONSES TO 9TH ANNUAL REPORT AND IMPLEMENTATION OF AAR RECOMMENDATIONS

New gear is currently being considered and in process of approval for purchase. This gear will be years ahead of the current PPE.

All members of the Division are in the process of the annual gas mask fit testing as of Jan 2021. After a proper inventor we found we no longer need to purchase riot shield for the division or riot batons.

**10. Recommendations to Improve Munition Deployment: (AAR Pages 33-34)**

Ensure enough trained grenadiers are deployed to permit the Ordnance Unit personnel to remain in control of the munitions tracking. Create a manual that includes policies and procedures for munitions storage, staging, issuance, etc.

Each district has CSU and ERT teams with 8 trained grenadiers to each team (16 per district).

When the IC deploys grenadiers to a scene, the Operations Chief shall determine possible ingress and egress for deployment and provide an escort when appropriate.

This is discussed prior to the deployment of the grenadiers and during the staging process. Drivers are aware of ingress into and out of hot zones. During large scale EAP's, members train to exit and enter transport quickly.

Identify dedicated CDP members for MFF and grenadier duties, but all members of the Division should be provided with MFF familiarity training to include the use of munitions. Additionally, determine where members who are "crossed trained" will be deployed under these types of circumstances.

We have a dedicated grenadier teams at each district to include dedicated ERT per district. We no longer use cross trained officers as this creates officer shortages in other teams.

Train more officers to become Grenadier Operators.

Each district has 18 trained grenadiers and will be trained annually

Ensure that Ordnance Unit officers remain as the supply line and not as grenadiers.

Implemented in June 2020

Require all members responding to this type of situation to have, at a minimum, a gas mask and helmet.

Implemented in June 2020

**11. Areas to Improve Vehicle Deployments: (AAR page 34)**

Use/acquire vehicles that can comfortably transport an entire MFF team. The vehicle(s) should protect from projectiles and allow the officers to be transported while wearing their gear.

Currently using Parks and Receptions vans but in the process of an MOU with RTA to use busses

RESPONSES TO 9TH ANNUAL REPORT AND IMPLEMENTATION OF AAR RECOMMENDATIONS

Use/acquire a large vehicle(s) dedicated to the Bicycle group to transport its personnel, gear, and bicycles to lessen fatigue on the officers and reduce equipment damage, especially if there is a long transit to the area of operations.

Currently using the Community Relations cube truck to transport equipment for the bike group upon request.

**12. Areas to Improve Logistics: (AAR Pages 34-36)**

Purchase/take control of five of the Division of Fires Gators and reconfigure the rear cargo area for storing large items. Take possession of two 30-foot cargo trailers and park them at the Logistics Team staging location. They will keep the Gators and extra equipment.

Currently have unlimited access to the Division of Fire gators as needed for events. They will remained housed at the CFD training facility.

Dedicate personnel in the EOC or Command Bus to track officer locations and the number of them assigned to the detail.

Created ICS 211 form and implement on Feb 12<sup>th</sup>, 2021 and the EOC/ MCV supervisor is responsible for demobilization of officers. Creating an Incident Command G.P.O. to go into further detail of job descriptions

Create a contract for water, Gatorade/Powerade and snacks. The agreement will cover a minimum amount purchased yearly. Use any extra for various deployments throughout the year. Coordinate with vendors to create a staggered delivery schedule. Purchase an ice chest.

Logistics section now has a budget to purchase items for upcoming events as necessary. They also have contacts to deliver items such as ice chests, refrigerated trucks, etc.

**13. Areas to Improve Uses of Force Reporting: (AAR Page 36)**

Update the current crowd management policy to include the use of force and munitions reporting and deployment. Create a distinction, code, or color, which will advise officers on force policy to operate.

Currently in committee as of Feb 10<sup>th</sup>, 2021

**14. Recommendations to Improve the Reporting of injuries: (AAR Pages 36-37)**

During the demobilization, supervisors will observe all officers and document any sustained injuries.

ICS 211 form will assist in the above need. Enacted Feb 12<sup>th</sup>, 2021

Update the crowd management GPO to state supervisors will document officer injuries using their WCS when no other option is available.

Currently in committee as of Feb 10<sup>th</sup>, 2021

RESPONSES TO 9TH ANNUAL REPORT AND IMPLEMENTATION OF AAR RECOMMENDATIONS

Implementation of designated safety officers assigned to the Incident Command.

Supervisor from the Chief's office is assigned as the safety officer as of June 2020

**15. Areas to Improve Mitigation of Property Damage: (AAR Page 37)**

Assign a team of officers to walk affected areas after rioters leave the site. The responsibility of this team will be to make contact with store owners, take reports and photos of the damage for evidentiary purposes.

Completed after the May 30<sup>th</sup> riot. Members will be assigned to create reports with RMS# even when the victim of the damage is unaware. We currently use DCA or CDC to locate owners and notify them of the damage when necessary

Increase the number of MFF officers to immediately replace a static Bike Group.

Created ERT in Dec of 2020. Currently fully functional

**16. Areas for Improving the Arrest/Booking Process: (AAR Page 37)**

Create designated mobile arrest teams to assist undercovers, Bike Group, and MFF.

CSU or ERT teams identify dedicated officers for each event. All members are trained annually in tactics

Create a process that matches the arrested offender with the arresting officer.

Prisoner van officers have a process in place to video and document all arrests received by arrest team officers.

Mandate officers to complete reports as time permits or during the demobilization process.

GPO being reviewed by committee Feb 10<sup>th</sup>, 2021

Place a representative from the Prosecutor's Office at the booking area.

Due to COVID restrictions, prosecutor is available by phone as CDP supervisor in the booking area

**18. Recommendations to Improve Officer Safety & Wellness: (AAR Page 38)**

Ensure the Safety Officer and Employee Assistance Unit are deployed to monitor officer wellness during and after the event, along with peer support members when available. The safety officer will monitor the wellness of officers on the detail and ensure officers take breaks.

Safety officer implement after the May 30<sup>th</sup> riot and shown in the ICS 203 for everyone's knowledge. EAU is on site during large events and on call during smaller ones.

RESPONSES TO 9TH ANNUAL REPORT AND IMPLEMENTATION OF AAR RECOMMENDATIONS