



Memo

To: C. Pearson, City Manager

From: J.K. Nichols, Operations Section Chief

CC: J. Spires, Chief of Police
V. Riley, Fire Chief
C. Wittwer, Director of Public Works
J. Lee, Director of Communications
C. Randall, Incident Commander

Date: 06/26/2020

Re: After Action Report, Floyd Entombment

Executive Summary

On June 9, 2020, George Floyd was entombed at the Houston Memorial Gardens on Cullen Parkway. Due to the media coverage of the nationwide gatherings and protests in the wake of his death in police custody, this became an incident of national significance. The City of Pearland planned for the event for nine days prior. Intelligence estimated the crowd for the event at anywhere from a couple of hundred spectators to 60,000. Employees from the city were available and engaged throughout the process. The resulting response was well coordinated and integrated among not only city agencies but local, state, and federal resources as well. The social media posts resulting from the event have been almost universally positive toward the city and its response. By the end of the event, Pearland Fire Department had responded to almost 20 calls for heat related illness or injuries and transported eight patients to the hospital. Pearland Police responded to two incidents, detailed below, which could have had negative outcomes but did not, due in large part to the planning and engagement of the Incident Management Team. Estimated costs to date for preparation and response to this event and the below detailed public anxiety and officer safety risks has been over \$326,000.00. **Major suggested improvements include installation of a dispatch console and additional mobile base radios in the EOC, acquisition of additional UTVs, acquisition of an aviation radio, and additional training for staff who may be called to service on an Incident Management Team.**

Background

On May 25, 2020, Minneapolis, MN resident George Floyd died during arrest by Minneapolis Police Department officers. Floyd's death led to demonstrations, both peaceful and otherwise, across the nation. Floyd was raised in the city of Houston. On June 1, 2020, the City of Pearland received notification Floyd would be entombed at Houston Memorial Gardens cemetery, located in the 2400 block of Cullen, in the city of Pearland, on June 9. There were peaceful gatherings related to the situation, such as a prayer vigil held in the City of Pearland on May 31. Additionally, there was social media chatter indicating possible protests and "riots" in the city as early as Sunday, May 31. Among those threats:

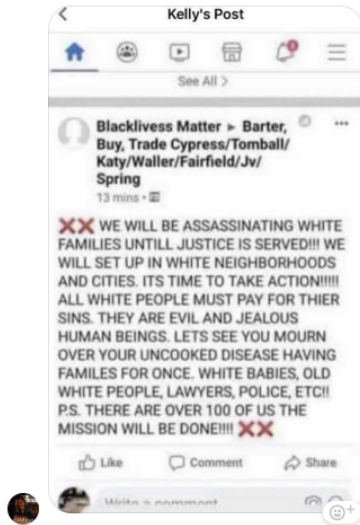


Thank you for contacting the Pearland Police Department. If you have a non-emergency concern, please call us at 281-997-4100. If you are experiencing an emergency, please call 911. Any other questions will be replied to at our earliest time.

First off I want to thank all of y'all..Secondly, on a closed Houston Police FB page they posted an article from lawenforcementtoday.com. I'm sure some of y'all probably get this; however, the article was saying that "protesters" are going into the rural areas and taking pictures of police vehicles in driveways of the officers personal homes. Just wanted to make sure someone saw this and was aware of it. Stay safe my brothers and sisters in Blue!!

Thank you for contacting the Pearland Police Department. If you have a non-emergency concern, please call us at 281-997-4100. If you are experiencing an emergency, please call 911. Any other questions will be replied to at our earliest time.

Thank you Ms. Travis, I know there are lots of information being shared right now, thank you for sharing this with us, I will make sure it is made aware of if it has not been already.



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My friend's mom sent this to her concerned and she sent it to me. I want to make sure y'all are aware this is floating around. It is very scary



The combination of the planned entombment and the social media chatter caused significant concern from Pearland residents, as evidenced by the following social media posts:



Do we have credible concerns about protesting in Pearland today and tomorrow? Businesses in pearland are beginning to shut down. Is this something business owners and residents need to do as a precaution as well?

Thank you for contacting the Pearland Police Department. If you have a non-emergency concern, please call us at 281-997-4100. If you are experiencing an emergency, please call 911. Any other questions will be replied to at our earliest time.

No Ma'am. We have not had any protesting or damages to businesses in the city of Pearland. Even the problems local businesses in Houston have subsided. The Pearland Police Department have increased our number of officers around the clock on the streets, and we encourage everyone to report any suspicious circumstances.

Sent by Jason Wells [?]



Reference the upcoming funeral.. I live over here behind Paradise South Cemetery (off Hughes Ranch across from Lee).. should I plan to not leave the whole day? When is the expected funeral. I fear people will be walking all over my property.. We already get people that drive over here on small funerals ... 😞

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Hi Heather, the exact time is still unknown. The funeral is slated to be at 11 am in Houston followed by burial in Pearland. I would plan for an increased amount of traffic and the potential closure of roadways in the area. We will be posting updates on Facebook as we get more information.

Sent by Chad Rogers [?]



There should be tons of LEO in the general vicinity, yes?

Yes, We are planning to have an increased amount of law enforcement through the entire city and the areas around the cemetery.

Sent by Chad Rogers [?]



Have a nice evening.

4 JUN 2020, 13:07

First of all I thank you for all that you do for our community.

As a business owner at 11161 Shadow Creek Parkway, behind Buc-ees on McHard. Should we be concerned about rioting and looting in our area this coming June 9? As what we have seen on the news where protesting turned violent and caused property damage to businesses? What can we do to protect our business? Will there be police presence in this area?

Thanks,
Remo Par RN, CMSRN
Singular Care Home Hemodialysis Services
11161 Shadow Creek Parkway Suite 229
Pearland, TX 77584



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Please contact Officer Rogers at 281-997-4193



Bruce Meyers Road closure scheduling is important yes, but what is being done to protect the citizens/properties/businesses of Pearland during this time?

Like · Reply · Message · 3w



Tamiko Brown Ellis Bruce Meyers it's not a protest going on its a funeral Bruce. I'm sure the citizens and etc will be good



Like · Reply · Message · 3w



Bruce Meyers Tamiko Brown Ellis It's a sad situation, and I pray that he is laid to rest with respect. But it's nice to have a plan B if others want to use it for a different agenda. 🇺🇸

Like · Reply · Message · 3w



In order to address the threats, ensure officer safety, and alleviate citizens' concerns, the Pearland Police Department increased staffing and began responding a minimum of two officers to each call for service.

On June 2nd, the initial incident management team (IMT) meeting for this event was held in the Emergency Operations Center (EOC). Planning for the event continued over the next week and involved numerous city agencies. Also, the IMT coordinated with other local, state and Federal agencies in preparation for the event. Several offers of assistance from smaller agencies were declined due to the amount of manpower provided by the Texas Department of Public Safety (DPS).

The Incident Commander's (IC) objectives for this event were as follows:

- Facilitate the entombment of Mr. George Floyd at Houston Memorial Gardens Cemetery
- Facilitate the peaceful exercise of First Amendment Free Speech rights
- Ensure public safety and security

- Maximize safety of all city and supporting personnel

Event

The operations briefing for the day of the event was held at 1000 hrs in the combined training rooms of the Pearland Public Safety Building (PSB). Resources on hand included law enforcement from Pearland Police Department, the Combined Agency Response Team (CART), the Bay Area Regional Bomb Squad (BARBS), Pasadena Police Department SWAT, Houston Police Department (HPD), Brazoria County Sheriff's Office (BCSO), DPS, US Customs and Border Protection tactical team (BORTAC), the Federal Bureau of Investigation (FBI), Bureau of Alcohol Tobacco Firearms and Explosives (BATFE) K-9 units, and a Department of Homeland Security (DHS) Intelligence analyst. Additionally, elements of the Texas Army National Guard (TxANG) were deployed in support of DPS. Fire and EMS assets included ambulances and fire engines from the Pearland Fire Department (PFD), an AMBUS and five EMS strike teams from the South East Texas Regional Advisory Council (SETRAC), tactical medics from PFD and BORTAC, and tactical surgeons from CART. Additional City of Pearland assets included employees from the Department of Public Works, Communications Department, Parks Department, and Department of Human Resources. Below is a summary of how those assets were deployed in order to meet the IC's objectives.

Facilitate the entombment of Mr. George Floyd at Houston Memorial Gardens Cemetery

HPD provided security for the funeral service and procession from the service to the Silverlake Community Church parking lot, located at 1865 Cullen Blvd. An HPD officer was embedded in the City of Pearland Incident Command Post (ICP) to facilitate communication between the two agencies. Mr. Floyd's casket was transferred from the hearse used to carry it to Silverlake Community Church onto a horse-drawn carriage for the remainder of the trip. DPS units manned 17 traffic control points in the area to establish a perimeter and control traffic in the area. DPS troopers also manned three quick reaction force (QRF) positions within the perimeter. Traffic on Cullen was shut down from the north city limits to Freedom Drive during the procession. Department of Public Works dump trucks and city owned Light Military Tactical Vehicles (LMTV's) were placed at select intersections to protect against vehicle-borne attacks. "Bike rack" style barricades were placed along the roadway from Silverlake Community Church to the cemetery. PPD bicycle units were used to escort the procession from Silverlake Church to the cemetery.

Facilitate the peaceful exercise of First Amendment Free Speech rights

Most attendees exercised their First Amendment rights through signs and clothing. The event was peaceful, except for one incident detailed in the next section. Contingency plans were in place to extend the Cullen Pkwy closure south from Freedom to Broadway to provide a location for counter-protesters. Reaction units were in place at the PSB and Dawson High School (DHS) should they have been needed. However, as there were no violent or counter-protesters, these assets were not deployed.

Ensure public safety and security

Overwatch of the event was provided by both manned and unmanned aircraft. The FBI had a fixed wing asset aloft during the event, as did DPS. Multiple UAS units were deployed. Several overwatch units were also deployed to monitor the crowd for violent "agitators." Reactionary units, comprised of DPS, BORTAC, CART and TxANG personnel, were also stationed at PSB and DHS in case violence were to break out.

During the funeral, an attendee struck another attendee. This assaulter was detained by deputies of the Harris County Constable Precinct 7 Office (HCCO 7). The HCCO 7 deputy was working off duty as security for the cemetery. Once the victim stated they did not wish to file charges, the assaulter was released.

While the exchange of the casket was taking place at Silverlake Community Church, one of the observation posts reported seeing a male subject enter the mausoleum where the entombment was to take place. The observer reported the male entered with a “fanny pack” and exited without it. Fearing the subject had delivered an improvised explosive device, the HPD asset in the ICP notified HPD officers with the procession while PPD officers cleared the mausoleum. No suspicious package was found, and the procession continued.

The procession was originally scheduled to be at the cemetery no later than 1400 hrs. The actual arrival time was close to 1700. As such, attendees were outside for extended periods in weather with reported 93-degree temperatures and heat indices of 103. As such, PFD received numerous, over 20, calls for heat related illness or injuries during the event. Eight people were transported to the hospital by PFD ambulance. Task forces composed of PFD and PPD personnel were deployed on UTVs to deliver water and monitor the crowd during the event. These UTVs facilitated the transfer of ill and injured to PFD ambulances at designated drop off locations.

Maximize safety of all city and supporting personnel

Assets were checked in and out upon arrival and departure. Personnel were grouped and deployed in pairs. Sufficient bottled water was on hand (a large donation was received from a local business). Food was purchased and provided to responders. Perimeter teams were deployed to secure the PSB. Additional reactionary teams were in place should those teams prove insufficient. There were no reports of injury or illness to city personnel during the event and all assets were recovered and accounted for.

Lessons Learned

On Friday, June 12, a meeting was convened to discuss lessons learned from the event. Members from all sections of the IMT were invited and their input was solicited. In the following sections, that input is recorded by operational area. Where applicable, both positives and suggested improvements are recorded.

Command

The ICP for this event was housed in the city’s EOC. A secondary command post, the city’s Mobile Command Post, was staffed and staged at Barry Miller Junior High School (3301 Manvel Road, Pearland). This location, CP2, provided a contingency in the event of the failure or loss of the primary ICP. It was also designed as a staging location for additional assets should they be needed.

Positives

- Staffing the ICP with representatives from all involved agencies, essentially developing a Unified Command Structure, was effective and provided for the seamless flow of information and communication among those agencies during the event.
- The deployment of IT personnel, both to the ICP and to CP2, proved invaluable. Several IT issues developed during the event which were quickly and efficiently handled by the IT personnel.

Suggested Improvements

- Printed maps with all TCP's were requested for the ops briefing at 1000 hrs. They were not available. This was due to the printer having insufficient time to produce them after completion and prior to the brief. Earlier completion of and printing of this information is essential, especially for multi-agency operations.
- Deployment of either a WebEX or MS Teams virtual link between the ICP and CP2 to keep the CP2 command staff aware of events and decisions being made in the ICP.
- The MCP needs a more robust internet connection capability. Some feeds were unable to be viewed from CP2.
- Additional space was needed for the Command and General Staff. Specifically, a dedicated location for the Logistics Section Chief and the Liaison Officer during the event would have prevented the need to locate them when information/assistance was needed from their sections.
- Printed Incident Action Plans (IAPs) should have been made available for the operations briefing.
- Additional position specific training. Many people were drafted into service for positions in which they had not been trained.

Communications

Prior to the event, contact was made with the Texas Department of Emergency Management (TDEM) concerning reserving or "securing" access to the X-ICS or Y-ICS channels on the 800 mhz radio frequencies. TDEM stated these channels were open for use if they were available. Channels Y-ICS 3,4,5,6, and 7 were selected for use by Law Enforcement. Fire assets were assigned to Pearland Fire Tac 3. Immediately prior to the operations briefing, HPD contacted the ICP and advised several of the assigned Y-ICS channels were being used at other operations. Per conversations with the Houston Radio shop, they (Houston Radio) are the appropriate agency with which to secure use of the X-ICS and Y-ICS channels. They also can "boost," or provide additional power to, the channel. Harris County Sheriff's Office (HCSO) is the appropriate agency to secure the Harris County Mutual Aid (HCMA) channels. For this event, operational channels were changed to Y-ICS 3,4,8,14, and 15, HCMA 4 and Fire Tac 3.

Positives

- Use of a dedicated dispatcher in the EOC was helpful. This allowed for a "communications aide" able to monitor the channel when the IC and his staff were otherwise occupied.
- The knowledge and ability to use the X-ICS, Y-ICS, and HCMA channels will be beneficial in future events.

Suggested Improvements

- Reducing the number of channels used during the event. Information was at times missed due to the ICP not properly monitoring the appropriate channel.
- Installation of a dedicated dispatch console in the EOC. The current configuration has three mobile base radios in the EOC. The mobile base is hardwired with the Pearland PD channel as primary. As such, scanning other channels results in the radio defaulting

to this channel, making it hard to monitor separate channels on one radio. Additionally, the dispatch console would allow for broadcasting over more than one frequency at a time. This additional console could also be used for emergencies requiring an additional console in dispatch, as well as social distancing, or training.

- More mobile base radios in the EOC, with headsets. Every operational position should have one. Use of handheld radios resulted in “busy signals” and not being able to transmit or receive as effectively.

Public Information Officer (PIO)

A Joint Information Center (JIC) was established in the small training room at the PSB. It was composed of officers from PPD, DPS, and BCSO as well as members of the City’s Communication Department. The JIC distributed 17 situation reports over social media to keep the public informed. They also monitored social media during the event for actionable intelligence related to the funeral. The JIC was limited to only two media feeds during the event.

Positives

- Seamless integration between the City communication staff, the PPD PIO’s, DPS and BCSO PIOs. All agencies worked well together in the JIC.
- Use of the small classroom as a JIC. This area should be utilized as such for future large-scale events.
- Social media response to the event was favorable to the City.
- News media monitored the City and PPD Twitter feed for information. This would be an effective platform for news releases in future events.

Suggested Improvements

- Additional television, computer, and telephone connections should be installed in the small classroom to enable its more efficient use as a JIC in future events.

Liaison

The Liaison Officer coordinated with approximately 20 government and private organizations prior to and during the event. This coordination was invaluable to the success of the event. The Liaison Officer became a storehouse of contact information and points of contact for outside agencies.

Positives

- Developed points of contact with multiple government and private organizations. A one-stop location for contacting these agencies.

Suggested Improvements

- Specifically questioning the cemetery and funeral home regarding the presence of armed security at the event. Their use of HCCO 7 personnel was a surprise to the ICP and could have been catastrophic in the event of a hostile event.

Intelligence

As part of the IMT, an intelligence branch was staffed. During the event, this unit was staged at the PSB and included detectives from the PPD as well as the DHS intelligence analyst. This unit monitored social media threats during the event and followed up to determine the validity of any threats received.

Planning

The planning section attended all pre-planning sections and briefs prior to the event. This enable the Planning Section Chief (PSC) to complete most of the IAP without other command and general staff having to dedicate as much time to it. The use of The Response Group IAP software was useful throughout all phases of the event. GIS produced several useful maps for the event. Planning for this event was particularly difficult given the disparity in estimates of the expected crowd size. Estimates were received prior to the event ranging from the 100's to upwards of 60,000.

Positives

- The planning process set the City up for success during the incident.
- IAP software was helpful throughout the event

Suggested Improvements

- Additional training needed by IMT personnel on the IAP software
- Having rosters available for check-in and check-out of personnel would have been helpful.
- Additional pre-planning briefs, particularly among the operational branches, would have improved the planning process and the IAP
- Some sections (Safety, Fire Branch, Air Ops Branch) have voiced concerns about needing to be involved earlier in the planning process

Operations

Operations ran smoothly due largely to the planning which took place pre-event. Responders of multiple disciplines from multiple agencies were staged at multiple locations responding to an emotionally charged event in extreme heat with minimal pre-event intelligence. The integration of all responders, but specifically of the City of Pearland assets was admirable.

Positives

- Integration between agencies and across disciplines
- Use of mobile UTV's and pre-set hand off spots for medical calls inside the perimeter
- Deployment of officers in standard uniform in numbers which did not give an overbearing appearance
- Use of dedicated responders to address issues at the event (within the perimeter) and enough staffing for response in the remainder of the City.
- Enforcement of "district integrity" for police units assigned to response outside of event
- Decision making for spontaneous occurrences
- Sufficient resources (planning for more than we needed)

Suggested Improvements

- Roving police units assigned to areas inside the perimeter. This unit could have responded to several complaints within the perimeter and not used city resources. Additionally, this type of unit could have been used during the bomb scare incident and HCCO 7 arrest.
- Need for additional UTVs for future events. We were fortunate to acquire the ones we did for this event.
- Need to pre-rent and plan for barricades along the route. This was a last-minute decision and, as such, was more costly than it would have been
- Radios were needed for Public Works units deployed in dump trucks/LMTV's
- IED procedures should have been codified in the IAP and properly briefed at the operations briefing
- Training/familiarization with the Active 911 tracking app for police officers. This would provide blue force tracking capability to the ICP and CP2.
- At the end of the event, there was a brief time when pedestrians were in the roadway at the same time as vehicle traffic. The opening of the roadways should have been better coordinated

Small Unmanned Aircraft Systems (sUAS)

Multiple sUAS's from different agencies were deployed during the event. This deployment was managed by the Air Operations Unit Leader, stationed in the ICP. The UAS's provided excellent situational awareness to the command element throughout the event. The UAS's were also used to capture footage of the event for post operational purposes.

A temporary flight restriction (TFR) for both manned and un-manned aircraft was requested. The request was granted for only unmanned aircraft. Three times during the event unknown UAS's or "rogue drones" were observed inside the perimeter and the boundaries of the TFR.

Positives

- Well organized and executed air operations plan
- Efficient and effective communications amongst teams
- Common operating picture/situational awareness at both ICP and CP2

Suggested Improvements

- Necessity to pre-plan, with input from the appropriate District Attorney's office, the department response to rogue drones. Possible charges include violation of Texas Government Code 423.0045
- Staging the sUAS teams on the roof during a high heat event led to reduced performance of the computers and batteries associated with the systems. Additionally, the heat contributed to increased pilot fatigue. There were also insufficient power sources to run the electronic equipment. In future operations, flights can be staged from ground level to address the issues.
- Radio Frequency interference was observed during the event. This could have come from the use of BORTAC drones, the deployment of the cellular tower on wheels (COW),

or the large number of cell users in attendance for the event. This should be de-conflicted and planned for in future events.

- The need for additional rapid charge batteries, to allow for continuous coverage for large events.
- The need for an aviation radio. During the event a news helicopter flew close overhead causing the deployed sUAS's to have to ground. This type of radio would allow the sUAS unit to communicate and coordinate with manned aircraft in the area.
- The possibility of having a representative from the Federal Aviation Administration (FAA) present in the ICP to deal with federal legal issues related to the TFR.

Finance

The city budget office established a project code for tracking expenses relative to this event. There are questions regarding its use by all city departments. The Finance Section Chief and the city Finance department spent over 20 staff hours to gather the below information, which reflects the present and future expenditures related to protective measures for the week. Expenditures realized in the previous pay period are not reflected in this report.

	A	B	C	D	E	F	G	H
1	Miscellaneous Expenses							
2	Description	Total						
3	Portable Restrooms for Cullen Blvd.	1,060.70						
4	Bike Rack Barricade Rental	30,000.00						
5	Food/Drinks for Personnel	5,931.10						
6	Generator Fuel	20.57						
7	Miscellaneous Expense Total	37,012.37						
8		-						
9	Salary/Benefit Expense							
10	PD Overtime/Benefit Expense							
11	Pay Period 5/30/20-6/12/20	265,554.78						
12								
13	Fire Overtime/Benefit Expense							
14	Pay Period 5/30/20-6/12/20	22,506.69						
15								
16	Public Works Overtime/Benefit Expense							
17	Pay Period 5/30/20-6/12/20	1,582.10						
18	Overtime/Benefit Total	289,643.57						
19								
20	Grand Total	326,655.94						
21								
22	Expenses Already Incurred							
23	Salary/Benefits-For Pay	224,609.53	<i>Expense realized pay period ending 6/12/20</i>					
24	Miscellaneous Expenses	37,012.37						
25		261,621.90						
26	Future Expenses							
27	Salary/Benefits- Comp Hours	65,034.04	<i>Expense realized when Comp hours are used</i>					
28		-						
29								
30	Approx. Labor Expense for 6/9/20 Only	\$ 66,804.50						
31								
32								
33								

Positives

- Early assignment of a budget code allowed for tracking of expenses relative to the event
- Most, if not all, receipts for expenditures were turned in and accounted for in an expeditious manner.

Suggested Improvements

- Supervisors should ensure proper usage of the budget code by all responding employees
- Reporting features in the New World system were problematic, causing extensive staff hours to pull information for a final accounting report.

Logistics

The logistics section ran smoothly with few reported issues. External support for communications through the city's radio provider, BearComm, was obtained for syncing radios and for monitoring common public frequencies. Donated water was processed and distributed to field units as needed.

Positives

- Acquisition of the COW tower was helpful with communications

Lessons Learned

- Need for air coolers for front and rear security teams at PSB

Action Items

The following are a list of action items drawn from the above section of suggested improvements. Each item is defined and assigned a responsible party. As this author has no authority to assign such actions outside of the Police Department, any such responsible party listed is a suggestion only.

- Obtain quote for installation of dispatch console in EOC
 - Responsible party: Monica Corbin-Simon
- Evaluate internet connection solutions for MCP
 - Responsible party: Justin Arnold
- Evaluate and Plan dedicated space for IMT activations
 - Responsible party: Kevin Nichols
- Continue evaluation of need for and acquisition of position specific training
 - Responsible party: Peter Martin
- Obtain quotes for additional mobile base radios in EOC
 - Responsible party: Jennifer Haupt
- Plan and obtain quotes for infrastructure improvements to small training room
 - Responsible party: Chad Rogers
- Train key personnel on use of The Resource Group IAP Software
 - Responsible party: Mellanee Roberts
- Obtain quotes on additional UTVs
 - Responsible party: Jack Helton
- Train police personnel on use of Active 911 app
 - Responsible party: Kevin Nichols
- Obtain quotes for additional rapid charge batteries for sUAS
 - Responsible party: Brian Rusk
- Obtain quote for aviation radio
 - Responsible party: Brian Rusk