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DALLAS, TX



Public Safety Committee

August 18, 2020

1:00 PM

SPECIAL CALLED MEETING

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2020 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
ECONOMIC DEVELOPMENT Atkins (C), Blewett (VC), Gates, McGough, Narvaez, Resendez, West	ENVIRONMENT AND SUSTAINABILITY Narvaez (C), Atkins (VC), Blackmon, Blewett, Gates
GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT Gates (C), Mendelsohn (VC), Arnold, Bazaldua, Kleinman, Narvaez, Thomas	HOUSING AND HOMELESSNESS SOLUTIONS West (C), Thomas (VC), Arnold, Blackmon, Kleinman, Mendelsohn, Resendez
PUBLIC SAFETY McGough (C), Arnold (VC), Bazaldua, Blewett, Medrano, Mendelsohn, Thomas	QUALITY OF LIFE, ARTS, AND CULTURE Arnold (C), Gates (VC), Atkins, Narvaez, West
TRANSPORTATION AND INFRASTRUCTURE Kleinman (C), Medrano, (VC), Atkins, Bazaldua, Blewett, McGough, West	WORKFORCE, EDUCATION, AND EQUITY Thomas (C), Resendez (VC), Blackmon, Kleinman, Medrano
AD HOC JUDICIAL NOMINATING COMMITTEE McGough (C), Blewett, Mendelsohn, Narvaez, West	AD HOC LEGISLATIVE AFFAIRS Johnson (C), Mendelsohn (VC), Atkins, Gates, McGough
AD HOC COMMITTEE ON COVID-19 RECOVERY AND ASSISTANCE Thomas (C), Atkins, Blewett, Gates, Mendelsohn, Narvaez, Resendez	

(C) – Chair, (VC) – Vice Chair

Note: A quorum of the Dallas City Council may attend this Council Committee meeting.

Call to Order

BRIEFING ITEMS

- A. [20-1566](#) Dallas Police Department After Action Report Related to the George Floyd Protests
 [Renee Hall, Chief, Dallas Police Department]

Attachments: [Presentation](#)
 [Report](#)

EXECUTIVE SESSION NOTICE

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]

Dallas Police After Action Review

Public Safety Committee

August 18, 2020

Chief of Police Reneè Hall
Major Jim Lewis
Dallas Police Department



Presentation Overview

- Overview
- Friday May 29, 2020
- Saturday May 30, 2020
- Sunday May 31, 2020
- Monday June 1, 2020
- Lessons Learned
- Moving Forward

Overview

- This presentation will be a thorough examination of departmental response to protest that occurred in the City of Dallas between May 29 – June 1, 2020
 - Key findings from the thorough examination
 - Command and Control
 - Communication
 - Staffing
 - Use of Force
 - Training

Friday May 29, 2020

- Scheduled Events
 - Solidarity Rally/March for George Floyd
- Intelligence
 - Protests in other cities had become violent
 - No threats of violence locally
 - Positive interaction with event organizers
- Summary
 - Highly tense and physical encounters between individuals and police.
 - Protest escalated to rioting, looting, and destruction to private and public property.

Saturday May 30, 2020

- Scheduled Events

- Justice for George Floyd and Atatiana Jefferson Car Rally @ City Hall
 - 1500 Marilla Street

- Intelligence

- Increased tensions due to previous day's riots and looting
- Violent rhetoric on social media
- Direct threats against police

- Summary

- Continued rioting, looting, and damage to property
- Planned and unplanned incidents occurred through out the downtown area all day and into night.

Sunday May 31, 2020

- Scheduled Events

- Three protests occurred throughout the day at three locations.
 - Klyde Warren Park
 - Omni Hotel
 - Frank Crowley Courthouse

- Intelligence

- Curfew from 7:00 p.m. to 6:00 a.m.
- Violent rhetoric on social media
- Direct threats against police

- Summary

- Only a few pop protests and were addressed by officers
- Change in tone of protestors

Monday June 1, 2020

- Scheduled Events

- Solidarity Rally/March for George Floyd and March for Justice

- Intelligence

- Early that day, the event organizer provided a preliminary timeline of events and route
- Numerous threats against police and local businesses

- Summary

- Protestors deviated from planned route and entered highway
- Multiple forms of less-than-lethal utilized
- 674 protestors detained, transported off the highway, and field released

Key Findings

- Use of Force
 - SWAT Less-than-Lethal
 - Hand deployed: 317
 - 40mm deployed: 335
 - Patrol Less-than-Lethal
 - Pepperball: 33
 - 40mm “Stinger”: 35
 - Taser: 3
 - OC Spray: 75
 - 50 Use of Force complaints received or initiated
 - After a review of the use of force the department made policy changes in general orders 902.02 (Pepperball) & 908.04 (40mm)

Key Findings Cont.

- Command and Control
 - Quicker implementation of Incident Command System
 - Command structure must be clearly articulated in operational plans and pre-event briefings
- Communication
 - A clear communication structure
 - Communication processes between law enforcement partners must be established prior to a critical incident

Key Findings Cont.

- Staffing

- Identify members of department for secondary responsibility of Mobile Field Force
- Ensure patrol stations identify response teams daily
- Resources requested by Tactical Planning will only be denied by an assistant chief rank or higher

- Training

- Expanded opportunities for large-scale training events
- Increased Incident Command System training
- Training team will investigate options for inter-jurisdictional collaboration

Moving Forward

- R.E.A.L. Change
 - General Order Changes
 - 902.02 & 908.04- Restrict the use of Pepperball launchers and 40mm Less Lethal “Stinger” into a crowd
 - G.O. 901.02 Duty to Intervene
 - CS gas deployment requires authorization by the Chief of Police
 - Body Worn Cameras
 - 500 additional cameras for a total of 2000
 - Approximately 175 hours of video documented between May 29 and June 1
 - Completion of IAD investigations into use of force complaints.

Dallas Police After Action Review

Public Safety Committee

August 18, 2020

Chief of Police Renee Hall
Major Jim Lewis
Dallas Police Department





City of Dallas

1500 Marilla Street
Dallas, Texas 75201

Agenda Information Sheet

File #: 20-1566

Item #: A.

Dallas Police Department After Action Report Related to the George Floyd Protests
[Renee Hall, Chief, Dallas Police Department]

Memorandum



CITY OF DALLAS

DATE August 14, 2020

TO T.C. Broadnax
City Manager

SUBJECT **George Floyd Protests After Action Report**

This After-Action Report examines the George Floyd Protests with three goals. First, we have summarized each day of the protests and the events that occurred. Second, the report offers analysis of police actions during this period. Finally, the After-Action Report, as it is designed to do, identifies the challenges and offers an examination of the options needed to improve and advance police response during protests.

This document is a critical self-analysis intended to inspire concrete steps for organizational growth and development. It is also an honest assessment and review of errors, miscalculations and shortcomings uncovered in this exhaustive review. This is the most effective and transparent way we can confidently implement change and progress.

The Overview of Events begins with the initial demonstration at police headquarters on May 29 and concludes with the arrests on the Margaret Hunt Hill Bridge on June 1. This section documents the chronology of incidents as recorded by both the Command Post and the Dallas Fusion Center and creates the backdrop necessary for assessing the response.

The second section of the report is the Analysis of Events, which is divided into six areas for examination. Each area includes a description of the police response and opportunities for development, including:


- *Planning and Initial Response*, which examines DPD's response as the protests shifted from peaceful to violent.
- *The Evolution of the Response*, which analyzes the modifications made to the public safety response for the events of May 30 and 31.
- *The Mass Arrest Event*, which studies the protest, march, police response toward protestors and the detaining of 674 demonstrators who marched onto the Spur 366 freeway (Margaret Hunt Hill Bridge) on June 1.
- *The Divisional Components of the Response*, which identifies, describes, and assesses opportunities for development in the units that supported the event.
- *The Additional Observations*, which lists lessons learned from a "Total Event" perspective:

DATE August 14, 2020
SUBJECT George Floyd Protests After Action Report

Finally, *Moving Forward*, concludes the report with a perspective on steps that have been taken by the department and goals for future development. This includes modifying General Orders 902.02 and 908.04 to restrict the use of Pepperball launchers and 40mm Less Lethal "Stinger" into a crowd. Additionally, it codifies an officer's duty to intervene on the behalf of an individual subjected to unlawful or unnecessary force.

The Dallas Police Department is committed to protecting the First Amendment right of individuals to peaceful assembly and the protection of all when peace is threatened. Every effort has been made to ensure the accuracy and inclusion of as much detail as is known. It is conceivable that additional information, video documentation, or witness statements may be developed that further clarifies the events of May 29 to June 1. With a spirit of service and a commitment to excellence and transparency, the Dallas Police Department will continue to identify policies, procedures, and strategies that can be sharpened to better serve the City of Dallas.

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



Renee Hall
Chief of Police

c: Kimberly Bizar Tolbert, Chief of Staff to the City Manager
Jon Fortune, Assistant City Manager

DALLAS POLICE DEPARTMENT AFTER ACTION REPORT



GEORGE FLOYD PROTEST May 29, 2020 Thru June 1, 2020

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Executive Summary

After the death of George Floyd in Minneapolis, MN, protests echoed across the nation. The demonstrations condemned police brutality and racial inequality. On May 29, 2020, in Dallas, Texas, what began as a peaceful march, rally, and expression of First Amendment rights ended in several days of riots, destruction of property, and assaults on police. Dallas Police Officers responded with courage amid a challenging dynamic. Images captured throughout the weekend showed the chaos created by violent demonstrators that ensued only hours after the peaceful protest began. Pictures and video showed looting, assaults on officers, and the resulting police response.

The department regularly supports the community's right to peaceable assembly by providing resources to ensure public safety. This includes numerous large-scale marches, rallies, demonstrations, and events over the years. With few exceptions, this has been accomplished without the need to use force. The protests that occurred May 29, 2020, through June 1, 2020, were unlike any protest ever seen by DPD. Tensions escalated quickly and the men and women of the Dallas Police Department overcame significant challenges and violence directed towards them in order to ensure the safety of event participants, uninvolved bystanders, and themselves. This was accomplished through a commitment to service and professionalism. It is significant to note that after four days and thousands of interactions between officers and individuals, only two significant injuries to civilians were reported and six officers needed immediate medical attention.

Every event, however, is an opportunity for growth and Chief of Police Renee Hall took immediate action to order a comprehensive examination of not only the events of that day, but also an inquiry into the planning leading up to the protests. This was the first time that a thorough and critical examination of the department's actions was ordered by the Chief to ensure strengths, challenges, and areas of improvement were identified and built on. Additionally, a thorough investigation of approximately 50 Use of Force complaints were received and/or initiated by DPD as a result of a review of these incidents. These investigations are underway and being reviewed in conjunction with the Office of Community Police Oversight Board.

The intention of this report is to develop a critical understanding of the events, analyze the successes and challenges faced, identify areas for growth, and to be open and transparent throughout the process. This examination encompasses planning, tactics, command and control, situational awareness, training, and the responsibility of officers to intervene during periods of civil unrest. The information and description of events are based on the facts as they are known at this time. DPD will continue to assess departmental policies and best practices as additional information becomes available. The following table highlights the findings:

Command and Control	Increase transition of event management to Incident Command Structure per General Order 600
	Planning and equipping of command posts must be identified prior to an event taking place
	Roles and responsibilities of commanders will be clearly identified and documented in both operational plans and during briefings
	Command Post must coordinate and track all resource deployment
Communication	Upgrade to 800 MHz radio communications will increase interoperability with local, state, and federal law enforcement partners

	The rules of engagement must be clearly outlined on every operational plan and during each briefing
	Field elements must provide consistent updates to the command post on their status and location
	Consistent coordination between the Executive Command Staff and the District Attorney's Office, the executive staff of law enforcement partners, and the Dallas County Jail prior to large events in which the potential for mass arrests exists is critical
	A daily incident report will be created to ensure transparency and internal event awareness
Staffing	Response Teams will be identified daily to ensure readiness
	Requests for event personnel will only be denied by an assistant chief
Training	Additional training will be identified and implemented to include: critical incident management, mass arrest procedures, mobile field force, and interjurisdictional training
	Command-level personnel should attend regular Incident Command System (ICS) and National Incident Management System (NIMS) training
Body Worn Cameras (BWC)	New contract will provide 500 more BWCs to cover all public facing officers
	New mounts will provide increased options for tactical vests
	Increased BWC coverage will improve the department's ability to review and assess operations
Moving Forward	Creation of General Order 902.02 to restrict the use of Pepperball launchers into a crowd
	Creation of General Order 908.04 to restrict the use of the 40mm Less Lethal "Stinger" into a crowd
	Creation of General Order 901.02 which codifies an officer's duty to intervene on the behalf of an individual subjected to unlawful or unnecessary force
	Deployment of C.S. gas will only be at the direction of the Chief of Police or their designee
	C.S. gas will not be used to direct crowd movements

Details of any ongoing criminal or administrative investigation into complaints of officers' use of force during the George Floyd protest are not included in this report. This report will not address any active investigations and will not make or provide any conclusions to those investigations. The Chief of Police will make those details available to the Office of Community Police Oversight for review and release as various investigations are completed.

This report examines the events of May 29, 2020, thru June 1, 2020, to determine how department personnel responded to the riots and addressed crowd control management. This report does not delineate the many examples of professionalism and restraint exhibited by the officers of the Dallas Police Department. It is important that the actions of these officers are not lost in the critical review presented in this report. The Dallas Police Department has worked extensively in the past to implement positive change and will continue to evaluate all of its actions in order to promote change through review processes such as this one.

Finally, this report follows the National Police Foundation standard for after action reporting. It is recommended that the report be read in full, followed by a review of the timeline included in the appendix. This will create a more complete picture of the events, response, and goals for moving forward.

Background

On the evening of May 25, 2020, Minneapolis Police Officers Thomas K. Lane and J. Alexander Kueng responded to a 9-1-1 call regarding counterfeit currency. When Officers Lane and Kueng arrived, the reporting person directed them to George Floyd, a 46-year-old African American man who was sitting in a vehicle parked nearby. According to the police statement, Mr. Floyd “physically resisted” when ordered to exit the vehicle. Officers handcuffed Mr. Floyd, sat him on the ground, and after a short conversation attempted to lead him to their police car. Mr. Floyd stiffened and fell to the ground numerous times.

When Minneapolis Police Department Officers Derek Chauvin and Tou Thao arrived, the officers again attempted to lead Mr. Floyd to the police car. Mr. Floyd fell to the ground face first. Officers Kueng and Lane held Mr. Floyd’s legs while Officer Chauvin knelt on Mr. Floyd’s neck. During the incident, which was recorded on both police body camera and by witnesses on Facebook Live, George Floyd is heard numerous times saying, “Please,” and “I can’t breathe.” Although witnesses plead with the officers to let him up and point out that Mr. Floyd is not resisting, Officer Chauvin continues to kneel on Mr. Floyd’s neck for eight minutes and 46 seconds. This included approximately four minutes during which Mr. Floyd had stopped moving. Emergency Medical Services arrived and failed to detect a pulse. Mr. Floyd was transported to the hospital where he was pronounced deceased.

Video footage of the incident garnered global condemnation and elevated concerns over police brutality. Within days, protests were being held both nationally and internationally. This, coupled with the financial and economic impact of the Covid-19 pandemic, fueled unrest. In many cities, protests devolved into rioting and looting.

Between May 29 and June 1, 2020, Dallas experienced significant civil unrest. Although the vast majority of the demonstrations held during these four days appeared to have been planned as peaceable assemblies, violence occurred, some of which was incited by external influencers whose motives did not align with the majority of the protestors. Positive identifications were made on individuals who affiliate with the Boogaloo Movement. Other persons, believed to sympathize with ANTIFA, were also present. Both of these groups, although opposing in ideologies, promote change through anarchy and violent rhetoric. Additionally, both groups have a history of aligning themselves with social movements in an effort to destabilize demonstrations and incite violence.

During the four days of violent protests, two citizens and six officers reported serious injuries. Other officers and participants sustained minor injuries. A police horse was seriously injured. Three police vehicles were burned and many others were vandalized. The initial damage estimate at the time of this writing includes over five million dollars of property destruction sustained in the central business district alone. The Dallas Police Department (DPD) incurred costs over and above normal operating expenditures of just under three million dollars. The costs to local merchants as a result of looting and theft are still being assessed. It will be years before the full economic impact to the city of Dallas is known.

Law Enforcement Partners

The mission to provide the safest environment possible for the community to exercise their First Amendment rights required the assistance of public safety partners at the local, state, and federal level. The relationships with these departments have been built over many years of working together to increase public safety. The Dallas Police Department wishes to express its sincerest thanks to the following law enforcement partners:

**Dallas Area Rapid
Transit Police**

**Dallas Independent
School District Police**

**Dallas College
Police Department**

**Irving Police
Department**

**Garland Police
Department**

Allen Police Department

**University Park
Police Department**

**Highland Park Police
Department**

**Dallas City Marshal's
Office**

**Dallas County Sheriff's
Office**

**Texas Department
of Public Safety**

**Joint Terrorism Task
Force**

**Federal Reserve
Protection Services**

**Federal Bureau of
Investigations**

**Department of
Homeland Security**

**Bureau of Alcohol,
Tobacco, Firearms,
and Explosives**

**United States National
Guard**

Overview of Events

Friday, May 29, 2020

The Next Generation Action Network (NGAN) hosted a Solidarity Rally/March for George Floyd, scheduled to begin at 6:30 p.m., at Jack Evans Headquarters (JEHQ), located at 1400 South Lamar Street. The rally was to be followed by a march at 7:45 p.m., that would proceed to the Dallas Police Association (DPA) offices located at 1412 Griffin Street, where speakers would address the crowd. Afterwards, the march would return to Jack Evans Police Headquarters. This event was estimated by event organizers to draw approximately 500 participants. There were no threats or indications of violent intentions during the lead up to the event.

An Operations Plan was prepared by the DPD Tactical Planning Unit with the mission and spirit of providing a safe environment for spectators, employees, participants, residents, and officers. Several departmental resources were staged for this event including Patrol Response Teams (comprised of a sergeant and five to seven officers) from Central/CBD, Northeast, Southwest, and North Central Patrol. Their primary duties were to respond to identified locations and provide support to the protesters in the form of traffic control and, if necessary, prevent assaults against persons, looting, and destruction of property.

The event began as scheduled, with approximately 650 protestors. The participants marched to the DPA, and after approximately 45 minutes of speakers, began to march away. Once the protestors left the DPA building, they encountered two Dallas Sheriff's Office Deputies in an unmarked black police SUV who were assisting DPD by blocking an intersection to protect the participants and residents from motor vehicle traffic. When the protestors veered from their proposed route, it brought them into direct contact with the deputies. Protestors became extremely hostile towards the deputies who were standing outside of the vehicle. Protestors surrounded both the deputies and the SUV. As DPD officers were deployed to assist in moving the crowd back, a large portion of the protestors splintered off and began heading north towards downtown.

A group of these individuals encountered DPD officers at the intersection of Griffin Street and Young Street. The crowd grew confrontational and began surrounding the officers. The officers, who had been pre-staged to ensure motor vehicle traffic did not compromise the safety of the demonstrators, attempted to peacefully disperse the crowd by giving verbal commands, first in person, and then on the public address system (PA). The crowd surrounded the police cars and caused significant damage by beating on them and by throwing objects such as bricks and rocks. Patrol officers were, and the crowd continued to move forward and assault them. Recognizing that the demonstrators' intentions had shifted from peaceful protests to violent riots, officers responded to the assaults by deploying less-than-lethal munitions, including 40mm sponge rounds and PepperBall launchers in an attempt to protect themselves. Finally, officers made an emergency call for assistance over the police radio due to the aggressive and violent crowd throwing bricks into windshields with officers trapped inside the vehicles.

The SWAT Unit was assigned to support the officers and attempted to regain order. The SWAT Commander responded to the trapped officers' location with one squad which is typically comprised of seven to ten SWAT operators. Armored Personnel Carriers (APCs) also responded to provide coverage and used loudspeakers directing protestors to disperse. The SWAT commander gave several verbal commands over the PA for the crowd to disperse. The use of the PA only seemed to incite the crowd, with some individuals jumping onto police vehicles while others continued to throw bricks and frozen water bottles. The SWAT commander determined the safest way to disperse the protestors and regain order was the deployment of Corson Stoughton (C.S.) gas. This tactic proved successful as the crowd

began to move back.

As the officers returned to cover, however, the crowd continued to throw various objects including bricks and rocks at officers. Eleven SWAT officers and two patrol officers received injuries as a result of being hit by these objects. One officer was struck in the face, requiring stitches and was extracted from the scene.

Multiple SWAT vehicles had their windows broken and tires slashed. Other vehicles were spray-painted with profanities. As the C.S. gas and less-than-lethal deployment helped disperse the crowd, officers were moved to safety. The crowd continued throwing dangerous objects, striking officers and property. The SWAT unit commander, following unit standard operating procedures (SOP), authorized the use of C.S. gas to protect the officers from the assaults while utilizing the least amount of force possible.



Officers received multiple calls to large crowds of protesters that began roving throughout the downtown area. Destruction quickly followed as demonstrators began damaging businesses, police vehicles, and starting fires. Additionally, 9-1-1 began receiving calls of shots being fired. As groups of demonstrators encountered officers, they became increasingly aggressive by throwing items and injuring officers. Large groups that had splintered off earlier began burglarizing multiple 7/11's, Neiman Marcus, and other business locations in downtown and Deep Ellum. Looting became widespread. The violence continued into the early hours of Saturday morning with protestors twice accessing Interstate 35, forcing

motorists to swerve in order to avoid striking pedestrians and eventually stopping traffic. As more officers were required to assist downtown, patrol officers were directed to only respond to emergency calls for service, due to the resources available at the time.

Throughout the night and into the early morning hours of Saturday, SWAT personnel in small groups supported by APCs provided support for patrol officers and response teams as DPD worked to regain control of the downtown area. When individuals were able to gather into larger groups, they became increasingly aggressive and continued damaging property, looting, and setting fires. Officers were not able to physically control or contain these groups. Around 10:30 p.m., a large aggressive crowd of several hundred took over Commerce Street and moved physical construction barriers, setting up a wall between themselves and officers. These crowds injured officers, a police horse (causing injury to the animal), damaged property, burglarized businesses, and committed thefts in the downtown area.

Around 3:00 a.m., officers restored peace in the downtown area and the violence subsided. Many officers had been working under extreme pressure for 12 or more hours. Commanders still had hours of work in front of them, ensuring that all personnel were accounted for and assessing the operational needs for the next day.

Saturday, May 30, 2020

The Dallas Alliance Against Racist and Political Repression, National Alliance Against Racist and Political Repression, and the UTA Progressive Student Union hosted a Justice for George Floyd and Atatiana Jefferson Car Rally. This event was scheduled for 1:30 p.m. at City Hall and would proceed to the Frank Crowley Court House at 111 Commerce Street.

An Operations Plan was prepared by the DPD Tactical Planning Unit and a detail with the response teams was held, with the purpose of ensuring the safety of everyone involved, as well as taking lessons

learned from the previous night. Violent rhetoric on social media had increased significantly over the previous 12 hours and detectives were following up on numerous threats of violence towards officers. This included one individual who made statements that he was armed, in downtown Dallas, and “hunting” police. This individual was identified, located, and arrested before he was able to harm any officers or residents. Additionally, the Dallas Fusion Center (DFC) learned that police communications in other municipalities were targeted and interrupted by unknown means. Fusion contacted the Communications Unit and a plan was made to monitor DPD radio traffic to ensure the integrity of radio communications.

Several departmental resources were used for this event, including eight response teams from: Central, CBD, Northeast, Southeast, Southwest, Northwest, North Central, and South Central Patrol Divisions. Due to the violence experienced on Friday night throughout the downtown area, additional Special Response Team (SRT) Units from the Texas Department of Public Safety (DPS) and an Irving Police Department SWAT Unit was requested to support DPD.

The Federal Bureau of Investigation (FBI) local SWAT Team was staged close to downtown on standby to support the Dallas Police Department. This action was taken in the event the situation further escalated out of control or impacted federal buildings. DPD SWAT, DPS SRT, and Irving SWAT were also positioned in a supportive role. Later in the evening, the DPD SWAT Unit Commander requested the Garland Police Department SWAT Unit to provide additional support. A plan was implemented to utilize DPS Troopers to assist officers in closing down inbound traffic to the downtown area. The goal of this operation was to reduce the number of people flooding into the area to take advantage of the environment for nefarious purposes.

The protest at City Hall began peacefully at 1:30 p.m. with the crowd quickly swelling to over 750. After listening to multiple speakers, the protestors began marching through downtown Dallas, eventually returning to City Hall without incident. Speakers once again engaged the crowd, who then departed to march through downtown a second time. When the crowd returned to City Hall, it had grown significantly.

At 3:00 p.m. the group arrived back at City Hall. The commander on scene observed an individual in a gas mask carrying a rifle. The protestors began to surround the individual and it appeared to the commander that he was being threatened. A response team was requested to extract the individual. As the response team entered City Hall Plaza, a crowd surrounded the vehicles and began to assault the officers.



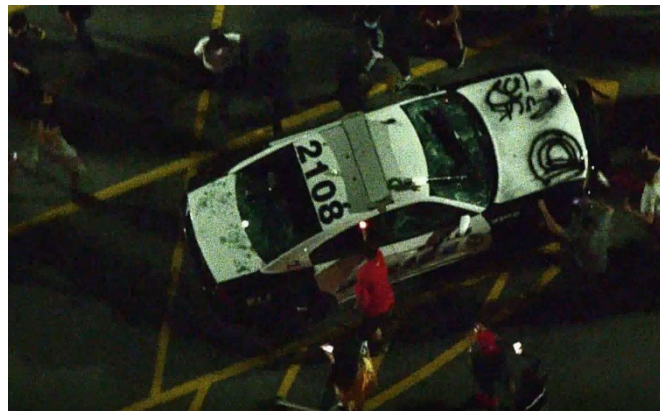
The team learned the individual was able to flee the area, but they were unable to leave due to the crowd having cut off their exit. DPD SWAT, DPS SRT, and Irving SWAT responded to the scene. Upon arrival, the SWAT units used their loudspeakers, directing the crowd to move back. When the protestors became more aggressive and individuals began assaulting

the officers with thrown objects, the SWAT units began deploying C.S. gas. Multiple suspects in the crowd were wearing protective equipment including elbow and knee pads, goggles, helmets and carrying umbrellas (which are used to mitigate the effects of PepperBall launchers and less-than-lethal rounds) and were throwing the gas canisters back at officers. These groups refused to disperse as SWAT officers

positioned their Armored Personal Carriers (APCs) in front of the response team to shield them. A lieutenant commanding one of the response teams was injured when a protestor using an umbrella as a weapon caused a puncture wound to his neck. The SWAT units deployed less-than-lethal munitions to protect the response team, themselves and disperse the crowds. The situation quickly descended into disorderly and dangerous behavior as individuals within the crowd began to incite increased violence towards the officers.

DPD SWAT personnel continued to support the response teams and officers were able to clear City Hall Plaza as wide-scale vandalism and property damage occurred. Large crowds of protestors remained in the parking areas and on the streets south of City Hall. Officers continued to direct the groups to disperse, but most refused and again began inciting the crowd to confront officers. As additional elements responded, SWAT attempted to again disperse the crowd by using their vehicles to shield officers as they pushed the crowd out of the area. Multiple arrests were made as the crowd was dispersed. The City Hall area was stabilized, and officers were deployed to assist in other areas of downtown.

Throughout the rest of the afternoon and evening, multiple groups of individuals began gathering throughout the Central Business District, Victory Plaza, and on McKinney Avenue. These groups damaged property, set fires, and threw objects at vehicles and residences. SWAT units moved from location to location, attempting to assist the response team officers. DPD SWAT employed tactics that had proven effective on Friday night, utilizing the APCs and less-than-lethal



munitions to protect officers. The protestors, however, would run away and then regroup to engage in violent activities in another area. Dallas Area Rapid Transit (DART) ceased all bus and train operations at 10:11 p.m. to prevent protestors from increasing their mobility and to reduce the damage that was being done to their buses and trains.

Two incidents occurred during which individuals were seriously injured. At 5:40 p.m. an individual sustained injury to his eye. At 10:42 a second individual was seriously injured when he sustained injury to his cheek. The circumstance surrounding these incidents are still under investigation by the DPD Public Integrity Unit at the time of this writing.

Again, on Saturday night there were shots-fired incidents and widespread acts of violence by protestors. Two Firearm businesses were burglarized during the rioting, including DFW Gun Club located at 1607 W. Mockingbird Lane and Modern Outfitters located at 1632 Irving Boulevard. The crowd continued to assault officers by throwing various items. Officers used less-than-lethal devices and worked alongside the SWAT and Mounted units to mitigate the intentions of the rioters and make arrests. As areas were cleared, response team officers were stationed to maintain control. This behavior continued throughout the night until 2:00a.m. Sunday morning when order was restored.

Sunday, May 31, 2020

Three protests were scheduled for this date. The locations of these events were at the Omni Hotel, Klyde Warren Park, and the Frank Crowley Courts building. The estimated crowd size for these events was between 1000-1500 people.

An Operations Plan was prepared for this event by the Tactical Planning Unit and a detail with the response teams was held. Several Departmental resources were used on this date including response teams from the seven patrol divisions. Additionally, based on the location of these protests, the operational plan was changed to include four geographical zones in the downtown corridor to provide for better command and control for these events. A curfew was approved and would go into effect at 7:00 p.m. along with the same plan utilized the night before using DPS to decrease the inflow of traffic to the Central Business District. The DFC and the Intelligence Unit continued to monitor threats towards events, participants, and law enforcement. For a second time since operations commenced, an individual made it known that he was headed to downtown Dallas, was armed, and was looking to murder a police officer. Through a coordinated effort with the DPD Vice Unit and the Bureau of Alcohol, Tobacco, Firearms, and Explosives, the individual was identified, found to be wanted for a felony warrant, located, and arrested.

With the Dallas Central Business District curfew scheduled to go into effect at 7:00 p.m., response teams were strategically placed in certain areas of the city to maintain order and address any incidents that may arise. Officers patrolled the Downtown, Uptown, and Deep Ellum areas as they were the targets of the violence and destruction that had taken place the two days prior. At 6:30 p.m. and every 15 minutes afterward until 7:00 p.m., announcements were made over loudspeakers that the curfew was about to go into effect. The announcements continued every 15 minutes after 7:00 p.m. to inform the area that the curfew was in effect. Individuals in the curfew zone were given until 7:40 p.m. to comply. During the night, response team officers made 137 curfew zone arrests.

Shortly after the curfew went into effect, the response teams requested assistance from SWAT to help with a crowd. SWAT responded along with DPS SRT and supported the dispersing of the crowds through the use of highly visible officer presence in APCs and less-than-lethal tools. This operation took approximately one hour on Sunday evening. Afterwards, DPD SWAT and DPS SRT returned to the station in a standby mode. DPD SWAT and DPS SRT did not respond to any other incident for the remainder of the night. Although a few hotspots were responded to on Sunday, commanders observed a change in the tone of the protests. Specifically, that the majority of participants on this day were committed to a peaceful demonstration, rather than the violent crowds that took over on the previous two nights.

Monday, June 1, 2020

Two events were planned for this date: The NGAN hosting a Solidarity Rally/March for George Floyd Part 2 and a March for Justice. The estimated crowd size for these events was again between 1000-1500 people.

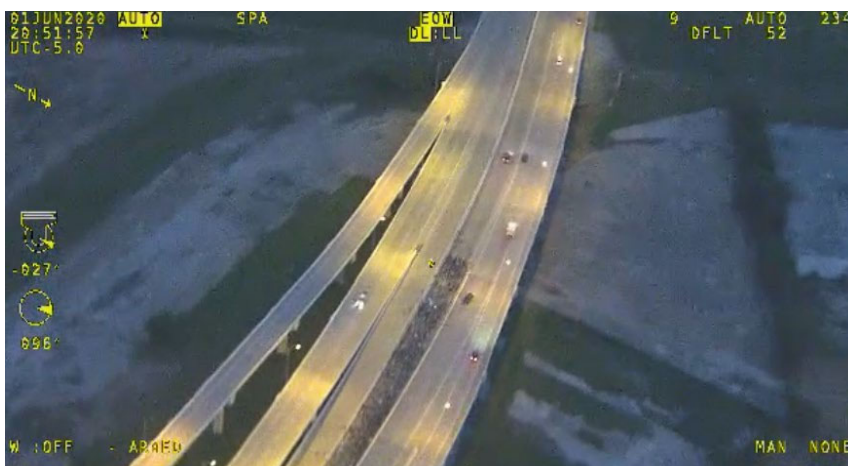
An Operations Plan was prepared for this event by the Tactical Planning Unit and a detail with the response teams was held. Several departmental resources were used, including response teams from the seven patrol divisions. Additionally, based on the location of these protests, the operation plan continued to include four geographical zones in the downtown corridor to provide for better command and control of the events. The 7:00 p.m. curfew was expanded after specific threats were made to those areas. The Solidarity Rally/March falling just outside the curfew zone. Roads leading into downtown were not monitored on this night. DPD requested DART suspend all transit service in the curfew zone from 7:00

p.m. until 6:00 a.m. Tuesday morning. Although a significant amount of violent rhetoric towards law enforcement was being observed, no specific or credible threats were being monitored. Response teams were strategically deployed to provide for the safety of the protesters and to bring to order any criminal violations of the law. The DPD Intelligence Unit spoke with the event organizer that morning, but attempts to contact the rally organizer throughout the day were unsuccessful.

At 5:00 p.m. a crowd of approximately 100 people began demonstrating in front of JEHQ. The protestors remained peaceful and dispersed prior to the curfew being enforced. At 6:30 p.m. a crowd assembled at the Frank Crowley Courthouse. This group quickly swelled to over 700 people. At the courthouse, a sergeant from Intelligence was able to communicate with the event organizer. The sergeant was informed the group would be marching in a circle in front of the courthouse and clarified that any attempts to march on the freeway over the Margaret Hunt Hill Bridge (Spur 366 Woodall Rogers Freeway) would result in arrests. The event organizer re-stated that the intent was only to march in a circle. Based on this information, DPD closed the lanes of Riverfront Blvd. to vehicular traffic to protect the individuals participating in the march.

At 8:39 p.m., the demonstrators began marching northbound on Riverfront Boulevard. The event organizer, when asked on video what his intended route was by a reporter, stated that they were going to take the bridge. When the reporter asked him to repeat what he said, he stated again that they were taking the bridge. He then led the group in a U-turn to go southbound towards Woodall Rogers Freeway and the westbound entrance ramp to the Margaret Hunt Hill Bridge. Marked police cars with their lights on and officers in uniform staged at the base of the ramp directed the crowd not to enter the freeway. Additionally, the DPD commander on scene used a loudspeaker to inform the protest leaders that the crowd would be arrested if they entered the freeway. The crowd disobeyed all lawful orders given by licensed peace officers and began marching past the officers and police cars westbound on to the westbound lanes of traffic on the bridge. A second event organizer yelled to the crowd that they were there to “Shut it down!”

Commanders directed response teams to get in front of the crowd on the other side. SWAT QRT also responded to provide support. As officers made it to the west side of the bridge, some individuals from the group started jumping to the eastbound lanes of traffic. As a result, officers were directed to shut down both directions of the bridge for the safety of the protestors, officers, and motorists due to it becoming dark and the speed of vehicles on the bridge. As officers directed the protestors to stop, some participants in the crowd began to throw objects at the officers who were lined up in formation. Approximately 150 protestors followed officers’ lawful orders by turning around and exiting the bridge.



Patrol officers initially used PepperBall launchers aimed at the ground in front of the protestors to create a barrier and protect themselves from the assaults. This was critical for officers’ safety as some in the crowd were continuing to throw objects at officers. As the assaults continued, multiple less-than-lethal rounds were deployed into the crowd in an attempt to

stop the assaults. SWAT responded to the bridge and assisted patrol with giving lawful orders to the

crowd via loudspeaker. DPD SWAT units arrived to support the response teams on the west side of the bridge as the large group of protesters were attempting to go into the Trinity Groves area of West Dallas. SWAT Personnel deployed two C.S. gas canisters onto the Westbound lanes between the line of protesters and officers in an attempt to create a barrier for the safety of the officers. These two canisters were ineffective as they rolled to the northern edge of the bridge and the wind carried the cloud off the bridge. Due to the wind and not obtaining the desired effect of creating a wall of gas from the first two canisters, a smoke canister and then two additional C.S. gas canisters were deployed on the Eastbound lanes of the bridge. This was a tactical attempt to generate a smoke/C.S. gas barrier between the group of 700 protesters and the officers who were attempting to hold the line. This C.S. gas deployment was not directed into the crowd and was not an attempt to disperse the crowd. Its function was to stop both the crowd's movement and aggression towards the officers in front of them while using the least amount of force necessary.

The Chief of Police began receiving phone calls from concerned stakeholders regarding the appearance that C.S. gas was being used by police on the bridge. The Chief called the Event Commander, and directed that C.S. gas was not to be deployed. It was not until approximately four days later that it was determined that C.S. gas was used on the bridge. Each deployment of C.S. gas was made prior to directions being issued from the Chief.

Once the crowd began to comply with the officers' lawful orders, no further force was used, and the crowd was taken into custody. At 9:07 p.m., 674 persons were taken into custody. These individuals had previously been warned that they would be arrested for trespassing on the freeway, but disobeyed lawful orders from uniformed peace officers, failed to comply with the commands from officers on the bridge, and assaulted officers by throwing objects at them. This necessitated the officers' use of force to protect themselves and effect arrests. Further evidence of their intentions was also seen on social media video when protestors stated, "Get the rocks," showing clear pre-meditated intentions of violence toward officers and/or property damage.

The commander assigned to coordinate the arrests of the protesters walked the bridge several times as he fulfilled his duties and observed the following: Several rocks, pieces of bricks, two handguns, one hammer, a can of propane, one bottle of lighter fluid, and numerous cans of spray paint.

At 9:48 p.m., the executive commanders of the Dallas Police Department communicated the decision to field release the individuals detained on the bridge for the purpose of filing charges at a later time. This decision was made due to multiple factors, including the knowledge that at least one of the participants was positive for COVID and that potentially exposing the entire crowd and further increasing the risk of exposure of the staff at the Lew Sterrett Justice Center would go beyond the reasonable consequences for committing a Class B Misdemeanor. The protestors' identification was obtained for case filing purposes and the crowd was transported off the bridge. Two individuals were arrested for weapons charges. This concluded operations for Monday, June 1. As a result of officers use of less-than-lethal tools, the department has received and/or initiated 50 complaints that are currently being investigated in partnership with the Office of Community Police Oversight.

Three days later, June 4, the decision was made not to file charges. Although pockets of violence had occurred over the previous two days, the executive commanders recognized the overall change in tone of the protests and the shift from violent to peaceful demonstrations. As a result, it was determined that the spirit of service to which the Dallas Police Department is committed would not be exemplified by moving forward with charges.

Analysis of Events

Planning and Initial Response- May 29

For the protest scheduled May 29, 2020, the policies and procedures implemented by the Dallas Police Department were designed with the spirit of supporting free speech and the safety of all persons, including protesters, counter-protesters, and uninvolved bystanders. The actions taken to ensure this environment was safe and respected the participants' First Amendment rights involved attempting to work alongside event planners to obtain the location of the event, estimates for the number of individuals anticipated to participate, and the route for any planned marches. From the information gathered through these lines of communication and as a result of intelligence compiled through the DFC, an operational plan was developed by the Tactical Planning Unit. This plan was designed to assemble the resources necessary to create a safe environment for the event. The overall concept of this operation was for officers to be highly visible, to protect demonstrators from motor vehicle traffic, and to provide safety for the participants/spectators/residents.

Due to concerns about the violence observed in other parts of the country, Tactical Planning requested seven response teams (each comprised of one sergeant and five to seven officers) from each patrol division to assist with the event. Patrol division commanders, challenged by the same wave of violent crime being experienced across the United States, were hesitant to lose officers from their operations, which would reduce the number of officers answering calls for police service. As a result, only five response teams were sent to assist and three response teams were placed on Standby Status, which identifies the individuals assigned to the response team, but leaves them available to answer police calls for service at their patrol division.

Although protests in the days leading up to the Dallas events had grown violent in small pockets of the country, dialog between the police department and local event planners had been positive and constructive. Intelligence analyzed by the DFC and their federal partners did not indicate any specific threats of violence or planned civil disobedience. However, as a result of lessons learned during the July 7, 2016 attack on protestors and officers in downtown Dallas, the Dallas Police Department's (DPD) Special Weapons and Tactics Unit (SWAT) was assigned to provide departmental support for the march from Dallas Police Headquarters to the Dallas Police Association (DPA) offices and then back to headquarters. The SWAT Unit's role at these protests are to provide for observation. These positions provide an immediate response capability utilizing Quick Reaction Teams (QRTs) to mitigate high-threat situations such as an active shooter or other acts of violence targeting the protesters or officers.

As the protests evolved from peaceful to wide-spread acts of riots and looting, the time necessary to deploy standby response teams, the influx of participants from outside of Dallas, and the unanticipated presence of individuals inciting violence allowed the crowds to spread through greater parts of downtown.

As officers and commanders responded to the request for assistance, a breakdown in communications occurred resulting in the inefficient deployment of resources. Multiple commanders, observing what were perceived as operational needs, attempted to deploy resources. These commands were given in person, via cellphone, or over the radio. These directions, although well-intentioned, interrupted the ability of the Incident Commander and the Command Post to track resources. It also caused units to receive multiple sets of orders that were often in conflict with each other.

Officers who responded to the all-call for assistance were directed to specific threats. However, the crowds were extremely mobile. The efforts of officers to keep these groups moving and minimize the

impacts of looting and destruction of property, caused the response teams to follow the protestors, jumping from hot spot to hot spot, often without waiting for follow-up orders or updating their status with the Command Post. As a result, the Incident Commander's ability to merge the response teams into a unified force and then execute a strategy to disperse the crowds from downtown was compromised and officers continued pursuing pockets of protestors from place to place until very early in the morning.

Three primary areas that created challenges during the first night of the protests have been identified. These include: ensuring a consistent chain of command; the need for additional resources on scene; and the importance of communication both vertically and horizontally.

Command and Control

Although the vast majority of events managed by DPD proceed without issue, an Incident Command Structure (ICS) must be implemented as soon as commanders observe the event moving in an unplanned or dangerous direction as outlined in Dallas Police Department General Order 600.00 Emergency Operating Procedures Incident Command System. Additionally, a greater definition and delineation of command officers should have been included in the operational plan. The Incident Commander is defined as the person in charge over the entire operation. However, during the protests of May 29 to June 1, Field Commanders were generally personnel of higher rank. In many cases, this stemmed from ranking commanders desire to be in close contact to the operation to better "feel" the pulse of the event. There was conflict due to the fact that the traditional command system does not allow for a higher-ranking officer to receive direction from a lower-ranking officer. Also, consideration should be given to add additional ICS commanders on these types of large-scale incidents. Operations Officers, Communications Officers, and Safety Officer should have been included to better manage the details of the event.

On May 30, a significant challenge arose when commanders other than the Incident Commander dispatched resources. This resulted in elements assigned to hold intersections after crowds were cleared being pulled from that assignment without the Incident Commander's knowledge. With those officers gone, crowds would retake the intersection, blocking traffic and destroying property.

Lessons Learned from Command and Control

The department will identify opportunities for increased training on large-scale critical event management.

The department will implement a mentoring system allowing new commanders to shadow veteran officers during large-scale events

Operational Plans will utilize the ICS structure identified in General Orders and describe the roles of commanders to ensure a consistent chain of command, order of operations, and designation of authority.

The Incident Commander will have complete authority for managing an operation. The Incident Commander will make the final decision and issue the orders for implementation and troop movements.

Identifying and Assigning Personnel

The Tactical Planning Unit creates operational plans through a thorough analysis of past incidents, current intelligence, communication with event planners, and departmental standard operating procedures. Their assessment of the resources required to safely and effectively manage an event must be given critical weight when determining requests for personnel and the impact those requests will have on routine operations.

The number of response teams requested for the event was based on the intelligence available at the time and was appropriate for the planned protest. As the violence escalated, the number of response teams available in the downtown area significantly impacted the outcome of the first night of operations. The crowd grew requiring a city-wide call for additional officer assistance.

First, the challenge of deploying additional officers from the patrol divisions to the area allowed in the protest areas. The crowd, which continued to grow as time went on, fanned out over a greater portion of downtown. This magnified the number of responders required. Second, as police elements arrived on station, they were assigned a specific event to respond to. Upon completion of their mission, many elements were either further deployed by supervisors in the field or continued to pursue a particular crowd without informing the Incident Commander. This resulted in unidentified resources, duplicated or conflicting efforts, compromised officer safety, and required a greater number of resources to ensure mission objectives were achieved due to redundant efforts. Third, as officers rushed to assist, several officers left without the equipment necessary to respond to a civil disturbance.

Finally, a significant amount of time was required for the Tactical Planning Unit to identify Response Team Sergeants each day. In the past, patrol divisions assigned a response team every day, regardless of what events were planned. This ensured a team was always identified and was able to more quickly respond if a request for an emergency response was needed.

Lessons Learned- Identifying and Assigning Personnel

Personnel are the most valuable and typically the most limited resources. No commander wants to lessen the number of personnel assigned to assist their division in responding to calls for police service and reduce violent crime. However, these events illustrated the critical impact of not having enough officers to manage an event. They further highlighted the exponential effect an event such as this has on future resources. As the unrest increased, a greater and greater number of officers had to be pulled from each division, until a significant portion of the department was focused primarily on the protests. As a result, the short-term opportunity-cost of manpower requirements requested by the Tactical Planning Unit must be weighed very carefully against the potential long-term ramifications for failing to fully staff an event.

Patrol divisions will identify a Response Team every day for each shift.

It is recommended that only an assistant chief have the authority to deny the staffing requested by Tactical Planning.

A staging area will be assigned for police elements responding to the scene. This will ensure correct documentation of the elements and their assignment. It will also provide a safe environment to don all necessary protective gear.

Communication

As the rioting and looting of May 29 spread and the resources assigned to assist in operations grew, clear lines for sharing observations and relaying orders became increasingly challenged. Although significant training had been conducted regarding the necessity of coordinating all action through the Incident Command Post, the stress of the environment and the previously mentioned failure to delineate the chain of command, created confusion within the ranks as to where direction should be originating from. "Freelancing", or the spontaneous reaction to an observed need for action, made tracking police resources extremely difficult.

Officers endured being pelted by rocks, frozen water bottles, bricks, and the effects of C.S. gas. During multiple incidents, officers were trapped in their squad cars as protestors attempted to break out their windows with rocks and bricks, the mass of people surrounding their vehicle blocking their ability to

drive away. Radio communication was difficult as officers talked over each other, commands and directions came from multiple sources, and requests for direction were either unheard or unintelligible. A significant portion of the communication between personnel in the field was conducted either verbally or via cellphone. Although this created a clear channel for the two parties involved, it removed the ability of the Command Post to track events, receive observations, and have overall situational awareness.

Lessons Learned- Communication

Training for both line level supervisors and commanders will be identified to increase the knowledge of how large events are managed and the skills necessary to maintain clear chains of communication. Table-top exercises increase critical thinking skills and can increase the participants' ability to manage and operate within elevated levels of stress.

Briefings, which are held prior to events, will clearly articulate the chain of command and the need for consistently updating the Command Post of locations, relevant observations, and requests for information. These reminders will stress the impact of good communication on officer safety and the ability of all the participants involved to be successful.

DPD will continue to invest in technologies that provide passive location updates to the Command Post.

Phones, equipped with applications like Haystax, allow officers' locations to be tracked during critical events. Additionally, the intelligence sharing components of the software allow officers real-time access to critical information.

Identification of Strengths

Throughout the initial response, a number of strengths worked in tandem to overcome the violence and led to the eventual stabilization of the downtown area. The first of those elements was the professionalism and commitment to duty the officers exhibited. Dallas Police Officers, committed to protecting the safety and rights of the very individuals screaming vitriol in their faces, maintained their composure, worked to accomplish every task, and endured long, arduous hours. One commander stated that in over 18 years of police work, he had never heard more hateful words spoken to another human being.



Every effort was made to mitigate the destructive behavior of the individuals bent on rioting and looting. Officers displayed heroic acts of restraint and worked within the department's Use of Force Policies to protect both the community, the participants, and themselves. During the evening of May 29 and continuing into the early morning of May 30, officers adapted as the protest evolved from peaceful into mayhem. Standard responses to acts of unlawful assemblies had to be modified on the fly. Traditional methods for guiding and directing a crowd proved to incite the participants, requiring officers to create paths for dispersing crowds without creating an opportunity for increased confrontation. This meant being close enough to create

direction, without being so close as to create a target. Officers remained poised as protestors standing just a few feet from the officers' lines, vented their anger over the killing of George Floyd at them.

Another element that contributed significantly to the efforts of that Friday night was the work of the DFC, the detectives of the Intelligence Division, and the undercover officers that responded to assist.

These teams worked from long before the protest began until well after the situation was calmed. Developing intelligence that provided commanders with the directions needed to deploy police resources. Through their work both online and in the field, information was gleaned that prevented further violence and identified individuals inciting the crowd. Their training, experience, and dedication provided invaluable information to support the response.

The third major strength was the efforts of the Helicopter Unit (Air1). Utilizing a real-time video downlink, commanders in the DFC, the Emergency Operations Center (EOC) and the Command Post could observe the movements of the crowd, identify hotspots, and capture video evidence for later review. As a result, many criminal acts were documented by on-board video equipment to allow for identification and future prosecution of offenders. This “Eye in the Sky” facilitated the rapid deployment of response teams to trouble spots and forewarned officers of crowds approaching from around buildings, allowing them to reposition and lessened the possibility of a dangerous confrontation.

The pilots and ground crew of Air1 also worked long hours, with off-duty personnel responding to the hanger to assist, thereby contributing to reducing pilot fatigue and ensuring uninterrupted aerial coverage. This required the two aircraft fleet of the Helicopter Unit to be utilized for an unprecedented 44.5 hours of flight time over the four-day period of this incident.

The SWAT Unit, utilizing a relatively small group of officers (approximately 30) who were well trained, equipped to handle crowd control and riot situations, along with operational experience, contributed greatly to stabilizing the situation. Their support increased overall safety for residents, participants, and officers throughout the events.

The Evolution of the Response- May 30 and 31

Learning from the events of the previous day, changes were made to increase the ability of DPD to support the mission stated on each day's Operation Plan:

"The goal of the Dallas Police Department will be to provide a safe environment for all spectators, employees, participants and officers."

These changes included increasing staffing, the relocation of the Command Post to the DFC, and a clearly articulated Rules of Engagement for officers to follow. A specific observation was the impact encounters between protestors and officers had on the tone of the event and the amplification of violence that occurred when individuals taking advantage of the protests worked to incite the crowds.

Staffing Adjustments

The staffing assigned to assist with the safety of the demonstrations scheduled for the coming days was significantly increased with eight response teams on scene. This increase also included requesting assistance from numerous outside agencies. Officers from the Garland Police Department, Irving Police Department, Allen Police Department, Troopers from the Texas Department of Public Safety (DPS), and Operators from the FBI SWAT Team responded to supplement DPD resources. The Traffic Unit created a plan to minimize traffic coming into downtown. DPS Troopers were deployed to assist with traffic in the downtown area.

Lessons Learned- Staffing Adjustments

Over the last two years, the DFC and the Office of the Chief of Police have worked hard to build relationships with their local, state, and federal law enforcement partners. This pre-existing relationship was crucial to supporting public safety during these protests. It is critical that the City of Dallas and the Dallas Police Department continue to foster these relationships through mutual respect, goodwill, and a willingness to assist each other.

In order to ensure that effective and mutually beneficial support is maintained, the Dallas Police Department will work to develop opportunities for intra-departmental training, increased information sharing, and local conferences to share best policies and practices. The Metroplex is fortunate to be surrounded by talented and highly-trained law enforcement personnel. Creating avenues for sharing skills, knowledge, and tactics benefit both law enforcement and the communities they serve.

Executive leaders from partner agencies will meet to ensure policies and tactics are mutually understood and consistent with the home jurisdiction in which an operation takes place, as well as how policies should guide assisting agencies in determining operational tactics.

Relocation of the Command Post

On May 31, the Incident Commander, who had been operating in the field for the first two days of the event, moved the Command Post to an office inside the Fusion Unit. This significantly increased the Incident Commander's ability to oversee the entire operation. It also provided the Commander with greater access to video surveillance of the events and to intelligence from the field. This, in turn, increased the quality of the communication of relevant information between the Command Post and the elements in the field. Relocating the Command Post to the Fusion Unit was not, however, without its challenges.

The first challenge faced by personnel operating in the DFC was the lack of space. The only work area available to the Command Post was the DFC's supervisors' office. The second challenge was the need

for computers available to the Command Post from which to access files, data, and information. The third challenge was the absence of a “hard-wired” communications console within that office. The only console that could be put in place had a small, mobile antenna which was prone to interference and static. Ultimately, however, this change made an enormous impact on the personnel assigned to the Command Post’s ability to control the operation more effectively and efficiently. Also, the proximity of the Incident Commander and his team to the personnel operating in the DFC allowed significantly more intelligence to be relayed between the two entities in real-time.

Lessons Learned- Relocation of the Command Post

Operational planners will proactively identify a location and the equipment necessary for a Command Post to manage a large-scale event. Ideally, space will be allocated prior to operations and tabletop scenarios should be rehearsed from that location. Planners will consider what information technology needs a Command Post requires, including computers/laptops, network access, communications, etc.

With the buildout of the Real Time Crime Center (RTCC) scheduled to be completed later this year, DPD will have work areas specifically created for managing large scale events.

Ensuring Clarity for the Rules of Engagement

At 3:39 p.m. on Sunday, prior to any scheduled events, Chief Hall communicated via radio that officers were to show zero tolerance towards acts of violence, destruction of property, or civil disobedience such as blocking freeways, or curfew violations. Beginning May 31, the Operational Plans specifically listed the rules of engagement as:

“The Dallas Police Department will not interfere with a lawful, peaceful assembly and protest by individuals or groups expressing their first amendment rights. The Dallas Police Department will take enforcement action if a criminal offense is committed against any person or property. Enforcement action will also be taken if protesters or demonstrators illegally impede traffic in the roadway or attempt to shut down a freeway. The safety of officers and citizens is the primary concern when individuals or groups gather to express their first amendment rights.”

This addition was extremely important as later analysis would determine that officers were unsure about the expectations of the Executive Command on the level of engagement that was required from them as the protests turned from peaceful to violent. During debriefs, one observation was that officers and supervisors expressed uncertainty over the rules of engagement as the violence began. Officers had been accustomed to maintaining distance and enduring verbal abuse by protestors. Though officers are trained and skilled on the use of force continuum the national conversation around protest created some hesitation and uncertainty.

Lessons Learned- Ensuring Clarity for the Rules of Engagement

Operational Plans for May 29 and 30 did not list the rules of engagement. All operational plans moving forward must include the rules of engagement. Additionally, briefings which are held before every event, will reiterate this strategy.

Amplification of Violence

Although the number of officers assigned to the operation was significantly increased, four factors amplified the escalation to violence. The first factor was the “mob mentality” of anonymity, peer pressure, and the lack of perceived consequences for actions. The second factor was the attention the destruction received the previous night, attracting opportunistic participants present in hopes of pursuing “thrill-mayhem”. The third factor was the amount of violent rhetoric trending on social media. This type

of language can attract the “fringe” elements espousing anti-social and dangerous “consequences” as the answer to a movement’s cause. The fourth factor was the increased presence of individuals inciting violence inside the crowds. Anarchists, whose agenda was to create opportunities for civil unrest, worked as agitators within the groups encouraging criminal acts. Throughout the afternoon and into the morning of May 31, assaults on officers and looting continued.

Lessons Learned- Amplification of Violence

Elements in the field should attempt to document individual efforts to incite violence. The presence of such persons must be communicated to the Command Post, along with the individual’s description and location. Where possible, Intelligence officers should attempt to maintain visible contact with these individuals until an arrest team can be deployed.

The short-term impact of a crowd witnessing the deployment of an arrest team may temporarily increase tensions. However, the medium and long-term impacts of removing instigators of violence can significantly shorten the duration of hostile demonstrations. Additionally, removing individual’s intent on inciting a riot creates a safer environment for peaceable assembly and the resources supporting the public safety of that assembly.

Protestors Response to Officers in the Field

Events escalated from peaceful to violent on both May 29 and May 30 when protestors confronted police officers who were tasked with closing intersections. On May 29, as protestors left the DPA, two Dallas Sheriff’s Office Deputies in an unmarked black police SUV were assisting DPD by blocking an intersection to protect the participants from motor vehicle traffic. When the protestors veered from their proposed route, it brought them into direct contact with the deputies. Protestors became extremely hostile towards the deputies who were standing outside of the vehicle. Protestors surrounded both the deputies and the SUV. As DPD officers were deployed to assist in moving the crowd back, a large portion of the protestors splintered off and began heading north towards downtown. Shortly after, the first acts of violence occurred at the intersection of Griffin and Young when protestors attacked officers blocking motor vehicle traffic at that intersection.

On May 30, an unidentified individual wearing a gas mask and carrying a long-gun was surrounded by demonstrators at City Hall Plaza. The Concept of Operations, as described in the Operational Plan for that day stated: “... to provide overall safety and traffic control for all participants and spectators.” Recognizing the imminent threat of harm to this individual, a response team was deployed to evacuate him from the Plaza. Due to the assaults on officers that occurred the day before, the response team moved onto City Hall Plaza with three squad cars and a police truck. Demonstrators immediately shifted their focus from the individual in the gas mask, to the responding officers and began assaulting the officers by throwing objects at them, injuring the lieutenant commanding the team and damaging the police vehicles. SWAT was ordered to evacuate the officers. Demonstrators again spread through the downtown Dallas area sparking violence and looting. Both of these unanticipated contacts sparked violence that continued until the early hours of the following morning.

Historically, DPD has successfully managed large-scale and hostile protests including a variety of events: military actions in the Middle East, immigration policies, the protests that occurred during the trial of Amber Guyger, the National Rifle Association (NRA) Convention, and many others. Additionally, Super Bowl parades and the TX/OU rallies of the early 1990s involved thousands of participants and significant violence. The focus of these events, however, were not directed at the public safety personnel attempting to protect the event. This allowed officers to be in close contact with participants, without the emotions of the participants targeting the officers.

Lessons Learned- Protestors Response to Officers in the Field

As the George Floyd Protestors' emotions were specifically fueled by police brutality, the very presence of uniformed officers became the target of those emotions. As operations continued, commanders modified the response strategy to include a lower profile uniform presence. Officers continued to be deployed to protect participants from motor vehicle traffic, but at locations farther removed from the protestors to lessen the possibility of confrontations.

During the George Floyd protests it was determined that the sheer number of participants made enforcing Pedestrian in the Roadway violations impossible. Recognizing the limited ramifications of allowing protestors to walk in roadways and weighing that against the possibility of ordering officers to pursue an un-enforceable policy reduced the necessity of negative interactions between officers and protestors. This policy, however, does not include allowing protestors to enter freeways as the possibility of an accident, serious injury, or death is too severe.

Identification of Strengths

On Sunday, May 31, a number of strategic decisions positively impacted the event and the command structure of the operational area. First, a curfew was recommended by the Chief of Police. The curfew was implemented and in effect from 7:00 p.m. to 6:00 a.m. beginning that afternoon and expiring in seven days. This change assisted in altering the tone of the protests and was extremely effective at curbing the impact of individuals whose sole intent was criminal in nature. The violent online rhetoric, although still present, was trending down and the event planners, although passionate for their cause, were outspoken regarding their desire for non-violent demonstrations.

A second change impacting operations was the creation of four geographic areas within downtown and the assignment of Majors to each one. This accomplished two goals. The first was that due to the number of events planned, it allowed for a greater focus on ensuring the safety of participants and officers by the assigned commanders. Second, this adjustment allowed commanders to have direct control over their zones and response teams, allowing for greater accountability to their assigned protest event and communications with the Command Post.

Mass Arrest Event Plan – June 1

Order of Events

On the morning of June 1, intelligence commanders were told by the event organizer that the protest scheduled for that evening would be a peaceful demonstration in front of the Frank Crowley Court House, followed by a short march. The event organizer would not say what the route for the march would be. Detectives attempted to contact the event organizer throughout the day, but the event organizer refused to talk. Just prior to the start of the event, the event organizer contacted the Intelligence commanders and stated that the march would only be in a circle on Riverfront Blvd. Sources had indicated to Intelligence that the event organizer intended to march to Trinity Groves, a newly developed and upscale district across the Margaret Hunt Hill Bridge from the court house to get the attention of the "one-percenters" through violence and property damage. During multiple discussions with the event organizer it was made clear that anyone who entered the freeway on the Margaret Hunt Hill Bridge would be arrested. In an effort to support peaceful protests, participants were granted permission to march in the roadway on Riverfront Boulevard in front of the Frank Crowley Courthouse. Permission was also granted for protestors to exceed the curfew deadline in order to enter the curfew zone and return to their vehicles.

When protestors began marching at 8:39 p.m., the group made one short loop in front of the courthouse and then entered the westbound ramp of Woodall Rogers Freeway at Riverfront Boulevard. The group marched past police officers and marked squad cars with emergency lights activated that were positioned to block access to the freeway. Officers on loudspeakers were giving orders to the crowd not to enter the freeway. The group disregarded the instructions and



marched on to the Margaret Hunt Hill Bridge, a freeway with a posted speed limit of 40 miles per hour. Notifications were made by the Field Commander over the vehicle's loudspeaker that protestors were not permitted to enter the freeway and would be arrested. Response teams were immediately deployed to the west side of the bridge to stop motor-vehicle traffic on the freeway.

Approximately 800 protestors entered the freeway as the officers at the ramp were unable to stop them. The protestors continued approximately three-quarters of the way across the bridge. Response teams with loudspeakers continued to give lawful orders for the group to turn around and exit the freeway. Officers formed a line across the bridge blocking the path of the protestors. Approximately 125 protestors, hearing the officers' lawful orders, turned around and exited the bridge.

The remaining members of the crowd refused to leave the freeway and continued walking towards the line of officers. The SWAT commander and his unit were unable to enter the bridge due to protestors blocking the ramps. A SWAT Quick Response Team (QRT) was able to take an alternate route and access the west side of the bridge, joining the response teams located there.

After numerous attempts to direct the protestors off the freeway, the decision was made by the Field Commander to arrest the violators. Response teams from the east side of the bridge moved up on to the bridge and formed a line preventing the protestors from escaping and orders were given to take the protestors into custody. Officers on the west side of the bridge continued to direct the protestors to stop.

At approximately 9:00 p.m., individuals within the crowd began assaulting the officers on the line by throwing rocks, water bottles, and other debris at the officers. Response Team officers deployed Pepperball launchers at the ground in front of the crowd and at the bridge supports in an effort to create compliance through area saturation. Additionally, the officers called for reinforcements to assist them. As this was happening, some of the protestors began jumping to the eastbound side of the bridge, resulting in the Field Commander ordering the closure of the eastbound lanes to motor-vehicle traffic, as well.

Approximately two minutes later, as protestors continued endangering officers by throwing objects at them, the SWAT QRT deployed two canisters of C.S. gas between the officers and in front of the protestors in an attempt to form a barrier between the officers on the line who were being assaulted and the protestors. Officers also deployed less-than-lethal projectiles into the crowd. This proved ineffective as the wind pattern moving from south to north caused the gas to be pushed off the bridge. An additional smoke canister and two C.S. gas deployments were made from the east side of the bridge to again attempt to create a barrier between the officers and the approaching protestors. These actions combined to successfully cease the hostilities of the specific individuals who were assaulting officers and the crowd

began following the directions of the officers to stop advancing towards the officers and lay down. Officers began handcuffing and identifying the 674 persons who were under arrest.

This proved to be a massive undertaking. Officers used steno pads to document identifications and property. The process was inefficient and time consuming. Multiple factors had to be considered, including how to move the crowd off the bridge and how to allow them back to their vehicles with the curfew in place.

At 9:48 a.m., and at the direction of the Event Commander, the Field Commander at the scene gave the order that the arrested persons were to be field released, indicating that charges would be filed later. This was due to the knowledge that at least one individual was known to be positive for Covid-19 and that arrests of this magnitude would place unnecessary stress on the county jail. Two individuals were arrested for weapons charges. Arrestees were placed in vans and on busses for transport off the bridge. This process was concluded at 12:48 a.m. Field Release Reports were completed for all released individuals.

On Thursday, June 4, 2020, Chief Hall ordered that the charges for entering the freeway not be filed. This decision was made based on multiple factors, including recognizing the overall change in the tone of the events from violent to peaceful.

Mass Arrest Plan

The tactics and processes implemented in the event of a mass arrest plan created numerous challenges. Additionally, as one sergeant observed from his experience over multiple days of the protests, *“Many of the protestors attempted to evade police, resisted arrest, and were found to possess contraband. Several protestors had backpacks with spray paint, rocks, and burglary tools. Due to the totality of the circumstances and the fact that mass arrests were being made across the department, the arrested persons were only charged with curfew violations to simplify the mass arrest process...It was not feasible for officers to make narcotics arrests at that time due to the numerous ongoing critical incidents.”*

Lessons Learned- Mass Arrest Plan

The creation of a mass arrest strategy utilizing General Order 609.00 Mass Arrest Procedures is crucial prior to an event occurring. Plans will be developed that include both a mass arrest site and an ability to deploy to a remote location for a mass arrest. Additionally, during a review of the use of force and through the recognition that existing General Orders were vague on the deployment of less-than-lethal projectiles during crowd control incidents, General Orders 902.02 and 908.04 were created to ensure Pepperball launchers and 40mm Less Lethal “Stingers” are not deployed into crowds in the future. The use of C.S. gas during crowd control situations has also been modified to require authorization from the chief of police or their designee.

Communication of Expectations

During the initial request for individual observations from personnel involved in the event, the most echoed sentiment was the need for increased communication of expectations. This included the shift in response to curfew violators and the command’s desired response to protestors refusing to leave a roadway. The impact of last-minute modifications to operational directives increased the risk to officer’s safety as the process was prolonged, damaged morale, and compromised the expectation of professionalism the community demands.

As one commander reported, *“Communication on the bridge was extremely confusing. Initially, officers were advised that the curfew would be enforced after 7:00 p.m. It was then communicated that the curfew enforcement would be delayed for at least 30 minutes. Officers were then told that the protestors would*

be allowed to walk back directly to their vehicles without any enforcement of the curfew. When protestors started walking in the opposite direction of the Central Business District, officers were advised not to allow them to take the bridge. The protestors made it onto the bridge and the decision was communicated to arrest the violators. After arrests were made, it was communicated that all protestors would be released without any charges. Shortly afterwards, word was received to release the protestors but get their information so that charges could be filed on a later date. Ultimately, no charges were ever filed.”

And, from their perspective on the bridge, one sergeant stated, “*The communication was terrible. During detail, officers were given clear communication about what was expected. When the protesters moved and went on the bridge, the communication went out the window.*”

Lessons Learned- Communication of Expectations

During the course of an event, the actions that best support the spirit of the police department’s mission to serve the city often necessitates a divergence from predetermined plans of action. Clear and direct communication of this fact to the officers and commanders in the field reinforces the concept of internal procedural justice by treating each officer as a part of the team worthy of being informed. It also prepares personnel psychologically for the possibility of a shift in strategy.

Additionally, the need for effective communication begins during briefings, but elevates as an event goes on and more unforeseeable factors influence the campaign. Commanders at every level must clearly communicate the mission, goals, tactics, and potential for changes in each of these categories to their subordinates.

DPD will investigate technologies that increase the flow of real-time communication to ensure commanders are provided with efficient means to find answers to questions as they arise, without tying up radio transmissions.

Executive commanders must ensure ongoing coordination with the District Attorney’s Office, the executive staff of their law enforcement partners, and the Dallas County Jail prior to large events in which the potential for mass arrests exists.

Less-than-Lethal Tools Used Between May 29 and June 1, 2020

The following information details the less-than-lethal use of force by Dallas SWAT and Patrol officers during the days of May 29 and June 1, 2020.

DPD SWAT

Hand Deployed Items.

<u>Item Description:</u>	<u>Estimated Quantity Utilized:</u>
Tripler Phaser Canister Gas	36
CS Riot Smoke	106
Outdoor/Max Smoke	23
CS Flameless Tri-Chamber	31
CN Flameless Tri-Chamber	23
CS or QC or OC/CS Indoor Vapor (Gas)	30
CS Tear Ball	36
Non-irritant Sting Ball	32
Estimated Total Hand Deployed Utilized by SWAT:	317

40 MM Launcher Deployed Items.

<u>Item Description:</u>	<u>Estimated Quantity Utilized:</u>
Exact Impact Foam Baton	84
Exact Impact Foam Baton (Extended Range)	76
Direct Impact OC	32
Multi 3-Foam Baton	54
.60 Cal Sting Ball	40
Ariel Flash Bangs (Various Range Styles)	47
Skat Shell CS	2
Estimated 40mm Launcher Deployed Utilized by SWAT:	335

Patrol

<u>Item Description:</u>	<u>Estimated Quantity Utilized:</u>
Pepperball	33
40 MM	35
Taser	3
OC Spray	4
Estimated Less Lethal Deployed by Patrol:	75

Divisional Components of the Response

Providing public safety for an event of this magnitude over a four-day period required significant resources. The cost of the protest from May 29, 2020, through June 1, 2020, was approximately \$1.5 million, including \$920,000 in salaries and overtime, \$377,000 in goods, equipment and services, and \$215,000 in vehicle usage and damage. Both field operations and the staffing necessary to support those operations required pulling resources from all over the department.

Every unit in the Dallas Police Department contributed to the mission, either through direct support of these operations, or by continuing to support Patrol Bureau operations and responding to calls for police by citizens. For the purpose of analyzing the George Floyd Protests and with the fundamental goals of identifying the strengths on which to build and the challenges that need to be overcome, the following eight areas will be assessed: the Tactical Planning Unit, the SWAT Unit, the Emergency Operations Center, the Helicopter Unit, the Intelligence Led Policing Division, Mobile Field Force, the Communications Division, and the Public Information Office.

Tactical Planning

The Tactical Planning Unit was assigned to staff the Command Post, which was located in an office adjacent to the Dallas Fusion Center. The Command Post is where the decisions are made for supporting the overall strategy of the event. Additionally, it is the center for the deployment and control of all resources being utilized in the operational area. This included tracking and documenting the deployment of every element, as well as communicating observations to Field Commanders, and relaying information from the field to the Incident Commander. Additionally, Tactical Planning was responsible for the completion of daily Operational Plans, coordinating the availability of resources with patrol stations and other departmental entities, holding details, and coordinating with outside law enforcement agencies. This was a huge task and the members of the unit operated with poise.

The members of the Tactical Planning Unit were able to overcome significant obstacles through relationships established over years of working and training with units throughout the department. The ability to source the needed equipment, intelligence, personnel, and resources such as food and water was a group effort. The shortage of equipment and technology available in the space set aside for the Command Post was subsidized by a collaborative effort throughout the department to make it operational. Unit members worked tirelessly to coordinate resources and personnel from inside and outside the Dallas Police Department.

Numerous challenges had to be addressed by the Tactical Planning Unit. The first issue was the realization that the unit is too small to handle the planning of upcoming protest events and simultaneously engage in protest management of a multiple day/week operation. The unit was able to overcome this through the help of officers involved with the Dallas Police Department Mobile Field Force program and the assistance of an experienced sergeant loaned to the unit by SWAT. Second, the Tactical Planning Unit found the workspace in the DFC to be inadequate for large scale protest management. Although this area provided the team with the ability to view the protests through Helicopter downlinking and live feeds on social, the makeshift Command Post offered limited space and technology for the management of resources by the Incident Commander. The space was not suitable for the eight to 12 people managing the resources and coordinating efforts between various departmental units and external law enforcement partners. Finally, communication with outside agencies was a significant challenge. The DPD Quartermaster Unit was an invaluable asset when it came to providing outside agencies with loaner radios.

Lessons Learned- Tactical Planning

The department is in the process of allocating a space for the Command Post. Large scale protests or crisis within the City of Dallas require the Incident Commander to view real-time developments from the field via Helicopter downlinking, live media coverage and various live social media feeds. This space will accommodate command staff, the Tactical Planning Unit, Intelligence personnel, DART personnel, representatives from law enforcement agencies involved, Dallas Fire- Rescue personnel, support staff and any additional key players to a successful operation. It will also include a space for meetings and command staff updates.

The timely completion and dissemination of Operational Plans is extremely important to ensure opportunities for resource assignment and questions about responsibilities are addressed. This includes an expedited review by the Chain of Command. With the entire unit engaged in protest management, planning for upcoming events became extremely difficult. In the future, one member from the unit will be removed from the Command Post and tasked with the planning and completion of Operational Plans for upcoming events.

It is recommended that the radio shop set up a workstation at the event staging area to program radios from outside agencies with DPD channels. This process would provide communication capabilities to all officers and reduce the number of “loaner” radios distributed.

SWAT Unit

The Dallas Police Department’s (DPD) Special Weapons and Tactics (SWAT) Unit was assigned to provide support for the protest and march scheduled to begin at Dallas Police Headquarters, pausing at the Dallas Police Association (DPA) offices, and then return. The SWAT Unit role at these protests is typically broken down into two different types of support. The first aspect is providing for Counter Sniper (CS) positions which allow for observation of a location or situation to provide protection for crowds by monitoring the area from an advantageous vantage point to see the surrounding area and activities. The other aspect is the utilization of Quick Reaction Teams (QRTs) which provide an immediate response capability to quickly address an aggressive action, such as an active shooter targeting participants, bystanders or first responders.

Another frequent and critical component of SWAT Unit support is the utilization and pre-staging of armored rescue vehicles, more typically referred to as, Armored Personnel Carriers (APC’s). These APCs are often utilized on planned events or other large-scale occasions where significant numbers of people would be gathered for an event, such as a parade, marathon or other large public gatherings. APC’s provide a capability to rescue downed or trapped individuals by providing armored protection in situations where it is still hazardous for citizens and first responders. Recent examples of these vehicles being utilized in this capacity were the shooting of five officers on July 7, 2016, and the rescue of the DFR Paramedic that was trapped after being shot in May 2017. SWAT Unit personnel in these roles wear their SWAT operational uniform which includes a heavy vest, helmet, rifle and other SWAT specific equipment. This equipment is critical to protecting officers during hazardous tactical operations.

As the protests became violent, SWAT Unit Personnel responded to assist officers who were being assaulted and provided resources unique to the unit. The SWAT Unit is trained, equipped and specifically tasked to deploy a wide variety of chemical types of agents or devices and numerous less-lethal items. This is due to the unique nature of the SWAT Unit’s role in handling high risk incidents and other unit specific assignments where chemical deployments and less-than-lethal devices are used to safely resolve dangerous situations.

One of the immediate challenges recognized during the most intense nights of rioting was the rapid

movement and splintering of the various groups and the difficulty in being able to completely resolve a situation or control an area. There were simply not enough SWAT personnel or uniformed personnel to maintain control even after order was restored to an area.

Another concern that was quickly identified was the insufficient quantity of crowd dispersal devices which had proved to be effective at moving the looters and minimize violent criminal acts .

Communications in large scale events or incidents is a frequent and difficult problem to solve and this situation was no different. It was problematic to communicate effectively to manage a location or group due to the sheer number of incidents occurring at various location.

Lessons Learned- SWAT Unit

When the magnitude of the violence was recognized, steps were taken by the members of the SWAT Unit to obtain more equipment needed to help restore order. Recognizing that in emergency situations the necessity of having the appropriate tools, training and equipment to effectively deal with unforeseen situations is critical to public safety. A great example of this is the use of the rescue vehicles or APC's, which provide both a visual deterrent, logistical vehicle and mobile command and control vehicle. There is no question that these items enhanced the safety of first responders, but also of bystanders and participants alike. The APC's were recognizable by all involved and helped dissuade individuals and provide a highly visible presence that violence would not be tolerated.

Another vital lesson learned is the value of highly trained individuals who are often exposed to critical incidents and can rapidly assess situations and make appropriate tactical decisions to change the dynamics of a quickly evolving crisis. SWAT personnel are often exposed to highly stressful operations that require rapid decision making. This experience translated to their ability to quickly size up situations they found themselves involved in during these riots and make solid and accurate tactical decisions that were effective and appropriate.

Emergency Operation Center (EOC)

The EOC was critical to providing a central point for requests from the Command Post for non-law enforcement related assistance with the event. This included requests for barricades, tow trucks, heavy equipment, etc. Liaisons from each city department and external agency assisting with supporting operations were able to communicate requests up and down their organizations to provide resources necessary to support the operation in real-time. The centralized location of the EOC provided an efficient location to conduct planning meetings, briefings, and review public information releases.

The EOC began operations on May 29, 2020, and continued beyond the events of Monday, June 1. The center served as a communications link to ensure specially trained response personnel were mobilized efficiently during the event and to relay information to the Incident Commander. Additionally, the EOC established a data repository for the multi-agency coordination of resources. The following agencies provided personnel to staff the EOC during the operational period, Federal Bureau of Investigation (FBI), Dallas Fire Rescue (DFR), Dallas County Sheriff's Office (DSO), Dallas County Community College District Police Department (DCCCD), Alcohol, Tobacco, and Firearms (ATF), Dallas Area Rapid Transit Police Department (DART), and the City of Dallas Transportation and Sanitation Departments.

Lessons Learned- Emergency Operation Center (EOC)

All personnel assigned to the Emergency Operations Center should have functional knowledge about the operational responsibilities/capabilities of staff assigned in the EOC. The process ensures a consistent command and reporting structure when the EOC is activated. The use of Emergency Support Functions allows responding organizations to identify precisely where their resources and activities fit into the more significant incident responses. The Incident Action Plan establishes mechanisms for setting priorities, integrating functions, and ensuring systems implementation to support all incident management activities.

All command-level personnel should attend regular Incident Command System (ICS) and National Incident Management System (NIMS) training. Training presents a prime opportunity to expand the knowledge base of commanders during critical events that require a baseline familiarity with EOC procedures. A robust training and development program will ensure commanders are prepared with the

necessary background knowledge particularly relevant for incidents requiring ICS/NIMS.

Command level officers will be required to participate in tabletop exercises in the areas of Preparedness, Communications, Information Management, Resource Management, Command Management, and Ongoing Management and Maintenance.

Helicopter Unit

The Helicopter Unit was crucial to the Incident Commander's ability to deploy resources and monitor events from the Command Post. The team provided aerial intelligence as well as live video feed to the command post for this incident. It also worked in conjunction with the SWAT Unit provided an Aerial Platform for immediate response to deadly threats to participants and officers on the ground. Working with the Texas Department of Public Safety's (DPS) Air Unit, aerial units were able to provide nearly uninterrupted service. The DPS Air Unit was able to provide coverage while Dallas Air1 went to refuel. Additionally, because of recent upgrades to equipment, video feed and aerial intelligence were provided in real-time with no observed technical difficulties.

The two-aircraft fleet of the Helicopter Unit was utilized for an unprecedented 44.5 hours of flight time over the four-day period of this incident. The Helicopter Unit's Bell 206 B3 helicopters were able to provide decent time on-station, however the time on-station was significantly reduced due to the carrying capacity of fuel with the additional weight of a SWAT Unit Operator on board. One aircraft "timed out" and was taken out of service for maintenance during this event. The unit did not experience any unscheduled maintenance issues during this event that could have taken the second aircraft out of service. The unprecedented flight time and video recording resulted in exceeding the onboard data storage capability of the aircraft.

Coordination with Air Traffic Control (ATC), which was utilized to prevent non-law enforcement aircraft from loitering or passing through the airspace during periods of civil unrest, continues to be an ongoing mission of the Helicopter Unit. The unit continues to work hand in hand with ATC, without the need for additional Temporary Flight Restrictions (TFR). Helicopter Unit supervisors have been in contact with Dallas Love Field ATC many times since this incident, resulting in a mutually beneficial plan of action when Air 1 is required to operate in and around CBD. In the event this plan of action ever has a failure to the extent that Air 1 cannot operate safely and effectively, the Helicopter Unit will issue a TFR. However, this should be considered a last resort as it affects the livelihood of local pilots.

Lessons Learned- Helicopter Unit

Helicopter on-board video storage was discovered to be inadequate. This situation was resolved when the aerial mapping and video vendor provided the unit with storage systems capable of storing up to four-times the previous amount of available storage.

This incident occurred during an unusual period when both of Air1's helicopters were available for service. This is an extremely uncommon occurrence as one helicopter is usually in service while one is available to be flown. Had this event occurred during a normal one-helicopter operation, it is unlikely that the unit would have been able to provide uninterrupted aerial support for this incident. Ultimately, to provide uninterrupted 24-hour coverage, the Helicopter Unit would need access to an additional helicopter.

Intelligence Led Policing Division

For this event, the Intelligence Led Policing Division included both the Dallas Fusion Center (DFC) and the Criminal Intelligence Unit. Intelligence attained through officers in the field and via information collected and compiled in the DFC was critical to understanding the motivations and intentions of the

demonstrators. Intelligence filled in the gap between what was known before an event and what was being observed through video surveillance. Human intelligence assisted commanders in understanding the spirit of the events on the ground and the motives of individuals intent on creating disruption, harm, or inciting violence.

Supervisors and detectives from the Criminal Intelligence Unit work hard to establish constructive relationships with event planners. These officers attempt to serve as liaisons between the protest leaders and DPD. An honest exchange of information benefit both parties as concerns and expectations can be relayed and addressed. Additionally, these conversations create opportunities to stress the desire of DPD to provide a secure environment for protestors to exercise their First Amendment Right to peaceful assembly.

Detectives in the Criminal Investigation Unit were also tasked with investigating threats to events. Individuals attempting to interrupt a demonstration, whether through violence toward specific individuals or the event as a whole is always a risk. If DPD became aware of a threat, that lead was investigated until it could be confirmed as either empty rhetoric or a credible concern. Detectives then attempt to mitigate the threat and, if specific individuals were targeted, advise them of the department's concern for their security.

The DFC was concerned about the possibility of civil unrest related to these protests as fusion centers around the country had already been communicating intelligence. Fusion Center analysts were able to locate and monitor live streams from the events and then download and preserve those videos as they related to criminal activity. Analysts were able to relay relative officer safety and situational awareness information to officers in the field and the command post. Real Time Crime Center (RTCC) operators were able to follow the various groups of protestors in some parts of the city where cameras were available. Through analysis of previous events, locations where cameras were not available the unit utilized bait/surveillance vehicles as "surveillance only" deployments.

At the start of the Dallas protests, the DFC invited all local, state, and federal law enforcement partners to office inside the center in order to establish a seamless communication network with those agencies. The Fusion Center worked closely with DART PD who assigned personnel to work inside the Fusion Center to communicate information and utilize resources more effectively. This partnership allowed us to quickly gather and disseminate information to/from DART officers in the field as well as receive updates from DART operated cameras around downtown. Recognizing the challenges posed by the COVID19 pandemic, the DFC took steps to prepare for and minimize the possibility of its spread as best as possible within the crowded workspace. In addition to permanent Fusion Center personnel, the Fusion Center housed and utilized personnel from the following local, state and federal law enforcement partners: FBI, DHS, ATF, ICE, Federal Reserve Protection Services, JTTF, Texas DPS, DART, and Highland Park PD.

Through cooperation with local, state, and federal partners, the DFC was successfully able to monitor threats to the event via various social media platforms and worked closely with law enforcement partners to mitigate these threats. Communication between agencies was enhanced by having personnel from other agencies working in the Fusion Center for the duration of the protests. The DFC also utilized Haystax, a digital sandbox and information repository, to relay situational awareness updates and threat information to all partners in real-time. This allowed the DFC to benefit from the resources and databases available to DPD partners. The below examples illustrate the successful cooperation among all partners to quickly identify and mitigate two imminent threats during the protests:

Fusion analysts were made aware of an individual who stated on social media that he was

actively looking for law enforcement officers to shoot in downtown Dallas. By working with DPD investigators and outside partners, analysts were able to identify the subject and obtain vehicle information as well as possible locations where the suspect could be found. This information was shared with the entire DFW region law enforcement community via distribution lists maintained by the Dallas Fusion Center. Other agencies immediately responded to assist in locating the subject. The subject was quickly located and taken into custody. The suspect was in possession of a stolen firearm when he was arrested.

Having ATF assistance inside the center allowed DPD to share this information in real time. Additionally, ATF was able to file federal charges on this individual as a result of this incident.

Fusion analysts had been monitoring the open source social media posts of a known individual who was not only associated with, but was the local “STAR” and organizer of the Boogaloo movement, an extremist group which promotes the overthrow of the U.S. Government and promotes violence toward law enforcement. This individual attended the George Floyd Protests in Dallas armed with an assault rifle. The suspect made comments on his social media that he would be “hunting Antifa” in Dallas. This information was communicated with federal law enforcement partners. The individual was arrested on unrelated charges (sale of controlled substance) by our federal partners, thereby preventing any acts of violence toward protestors in Dallas. His arrest ended the Boogaloo movement’s participation in the weeks that followed.”

DFC and the DPD Criminal Intelligence Unit worked closely and cohesively with each other. Under normal circumstances, one of the biggest challenges and shortcomings is the separation of these two units who are charged with the same task and goal but with access to different tools, resources and connections.

Communication between the various units, commanders, and the DFC has been a consistent challenge. Incident commanders often include utilization of the DFC in operation plans. However, the DFC is rarely notified of the operation much less the center’s inclusion and its role in the operation plan. The Fusion Center rarely receives a copy of the Operational Plan or has any input regarding available capabilities to ensure proper staffing. The events of May 29 to June 1 repeated this failure. When commanders arrived in the DFC on the night of May 29 to set up a command post, the center had no advance knowledge of their needs or expectations for the operation.

The DFC was also not prepared for the fact that the Command Post did not have a dispatcher and needed to utilize one of the Fusion analysts for this function. This resulted in the Center being very challenged to fulfill some of its responsibilities for the events, such as entering detailed incident updates into the Haystax program. This issue was addressed the following day by requesting additional analysts to work overtime. This also meant the unit was unprepared to fulfill the command post’s technology needs.

On May 30, the personnel that made up the command post quadrupled. Analysts were able to create makeshift solutions to provide the command post with internet capabilities and access to necessary equipment for the unexpected number of personnel in the DFC. This high number of non-mission essential personnel created a challenge for verbal communication between Fusion analyst and partner agency analysts due to the chatter in the Fusion/CP. This large presence also created a health challenge for maintaining an environment suitable for reducing the possibility of COVID transmissions.

Officers and commanders in the field utilized cellular text messages to identify agitators and relay possible threat information to other commanders in the command post. This information was forwarded, via text message, to the Fusion Center commander. The Fusion Center would then convert that information into an email so that it could be sent to federal, state, and local law enforcement partners

working in the Fusion Center. This created a lag in information sharing and increased the likelihood that relevant information was not shared to the appropriate people.

The Haystax software is an excellent tool for the management of large-scale events that involve the cooperation of multiple DPD units and outside agencies. By giving access to this program to law enforcement partners the DFC was able to communicate necessary information to a large number of personnel instantaneously. In comparison, commanders and officers in the field utilizing text messages that traveled up their chain of command and then back down the Fusion Center chain of command, greatly slowed down the flow of information internally, as well as, to law enforcement partners. The Fusion Center utilizes Haystax as a single repository for information gleaned from CAD, radio traffic, social media platforms, anonymous tip programs, and law enforcement partners. It would be beneficial for the command post to have instant access to this information at their fingertips.

Between May 29 and June 1, over 50 cameras were utilized to monitor these events. This resulted in more than 3,600 hours of video that would need to be reviewed for retention. This is a large request at any time, particularly when operators are still needed to monitor ongoing events. By extending the retention period from the current 14 days to the new recommended and lawful maximum of 90 days, the potential loss of valuable evidence would be prevented.

In the days and weeks following these events, the DFC began to receive investigative requests for video footage in relation to the George Floyd Protests. The individuals making the request did not have specific locations or times for the incidents but needed all available footage across the over 200 cameras that might have contained information relevant to their investigations. Initially, the unit was unprepared for such broad requests.

Lessons Learned- Intelligence Led Policing Division

Moving forward, Tactical Planning and the DFC must be in constant contact during the lead-up to major events. Although space is being built into the new RTCC, it will be important that units needing to utilize that space notify the DFC ahead of time so that any work going on in that area can be cleared and the DFC Commander has an opportunity to prepare adequate staffing.

Haystax accounts will be created for DPD personnel which will allow intelligence to be entered into a single repository. Additionally, the creation of these accounts for federal, state, and local partners, will allow them to receive situational awareness updates and urgent threat related information in real time.

Camera operators will maintain a log of camera feeds used to support operations. For the George Floyd Protests, the need for camera logs was rectified in two ways. First, operators monitoring events were instructed to keep a time stamped list of which cameras they utilized during the event. Second, the DFC reached out to Police Technology to bookmark the footage from all cameras during these nights so that the footage would not automatically be purged prior to the massive video request being filled.

When planning operations, command staff will include staff from the DFC in the process. Giving the unit advanced notice of the expectations and responsibilities that need to be fulfilled as part of the operation will allow staff to better prepare and meet those expectations. Additionally, it will create an opportunity to communicate challenges associated with access to resources.

The department will investigate the budget necessary to issue commanders and officers in the field cell phones utilizing the Haystax application. This would allow the DFC and the Command Post to track officer's location during events. It would also allow officers to instantaneously share information with analysts and local, state and federal partners for prompt action. Additionally, officers staffing the command post will be trained on this software.

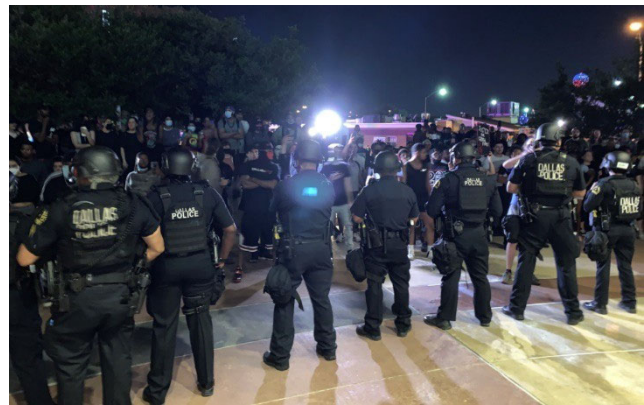
It is recommended to increase the infrastructure necessary to retain video evidence for 90 days to prevent the loss of evidence.

Mobile Field Force (MFF)

In 2018, The Dallas Police Department Mobile Field Force Team (MFF) was formally established. The MFF was activated in May 2018 for the National Rifle Association – Dallas National Convention. The Dallas Police Department MFF provides command staff a ready response that is easily integrated into departmental ICS and unified command, as necessary. The MFF is trained in crowd control and protest management operations. It is designed to provide a rapid, organized and disciplined response to civil disorder, crowd control, and special events. Further, the team has trained with Dallas SWAT, Dallas Helicopter Air One and Dallas Mounted Unit to provide numerous scenarios such as rescue victims and police officers under hazardous conditions, apprehend protesters involved in criminal activity, isolate areas of civil disorder and the dispersal/control of unruly crowds.

As a component of the team's establishment, new instructors were added to the program, many of which went through FEMA's Field Force Class. The lesson plan was updated to reflect best practices developed by FEMA's Center for Domestic Preparedness (CDP), and a new training program was developed and implemented that allows more hands-on experience with equipment and learning. Additionally, new curriculum was developed for the various ranks of participants, including one curriculum each for police officers and senior corporals, sergeants and lieutenants, and for command staff. However, the Covid-19 pandemic interrupted training, preventing a significant number of the sergeants, lieutenants, and command staff from attending the class. A dedicated unit was being developed when the deputy chief overseeing the program retired just prior to the Covid-19 outbreak, leaving the plan incomplete.

One of the most significant observations from individuals of every rank was the delay in assembling the MFF. Comprised of Crime Response Teams and deployment units from each station, as well as members of the Fugitive Unit, Operation Disruption, and Mounted, the members of the team were on scene, but not activated as a unified body. Additionally, when deployed, majors were given the responsibility of commanding ground troops without having been trained in the most current methodologies. Per the curriculum, majors were trained with the chiefs and were expected to take an oversight approach while being available to make decisions. Lieutenants, who were trained in commanding ground troops, were under-utilized.



Police officers and senior corporals were trained in a very thorough manner regarding the new MFF. This includes responding to commands, understanding how to move a crowd both with a shield and without a shield, making arrests, allowing a crowd an avenue of escape, and utilizing a gas mask correctly. Due to challenges implementing the command structure as designed by the MFF Instruction Team, officers were not given the opportunity during these events to use the training they had been given.

Another challenge exists in that there is a working gap between MFF and the Tactical Planning Unit. All information gathering during an event is needed to ensure that resources are available, tracked, and

utilized efficiently. The Mobile Field Force unit has three individuals that have attended the ICS federal training class and are knowledgeable in keeping track of these resources, maintaining the necessary documentation, and organizing incoming and outgoing information. This is vital for the event as it is unfolding and at the conclusion when requests for information are received.

Lessons Learned- MFF

The department will move forward with establishing a volunteer/part-time unit of officers and supervisors to serve as the core of the Mobile Field Force.

Training of supervisory personnel will be resumed.

Any time an event grows to the point where direct management by the Tactical Planning Unit becomes necessary, the process for readying the MFF will be initiated. Additionally, MFF commanders will be included in the planning for events in which intelligence indicates their role may be necessary.

It is recommended that Tactical Planning utilize MFF instructors to supplement manpower needs during event management and utilize their training and experience to advise the Incident Commander.

Communications Section

The issues faced by the Communications Section highlight a unique challenge created by the location of the protests. On May 29, the violence around City Hall prevented personnel who were due to come on shift from being able to access City Hall. Additionally, staff whose shift was ending were unable to leave. This could have significantly impacted the 9-1-1 Call Center from operating at full-capacity, however as a result of efforts to abide by social distancing guidelines, a significant portion of the staff were operating at the backup call center. Staff assigned to work the primary call center, but unable to access the building, were reassigned to the backup center. The ability to enter or leave City Hall remained challenging over the entirety of the events.

On Sunday morning, May 30, the DFC received information regarding an intentional effort to interrupt police radio communications in Chicago. The Communications commander was also contacted around that same time by the Harris County Sheriff's Department regarding attacks on their ability to communicate over the police radio. The Intelligence and Communications' Commanders discussed this and a plan was implemented to monitor radio traffic to ensure the integrity of DPD radio communications.

Due to the demand of field resources assigned to the protest/demonstration groups, 911 calls that were related to the protest could not be dispatched due to limited or no resources available. During the operational period, a dedicated dispatcher was assigned to the channel on which operations were being conducted. Calls for police service were sent to the Channel 1 dispatcher who would relate the info to the dedicated dispatcher for the protest groups.

Lessons Learned- Communications Section

Operational Plans should include a backup plan for moving communications to a secure channel.

The Communications Section will develop a plan to relay calls for service if an event requiring a significant portion of a Division's resources occurs, requiring a dedicated dispatcher. Additionally, this process is to be documented in the unit's Standard Operating Procedures (SOP).

Public Information Office (PIO)

The greatest challenge in the dissemination of information is when to and how to pass the information on to department personnel, the media and the community. Information is disseminated in order to

educate, explain and promote the department's agenda and plan. On Sunday, May 31 the Mayor held a press conference and announced the decision to enact a curfew that would be enforced in the downtown Dallas area. The Media Relations Unit, unaware the announcement was going to be made, determined that no official notification was made to the rank and file officers prior to the public announcement. The officers in the field heard rumors of the ordinance and began calling seeking confirmation and clear direction, especially since they would be tasked with the enforcement. Therefore, the unit was challenged with informing members of the department and the public (via social media) the specific details, restrictions, and affected boundaries of the curfew ordinance.



The Media Relations Unit's greatest strength was the constant flow of information being disseminated to the public via social media. The department's Twitter account gained nearly 3K followers. The assigned PIO continuously tweeted out information regarding street closures, the deployment of C.S. gas, property damage, mall closures, arrests, etc. In addition to providing real-time information to the public and members of the media, the assigned PIO drafted hourly reports that were reviewed by the Media Relations Unit's

chain-of-command and then forwarded to city hall to be shared with councilmembers and other pertinent executive members.

Another challenge was obtaining accurate and detailed information in a timely manner. When information went out from the department, it was paramount that the officers and public could trust the integrity of the information. It was sometimes difficult obtaining accurate accounts of crowd sizes, the number of arrests and charges, what type of devices were deployed for crowd control, etc. Not only was it important for this information to be accurate, but it was also important that the information be consistent.

The Media Relations Unit was challenged by its shortage in staff and management for long term operations. Although the information being disseminated to the public and media during the protest was vital and important, there were other significant incidents occurring throughout the city that required attention. Media requests/ inquiries regarding various other major newsworthy incidents continued to flow into the office. Crime bulletins from investigative units throughout the department still required posting to all social media channels. Meeting those challenges required not only rotating PIOs, but having some staff work from home to respond to media.

Finally, PIO was responsible for providing a daily incident report of events that occurred the previous day. The information would include crowd sizes, number of arrests, charges, uses of force techniques used to disperse crowds, and any other significant issues that may be in the public's interest. This information could also be used during daily press conferences.

Lessons Learned- PIO

Coordination between city entities is essential to ensuring the timing of and way in which information is disseminated by the Public Information Office.

Using an application such as Haystax would allow PIO greater and more accurate access to information.

Staffing may have to be increased during long-term operations. This could be accomplished through adding staff, creating auxiliary public information officers, or through borrowing resources from City Hall.

It is recommended that PIO have designated space in the RTCC during operations to ensure departmental transparency and so that accurate and timely information is disseminated.

A daily incident report of events that occurred the previous day should be created each morning. The information would include crowd sizes, number of arrests, charges, uses of force techniques used to disperse crowds, and any other significant issues that may be in the public's interest.

The PIO will develop a series of prepared messages to be released to the public giving overall information and directions. Example: "Protests are taking place in the area of Dallas. Officers are responding to assist. Stay out of the area."

Additional Observations

Officer Presence

Historically, the role of public safety was ancillary to the event and not the direct focus of the event. The response of DPD to protests has been as a “third party”, present to ensure the safety of all parties involved, but not specifically focused on by the participants. In contrast, during the George Floyd Protests, the policies of law enforcement and, consequently, the officers themselves were the focus of the demonstrations.

As a result, the standard operating procedure of creating a highly visible officer presence for managing crowd control incited the emotions of the protests. As the protests continued, the Incident Commander reduced the physical presence of uniformed officers. Response teams were positioned out of sight, but still in position to provide a rapid response if needed. This lessened the opportunities for protestors to confront officers and seemed to create a calmer environment among the groups.

Lesson Learned- Officer Presence

Field Commanders will adjust their strategy to address officer presence and weigh the risk versus rewards for having officers in highly visible positions.

Covert resources should be utilized to monitor events of this nature without increasing officer presence to ensure the safety of all participants.

Training: Officers

During operations, it was clear to Field Commanders that regular and reoccurring training on Mobile Field Force Tactics is needed. Officers and supervisors were slow and unsure as to the best method for forming lines and appeared unsure as to the best tactics during officer/protestor encounters.

Lesson Learned- Training: Officers

DPD will develop and deploy quarterly training for the Mobile Field Force Team.

Training: Interjurisdictional

The increasing frequency of large-scale events requiring a response by public safety has necessitated greater reliance on multi-agency deployments. Local, state, and federal law enforcement partners are working with each other on a singular operation, challenging idiosyncratic policies and processes. It is crucial that police agencies who may work together during critical events train together. This increases communication, the adoption of best practices, develops relationships integral to combatting crime, and creates a safer event environment for all impacted stakeholders.

Lesson Learned- Training: Interjurisdictional

The DPD Training Team will reach out to partner agencies to develop opportunities for increased interjurisdictional training with the goal of creating a more cohesive and efficient response to large-scale public safety incidents.

Training: Commanders

Crowd control procedures are evolving rapidly. Lieutenants need regular training to ensure command level understanding of current best practices for deploying a response to large-scale events. Additionally, this training would reinforce the procedure for evolving the ICS structure as the event expands and contracts.

Lesson Learned- Training: Commanders

DPD will identify and implement semi-annual training to improve lieutenants' ability to respond to major events.

Use of Force Review

DPD recognizes the community's desire for transparency in Use of Force policies and tactics.

Lesson Learned- Use of Force Review

DPD will develop a Use of Force Review Committee that includes the Director of the Office of Community Police Oversight. Additionally, DPD is reviewing the current Use of Force continuum and less-than-lethal policies. Discussions should not be aimed at removal of these options, but should include a comprehensive review with clear and articulate language for deployments.

Policy Regarding Protestors Taking Over Streets

As demonstrations have evolved, DPD has modified its stance on protestors being in the roadway. As a result, there was confusion among both officers and commanders as to the level of enforcement action that would be taken.

Lesson Learned- Policy Regarding Protestors Taking Over Streets

DPD will establish a written policy that defines exactly what the department's response to protestors entering a surface street or freeway will be. Additionally, the department will define the parameters for allowing protestors to take over surface streets and impeding the flow of traffic in intersections.

Mounted Unit

In 2010, the DPD Mounted Unit included two sergeants, approximately 20 senior corporals and 30 horses trained to deploy into highly-volatile environments. The unit's ability to move very large crowds while minimizing the risks to both officers and participants was an invaluable tool for crowd control. As the department dealt with the challenges of ensuring adequate staffing for patrol divisions and priorities shifted to reducing violent crime, the Mounted Unit was reduced to six officers and one sergeant.

Lesson Learned- Mounted Unit

Staffing for crowd control units such as the Mounted Unit will be reassessed to ensure adequate resources are available to create a safe barrier between officers on foot and violent protestors.

Additionally, the equipment used by the Mounted Unit to protect the riders and their horses must be evaluated to ensure they are compatible with the challenges identified by law enforcement around the country.

Crowd Control Technologies

DPD has invested significant resources in identifying tools, techniques, and technologies that maximize the safety of protestors, bystanders, and officers. Shifts in the public's desire for how law enforcement manages crowd control have occurred. Technologies like Long Range Acoustic Devices (LRAD) which allow officers to communicate with aggressive individuals from a safe distance satisfy the department's strategy of maintaining time, distance, and cover to prevent the need for escalating use of force responses.

Lesson Learned- Crowd Control Technologies

The department will investigate the budgetary requirements for investing in LRAD technology.

Logistics

Friday, May 31, 2020, began as any normal day with scheduled protests and assigned response teams to help address public safety issues that arise out of large-scale events. During the evening, there was a change from a peaceful protest to a night full of criminal acts being committed against people and buildings throughout downtown. It was apparent this incident was going to become a larger field operation for a more sustained time frame requiring more resources. When deploying officers and resources it is important that the department ensures adequate support resources are in place for the care of individuals working long shifts and for multiple days.

Another observation was the outpouring of support from citizens and community groups who provided food, water, and other snacks for officers. Below are just a few of those individuals and groups that provided support to officers and the department. The Dallas Police Department is sincerely thankful for everyone that participated in caring for the DPD team.

One Community USA	Trammel Crow (Old Parkland)	Keller's Burgers
Chick-Fil-A	HEB	Tom Thumb
Katy Trail Icehouse	TREC	First Baptist Church of Dallas
Highland Park United Methodist Church	Dallas Jewish Community Foundation	Highland Park United Methodist Church
Better Days	Dallas Police Association	Front Burner
Whole Foods	NLLEO	Luna's Tortilla Factory
AT&T	Financial	Jewish Federation
Downtown Dallas, Inc	Uptown Dallas, Inc	Dallas Mavericks
DJCF	Church of Incarnation	Austin Street Center

Efficiently coordinating the supply of food and water to officers during a four-day operation is an enormous task. The Commander over the Training Division utilized personnel from throughout that division to maintain a 24-hour distribution center to provide for the care and well-being of officers in the field. This team coordinated the delivery of food and water to headquarters, assessed needs for upcoming operations based on staffing, and pushed these supplies out to officers who could not leave their post.

Lessons Learned- Logistics

One of the initial issues observed was the logistics to get water to those front-line officers who were on fixed post holding locations. The department will ensure it has an adequate supply of water available allowing the Procurement Unit time to acquire more supplies if needed.

The Department recognized the need to provide officers a secure area for the purpose of getting water, food, and snacks. The department also actively deployed those support items to officers who were in the field. It is important that the department provides food because officers may be deployed at locations for extended hours and not be able to leave.

Assessing the supplies needed to support 24/7 operations requires knowing how many personnel will be assigned to the operation. Personnel leading this effort must be included in operation planning meetings.

Officer Wellness

One challenge unique to the George Floyd Protests is its impact on the values and identities of officers tasked with enforcing the law. The personal and cultural attacks on officers can create an “us against them” adversarial relationship between police and the community. Officers may even find themselves alienated by family and friends. The consequence of this situation can also be devastating to the morale of officers. If individual well-being is the foundation for a well-functioning police department, the long-term costs of ignoring this situation could impair the wellness and morale of personnel and ultimately, departmental effectiveness.

The Dallas Police Department Peer Support programs provide a wellness network that enables mental health outreach to officers in the field. This team is available to provide psychological support and limited interventions as needed either onsite or at a central location. They also are the gateway to referring officers and family members directly to support services.

Lessons Learned- Officer Wellness

DPD will continue to work hard to provide all staff with access to psychological services and peer support. Additionally, the Command Staff must continue to engage officers in frank and honest conversations with the goal of creating a positive environment for ensuring emotional health.

Body Worn Cameras

The Body Worn Camera (BWC) video that was recorded during the protests and rioting provided unbiased insight on what officers faced while working in the field. BWC video also provided the ability to provide commanders and front-line supervisors a more accurate picture and review of the events that unfolded to assess options for better deploying resources and the effectiveness of crowd-control techniques. The review also ensured that employees were properly documenting use of force and providing a record of the incidents.

DPD observed some limitations of the camera and the mounting solutions currently available. This includes when officers' BWC was obstructed by their tactical vest or the camera was unable to be attached to the tactical vest. Also, when officers were deployed for 12 or more hours, some cameras stopped working as the devices lost battery power. When dealing with these

Lessons Learned- Body Worn Cameras

In April 2020 the Dallas City Council approved the BWC contract for new cameras and hardware. The department has taken note of the need for mounting options and as new BWCs are deployed, officers will be provided a mount to attach to the uniform and a mounting solution for the officers' tactical vest. The addition of a mount to the tactical vest will allow the officer to transition into it with more ease and provide a more secure solution.

The need to deploy BWCs to all front-line police officers working in patrol is critical. Although the Department has been challenged by COVID-19 in providing training to new officers. The Department has identified a training model and will begin the training of new users in the next few months.

Moving Forward

The Dallas Police Department is committed to protecting the First Amendment right to peaceful assembly. In addition to the Lessons Learned described throughout this review, the department is taking additional steps to improve the response to crowd-control events. Using lessons learned from the George Floyd Protests, as well as through conversations with the community, DPD has made changes to General Orders to address the use of less-than-lethal tools. This includes modifying General Order 902.02, PepperBall Launcher System- Usage and Procedures to state:

8. Firing or deploying Direct Contact Hits into a crowd is prohibited.
 - a. If a crowd creates an immediate danger of injury to persons or damage to property, the Chief of Police or designee may authorize the deployment of other less lethal tools, such as indirect saturation deployment of PepperBall rounds, OC Spray, C.S. gas, or other chemical agents.
 - b. Officers may utilize the system in one-to-one situations when sure of their target and background.

Additionally, General Order 908.04, 40 MM “Stinger” Less Lethal Launcher System, Use and Deployment was modified to state:

- J. Firing or deploying the 40mm Less Lethal “Stinger” into a crowd is prohibited.
 1. If a crowd creates an immediate danger of injury to persons or damage to property, the Chief of Police or designee may authorize the deployment of other less lethal tools, such as indirect saturation deployment of PepperBall rounds, OC Spray, C.S. gas, or other chemical agents.
 2. Officers may utilize the 40mm “Stinger” in one-to-one situations when sure of their target and background.

A police officer’s oath to serve and protect has always included the duty to intervene on the behalf of an individual subjected to unlawful or unnecessary force. As a result of the incidents surrounding George Floyd’s murder, the department codified an officer’s duty to intervene with General Order 901.02 Duty to Intervene:

- K. A. Members of the Dallas Police Department (both sworn and non-sworn) have an obligation to protect the public and other employees. It shall be the duty of every employee present at any scene where physical force is being applied to either stop, or attempt to stop, another employee when force is being inappropriately applied or is no longer required.

DPD will continue to engage both the community and law enforcement partners around the country to identify and implement best practices for ensuring a safe environment for crowd control management. The Dallas Police Department is committed to exploring opportunities for development and will continue to process additional information about the events that occurred between May 29 and June 1, 2020, as it becomes available.

Appendix A Complete Timeline

The following timeline was compiled from two sources. This includes the lists of events kept by both the Tactical Planning Unit and the Fusion Unit.

Day 1- Friday, May 29, 2020

6:00 PM to 3:30 AM

6:21 PM EOC becomes operational
6:22 PM Open Carry observed
6:25 PM Tahoe blocking view of CS
6:28 PM 100 People observed at the Plaza
6:30PM Air 1 is operational
6:30 PM Next Generation Action Network (NGAN) begins protest at 1400 S. Lamar, Jack Evans Police Headquarters
6:31PM CS2 Drone visible
6:32PM Body Rifle 2 W/Ms
6:36PM Air 1 looking for Drone
6:37PM CS2 W/M with rifle and mask
6:39PM 802 Sierra Elements are on Ch 12
6:39PM M100 Red Mini Cooper with multiple weapons in vehicle
6:40PM u544 Mini cooper parked on south side of Gilley LP# MLD345
6:44PM Mini Cooper is registered from McKinney
6:47PM U510 White SUV with a W/M driver has a gun
6:49PM 350 Protestors at site
6:52PM C141 and F152 will escort DFR
6:55PM EOS location confirmed
7:01PM Moment of Silence
7:18PM M800 People Cleared
7:26PM 860 500 Protestors
7:32PM Bellview/Lamar
7:52PM 5 Israelites headed toward convention center
7:52PM L/M is walking W/B on Bellview
8:06PM CH100 will have eyes on march
8:10PM M800 Racers are headed this way
8:15PM No S/B Akard
8:20PM U510 5 W/M with Rifles at Dealey Plaza
8:27PM WFAA is showing SWAT Locations
8:31PM M800 Traffic is backing up
8:34PM 802 L/M at Bellview with Milk Jugs
8:39 PM Protestors begin marching towards the headquarters of the Dallas Police Association (DPA) at 1412 Griffin
8:43PM Crowd Marching
8:45PM Drone on Lamar
8:47PM Crowd Stopped at Wall St.
9:00 PM Protestors march north on Akard from the DPA
9:09PM Protestors NB Akard
9:11PM Throwing rocks at Griffith/Cadiz
9:12 PM First report of violence as rocks and bricks are thrown at officers in the intersection of Griffin and Young
9:16PM Griffin/Young

9:24Pm Surrounding Cars
 9:24 PM SWAT is deployed to assist an officer trapped in a vehicle that has become surrounded and is being pelted with rocks
 9:25PM Paddy Wagon Deployed
 9:27 PM Assist Officer call made as officers are assaulted downtown; SWAT responds
 9:35 PM Tear Gas is deployed for the first time
 9:37 PM Large crowd shuts down traffic on Interstate 35 at Reunion
 9:54PM SWAT deploys Air Burst
 9:54 PM The order is given to deploy less-than-lethal munitions in an attempt to rescue the officer and to push back the protestors
 9:55 PM First arrests made
 9:55PM Paddy Wagon to Griffin
 10:00PM Highway Shut Down
 10:15PM 100 Motorcycles
 10:17 PM Report of black male pointing a rifle at people
 10:26Pm Hold Jack evens
 10:32PM Field/Commerce Debris on street
 10:34 PM First report of crowd placing debris in road to block emergency responders
 10:34PM Protestors going EB Commerce passing Ervay
 10:34PM Jack Evans moving to 10
 10:39 PM Officer struck in head by object thrown from crowd and injured at 2100 Commerce
 10:46 PM City-wide Assist put out over radio
 10:55 PM First report of property damage to business downtown at 2600 Main
 11:02pm Protestors WB Elm
 11:10PM Shooting reported/ comp possibly shot by rubber bullet
 11:15 PM Building set on fire at 2822 Main
 11:18PM Prot WB Elm at Harwood
 11:21PM Prot SB St. Paul
 11:55 PM First report of looting, Neiman Marcus at 1618 Main
 11:56 PM Large crowd converges at Jack Evans Police Headquarters
 12:03AM Prot WB Main at Field
 12:10AM Suspicious activity Red Trail Blazer
 12:10 AM Car set on fire at 1300 Griffin
 12:20AM C740 Window broken
 12:29AM Looting at 7-11 Main/Harwood
 12:33AM Prot WB Main at St Paul
 12:42 AM Fire set at Field and Main
 12:43 AM DART Officer injured when brick thrown and struck officer in the face
 12:44 AM Suspect shooting from vehicle at Field and Young
 12:44AM 1500 Main (shots fired)
 12:58 AM Report of crowd pointing guns at security guards at 511 N. Akard
 1:02 AM Texas Department of Public Safety Troopers respond to assist
 1:03 AM Protestors shooting fireworks at officers
 1:06 AM Tear gas deployed by SWAT at Main and Akard to disperse riots
 1:07 AM Officer Assist at Main and Field
 1:17AM Gas deployed at Main/Field
 1:22 AM Protestors set squad car on fire at Field and Main
 1:30 AM Second squad car set on fire
 1:38 AM Third squad car set on fire
 1:51 AM Looters breaking into a parking lot cash box and a vehicle parked at the location
 2:05 AM Officer Assist at 800 Main

2:33 AM Crowd damaging property at Dallas Farmers Market
2:42 AM Gun shots reported at Lamar and Elm
3:13 AM Operational theatre is stabilized and Third Watch elements are released

Day 2- Saturday, May 30, 2020

1:30 PM to 2:00 AM

12:30 PM Command Post is Operational
1:30 PM Approximately 750 Protestors demonstrating at City Hall with planned march
1:31PM Send 3 officers to DFR for escort
1:38PM Need POC for NorthPark
1:39PM S890 300-400 People at City Hall
1:45PM D255 N Houston w Long Gun
1:49PM Need DFR to front of City Hall for Med ent on Plaza
1:53PM M800 There is DFR on site for City Hall
1:58PM Crown Picking up/ kneeling - 500
2:00 PM Crowd begins march to Frank Crowley Court House
2:12PM North on S Field/Young St
2:13PM M800 NC Moved to WB toward protest
2:16 Lt. Allen monitor route
2:17PM NB Elm at Field
2:18PM S860 Crowd size 700-750 No long guns
2:20PM CP Turn of Filed and North on San Jacinto
2:25PM SB St Paul at Federal
2:25PM SW Response Team move to???? Stay behind groups at a distance
2:28PM South on Bryan
2:30PM Crowd stopped at St Paul/Pacific
2:32PM Moving
2:34PM Approaching Commerce
2:35PM 1 B/M with sidearm at Main and Field coming up to Elm
2:36PM St Paul and Wood
2:37PM L102 St Paul and Young
2:38PM S890 Plaza clear
2:39 Young and Ervay
2:40 PM Crowd returns to City Hall Plaza
2:42PM B110 Cen Go toward Canton
2:43PM Tail end EB San Jacinto from Field
2:44PM Send Motors to the rear
2:45PM T331 Large group of vehicles going SB San Jac
2:46PM M800 DPS sending helicopter
2:47PM T334 DFR 4855 N Cen- Active Shooter ???? Not in our loc
2:54PM End Federal and N. St. Paul
2:55PM At Dart Station Bryan and SB St. Paul
2:55PM M100 Several people leaving
3:00PM Tail at SB at Commerce
3:02PM at City Hall marching again
3:05PM L102 North on Akard and Commerce
3:07PM L102 North on Akard approaching Main
3:08PM WM with gas mask and rifle Akard & Young Red flower shirt EB Young from Akard
3:10PM L102 WB approaching Griffin
3:12PM L102 Stopped in middle of street at Main and Griffin

3:13PM Central get behind protestors
 3:14PM Tail at S Akard and Commerce
 3:15PM L102 NB Griffin
 3:16PM W/M with gas mask is on plaza
 3:20 PM Individual in gas mask with rifle is surrounded by protestors on City Hall Plaza
 3:22PM M200 Send SW and DC to City Hall to meet S890
 3:22PM CP Main and Lamar Stopped
 3:30 PM Elements ordered to rescue individual on City Hall Plaza
 3:40PM M800 Element coming to City Hall to assist
 3:40 PM M100 Move all elements off of plaza
 3:43 PM Crowd surrounds police vehicles on City Hall Plaza and begins throwing rocks, bricks, and frozen water bottles at officers and vehicles; The surrounded individual was able to flee the protestors; the officers retreated; Officers are injured by projectiles
 3:43PM DPS element griffin and Jackson, surrounding truck, throwing rocks
 3:50PM M800 SE response with DPS at Griffin and Jackson, Spray painted vehicle
 3:53PM L102 Lead at Akard and Young
 3:54PM ON way back to City Hall
 3:58PM Crowd on Plaza
 4:05 PM Protestors at City Hall Plaza are observed spray painting City Hall and the order is given to clear City Hall Plaza
 4:06PM 2 L/M Field and Wood with rifles putting on tac gear
 4:06PM Central to Filed and Wood 2 L/M with rifle and tac ger U540
 4:10 PM SWAT arrives and attempts to direct crowd to disperse, crowd refuses
 4:11PM SE 1500 Marilla, front of city hall large group
 4:22PM Lock up Do Not aban
 4:24PPM SWAT C5 Gas, Air Burst
 4:24 PM First deployment of tear gas and less-than-lethal munitions for 05/30/2020
 4:29PM Shead Send Paddy to Memorial and Jackson
 4:35PM Moore at Akard and Young
 4:33PM S802 Gas on City Hall
 4:34PM S802 Use Less Lethal
 4:35Pm M800 Irving Tac C5
 4:36PM M800 Need Paddy wagon in front of City Hall and Young
 4:38 PM Officers at Griffin and Jackson are surrounded and attacked with rocks, bricks, and frozen water bottles; SWAT is called to assist
 4:39 PM Officers directed to arrest agitators
 4:39PM 800 Sport 200 Racers
 4:40PM S802 Need Camera to ID
 4:41PM All Seven response 3rd watch response teams/IC03 DPS in riot gear
 4:48Pm SE Paddy to memorial/Injuries, clearing Plaza
 4:54PM DPS Response Team going to Ervay and Young
 4:55PM DBD response Team
 4:58PM DFR injured person Young & Ervay
 5:00PM Need all Paddy wagon to Field and Young
 5:09PM Gas on the horseshoe/ all response team south side of city hall
 5:17PM Less Lethal to memorial and Ceremonial
 5:19PM S802 Need Paddy wagon to Akard and canton/need DFR at Akard and Canton
 5:26PM DPS going to horseshoe/250 vehicle 800 Sport
 5:28PM Trash Truck/DPS to DFR 18/need 3 arrest teams at Field and Young Gear up/need paddy wagon on backside of convention center on canton
 5:31PM Need paddy wagon to Akard and canton, FEM 30

5:34Pm Send 2 trash truck to 30 and Akard
 5:39PM 2 B/M wearing all black running on young from S Lamar towards City Hall
 5:40PM Need Paddy wagon to young Akard/ paddy wagon to Ervay and Cadiz/ need paddy wagon at Field Marilla
 5:40 PM A citizen at 400 S. Ervay, attempting to throw a gas canister back at police, is struck in the eye by a less-than-lethal munition round, losing that eye
 5:41PM Rescue 97 on standby
 5:45PM Dump truck at Akard/30
 5:48PM Signal 19
 5:51PM Need 10 wreckers on standby
 5:56PM Large crowd Wood and St. Paul
 5:59PM S863 going to hospital with injured person/Akard and Griffin, stay NB on Akard
 6:00PM Joe with Less Lethal picking up water from central
 6:07PM DPS follow crowd at Main and Field
 6:23 PM City-wide assist requested in response to attacks on officers, wide-spread looting, and vandalism. S Griffin and Young
 6:26PM M800 Griffin and Wood ASAP throwing rocks
 6:30PM SC sending more officers
 6:36PM CH 100 Need fruit and water
 6:38PM all call all CRT Deployment
 6:40PM Rotate teams out
 6:44 PM A large group of street racers reported impeding traffic and stunt driving at Wood and Griffin/Food and Drink Lot E/Vehicle at wood and Griffin doing donuts
 6:45PM DFR at Wood and Griffin
 6:53Pm 2 Trucks at Wood and Griffin/DSO c5
 6:50 PM Protestors attempt to enter Interstate 45 but are blocked by responding officers
 6:55PM S802 Hold area city hall. Keep ½ Response team at each intersection
 6:57PM Moving WB Commerce
 6:58PM Moving N of Wood Moving WB from Field
 7:00PM Crowd at Commerce and Hardwood/APC to Commerce and Griffin
 7:05PM Ervay and Akard
 7:08PM Need Ofc to I45 and Commerce with Truck
 7:12PM sending 2 man with food
 7:28PM Nb on Field300-400 People/Commerce and Ervay 300 Blocking Road
 7:29PM 300-400 People enter Klyde Warren Park
 7:29 PM Protestors create a make-shift barricade at 1500 Commerce in an attempt to slow first responders
 7:31PM Commerce and Lane st 30-40 Blocking road
 7:39PM Small group at Commerce and Ervay
 7:40PM EB Woodall Rogers
 7:41 PM A large group of protestors enters Woodall Rogers Freeway forcing motorists to stop
 7:44 PM Protestors on the ramp at Woodall Rogers/Irving PD loc Eastside of City Hall
 7:45 PM 12-15 Akard and Young Group
 7:46 PM Traffic backup form I35 from Woodall Rodgers/ Car on fire 2 Perot Museum
 7:47 PM L/M White tank top possible set vehicle on fire
 7:49 PM Large group at Ervay and Elm/ Large group at Akard and Main/ W/M Blk Pant running SB on Akard
 7:50 PM Perot museum tagged/ Large Main and Ervay
 7:52 PM W Hotel throwing bricks
 7:53 PM Allen PD sending Officers
 7:56 PM The crowd on the freeway has moved to Central Expressway (Hwy 75) and blocked traffic

7:59PM Commerce & Main Rocks
 8:01 PM W/M at St Paul and Commerce. White shirt/White hat, construction, blk pant carrying milk jug with chemical mixture
 8:01 PM Protestors move into Victory Plaza area causing wide-spread damage and destruction
 8:06 PM Another large crowd moves onto Interstate 35 at Commerce forcing traffic to stop I35 SB & NB Market shut down by protestors
 8:13 PM Dallas County Sheriff Deputies shut down Interstate 35 and attempt to move protestors from the freeway
 8:13 PM A vehicle is set on fire at 2021 Field DFR notified
 8:18 PM Need DFR to Jackson and St. Paul
 8:23 PM Need Lamar from Memorial and Ceremonial shut down
 8:24PM Need response team to Central
 8:30 PM OT elements deployed (10 officer, 1 Sgt)
 8:31 E580 C5 to I35&reunion
 8:34 PM Protestors enter Interstate 35 at Reunion and begin throwing objects at vehicles
 8:37 PM CH 100 Need Paddy wagon at Commerce/ Need Ofc at Houston and reunion protestor from freeway
 8:39PM Looters at Griffin and Elm donut shop
 8:43 PM NB Griffin and Memorial need traffic control
 8:46 Pm 1500 Elm and Akard
 8:50 PM Do you want to hold Main and Ervay?? Release
 8:51 PM A police vehicle is attacked with the windows broken out
 8:54 PM M800 Austin and Jackson C1 Response Team
 8:58 PM A1 Large group at Elm St breaking windows
 9::09 PM Canton and I30 Need tow truck/Need Paddy wagon at Ervay and Elm
 9:10Pm Need trash truck
 9:11 PM Need DRR at Canton and Lamar
 9:12 PM Block St at 1400 Main
 9:15 PM A group of 15-20 protestors attack bystanders at Cedar Springs and Mckinnon
 9:16 PM DFR for sick person
 9:17 PM 41-31 Holding at El Phoenix @ McKinney
 9:18 PM B124 on 12 Need one element to help w side of village barn
 9:24 PM Elm and Main Protesters block road/ shot fired at Elm and Main/U340 20 Protestors Harry Hines and Harwood 100-person, 1 male fired gun. Damage to Rolex building / EB Cedar Spring, crescent hotel stolen golf card
 9:31 PM Group going NB Routh from Mckinney
 9:32 PM Robbery in progress at 700 Elm and Griffin. Made entry yelling possible gun, stealing lotto tickets/M800 NB on Bowl
 9:37 PM Howel and Routh Bricks Need add element
 9:43 PM Active 2614 Bol St breaking out windows? Need 20 set of flex cuff
 9:47 PM NO bus or train going through downtown until 3 AM
 9:48 PM DPS shutting down Main and I45
 9:50 PM DFR needed at 2323 N Houston DFR C5 for stabbing/U240 at Elm and ST Paul
 9:51 PM Need Paddy wagon at Elm and Commerce
 9:54 PM A540 C5 to House of Blue for 27/Fort Worth PD C5
 9:56 PM Allen PD has 9, picking up at Central
 9:56 PM M with long gun at Harwood and ross passing San Jacinto
 9:58 PM Fairmont and McKinney need paddy wagon for 27 people? Pearl and Main suspect w rifle, W/M all Blk body armor with backpack
 9:59 PM 30-40 individuals begin throwing bricks and breaking windows at the American Airlines Center

10:00 PM Victory and High Market, W/M with Machete, DFR C6 person was hit with machete/Need paddy wagon at Marilla and Akard
 10:11 PM Dallas Area Rapid Transit ceases all bus and train operations downtown
 10:16 PM DPS arrest team C5 to Griffin and Young
 10:17 PM Pacific Park, Fire, DFR
 10:19 PM 531 Signal 19 Pacific and Harwood, W/F Blk Pant, W shirt
 10:23 PM Large group Olive and Cedar Springs
 10:26 PM 7-11 Broken into at AAC/CVS at Elm and Akard, stole drugs
 10:31 PM Nowitzki and Field Shots fired W/B by Pearl
 10:34 PM Vehicle possibly shooting near Field and Olive
 10:35 PM 531 Susp from shooting in apt complex by Perot
 10:37 PM Pacific/Griffin 3 W/M with assault rifles
 10:39 PM A1 500 S Ervay 2 individuals on top of building
 10:41 PM No protestors at AAC/Building has damage
 10:42 PM A citizen at the intersection of Pacific and Griffin is struck in the cheek by a less-than-lethal munition round causing serious bodily injury
 10:45 PM Elm and Pearl a group of 20+
 10:47 PM San Jacinto/Griffin breaking into 7-11
 10:48 PM 100 N Harwood Signal 16, DFR (Harwood and Commerce) CNX
 10:51 PM 2100 Elm and Pearl throwing fireworks
 10:52 PM 300 N Pearl and Pacific run over by vehicle
 10:52 PM All call to station
 10:54 PM Large group at Akard and Munger/ Large group at Elm and Lamar
 11:03 PM Protestors set a fire under Interstate 45 at Elm
 11:03 PM Large Group at San Jacinto and Griffin
 11:10 PM SB Griffin and San Jacinto shut down/Crowd at Ross and Griffin/Commerce and Woodall blocking traffic/ 840 DFR under I45 Commerce Fire/Large group at Ross and Griffin/DSO shutting down I45 and elm/compressed air at griffin and ross
 11:18 PM Multiple additional fires are set in Downtown area over next two hours
 11:23 PM Large group Olive and Cedar Springs
 11:25 PM 2600 Trash fires
 11:26 PM 2780 Elm Trash fire
 11:28 PM 100 Protestors at 100 Broom/Car fire
 11:25 PM Protestors begin setting trashcans on fire and throwing them at officers and squad cars
 11:29 PM Elm and Crowds need response team E. Elm large group
 11:32 PM Commerce and Good Latimer Paddy wagon
 11:33 PM 2700 Main large group
 11:34 PM A1MLX and Indiana throwing fire
 11:35 PM Commerce and Good Latimer dumpster on fire
 11:38 Pm Need DFR for gas
 11:39 PM Need DFR
 11:40 Pm Main and Crowds need Paddy Wagon
 11:50 PM Main and Elm shut down DSO shut down/Fire at Main and Walton, DFR/Main and MLK fire/Market and Main DFR/100 S Hall DFR C5/El Phoenix fire
 11:51 PM Large group at Woodall Rodgers under bridge
 11:53 PM 200-300 EB Woodall at Akard. Fires at Hall and Main
 11:56 PM Need cover to centennial DPS large group
 11:57 PM Burglary at Modern Outfitters gun store; a large number of weapons taken (BOLO put out at 0006)
 12:16 AM 531 Active Shooter/DFR assist Field and Woodall
 12:10 AM 1800-1900 Cedar Springs all windows broken out/Harwood and Ross Business broken

into

12:17 AM 3417 Main looting
12:20 AM Taylor and Malcolm X need wrecker and DFR
12:24 AM Ofc hit by vehicle, hurt leg, transported to Baylor
12:34 AM DFR for Commerce and Murray brush fire
12:34 AM Main and Latimer with Pipes
12:31 AM Field and Ashlin looting Tom Thumb
12:37 AM A1 another group forming at Cedar Springs and Olive Street Allen PD en route
12:40 AM 9 detained at Cantegral(?) and Floyd
12:41 AM 4 detained at NE corner of Ashland and Field
12:42 AM Smoke at Main and Hall
12:45 AM Group of 30 at 2200 N Carrol
12:49 AM Individuals on the east side of city hall plaza shining light
12:52 AM 250 N Harwood Shots fired, looting, 20 people inside
1:02 AM 2500 Pacific dumpster fire DFR C5
1:11 AM Commerce and Cesar Chavez damaged truck
1:12 AM DFR 2200 Caroline
1:14 AM Baylor PD need cover suspects shooting at vehicle in parking lot
1:18 AM Active Shooter Swiss and Good Latimer
1:24 AM SB Field and Broom 30-50 people
1:27 AM Field and Munger w bat (Case # 20-0971561)
1:43 AM Burglary at DFW Gun Store; a large number of weapons taken
2:00 AM Operational theatre is stabilized handed over to 531 and(?)

Day 3- Sunday, May 31, 2020

2:30 PM to 10:50 PM

2:30 PM Command Post Activated
2:33 PM 2380 N Field Tom Thumb Brick dropped/7-11 2802 N Fitzhugh threat to burn down
2:51 PM Team at Omni observing no activity
3:04 PM M200 Need traffic control at Houston and Young
3:16 PM M300 Need Cent React vehicle
3:17 PM M200 Have 30-40 protestors at Omni
3:20 PM 531 1800 Main Protestor with guns wht tahoe, blk tahoe
3:21 PM CH100 Work on getting response teams in place
3:26 M700 Target Eastside on Washington
3:27 PM R340 10-15 Protestor at 1700 Main
3:39 PM ALPHA 1 no games, business today
3:39 PM Orders given over radio that officers are to show zero tolerance towards acts of civil disobedience or curfew violations
3:40 PM U340 1700 Main City Courthouse large group at Omni
3:42 PM CH100 Paddy ETA
3:49 PM M200 Protest at Omni heading NB Lamar
4:02 PM A1 protestor going toward I35 50-60
4:11 PM Stack of bricks Walnut Hill, Travis and Knock
4:08 PM Houston and Jackson Paddy/ DFR Jackson and Houston/B620 2100 Main 30 People
4:11 PM C440 2100 Commerce Protestors
4:16 PM Approximately 350-500 people protesting at Jack Evans Police Headquarters
4:32 PM One in custody on Lemmon
4:33 PM CH100 Prot S on Young and S Lamar @ McDonalds, W/M Short pants w socks on hand
4:35 PM B110 Susp throwing gas back

4:38 PM Need Paddy at Omni/Protest throwing brick at trader joe on Greenville
 4:47 PM C540 200 Protestor NB Harwood
 4:50 PM A1 protestors at Pacific and Olive
 5:53 PM protestors at Jack Evans begin to march
 5:54 PM Possible Target Loc DPA, Jail, Fox 4, Victory Plaza, WBAP 820 Talk radio/B/M walking around HQ with gas canister
 5:56 PM 300-400 at HQ
 6:20 PM A1 Ashline and Woodall taking up roadway
 6:22 PM Protestors enter Victory Plaza
 6:23 PM A1 Protester South end of AAC
 6:24 PM Bricks at Field and Ashland contact city work
 6:29 PM Orders are given to arrest protestors if they stay in the roadways
 6:31 PM Warnings are given to protestors via PA that they are to stay out of the roadways
 6:31 PM 531 Sev Blk escalate at Lamar and Woodall taking stuff into parking garage
 6:33 PM Protestors begin throwing objects at officers and police vehicles/crowd aggressive Victory and Market
 6:36 PM Protest at Munger and Lamar
 6:37 PM Protest at Corbin and Lamar/pacific and Lamar protest in roadway
 6:39 A1 Protest EB Ross
 6:41 PM M200 Motorcycles c6 staging, videotaping
 6:43 PM M701 Protest warned about curfew
 6:45 PM A1 Prot SB Field in roadway
 6:48 PM Prot on train track at Main and Akard, Dart notified
 6:49 PM Prot on pacific
 6:51 PM susp package
 6:52 Pm prot passing St Paul
 6:54 EOD DFR 18 Escort
 7:00 PM Curfew goes into effect for first time/ EB Elm under I75 Running/S103 Griffin and Memorial Susp package, Trash
 7:05 PM S103 HQ Susp Bag, Trash
 7:06 PM S802 Enroute to Pacific w Multi Asset (gas)
 7:07 PM SB I75 and Harwood Protest on FRWY
 7:11 PM 700 Hotel 1 tazed
 7:16 M100 1900 Pacific Large crowd
 7:17 PM S802 Protestor cleared out St Paul and Pacific
 7:18 PM Rocks thrown from Highrise/40-50 NB Griffin coming up to Ross
 7:25 PM U332 Paddy at Harwood and Main
 7:26 PM DFR for female hit by vehicle Perot/ D760 with DFR
 7:27 PM Officers begin to make arrests for curfew violations
 Request for Paddy Wagon Harwood and Main/Hord and Griffin/Griffin and San Jacinto/Bryan and St Paul/1700 Patterson/Field and Ross/2200 Houston/Houston and C
 7:36 PM Police helicopter reports downtown is clear of large groups
 7:40 PM Protest running on Harwood/Prot running on Pacific
 7:47 PM 4 susp with mask
 7:48 PM Multiple request for Paddy Wagon
 8:00 PM DFR requested for ankle injury
 8:01 PM continued request for Paddy Wagon
 8:24 PM 50 National Guard
 8:28 PM 2380 Brick thrown
 8:29 PM DFR
 8:40 PM 4600 S MLX Little World

8:51 PM Vandals damage a DART train with chains
 9:00 PM Continued request for Paddy Wagon
 9:26 PM Ch 1 Racer and Speeders, Wolf /Ch 5 7400 Denton Dr racing and speeding
 10:00 PM CP No more paddy wagon runs all ele go to lews
 10:45 PM 76 arrested processed approx. 60 remain
 10:50 PM Operational theatre is stabilized
 11:02 PM Olive and Ross 3 B/M all black parking garage
 11:07 PM DFR for sick person Sally port HQ DFR notified
 11:24 PM CP 66

Day 4- Monday, June 1, 2020

4:00 PM to 11:30 PM

4:00 PM Command Post Activated
 4:00 PM Officers assigned and reporting to post
 4:29 PM M800 1800 Curfew 1900, 30 min warning at 7:30 before arrest made
 4:31 PM 1300 Lamar Bricks
 4:36 PM 20 protestors at City Hall
 4:45 PM possible vehicle with explosives. EOS notified White Cadillac SUV Lyte at Houston Fresh stolen
 4:57 PM Lamar Street is shut down to vehicular traffic by police in front of Jack Evans Police Headquarters
 4:58 531 7 W/M Blk clothing 1777 Record
 5:00 PM Approximately 100 protestors at Jack Evans Headquarters
 5:08 PM C720 1700 Belmont Bricks CN move yet
 5:39 PM 99.5 Promoting protest at Samuel grand park at 7:30 Per council person Mendelsohn (?)
 5:45 PM 1 Gal jugs of unknown liquid , into perimeter
 5:50 PM Leader W/F BLD, Blk mask
 5:56 PM Nissan Sentra has unknown sub handing out to groups. Handing out snacks
 6:00 PM 531 1 B/M with 2 L/F with gun on Corinth and Lamar/30 protestor at Lamar and Cadiz
 6:04 PM B110 Akard and Cadiz, WB Silver Impala handing out unknown substance
 6:05 PM Unk B/M placed a susp pack at Harwood and main in a stairwell
 6:13 PM S860 Handing out Baking Powder and water- is a neutralizer. FYI baking soda and vinegar causes small explosion
 6:13 PM 545 Protest headed EB Bellview and Akard
 6:15 DPS A1 Protest Jackson and Lamar 100
 6:18 PM DFR NB Lamar and Canton injured protestor
 6:27 PM B390 Purple bag w 2 gal milk marked 1st aid kit Lamar and Bellview/ A1 prot riverfront and Commerce people with gas mask and large bag DSO C5, 250
 6:34 Pm What to do Commerce and Continental @ Riverfront , Plan
 6:39 PM 2 male walking w radio and headsets NB Griffin appear to be comm w each other just entered
 6:42 PM 250-300 Protest at Lews
 6:45 PM U130 10 protestors leaving lews for down town
 6:48 PM U512 NB Riverfront W/M whit hat all blk red back back says 1st aid, googles and gas masks
 6:53 PM M800 1900 lock down Lamar
 6:54 PM S861 Protestors aware for the curfew Line
 6:56 PM A1 W/M Blue shirt/peach T, burg/blue backpack
 6:59 PM CH3 Units ordered to wait until 7:30 PM to enforce curfew
 7:00 PM Most protestors have left Jack Evans Police Headquarters

7:00 PM Protest begins outside of curfew zone in front of Frank Crowley Courthouse
 7:01 PM CP all intersections closed
 7:01 PM Protestors remaining at Jack Evans Police Headquarters given curfew warning
 7:02 PM FUS 70 prot Carlos Quintanas
 7:02 PM A1 residence looking at protest
 7:04 PM Curfew Warning given
 7:05 PM Quintans told protest that they will not leave for curfew
 7:07 PM Curfew warning given at Jack Evans. Prot stated they will not comply with order
 7:11 PM M800 Effective Immediately county wide curfew signed by judge
 7:14 PM M800 curfew order has been rescinded
 7:16 PM DPS 101 McKinney and Laws W/M on roof
 7:24 PM Jack Evans Police Headquarters is clear of protestors
 7:26 PM w/m dressed in black passing out supplies at Cowboy Bail bond
 7:32 PM A1 W/M all black w slingshot walking on riverfront/reunion towards Frank Crowley
 9:32 PM port giving out number
 7:38 PM 30 Protest at Samuel Grand park
 7:48 PM W/F w sledgehammer, all black in front of buck n ruck
 7:52 PM DPS 101 No large crowd except at Lews
 7:55 PM CH100 just police and media at HQ
 7:55 PM A1250-300 prot at lews but growing
 8:11 PM M100 curfew arrest 3 30s/R340 B/M blk pant rolling full bag toward Lew crowd
 8:13 PM 2019 Lamar and McKinney need Paddy and wrecker
 8:13 PM Jumper on Griffin and Corsicana SWAT C5
 8:22 PM M200 Paddy to HQ
 8:26 PM CH 100 allowing protest to go back to vehicle as long as they go toward HQ
 8:33 PM Ch 100 need air support. Vehicle stopped at SB 35, Commerce and Riverfront
 8:34 PM C402 WB I 30 Houston Viaduct unk person whit ford/ Kia out of vehicle walking on highway/CH100 SB 35 EB SVC Rd car parking on highway
 8:37 PM A1 dps nb 35 Houston Viaduct Police taking him now
 8:39 PM Large crowd Beckley and Commerce
 8:39 PM Protestors at Frank Crowley Court House begin to march
 8:41 PM Prot walk NB riverfront away from HQ
 8:45 PM Ch1 let protest walk back to vehicle
 8:47 PM Protest allowed to go into curfew zone to get vehicle/contain prot/WB on Riverfront
 8:52 PM CH100 if protest do not turn around they will be arrested
 8:54PM M700 C6 singleton and Beckley
 8:55 PM SB 35 Woodall shut down
 8:56 PM Paddy wagon to singleton and Beckley/prot putting on masks
 8:56 PM A1 need more elements to singleton and Beckley
 8:57 PM Protestors enter freeway on Margaret Hunt Hill Bridge
 8:57 PM A1 EB of bridge/prot 100 meter from officers
 8:58 PM A1 Crowd turned around
 8:59 PM CH100 start arresting Orders/Stay off the Radio
 9:00 PM Protestors throwing objects at police
 9:01 PM Ch 100 DFR on standby/keep lane open for paddy wagon/C720 holding/S802 Mask up, deploying smoke
 9:02 PM SWAT deploys smoke, tear gas, and less-than-lethal munitions
 9:05 PM A1 Need more ofc on E side of bridge
 9:07 PM Crowd is contained, and officers begin processing individuals for arrest. U100 Need someone with PA tell people to get on the ground
 9:08 PM CP trooper C5 to bridge

9:12 PM DFR on both sides
9:15 PM CH100 need multi bus
9:17 PM CP minimize traffic on radio. Let commanders get through important info
9:21 PM M800 Short Flexi cuff on site. Only have 50 have 200 coming
9:24 PM Will wait until all placed in cuffs before loading on paddy and bus
9:25 PM Ch400 Element from patrol to transport to HQ for processing. Then return back to MHH for more calls
9:27 PM 609 Callers watching FB stating that prot getting ready to throw bottles filled w substance at officers. People dressed in black
9:48 PM CH400 We will be Field releasing all arrestee
10:00PM 531 1 Male is COVID +/-Individual on Forth Worth Ave in white Tahoe headed toward bridge with rifle
10:08 PM M101 Close down NB Riverfront from Commerce
10:07 PM CH100 do not put anyone on the dart buses
10:14 PM M101 any notepads to take to the bridge
10:15 PM Jail said they can only take 100 prisoners
10:23 PM CP Need assist on WE of Bridge DPS C5
10:25 PM T320 Need element to shut down Beckley and west Main. Do U turn send back to Commerce
10:37 pm b411 additional to 200 Singleton
10:51 Pm C399 Transporting prisoner, dropping off at Frank Crowley
10:51 Pm Need DFR at Riverfront and Woodall
10:54 PM C399 Releasing 8 at 109 Commerce, Frank Crowley/DFR needed at WB lane by flagpole
11:00 PM Operational theatre is stabilized
11:13 PM Trash on bridge what to do??

APPENDIX B. DEFINITIONS

Right to Peaceful Assembly: United States Library of Congress

<https://www.loc.gov/law/help/peaceful-assembly/us.php>

The First Amendment to the United States Constitution prohibits the United States Congress from enacting legislation that would abridge the right of the people to assemble peaceably.[1] The Fourteenth Amendment to the United States Constitution makes this prohibition applicable to state governments.[2]

The Supreme Court of the United States has held that the First Amendment protects the right to conduct a peaceful public assembly.[3] The right to assemble is not, however, absolute. Government officials cannot simply prohibit a public assembly in their own discretion,[4] but the government can impose restrictions on the time, place, and manner of peaceful assembly, provided that constitutional safeguards are met.[5] Time, place, and manner restrictions are permissible so long as they “are justified without reference to the content of the regulated speech, . . . are narrowly tailored to serve a significant governmental interest, and . . . leave open ample alternative channels for communication of the information.”[6]

Such time, place, and manner restrictions can take the form of requirements to obtain a permit for an assembly.[7] The Supreme Court has held that it is constitutionally permissible for the government to require that a permit for an assembly be obtained in advance.[8] The government can also make special regulations that impose additional requirements for assemblies that take place near major public events.[9]

In the United States, the organizer of a public assembly must typically apply for and obtain a permit in advance from the local police department or other local governmental body.[10] Applications for permits usually require, at a minimum, information about the specific date, time, and location of the proposed assembly, and may require a great deal more information.[11] Localities can, within the boundaries established by Supreme Court decisions interpreting the First Amendment right to assemble peaceably, impose additional requirements for permit applications, such as information about the organizer of the assembly and specific details about how the assembly is to be conducted.[12]

The First Amendment does not provide the right to conduct an assembly at which there is a clear and present danger of riot, disorder, or interference with traffic on public streets, or other immediate threat to public safety or order.[13] Statutes that prohibit people from assembling and using force or violence to accomplish unlawful purposes are permissible under the First Amendment.[14]

Andrew M. Winston
Legal Reference Librarian
October 2014

[1] The First Amendment states that “*Congress shall make no law* respecting an establishment of religion, or prohibiting the free exercise thereof; or *abridging* the freedom of speech, or of the press; or *the right of the people peaceably to assemble*, and to petition the Government for a redress of grievances.” U.S. Const. Amend. I (emphasis added), available at http://www.archives.gov/exhibits/charters/bill_of_rights_transcript.html.

[2] U.S. Const. Amend. XIV, § 1, available at http://www.archives.gov/exhibits/charters/constitution_amendments_11-27.html; see *Hague v. C.I.O.*, 307 U.S. 496, 512 (1939), available at <https://supreme.justia.com/cases/federal/us/307/496/case.html>. In addition to the protections afforded by the United States Constitution, nearly all of the fifty states include protections for the right of assembly in their state constitutions. See the state constitutions accessible through the Law Library of Congress’ Guide to Law Online. *Guide to Law Online: U.S. States & Territories*, Law Libr. of Cong., <http://www.loc.gov/law/help/guide/states.php> (last visited Sept. 23, 2014).

[3] *Hague*, 307 U.S. 496.

[4] *Shuttlesworth v. City of Birmingham*, 394 U.S. 147, 150–51 (1969), available at <https://supreme.justia.com/cases/federal/us/394/147/case.html>.

[5] *Ward v. Rock Against Racism*, 491 U.S. 781, 791 (1989) (quoting *Clark v. Cmty. For Creative Non-Violence*, 468 U.S. 288, 293 (1984)) (internal citations omitted), available at <https://supreme.justia.com/cases/federal/us/491/781/>.

[6] *Id.*

[7] *Thomas v. Chi. Park Dist.*, 534 U.S. 316, 322 (2002), available at <https://supreme.justia.com/cases/federal/us/534/316/case.html>.

APPENDIX B. DEFINITIONS

[8] Cox v. New Hampshire, 312 U.S. 569, 575–76 (1941), available at <https://supreme.justia.com/cases/federal/us/312/569/case.html>.

[9] Tabatha Abu El-Haj, *The Neglected Right of Assembly*, 56 UCLA L. Rev. 543, 551–52 (2009), <http://uclalawreview.org/pdf/56-3-1.pdf> (discussing temporary restrictions in the context of protests at political conventions and international conferences, such as requirements that protestors gather in specified areas and that they apply for permits six months in advance).

[10] *Id.* at 548 (describing the results of the author’s survey of assembly permit requirements in twenty US cities).

[11] *Id.* at 548–49.

[12] For example, in Chicago, Illinois, an applicant for a permit for a public assembly must indicate (among other things) the date, time, and location of the proposed assembly; the name, address, and on-site manager of and twenty-four-hour contact information for the event organizer; and the estimated number of attendees and the basis for that estimate. Chicago Dep’t of Transp., Notification of Public Assembly, [http://www.cityofchicago.org/dam/city/depts/cdot/permit/Applications/Public Assembly Notification.pdf](http://www.cityofchicago.org/dam/city/depts/cdot/permit/Applications/Public%20Assembly%20Notification.pdf) (last visited Sept. 19, 2014). In Los Angeles, California, an applicant for a permit must provide information about (among other things) the date, time, and location of the proposed assembly; the name, address, and telephone number of the sponsoring organization and an official of that organization; and a description of how the event is to be conducted, including public notification plans. *Special Event Permits Unit and Permit Application Information*, Los Angeles Police Department [http://www.lapdonline.org/search_results/content basic view/6521](http://www.lapdonline.org/search_results/content_basic_view/6521) (last visited Sept. 19, 2014).

[13] Jones v. Parmley, 465 F.3d 46, 56–57 (2d Cir. 2006), available at <http://law.justia.com/cases/federal/appellate-courts/F3/465/46/544540/>.

[14] Cole v. Arkansas, 338 U.S. 345 (1949), available at <https://supreme.justia.com/cases/federal/us/338/345/case.html>.

B

APPENDIX B. DEFINITIONS

Riot

A concerted action: (1) made in furtherance of an express common purpose; (2) through the use or threat of violence, disorder, or terror to the public; and (3) resulting in a disturbance of the peace. Under common law, the crime of riot requires the assemblage of three or more actors. The concerted acts may be unlawful in themselves, or they may be lawful acts that are done in a violent or turbulent manner. Among the different forms that riots may take include escalated labor disputes or political demonstrations. While most riots occur in public places, they may also take place within prisons

<https://www.law.cornell.edu/wex/riot#:~:text=Definition,of%20three%20or%20more%20actors>.

APPENDIX B. DEFINITIONS

Sec. 42.02. RIOT.

- (a) For the purpose of this section, "riot" means the assemblage of seven or more persons resulting in conduct which:
 - (1) creates an immediate danger of damage to property or injury to persons;
 - (2) substantially obstructs law enforcement or other governmental functions or services;
 - or
 - (3) by force, threat of force, or physical action deprives any person of a legal right or disturbs any person in the enjoyment of a legal right.
- (b) A person commits an offense if he knowingly participates in a riot.
- (c) It is a defense to prosecution under this section that the assembly was at first lawful and when one of those assembled manifested an intent to engage in conduct enumerated in Subsection (a), the actor retired from the assembly.
- (d) It is no defense to prosecution under this section that another who was a party to the riot has been acquitted, has not been arrested, prosecuted, or convicted, has been convicted of a different offense or of a different type or class of offense, or is immune from prosecution.
- (e) Except as provided in Subsection (f), an offense under this section is a Class B misdemeanor.
- (f) An offense under this section is an offense of the same classification as any offense of a higher grade committed by anyone engaged in the riot if the offense was:
 - (1) in the furtherance of the purpose of the assembly; or
 - (2) an offense which should have been anticipated as a result of the assembly.

Acts 1973, 63rd Leg., p. 883, ch. 399, Sec. 1, eff. Jan. 1, 1974. Amended by Acts 1993, 73rd Leg., ch. 900, Sec. 1.01, eff. Sept. 1, 1994.

APPENDIX B. DEFINITIONS

Sec. 42.03. OBSTRUCTING HIGHWAY OR OTHER PASSAGEWAY.

- (a) A person commits an offense if, without legal privilege or authority, he intentionally, knowingly, or recklessly:
 - (1) obstructs a highway, street, sidewalk, railway, waterway, elevator, aisle, hallway, entrance, or exit to which the public or a substantial group of the public has access, or any other place used for the passage of persons, vehicles, or conveyances, regardless of the means of creating the obstruction and whether the obstruction arises from his acts alone or from his acts and the acts of others; or
 - (2) disobeys a reasonable request or order to move issued by a person the actor knows to be or is informed is a peace officer, a fireman, or a person with authority to control the use of the premises:
 - (A) to prevent obstruction of a highway or any of those areas mentioned in Subdivision (1); or
 - (B) to maintain public safety by dispersing those gathered in dangerous proximity to a fire, riot, or other hazard.
- (b) For purposes of this section, "obstruct" means to render impassable or to render passage unreasonably inconvenient or hazardous.
- (c) An offense under this section is a Class B misdemeanor.

Acts 1973, 63rd Leg., p. 883, ch. 399, Sec. 1, eff. Jan. 1, 1974. Amended by Acts 1993, 73rd Leg., ch. 900, Sec. 1.01, eff. Sept. 1, 1994.



RECEIVED
2020 MAY 31 PM 3:39
CITY SECRETARY
DALLAS, TEXAS

OFFICE OF DALLAS MAYOR ERIC JOHNSON

PROCLAMATION DECLARING A LOCAL STATE OF DISASTER

BE IT REMEMBERED:

WHEREAS, on May 25, 2020, George Perry Floyd died while in the custody of the Minneapolis Police Department; and

WHEREAS, in the aftermath of Mr. Floyd's killing, many people around the country have engaged in peaceful protests and demonstrations; and

WHEREAS, in recent days some of the protests and demonstrations have escalated into civil disturbances and riots in multiple cities resulting in property damage and looting; and

WHEREAS, the rioting and criminal activity has occurred under cover of darkness; and

WHEREAS, due to the ongoing COVID-19 pandemic, city public safety resources are limited and would be strained if continued civil disorder and rioting occurred; and

WHEREAS, largely peaceful demonstrations in Dallas on May 29 and May 30, 2020, devolved into several incidences of vandalism, looting, and violence; and

WHEREAS, extraordinary policing strategies, such as curfews and partnerships with external law enforcement agencies, are necessary to establishing and maintaining order; and

WHEREAS, pursuant to Chapter 418 of the Texas Government Code (the Texas Disaster Act), the mayor is designated as the emergency management director of the City of Dallas and may act in accordance with the city's emergency management plan to address the threat of riot, civil disorder, or a health emergency; and

WHEREAS, the Dallas City Code defines a disaster as the occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural cause or man-made cause; and

WHEREAS, a man-made cause under the Dallas City Code includes riots, civil unrest, and a health emergency; and

APPENDIX C. EMERGENCY REGULATIONS

WHEREAS, pursuant to the Texas Disaster Act, the mayor may exercise the powers of the governor to address a disaster, at an appropriate local scale; and

WHEREAS, pursuant to Chapter 14B of the Dallas City Code, the mayor shall declare a state of local disaster if he determines a state of local disaster exists due to threats of riot, civil unrest, or a health emergency; and

WHEREAS, threats of riot and civil unrest, coupled with the continued worldwide spread of COVID-19, presents an imminent threat of violence, property damage, and widespread illness, which requires emergency action; and

WHEREAS, I, Eric Johnson, the Mayor of the City of Dallas have determined that extraordinary and immediate measures must be taken to prevent riots, civil disorder, and widespread illness in the community.

NOW, THEREFORE, by virtue of the authority vested in me by the Dallas City Charter, as the presiding officer of the governing body, the City Council of the City of Dallas, a home-rule city, municipal corporation, body politic and political subdivision of the State of Texas situated in Dallas County, Texas, and pursuant to Section 14B-6 of the Dallas City Code, and pursuant to Section 418.108 of the Texas Disaster Act,

BE IT PROCLAIMED BY THE MAYOR OF THE CITY OF DALLAS:

Section 1. Declaration of Local State of Disaster. A local state of disaster due to riots and civil disorder is hereby declared by the Mayor of the City of Dallas, pursuant to Section 418.108 of the Texas Disaster Act and Section 14B-6 of the Dallas City Code.

Section 2. Duration of Local State of Disaster. Pursuant to Section 418.108(b) of the Texas Disaster Act, the local state of disaster due to this man-made emergency issued in this proclamation shall continue until revoked, but in no event will it exceed a period longer than seven (7) days from the date hereof, unless continued or renewed by the consent of the City Council of the City of Dallas.

Section 3. Publicity and Filing. Pursuant to Section 418.108(c) of the Texas Disaster Act, this declaration of a state of local disaster shall be given prompt and general publicity and shall be filed promptly with the City Secretary.

Section 4. Activation of the City Emergency Management Plan. Pursuant to Section 418.108(d) of the Texas Disaster Act, this declaration of local state of disaster due to this man-made cause activates the City of Dallas Emergency Management Plan.

APPENDIX C. EMERGENCY REGULATIONS

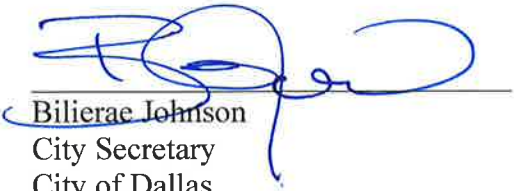
Section 5. Effective Date. This Proclamation shall take effect immediately upon its issuance by the Mayor of the City of Dallas.

ORDERED this 31st day of May, 2020 in the City of Dallas, Dallas County, Texas, in witness whereof I hereunto subscribe my name.



Mayor Eric Johnson
City of Dallas

Filed with me, Bilierae Johnson, City Secretary of the City of Dallas this 31st day of May 2020, by Mayor Eric Johnson whose signature I hereby certify is true and genuine, with general publicity of the foregoing Proclamation being effected the same date as the signing thereof.



Bilierae Johnson
City Secretary
City of Dallas

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EMERGENCY REGULATIONS

WHEREAS, by proclamation issued May 31, 2020, the Mayor declared a state of disaster for the City of Dallas resulting from a state of riots and civil disorder; and

WHEREAS, in the aftermath of Mr. Floyd's killing many people around the country have engaged in peaceful protests and demonstrations; and

WHEREAS, in recent days some of the protests and demonstrations have escalated into civil disturbances and riots in multiple cities resulting in property damage and looting; and

WHEREAS, the rioting and criminal activity has occurred under cover of darkness; and

WHEREAS, due to the ongoing COVID-19 pandemic, city public safety resources are limited and would be strained if continued civil disorder and rioting occurred; and

WHEREAS, largely peaceful demonstrations in Dallas on May 29 and May 30, 2020, devolved after dark into several incidences of vandalism, looting, and violence; and

WHEREAS, extraordinary policing strategies, such as curfews and partnerships with external law enforcement agencies, are necessary to establishing and maintaining order; and

WHEREAS, Section 14B-7 of the Dallas City Code authorizes the City Manager to "promulgate such regulations as he or she deems necessary to protect life and property and preserve critical resources" while a state of disaster is in effect; and

NOW, THEREFORE, the following regulations shall take effect immediately and continue until they are either rescinded, superseded, or amended or until they expire pursuant to applicable law.

SECTION 1. NIGHTTIME CURFEW.

(a) A nighttime curfew is established for the areas described in Exhibit A, which is attached to and made a part of these emergency regulations, including all public places and streets, daily from 7:00 p.m. until 6:00 a.m. the following morning.

(b) During the hours of curfew, all persons must not travel on any public street or be in any public space within the areas described in Exhibit A.

(c) All law enforcement, fire, medical personnel, and members of the news media, as well as other designated persons authorized by the City of Dallas, Dallas Police Department, Dallas County, or the State of Texas are exempt from the curfew. Individuals traveling to and from work, seeking medical attention or engaging in exempt activities, fleeing dangerous situations, or experiencing homelessness are also exempt.

(d) For purposes of these emergency regulations, “travel” includes without limitation, travel on foot, bicycle, skateboard, scooter, motorcycle, automobile, or any other mode of transporting a person from one location to another.

(e) For purposes of these emergency regulations, “public place” means any place, whether on privately or publicly owned property, accessible to the general public, including but not limited to, streets, highways, alleys, sidewalks, vacant lots, parks, public buildings, parking lots, and unsupervised property.

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SECTION 2 SEVERABILITY.

If any subsection, sentence, clause, phrase, or word of these emergency regulations or any application of them to any person, structure, gathering, or circumstance is held to be invalid or unconstitutional by a decision of a court of competent jurisdiction, then such decision will not affect the validity of the remaining portions or applications of these regulations.

SECTION 3 EFFECTIVE IMMEDIATELY.

These regulations shall be effective immediately and continue until they are either rescinded, superseded, or amended or until they expire pursuant to applicable law.

SECTION 4. SUSPENSION AND MODIFICATION OF ORDINANCES.

(a) Any ordinances or regulations that conflict with these regulations are suspended or modified as necessary to make these regulations effective.

(b) Suspension or modification of the ordinances and regulations shall remain in effect until these regulations are terminated or until the state of disaster is terminated, whichever is sooner.

SECTION 5. PENALTIES.

(a) These regulations shall have the effect of ordinances when duly filed with the city secretary.

APPENDIX C. EMERGENCY REGUALTIONS

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(b) A person who violates any provision of these regulation, upon conviction, is punishable by a fine of not less than \$50 and not more than \$1,000 and up to 180 days in jail.

CITY OF DALLAS

By:


T.C. BROADNAX
City Manager

Passed:

MAY 31 2020


APPROVED AS TO FORM:

CHRISTOPHER J. CASO

By:

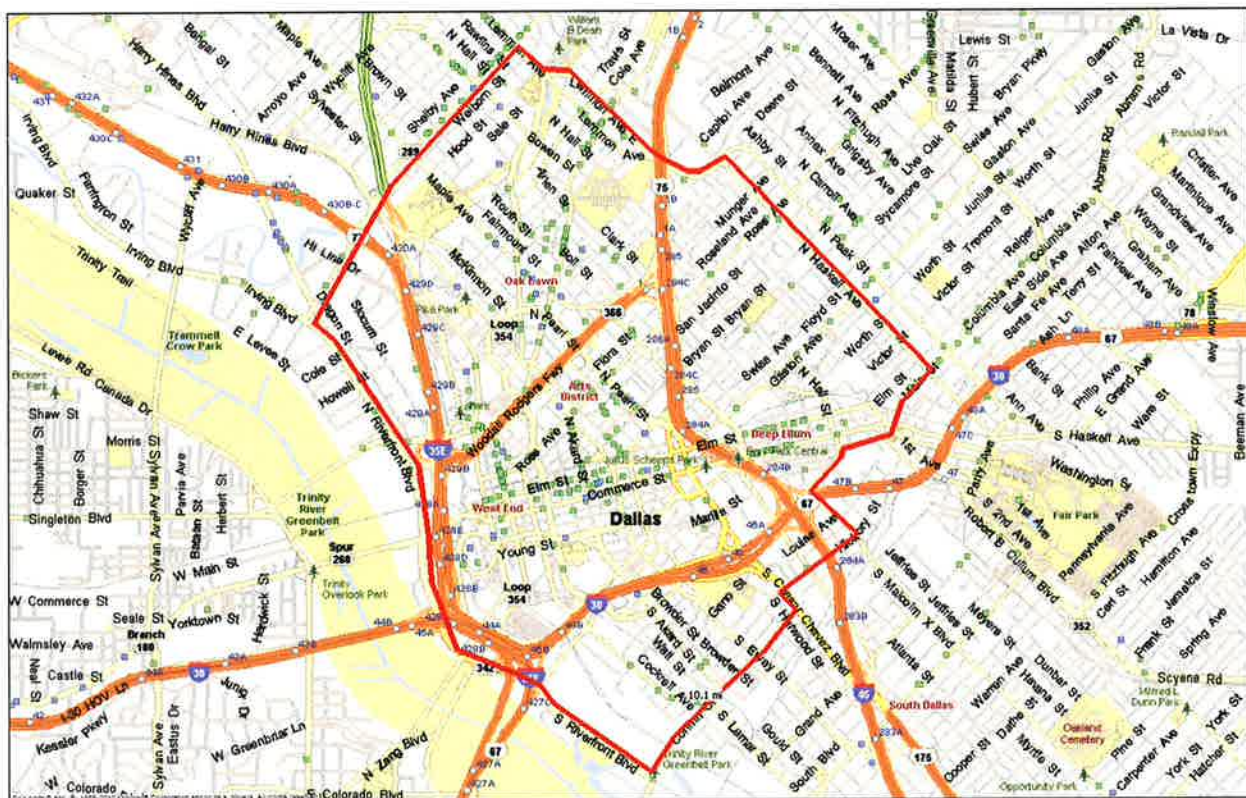

City Attorney

31544

200777

Exhibit A

BEING the area bounded by Riverfront Boulevard to the west, Oak Lawn Avenue to the northwest, Lemmon Avenue to the northeast, Haskell Avenue to the northeast, Main Street to the southeast, Canton Street to the south, Hall Street to the southeast, Malcolm X Boulevard to the northeast, Hickory Street to the southeast, Cesar Chavez Boulevard to the northeast, and Corinth Street to the southwest.



June 2, 2020

**FIRST SUPPLEMENT TO THE MAY 31, 2020
EMERGENCY REGULATIONS**

WHEREAS, by proclamation issued May 31, 2020, pursuant to the Texas Disaster Act of 1975, the Mayor declared a state of local disaster for the City of Dallas resulting from riot and civil disorder;

WHEREAS, by proclamation issued May 31, 2020, pursuant to the Texas Disaster Act of 1975, Governor Greg Abbott declared a state of disaster for the State of Texas resulting from threats and incidents of violence;

WHEREAS, Texas Government Code Section 418.1015 states that the Mayor, as the presiding officer of the governing body of the City of Dallas, is designated as the emergency management director and serves as the Governor's designated agent in the administration and supervision of duties under Chapter 418, including exercising the powers granted to the Governor under Chapter 418 on an appropriate local scale;

WHEREAS, Texas Government Code Section 418.108 authorizes the Mayor of the City of Dallas to order the evacuation of all or part of the population from a stricken or threatened area under the jurisdiction and authority of the Mayor if the Mayor considers the action necessary for the preservation of life or other disaster mitigation, response, or recovery; and authorizes the Mayor to control ingress to and egress from a disaster area under the jurisdiction and authority of the Mayor to control the movement of persons and the occupancy of premises in that area;

WHEREAS, Dallas City Code Section 14B-7 authorizes the City Manager to “promulgate such regulations as he or she deems necessary to protect life and property and preserve critical resources” while a state of disaster is in effect; and

NOW, THEREFORE, the following supplemental regulation takes effect immediately and shall continue until rescinded, superseded, or amended or until it expires pursuant to applicable law.

SECTION 1. EXHIBIT A.

The Exhibit A attached to the May 31, 2020 Emergency Regulations is replaced with the Exhibit A attached to this First Supplement to the May 31, 2020 Emergency Regulations.

SECTION 2. SEVERABILITY.

If any subsection, sentence, clause, phrase, or word of this regulation or any application of it to any person, structure, gathering, or circumstance is held to be invalid or unconstitutional by a decision of a court of competent jurisdiction, then that decision will not affect the validity of the remaining portions or applications of this First Supplement to the May 31, 2020 Emergency Regulations.

SECTION 3. SAVINGS CLAUSE.

That all ordinances of the City of Dallas and the Dallas City Code, as amended, shall remain in full force and effect, save and except as amended by this First Supplement to the May 31, 2020 Emergency Regulations.

SECTION 4. EFFECTIVE DATE.

This First Supplement to the May 31, 2020 Emergency Regulations shall take effect immediately and shall continue until rescinded, superseded, or amended or until it expires pursuant to applicable law.

CITY OF DALLAS

By:

AX

Passed:

JUN 02 2020

APPROVED AS TO FORM

CHRIS J
City

BY

Attorney

Exhibit A

BEING the area bounded by and including Oak Lawn Avenue to the northwest, Lemmon Avenue to the northeast, Cole Avenue to the northwest, Haskell Avenue to the northeast, McKinney Avenue to the southeast, Noble Avenue to the east, Blackburn Avenue to the northeast, Haskell Avenue to the northeast, Main Street to the southeast, Canton Street to the south, Hall Street to the southeast, Malcolm X Boulevard to the northeast, Hickory Street to the southeast, Cesar Chavez Boulevard to the northeast, Corinth Street to the southwest, Riverfront Boulevard to the west, Interstate Highway 30 to the south, the east Trinity River levee to the west, the Margaret Hunt Hill Bridge to the south, Singleton Boulevard to the south, Gulden Lane to the east, Broadway Avenue to the south, Herbert Street to the west, Canada Drive to the southwest, and across the Trinity River to the northwest to align with Oak Lawn Avenue.



**FIRST SUPPLEMENT TO THE SEVENTH
AMENDED EMERGENCY REGULATIONS**

WHEREAS, by proclamation issued March 12, 2020, pursuant to the Texas Disaster Act of 1975, the Mayor declared a state of local disaster for the City of Dallas resulting from the COVID-19 Pandemic;

WHEREAS, by proclamation issued March 19, 2020, the state of local disaster was extended to April 29, 2020;

WHEREAS, by proclamation issued April 22, 2020, the state of local disaster was extended to May 12, 2020, and continuing concurrently thereafter with the Governor's state of disaster;

WHEREAS, by executive order issued May 18, 2020, Governor Greg Abbott expanded reopening of services as part of the safe, strategic plan to open Texas in response to the COVID-19 disaster;

WHEREAS, Texas Government Code Section 418.1015 states that the Mayor, as the presiding officer of the governing body of the City of Dallas, is designated as the emergency management director and serves as the Governor's designated agent in the administration and supervision of duties under Chapter 418, including exercising the powers granted to the Governor under Chapter 418 on an appropriate local scale;

WHEREAS, Texas Government Code Section 418.108 authorizes the Mayor of the City of Dallas to order the evacuation of all or part of the population from a stricken or threatened area under the jurisdiction and authority of the Mayor if the Mayor considers the action necessary for

the preservation of life or other disaster mitigation, response, or recovery; and authorizes the Mayor to control ingress to and egress from a disaster area under the jurisdiction and authority of the Mayor to control the movement of persons and the occupancy of premises in that area;

WHEREAS, Dallas City Code Section 14B-7 authorizes the City Manager to “promulgate such regulations as he or she deems necessary to protect life and property and preserve critical resources” while a state of disaster is in effect; and

WHEREAS, the Seventh Amended Emergency Regulations promulgated on May 21, 2020, provided further regulations and guidance in alignment with Governor Abbott’s executive orders;

NOW, THEREFORE, the following supplemental regulation takes effect at 8:00 a.m. on June 8, 2020, and shall continue until it is either rescinded, superseded, or amended or until it expires pursuant to applicable law.

SECTION 1. PROHIBITING CERTAIN CITY BOARD AND COMMISSION MEETINGS.

This section amends Section 12 of the Seventh Amended Emergency Regulations promulgated on May 21, 2020.

All city boards and commissions shall only meet telephonically or by videoconference.

SECTION 2. SEVERABILITY.

If any subsection, sentence, clause, phrase, or word of this regulation or any application of it to any person, structure, gathering, or circumstance is held to be invalid or unconstitutional by a decision of a court of competent jurisdiction, then that decision will not affect the validity of the remaining portions or applications of this First Supplement to the Seventh Amended Emergency Regulations.

SECTION 3. SAVINGS CLAUSE.

That all ordinances of the City of Dallas and the Dallas City Code, as amended, shall remain in full force and effect, save and except as amended by this First Supplement to the Seventh Amended Emergency Regulations.

SECTION 4. EFFECTIVE DATE.

This First Supplement to the Seventh Amended Emergency Regulations shall take effect at 8:00 a.m. on June 8, 2020, and shall continue until it is either rescinded, superseded, or amended or until it expires pursuant to applicable law.

CITY OF DALLAS

By: TC BROADNAX
City Manager

APPROVED AS TO FORM:

CHRISTOPHER J. CASO
City AttorneyBY: 

Assistant City Attorney

Passed: 

JUN 02 2020

June 6, 2020

31548

**RESCISSION OF THE MAY 31, 2020
EMERGENCY REGULATION**

WHEREAS, by proclamation issued May 31, 2020, pursuant to the Texas Disaster Act of 1975, the Mayor declared a state of local disaster for the City of Dallas resulting from riot and civil disorder;

WHEREAS, Texas Government Code Section 418.1015 states that the Mayor, as the presiding officer of the governing body of the City of Dallas, is designated as the emergency management director and serves as the Governor's designated agent in the administration and supervision of duties under Chapter 418, including exercising the powers granted to the Governor under Chapter 418 on an appropriate local scale;

WHEREAS, Texas Government Code Section 418.108 authorizes the Mayor of the City of Dallas to order the evacuation of all or part of the population from a stricken or threatened area under the jurisdiction and authority of the Mayor if the Mayor considers the action necessary for the preservation of life or other disaster mitigation, response, or recovery; and authorizes the Mayor to control ingress to and egress from a disaster area under the jurisdiction and authority of the Mayor to control the movement of persons and the occupancy of premises in that area;

WHEREAS, Dallas City Code Section 14B-7 authorizes the City Manager to “promulgate such regulations as he or she deems necessary to protect life and property and preserve critical resources” while a state of disaster is in effect; and

NOW, THEREFORE, the following rescission of the May 31, 2020 Emergency Regulation, as supplemented, takes effect immediately.

SECTION 1. NIGHTTIME CURFEW.

The nighttime curfew, established by Emergency Regulation, Ordinance No. 31544, issued on May 31, 2020, and supplemented on June 2, 2020, by Ordinance No. 31545, is rescinded.

SECTION 2. SEVERABILITY.

If any subsection, sentence, clause, phrase, or word of this regulation or any application of it to any person, structure, gathering, or circumstance is held to be invalid or unconstitutional by a decision of a court of competent jurisdiction, then that decision will not affect the validity of the remaining portions or applications of this Rescission of the May 31, 2020 Emergency Regulation.

SECTION 3. SAVINGS CLAUSE.

That all ordinances of the City of Dallas and the Dallas City Code, as amended, shall remain in full force and effect, save and except as rescinded by this Rescission of the May 31, 2020 Emergency Regulation, as supplemented.

SECTION 4. EFFECTIVE DATE.

This Rescission of the May 31, 2020 Emergency Regulation, as supplemented, shall take effect immediately.

CITY OF D

By:

Passed

JUN 06 2020

APPROVED AS TO FORM:

J

City

BY:

Attorney

APPENDIX D. INTERNAL COMMUNICATION

Vernon, Mark

From: Vernon, Mark
Sent: Sunday, June 7, 2020, 4:59 PM
To: Moore, Avery
Cc: Igo, Michael Bridge
Subject:

Chief,

When the SWAT QRT arrived to support patrol officers as the crowd was still moving towards the officer line, they deployed (onto the Westbound lanes), two CS canisters to generate space between the crowd and officers. At this time, the patrol officers were utilizing PepperBall area saturation and 40mm Stinger rounds to keep the crowds from their police line. These two CS canisters rolled to the edge of the bridge and were completely ineffective due to the wind direction.

Due to the wind and not obtaining the desired effect of creating a wall to prevent the crowd from advancing, a consultation with Major Junger about the plan resulted in a smoke canister followed by the deployment of two CS canisters on the Eastbound lanes of the bridge. This deployment of smoke, followed by CS gas, was a tactical attempt to generate a smoke/CS barrier between the huge protest group and the small outnumbered line of officers positioned to keep the crowd from traveling into West Dallas. The CS deployed was not intended to disperse the crowd, only prevent forward movement towards the officers and to prevent individuals from climbing over into the Eastbound lanes and getting behind the line of officers stopping their Westbound movement.

Please advise if any additional information is required.

R/S



Mark **Vernon**
Lieutenant of Police
SWAT Unit
City of Dallas | DallasPolice.net
Dallas Police Department 334 S.
Hall
Dallas, TX 75226
O: 214-670-5210 | C: 214-437-7926
mark.vernon@dps.ci.dallas.tx.us

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APPENDIX D. INTERNAL COMMUNICATION

Estimated - SWAT Unit Crowd Control and Less Lethal Expenditures (Almost all utilized on Friday/Saturday nights)

Hand Deployed Items.

<u>Item Description:</u>	<u>Estimated Quantity Utilized:</u>
Tripler Phaser Canister Gas	36
CS Riot Smoke	106
Outdoor/Max Smoke	23
CS Flameless Tri-Chamber	31
CN Flameless Tri-Chamber	23
CS or QC or OC/CS Indoor Vapor (Gas)	30
CS Tear Ball	36
Non-irritant Sting Ball	32
Estimated Total Hand Deployed Utilized by SWAT:	317

Hand deployed less-lethal items are primarily gas canisters. CS gas' function is to cause temporary discomfort and make it difficult for suspects to remain in an area, disperse crowds, create a smoke/vapor barrier to prevent movement, and make it challenging to continue aggressive actions.

40 MM Launcher Deployed Items.

<u>Item Description:</u>	<u>Estimated Quantity Utilized:</u>
Exact Impact Foam Baton	84
Exact Impact Foam Baton (Extended Range)	76
Direct Impact OC	32
Multi 3-Foam Baton	54
.60 Cal Sting Ball	40
Ariel Flash Bangs (Various Range Styles)	47
Skat Shell CS	2
Estimated 40mm Launcher Deployed Utilized by SWAT:	335

The utilization of 40mm launchable items allows officers to maintain distance while dispersing aggressive crowds. These items help to keep officers safe by keeping them out of the range of bricks, rocks, or other hand-thrown items. These items also contain a variety of gas and rubber projectiles, depending on the specific item. There are other launchable items designed for taking suspects into custody or keeping them away from officers.

Note:

These are the estimated numbers. Issuance of Less Lethal and Riot Control items is logged and tracked when issued under normal circumstances. Due to the urgency of maintaining order during the riots and increasing threats of violence, arson, and other property damage that erupted on Friday and Saturday nights, any items available in storage were immediately distributed to SWAT Personnel or loaded on APCs for immediate response. Therefore, exact numbers were not tracked and logged as in the normal issuance process.

Estimates Compiled: June 4, 2020

Memorandum



CITY OF DALLAS

DATE: July 15, 2020

TO: U. RENEE HALL
Chief of Police

THRU: Assistant Chief Avery L. Moore
Investigations and Tactical

SUBJECT: **Dallas Police Department After-Action Report for George Floyd Protest**

This After-Action Report for the 2020 George Floyd protest reflects the findings and review of response as it related to the events that unfolded in the City of Dallas. As requested, this report will serve as a thorough and transparent, critical self-examination and include recommendations for institutional reform. This report will also highlight the strengths within the department as it related to the George Floyd protest.

The objective of this document is to identify gaps in the City of Dallas' preparedness for mass demonstrations, present a roadmap for reform, and to mitigate the risk of future event escalation.

This report could not have been accomplished without the help of the women and men of the Dallas Police Department. The insight provided by rank and file has proven to be invaluable and will assist us as we move forward.

Teena Schultz
Deputy Chief
Violent Crime Response Team

Jim Lewis
Major of Police
Intelligence Led Policing

Stephen Williams
Sergeant of Police
Office of the Chief of Police