

LOS ANGELES POLICE COMMISSION

**REVIEW OF THE LOS ANGELES POLICE
DEPARTMENT'S FOREIGN TRAINING ACTIVITIES**



Conducted by the
OFFICE OF THE INSPECTOR GENERAL

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Inspector General

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REVIEW OF THE LOS ANGELES POLICE DEPARTMENT'S FOREIGN TRAINING ACTIVITIES

I. EXECUTIVE SUMMARY

In January 2024, the Board of Police Commissioners (BOPC or Police Commission) directed the Office of the Inspector General (OIG) to conduct a review of the Los Angeles Police Department's (LAPD or Department) travel to foreign countries to attend training and conferences. This review covered a period of approximately 10.5 years, from January 1, 2014, to August 1, 2024, and included travel to and training in France in preparation for the 2024 Olympic Games. This review was prompted by a letter from community leaders and a local news article, both raising concerns about Department employees making official visits to Israel and the nature of the Department's relationship with Israeli forces.^{1, 2}

The OIG's review sought to examine LAPD's participation in all training activities, including educational conferences, seminars, joint exercises, and similar events involving foreign officials, law enforcement personnel, military representatives, or state-sponsored contractors from foreign entities. The primary objective of this limited-scope review was to assess the nature, extent, costs, funding, and benefits of LAPD's foreign training activities. Based on the records provided for the review period, the OIG identified 117 foreign training activities involving a total of 243 LAPD employees, including several activities conducted in the State of Israel.³ However, despite reviewing available documentation, the OIG was unable to fully verify whether Department employees actually undertook the reported travel. In at least one instance, the OIG was able to confirm that the travel for the employee never materialized.

¹ In January 2024, three Islamic community organizations — CAIR California, the Islamic Shura Council of Southern California, and the Muslim Public Affairs Council (MPAC) — sent a letter to the Board of Police Commissioners expressing concern about the relationship between the Department and the government of Israel, as well as the potential influence of those interactions on the Department's training and policies.

² See Los Angeles Times article: "The LAPD Trains Foreign Police. Does that Enable Human Rights Violations?" published March 27, 2024. Available at: <https://www.latimes.com/california/story/2024-03-27/lapd-ties-to-foreign-departments-comes-under-scrutiny>.

³ It is important to note that the OIG recognizes that there are likely additional international engagements that were not identified in this review. Individual LAPD officers, specialized units, or other entities within the Department may have participated in discussion panels, delivered in-person or virtual presentations, attended events, or engaged in other activities hosted by, in collaboration with, or funded by foreign entities. These activities may not have been documented if Department funding was not requested or required for participation. Additionally, the OIG is aware that individual officers, specialized units, or Department entities may share information about such training activities on social media platforms. These posts may appear either in a personal capacity on private accounts or in a professional capacity on Department-sanctioned accounts. While the OIG conducted open-source research to identify potential international or internationally focused training events involving LAPD personnel, this was not an exhaustive search. The OIG did not conduct a comprehensive review of social media or online content; and therefore, some activities may not have been captured. Given these factors, the OIG acknowledges the limitations of this review and that additional undocumented training events may exist.

The OIG further found that:

- Due to the Department's record retention practices, there was insufficient data and documentation to evaluate the relevance and impact of foreign training activities, particularly those conducted before 2021. This lack of documentation limited the OIG's ability to assess the impact of these training activities on the Department.
- The LAPD participated in training activities with Israel; however, due to limited available information, the OIG was unable to assess the full nature and extent of the training activities.
- The LAPD does not have a systematic process to evaluate training activities with foreign entities.
- The LAPD does not have clear protocols for federal coordination, participant safety, and the vetting of foreign contacts.

The OIG offers several recommendations to address these gaps:

1. Ensure the existing electronic tracking system captures for each foreign training activity, at a minimum, the location, type, content, LAPD participants (and their ranks, bureaus/divisions, and assignments); host nation point of contact information, if available; costs; funding source/s (including the foreign entity or organization that funded any portion of the travel); and a brief summary of the after-training evaluation reports (*see* Recommendation No. 2).
2. Require an after-training evaluation report for every foreign training activity to be completed by the participant(s) and reviewed and approved by their commanding officer, and a copy maintained with the travel-related administrative records. The detailed after-training evaluation report should include key takeaways from the training and practical applications for Department operations, if applicable, and shall be completed regardless of funding source or reimbursement.
3. Establish standardized security protocols for Department employees who participate in any foreign training. These should include coordination with federal agencies, participant safety measures such as daily check-ins, and a process for vetting foreign contacts to address security risks.

II. INTRODUCTION

The challenges faced by modern law enforcement—ranging from cybercrime and terrorism to community engagement and disaster response—require solutions that transcend borders. Cross-national training provides a platform for officers to learn from global experts, engage with advanced methodologies, and bring home strategies that can be tailored to address local needs. Such training not only enhances the Department’s capabilities but also reinforces its ability to protect and serve a population that is as diverse as the global community itself.

As the LAPD expands its participation in these international engagements, it is essential to implement robust infrastructure to manage and oversee these activities effectively. Without critical controls, there is a risk of misalignment with national security interests, federal priorities, and community expectations. Establishing a structured framework for evaluating, approving, and tracking these training activities will help to protect the Department and its officers, ensuring that these engagements are conducted safely, transparently, and with clear objectives.

By embracing a proactive approach to managing its international training activities, the LAPD can continue to evolve as a leader in law enforcement. This evolution requires not only seeking opportunities to grow through global partnerships but also ensuring that these opportunities are approached with careful oversight and strategic planning. In doing so, the LAPD will be better positioned to meet the challenges of today’s interconnected world while remaining a trusted and effective police force for the future.

III. BACKGROUND

At the direction of the BOPC, the OIG conducted a review of the LAPD’s travel to and training with foreign countries. The OIG reviewed the LAPD’s foreign training activities during the period from January 1, 2014, to August 1, 2024. For the purposes of this review, “foreign training activities” encompass a wide range of engagements, including but not limited to:⁴

- **Joint Exercises:** Collaborative drills or simulations conducted alongside foreign law enforcement or security agencies to exchange tactics, techniques, and procedures.
- **Demonstrations:** Observational sessions showcasing equipment, technology, or strategies employed by foreign entities in various operational scenarios.
- **Conferences and Conventions:** Multinational gatherings aimed at discussing emerging trends, strategies, or challenges in law enforcement and public safety.
- **Seminars and Workshops:** Educational sessions, often involving interactive discussions or training modules on specific topics such as counter-terrorism, cybercrime, or community policing.
- **Study and Academic Tours:** Visits to foreign law enforcement facilities or regions to observe and learn about their operational frameworks and practices.

⁴ This report does not include foreign travel or cooperation with foreign entities in connection with criminal investigations.

By including this broad array of activities, the review aimed to capture the full scope of LAPD's engagement in foreign training.

The Department provided the OIG with documentation that determined that between January 1, 2014, and August 1, 2024, a total of 243 LAPD personnel participated in 117 foreign training activities. Additional details are provided in the following table.⁵

Table 1. Summary of Foreign Countries that Hosted LAPD Personnel between January 1, 2024, and August 1, 2024.

Country	No. of Training Activities	% of Grand Total	No. of LAPD Participants	% of Grand Total
Canada	28	24%	53	22%
France	5	4%	49	20%
United Kingdom	18	15%	26	11%
Israel	9	8%	18	7%
South Korea	5	4%	15	6%
Mexico	6	5%	14	6%
United Arab Emirates	3	3%	13	5%
<i>Subtotals</i>	74	63%	188	77%
All Others	43	37%	55	23%
Grand Totals	117	100%	243	100%

IV. OIG REVIEW GOAL, OBJECTIVES, AND METHODOLOGY

A. Goal and Objectives

The primary goal of this limited-scope review was to examine and evaluate the nature, extent, costs, funding, and benefits of LAPD's foreign training activities.

Key objectives of the review included:

- Identifying and documenting all instances of LAPD personnel participating in foreign training activities, whether through travel or virtual sessions.
- Assessing the costs associated with these activities, including their sources of funding.
- Evaluating the key takeaways and potential benefits of these training activities to the Department.
- Reviewing the procedures and systems currently in place for reviewing, approving, recording, tracking, and evaluating such training activities.

⁵ See Appendix A for additional details on training activities attended by Department personnel.

B. Methodology

The OIG requested all Department records, including travel and training records, reports, data, and documentation related to foreign training activities and events conducted between January 1, 2014, and August 1, 2024. In response, the Department provided available travel and training records, after conducting a comprehensive search across multiple LAPD databases and systems used to document and track training. These included the Learning Management System (LMS), Training Evaluation and Management System (TEAMS II), officers' California Peace Officer Standards and Training (POST) training profiles, and other personnel travel and expense records. The Department provided an Excel spreadsheet of the collated information found and supporting documentation for some travel to foreign countries for training activities/events.

The OIG also met with Department officials from the Office of Support Services, Office of Special Operations, Training Bureau, Counter-Terrorism and Special Operations Bureau, and the Office of the Chief of Staff. These discussions focused on the Department's policies, technologies, online systems, databases, and procedures used to evaluate, approve, and track foreign training requests undertaken by its personnel. The OIG also inquired about the vetting processes employed to assess safety concerns, political implications, and the overall appropriateness of the training. Additionally, the Department provided responses to a detailed questionnaire from the OIG, which focused on the content of foreign training, the intended outcomes, and any systems in place for tracking.

V. FINDINGS

The OIG found the following:

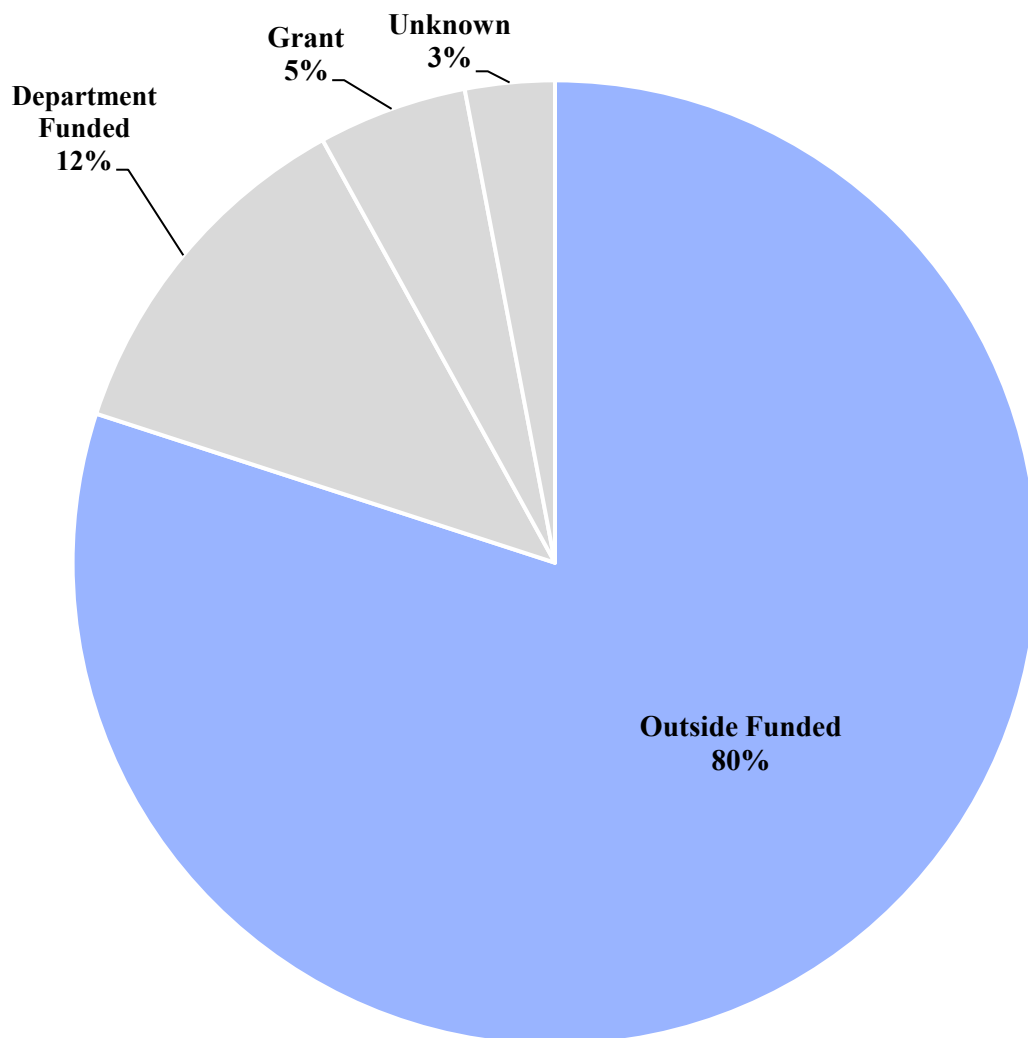
- A. Due to the Department's record retention practices, there was insufficient data and documentation to evaluate the relevance and key takeaways of foreign training activities, particularly those conducted before 2021.

The Department provided the OIG an Excel spreadsheet regarding the foreign training activities in which LAPD employees participated. However, due to limitations in its tracking and record keeping, the Department only provided relevant associated training activity records and documents for approximately the last 3.5 years, from January 1, 2021, through August 1, 2024. According to the Department, they do not have these records available from before 2021.

The Department provided the OIG with documentation for 28 foreign travel activities that occurred between January 1, 2021, and August 1, 2024. These documents are a key record of the Department's participation in foreign training activities, detailing the purpose of the travel and the associated funding sources. However, the documents contained limited information regarding the key takeaways from the trainings/events.

Based on the information the Department provided to the OIG, 80 LAPD employees participated in foreign training activities since January 1, 2021, with only 12% of these trips funded by the Department (*see* Chart 1).

Chart 1. Breakdown of Funding for LAPD Personnel Foreign Travel – January 1, 2021, to August 1, 2024



As previously mentioned, the Department did not provide records or documentation related to foreign training activities conducted prior to 2021. However, the OIG conducted online research of the conferences and training events listed in the Excel spreadsheet provided by the Department and determined that nearly all the activities appeared to focus on bringing together law enforcement personnel, regional and international organizations, non-governmental organizations private-sector representatives, and academia to exchange knowledge on emerging crime trends, address specific challenges, and develop effective practices in the field of law enforcement. According to information obtained online and from the Department, these activities were attended by numerous law enforcement organizations from around the world.

Due to the absence of post-event documentation from participating personnel, the OIG was unable to evaluate the key takeaways and potential benefits of these training activities to the Department.

In response to the OIG's questionnaire, the Department stated that it has not implemented any tactics, altered policies, or developed training programs based on information, strategies, tactics, policies, methods, or technologies acquired through training or engagements with foreign governments, foreign national or municipal law enforcement agencies, or training initiatives sponsored by the U.S. government in collaboration with foreign entities. The OIG was unable to independently verify this statement.

- B. The LAPD participated in training activities with Israel; however, due to limited available information, the OIG was unable to assess the full nature and extent of the training activities.

Based on documents provided by the Department, the OIG determined that since 2014, 18 LAPD employees participated in nine training activities in Israel with total costs exceeding \$87,000 (*see* Appendix A). The available documentation indicates that external entities covered the majority of these costs.

The most attended Israel-related training activity occurred in 2014 when the Department sent eight employees to Israel for a "Command and Control Counter-Terrorism" event for "Executive Development."⁶ Since this activity occurred in 2014, the only official information provided to the OIG was that a deputy chief attended this event with seven unknown employees. According to the Department's Excel spreadsheet, the trip cost \$52,470 and was funded by a federal grant.

The OIG acknowledges that participation in foreign training activities, such as those conducted in Israel, is a common practice intended to enhance law enforcement capabilities through global knowledge exchange. Law enforcement agencies in the U.S. and abroad frequently engage in cross-national training and information sharing to gain insights into diverse perspectives, advanced techniques, and innovative strategies that may inform domestic policing practices. The OIG also recognizes that participation in foreign and cross-national training activities has the potential to significantly strengthen international relationships and enhance officers' skills and cross-cultural competencies. However, to fully realize these benefits and ensure responsible stewardship of Department resources, it is important that such programs be supported by clear documentation that justifies their financial and personnel commitments to the Department and the City of Los Angeles. Additionally, the absence of documentation makes it difficult to determine whether the tactics, strategies, or procedures being introduced through these trainings are consistently aligned with Department and City policies—as well as with the expectations of the public.

- C. The LAPD does not have a systematic process to evaluate training activities with foreign entities.

Apart from participants' brief Travel and Training Benefit Statements (*see* Appendix B), there is no detailed training evaluation report completed and approved by management for each foreign

⁶ For the other eight activities in Israel, ten LAPD employees in total participated (*see* Appendix A).

training activity. Consequently, LAPD personnel who participate in such training do not document or memorialize key takeaways, practical applications, or potential benefits to the Department.⁷

- D. The LAPD lacks consistent safety and security procedures for personnel to attend training activities/events in foreign countries.

While the OIG's review of the Department's records did not identify any immediate security risks, it highlighted the need for a more structured and secure approach to managing foreign training activities. The LAPD currently does not ensure that personnel traveling overseas to attend training make appropriate security arrangements to safeguard their safety in the foreign country. There are no established procedures for maintaining consistent communication with participants while they are outside the country, such as requiring daily check-ins during training events. Additionally, the Department lacks any process to adequately assess and identify potential security risks within host countries or establish clear points of contact to manage such risks effectively. Finally, there is no formal process in place for vetting foreign contacts through federal agencies to address counterintelligence or counterterrorism concerns during overseas deployments.

VI. RECOMMENDATIONS

The OIG recommends that the BOPC direct the Chief of Police to:

1. Ensure the existing electronic tracking system captures for each foreign training activity, at a minimum, the location, type, content, LAPD participants (and their ranks, bureaus/divisions, and assignments); host nation point of contact information, if available; costs; funding source/s (including the foreign entity or organization that funded any portion of the travel)⁸; and a brief summary of the after-training evaluation reports (*see* Recommendation No. 2).

⁷ According to current Department policies and procedures, employees who participate in or receive *any* training are generally not required to document key takeaways or benefits of the training. The exception to this is when an employee requests reimbursement for training expenses. In such cases, per the City's Administrative Code they must complete a Personal Expense Statement and a supplemental "Purpose and Benefits" form, which briefly describes the key information and benefits of the training. The OIG believes this limited exception is insufficient for documenting the purpose and benefits of training.

⁸ The Department shall identify all funding sources for foreign training activities, including cases where the funding is provided indirectly through third parties.

The OIG acknowledges that, under current state and federal law, donations to foundations—which may subsequently provide these funds to the LAPD to support travel and training—are not required to be disclosed. However, the OIG believes that the potential risks and the perception of conflicts of interest associated with such funding outweigh the benefits of maintaining the anonymity of funding sources, particularly regarding the LAPD's participation in international training activities involving foreign governments, law enforcement, military, or security agencies.

2. Require an after-training evaluation report for each foreign training activity to be completed by the participant(s) and reviewed and approved by their commanding officer, and a copy maintained with the travel-related administrative records. The detailed after-training evaluation report should include key takeaways from the training and practical applications for Department operations, if applicable.
3. Establish standardized security protocols for LAPD personnel who participate in any foreign training. These should include coordination with federal agencies, participant safety measures such as daily check-ins, and a process for vetting foreign contacts to address security risks.

VII. DEPARTMENT RESPONSE

The Department generally agreed with the overall objectives of the OIG's recommendations and added that the Department recognizes the importance of improving documentation, accountability, and safety in connection with foreign training. In response to the Department's feedback, the OIG revised its draft recommendations, which are reflected in this report.

The Department's complete response to this report and the initial draft recommendations is included as Appendix C.

APPENDIX A. – FOREIGN TRAINING ACTIVITIES ATTENDED BY LAPD EMPLOYEE PARTICIPANTS – JANUARY 1, 2014, TO AUGUST 1, 2024

Note: The table below, sorted by countries with the most LAPD employee participants, was prepared by the OIG based on multiple documents and files provided by the Department. The date(s) and total expenses associated with each activity/event were not readily available.

Country	Total Activities per Country	Activity/Event	No. of Employee Participants per Activity	Total Employee Participants per Country
Canada		Human Trafficking Workshop & Symposium	2	
Canada		Ontario Non-Profit Housing Authority Conference & Trade Show	2	
Canada		14th Annual Niche User Group Conference	5	
Canada		2016 Intl In-Service Training/Expo for Bomb Techs/Investigators	2	
Canada		2017 Intl Assoc Financial Crimes Investigators Conference	3	
Canada		2018 FBINAA Annual Training Conference	1	
Canada		2019 LinCT International Counter-Terrorism Forum and Training	4	
Canada		2024 LinCT-AA International Counter Terrorism Conference	1	
Canada		44th Annual IABTI International In-Service Training Conference	2	
Canada		Advanced Tactical Aviation	1	
Canada		Advanced Tactical Aviation Course (ATAC)	1	
Canada		Airborne Law Enforcement Association (ALEA) Safety Seminar	2	
Canada		Clandestine Lab Investigation	1	
Canada		FBI National Association Annual Training Conference	2	
Canada		FBINAA 54th National Annual Training Conference	1	
Canada		ICDDF 2019	1	
Canada		Intl Assoc of Financial Crimes Investigators Training	1	
Canada		Intl Human Trafficking Training & Awareness Conference	6	
Canada		Leadership in Counter Terrorism (LINCT) Training Conference	1	
Canada		Leadership in Counter Terrorism (LinCT) Programme	1	
Canada		LEVA Level 2: Digital Multimedia Evidence Processing	1	
Canada		Magnet Forensics Quarterly Meeting	2	
Canada		Ontario Police Service Major Case Management	2	
Canada		Principles of Forensic Video Image Compare and Contrast	1	
Canada		Radicalization Conference	1	
Canada		Royal Canadian Mounted Police Emergency Response	4	
Canada		Turbomeca Customer Council	1	
Canada	28	Vehicle Identifier	1	53
France		Fact Finding Mission Intelligence Briefings and Tours of Crimes	4	
France		Lessons Learned and Best Practices Symposium	6	
France		Memorial for Police Officers of the Terrorist Attack in Paris	2	
France		National Defense Plan Demonstration Symposium	1	

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Country	Total Activities per Country	Activity/Event	No. of Employee Participants per Activity	Total Employee Participants per Country
France	5	Paris Law Enforcement Security Observer Tour	36	49
United Kingdom		2023 New Blue Fellowship Program Trip to England	1	
United Kingdom		CBRN First Response	2	
United Kingdom		Cityforum Digital Policing Summit	1	
United Kingdom		Communication Data and Digital Seminar	1	
United Kingdom		Communication Data and Digital Seminars Child Protective	3	
United Kingdom		FBI National Executive Institute 45 - Cycle 2	1	
United Kingdom		Global Strategic Liberty Summit	1	
United Kingdom		IACP CoT Mid-Year Meeting	1	
United Kingdom		Intl Collaboration on Policing Masterclass - Scottish Workshop	1	
United Kingdom		Leadership in Counter Terrorism (LinCT) Alumni Program	1	
United Kingdom		Leadership in Counter Terrorism Conference	4	
United Kingdom		Motorola Solutions Responder Project & Police Scotland Meeting	3	
United Kingdom		Multi-Agency United Kingdom Analytic Exchange	1	
United Kingdom		Police Aviation Conference (PAVCON)	1	
United Kingdom		Police Strategy Forum	1	
United Kingdom		Re-Engineering UOF Training Curriculum Development Project	1	
United Kingdom		Security & Policing 2024 UK Defence & Security Town Hall	2	
United Kingdom	18	Virtual Global Taskforce	1	26
Israel		2019 Jewish Inst for National Security Homeland Security Program	1	
Israel		2022 Homeland Security Program	1	
Israel		Command and Control Counter-Terrorism	8	
Israel		Explosive Detection Dog	2	
Israel		International Law Enforcement Conference	1	
Israel		Intl Police Commissioners and Top LEA Executives' Conf	1	
Israel		JINSA 2018 Homeland Security Program	2	
Israel		JINSA LEEP Law Enforcement Exchange Program Trip to Israel	1	
Israel	9	Profess Devel Information Exchange- Israeli Police Bomb Squad	1	18
South Korea		Invitation from the Korean National Police Agency	11	
South Korea		Multi-Cultural Leadership Korea Visitation Program	1	
South Korea		Nuclear Security Working Group-Incident/Consequence Scenario	1	
South Korea		Overseas Peace Officer Invitation Program	1	
South Korea	5	The Overseas Korea Foundation 21st Future Leaders Conference	1	15
Mexico		2018 ESCOBA/USA-Mexico Government LE Liaisons	3	
Mexico		2016 ESCOBA/USA-Mexico Government LE Liaisons	3	
Mexico		2019 ESCOBA/USA-Mexico Government LE Liaisons	5	
Mexico		Provide a Presentation to Mexican Federal Police	1	

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Country	Total Activities per Country	Activity/Event	No. of Employee Participants per Activity	Total Employee Participants per Country
Mexico		Police Aviation Conference (PAVCON)	1	
Mexico	6	Seminar on Internal Affairs and Police Accountability	1	14
UAE		Abu Dhabi Police Conference	1	
UAE		Best Practices and Promote International Police Diplomacy	5	
UAE	3	World Police Summit	7	13
Australia		2018 Police and LinCT International Counter - Terrorism Forum	1	
Australia		Australian Institute for Police Management	1	
Australia		New South Wales Police Force, Human Source Mgmt. Course L3	1	
Australia		Queensland Police Service Homicide Seminar	1	
Australia		3rd World LGBTQ Conference for Criminal Justice Professionals	1	
Australia	6	LinCT Global 1	1	6
London & Lyon		2015 INTERPOL Specialists Group Mtg Crimes Against Children	2	
London & Lyon		2016 INTERPOL Specialists Group Mtg Crimes Against Children	2	
London & Lyon	3	2017 INTERPOL Specialists Group on Crimes Against Children	2	6
Brazil		15th Annual Multi-Cultural Leadership Korea Visitation Program	1	
Brazil		DOJ's Office of Overseas Prosecutorial Devel, Assist & Trng	2	
Brazil		Dept of State - FBI	1	
Brazil	4	Seminar on Ethics and Leadership in Law Enforcement	1	5
Italy		Basaglia Intl. School: Right & Opportunity to Have Whole Life	1	
Italy		Best Practices - In Preparation of the 2028 LA Olympics	2	
Italy		Promoting Human Rights & Recovery in Mental Health	1	
Italy	4	International Mental Health Conference	1	5
Japan	1	LACRIS Tokyo Olympic Games Prep Visit	4	4
Puerto Rico	1	SWAT Training for Bayamon SWAT Team	3	3
Germany		Police Aviation Conference (PAVCON)	1	
Germany	2	QIAGEN 4th Annual Investigator Forum	1	2
Greece	1	Pan-Hellenic Animal Welfare Federation/Alliance for Greece	2	2
Malaysia		Amer Society of Crime Lab Directors Lab Accred Board Inspects	1	
Malaysia	2	Joint Investigations Workshop	1	2
Singapore	1	INTERPOL Specialists Group on Crimes Against Children	2	2
South Africa		FBI - DoD, South African Police Service Crisis Mgmt. Training	1	
South Africa	2	Roundtable Discussion in Cape Town - Law Enforcement in SA	1	2

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Country	Total Activities per Country	Activity/Event	No. of Employee Participants per Activity	Total Employee Participants per Country
Austria	1	Austrian Police Academy Public Order and Riot Control Confer.	1	1
Bermuda	1	INTERPOL	1	1
China	1	Transnational Organized Crime and Info-Led Policing Conference	1	1
Colombia	1	Police Aviation Convention - Colombia National Police	1	1
Hungary	1	CEPOL Research and Science Conference 2017	1	1
India	1	World Summit on Countering Violence and Extremism	1	1
Netherlands	1	Mobile Organized Crime Groups Convention of Europol	1	1
New Zealand	1	Ian Axford (New Zealand) Fellowships in Public Policy	1	1
Paris & London	1	Fact Finding Delegation – US/UK 2-way CVE Exchange Program	1	1
Poland	1	Police Aviation Conference (PAVCON)	1	1
Qatar	1	National Center for Spectator Sports Safety and Security	1	1
Spain	1	2016 Smart City Expo World Congress	1	1
Sri Lanka	1	FBI's Assistance at Bombings in Colombo, Sri Lanka	1	1
Thailand	1	Training Royal Thai Police	1	1
Trinidad	1	Caribbean Islands Chiefs of Police Conference	1	1
Virgin Islands	1	ALGA Peer Review	1	1
Grand Totals	117		243	243

DATE _____

APPENDIX C. – DEPARTMENT RESPONSE

INTRADEPARTMENTAL CORRESPONDENCE

November 24, 2025
1.12

TO: Office of the Inspector General

FROM: Chief of Police

SUBJECT: LOS ANGELES POLICE DEPARTMENT'S RESPONSE TO THE OFFICE OF THE INSPECTOR GENERAL'S REVIEW OF THE LOS ANGELES POLICE DEPARTMENT'S FOREIGN TRAINING ACTIVITIES

The Los Angeles Police Department (LAPD or Department) has received the Office of the Inspector General's (OIG) draft report of the Review of the Los Angeles Police Department's Foreign Training Activities.

The report includes three recommendations to be made as follows:

SECTION VI. RECOMMENDATIONS

1. Develop and implement a comprehensive tracking database and system for all foreign training activities. This database and system should capture for each training activity, at a minimum, the location, type, content, LAPD participants (and their ranks, bureaus/divisions, and assignments), host nation point of contact information, if available, costs, funding sources, and post-training evaluation reports (see Recommendation No. 2). Furthermore, all related/supporting paper and digital files should be retained the maximum period allowed by City retention policy.
2. Require a detailed post-training evaluation report for each foreign training activity to be completed by the participant(s) and reviewed, approved, and maintained by Training Bureau. The detailed post-training evaluation report should include key takeaways from the training and practical applications for Department operations, if applicable. If an employee is requesting reimbursement for the training, only the report that has been reviewed and approved by Training Bureau shall be submitted to Fiscal Group for final processing.
3. Establish standardized security protocols for LAPD personnel who participate in any foreign training. These should include coordination with federal agencies, participant safety measures such as daily check-ins, and a process for vetting foreign contacts to address security risks.

Department Response

The Department agrees with the OIG's recommendations in principle and recognizes the importance of improving documentation, accountability, and safety in connection with foreign training. However, effective implementation requires that responsibilities be appropriately

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aligned with subject-matter expertise and operational authority. The Department continues to enhance oversight of foreign training while maintaining an efficient and practical process. Additionally, the Department appreciates the OIG's review and supports the intent of the recommendations to strengthen oversight, documentation, and safety protocols related to foreign training activities. While the Department agrees with the overall objectives, it is important to clarify the current processes already in place.

- 1) In response to Recommendation No. 1: The Department supports the objective of improving documentation and ensuring consistent retention of foreign training information. Currently, Training Bureau processes all Requests for Travel Authority after the initiating divisions and bureaus have conducted subject-matter review and verification. Additionally, all international travel is routed through the Chief of Staff and Chief of Police for final approval. Furthermore, Training Bureau already maintains administrative records in accordance with City retention policies. Training Bureau has already implemented a Tracking System for all Travel Authorities currently being processed. The Department agrees that post-training evaluation should be routed by the requesting division to be filed with the Request for Travel Authority. However, these records should be maintained by the divisions initiating the foreign training, as the initiating division would be best able to answer questions regarding training that was attended.
- 2) In response to Recommendation No. 2: The Department agrees with the importance of documenting training outcomes. However, the subject-matter expertise for evaluating any training attended resides within the requesting employee's chain-of-command. These commands are best positioned to assess training relevance, operational value, and applicability both before the training occurs and after the employee completes and returns from training. Training Bureau should not be responsible for the approval of these post-training evaluations. These reports should be approved by the requesting division and bureau.

Additionally, the Department already requires a Benefit Statement through the Personnel Expense Statement packet when reimbursement is requested, fulfilling the OIG's intent to ensure outcomes are documented. Due to the time-sensitive nature of reimbursement processing, it is recommended that this existing process remain unchanged. Any post-training evaluation or documentation required for non-reimbursement purposes should be reviewed and approved internally by the initiating employee's chain-of-command and routed to Training Bureau to file with the Request for Travel Authority. Copies of the post-training evaluations should also be filed in the traveling employees' divisional packet for future reference.

- 3) In response to Recommendation No. 3: The Department supports standardized security measures for personnel attending foreign training; however, Training Bureau does not have the operational authority or capacity to manage daily check-ins, conduct foreign contact vetting, or to coordinate with federal agencies. These responsibilities appropriately reside with the divisions or bureaus initiating and justifying the foreign training. Security protocols, processes and procedures should therefore be maintained and

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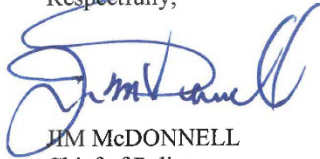
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implemented by the initiating command in coordination with other appropriate Department entities such as the Office of Special Operations. This ensures that operational subject-matter experts manage the associated risks prior to submitting a Request for Travel Authority.

Should you have any questions or concerns regarding this matter, please contact Deputy Chief Steve Embrich, Training Bureau, at (213) 486-7090.

Respectfully,



JIM McDONNELL
Chief of Police