

Appendix One:

Methodology

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
14. Use of force by APD officers, regardless of the type of force, tactics, or weapon used, shall abide by the following requirements:					
a) officers shall use advisements, warnings, and verbal persuasion, when possible, before resorting to force;	Operational (a-i)	Quantitative (a-i)	APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video; Findings from UoF Internal Investigations, CPOA Investigations, and where appropriate, findings from Civil or Criminal Proceedings	≥.95 of all UoF Reports are “within policy and training” Re DOJ’s comment on OBRD see “data sources,” which lists “On-Body Video”	Review of Data Sources for actions not within policy and training on topic
b) force shall be de-escalated immediately as resistance decreases	Operational (a-i)	Quantitative (a-i)	APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-	≥ .95 of all UoF Reports/documenta- tion of action are “within policy and training”	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
c) officers shall allow individuals time to submit to arrest before force is used whenever possible	Operational (a-i)	Quantitative (a-i)	Body Video APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video Findings from UoF Internal Investigations, CPOA Investigations and where appropriate, findings from Civil or Criminal Proceedings	≥ 95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic
d) APD shall explicitly prohibit neck holds, except where lethal force is authorized	Operational (a-i)	Quantitative (a-i)	APD UoF Policy & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video; Findings from UoF Internal Investigations, CPOA Investigations	≥ 95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			and where appropriate, findings from Civil or Criminal Proceedings		
e) APD shall explicitly prohibit using leg sweeps, arm-bar takedowns, or prone restraints, except as objectively reasonable to prevent imminent bodily harm to the officer or another person or persons; to overcome active resistance; or as objectively reasonable where physical removal is necessary to overcome passive resistance and handcuff the subject;	Operational (a-i)	Quantitative (a-i)	APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video	≥ .95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic
f) APD shall explicitly prohibit using force against persons in handcuffs, except as objectively reasonable to prevent imminent bodily harm to the officer or another	Operational (a-i)	Quantitative (a-i)	APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video	≥ .95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
person or persons; to overcome active resistance; or as objectively reasonable where physical removal is necessary to overcome passive resistance;					
g) officers shall not use force to attempt to effect compliance with a command that is unlawful;	Operational (a-i)	Quantitative (a-i)	APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video	≥ 95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic
h) pointing a firearm at a person shall be reported in the same manner as a use of force, and shall be done only as objectively reasonable to accomplish a lawful police objective; and	Operational (a-i)	Quantitative (a-i)	APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video	≥ 95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic
i) immediately following a use of force, officers, and, upon arrival, a supervisor, shall inspect and observe subjects of force for injury or complaints of pain	Operational (a-i)	Quantitative (a-i)	APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-	≥ 95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
resulting from the use of force and immediately obtain any necessary medical care. This may require an officer to provide emergency first aid until professional medical care providers arrive on scene.			Body Video		
15. APD shall develop and implement an overarching agency-wide use of force policy that complies with applicable law and comports with best practices.	Operational	Quantitative	APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video	≥ 95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic
15a. The use of force policy shall include all force techniques, technologies, and weapons, both lethal and less lethal, that are available to APD officers, including authorized weapons, and weapons that are made available only to specialized units.	Operational	Quantitative	APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video	≥ 95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic
15b The use of force policy shall clearly define	Operational	Quantitative	APD UoF Policy, Training	≥ .95 of all UoF Reports are “within	Review of Data Sources for

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
and describe each force option and the factors officers should consider in determining which use of such force is appropriate.			& Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video	policy and training”	actions not within policy and training on topic
15c. The use of force policy will incorporate the use of force principles and factors articulated above and shall specify that the use of unreasonable force will subject officers to discipline, possible criminal prosecution, and/or civil liability	Operational	Quantitative	APD UoF Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video	≥ .95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic
16. In addition to the overarching use of force policy, APD agrees to develop and implement protocols for each weapon, tactic, or use of force authorized by APD, including procedures for each of the types of force addressed below. The specific use of force protocols shall be consistent with	Operational	Quantitative	APD Departmental Issued Weapon Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video and “Ride Along” observations	≥ .95 of all UoF Reports are “within policy and training”	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
the use of force principles in Paragraph 14 and the overarching use of force policy.					
B. Use of Firearms 18. Officers shall carry or use only agency-approved firearms and ammunition while on duty.	Operational	Quantitative	APD Departmental Issued Weapon Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video and "Ride Along" observations	≥ .95 of all UoF Reports and forensics indicate departmental issued weapon. Ride along observations indicate departmental issued weapons. Roll Call observations indicate	Review of Data Sources for actions not within policy and training on topic
17 Officers shall carry only those weapons that have been authorized by the Department. Modifications or additions to weapons shall only be performed by the Department's Armorer as approved by the Chief. APD use of force policies shall include training and certification requirements that each officer must meet before being permitted to	Operational (a-i)	Quantitative (a-i)	APD Departmental Issued Weapon Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video and "Ride Along" observations	≥ .95 of all UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
carry and use authorized weapons.					
19. APD issued Special Order 14-32 requiring all officers to carry a Department issued handgun while on duty. APD shall revise its force policies and protocols to reflect this requirement and shall implement a plan that provides: (a) a timetable for implementation; (b) sufficient training courses to allow officers to gain proficiency and meet qualification requirements within a specified period; and (c) protocols to track and control the inventory and issuance of handguns.	Operational	Quantitative	APD Departmental Issued Weapon Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; On-Body Video and "Ride Along" observations	≥ .95 of all UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
20. Officers shall be required to successfully qualify with each firearm that they are authorized to use or carry on-duty at least once each year.	Operational	Quantitative	APD Departmental Issued Weapon Policy, Training & Reports DB; Officer/ Supervisor Use	≥ .95 of all officers are trained/retrained annually on authorized weapons	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			of Force Statements; On-Body Video and "Ride Along" observations & Firearms Training Records		
20a. Officers who fail to qualify on their primary weapon system shall complete immediate remedial training	Operational	Quantitative	APD Departmental Issued Weapon Policy, Training & Reports DB; Ride Along" observations & Firearms Training Records	≥ .95 of all officers who fail complete remedial training within 30 days	Review of Data Sources for actions not within policy and training on topic
20.b Those officers who still fail to qualify after remedial training shall immediately relinquish APD-issued firearms on which they failed to qualify	Operational	Quantitative	APD Departmental Issued Weapon Policy, Training & Reports DB; & Firearms Training Records	≥ .95 of all officers who "still fail to qualify" after remedial training relinquish APD issued firearms within 5 business days of notification	Review of Data Sources for actions not within policy and training on topic
20.c Those officers who still fail to qualify within a reasonable time shall immediately be placed in an administrative	Operational	Quantitative	APD Departmental Issued Weapon Policy, Training & Reports DB;	≥ 95 of all officers who still "fail to re-qualify" are placed on administrative assignment within 4	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
assignment and will be subject to administrative and/or disciplinary action, up to and including termination of employment.			Firearms Training Records	days are subjected to reasonable administrative and or disciplinary action	
21. APD training shall continue to require and instruct proper techniques for un-holstering, drawing, or exhibiting a firearm.	Operational	Quantitative	APD Departmental Issued Weapon Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS Records; On-Body Video and "Ride Along" observations & Firearms Training Records	≥ .95 of all such actions are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
22. APD shall adopt a policy that prohibits officers from discharging a firearm from a moving vehicle or at a moving vehicle, including shooting to disable a moving vehicle, unless an occupant of the vehicle is	Operational	Quantitative	APD Departmental Issued Weapon Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS	≥ .95 of all UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training/retraining on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
using lethal force, other than the vehicle itself, against the officer or another person, and such action is necessary for self-defense, defense of other officers, or to protect another person. Officers shall not intentionally place themselves in the path of, or reach inside, a moving vehicle.			records; On-Body Video and "Ride Along" observations & Firearms Training Records		
23. APD shall track all critical firearm discharges. APD shall include all critical firearm discharges and discharges at animals in its Early Intervention System and document such discharges in its use of force annual report.	Operational	Quantitative	APD Departmental Issued Weapon Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB	≥ 95 of all UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
C. Electronic Control Weapons					
24. ECWs shall not be used solely as a compliance technique or to overcome passive resistance. Officers may use ECWs only when such force is necessary to protect the officer, the subject, or another person from physical harm and after considering less intrusive means based on the threat or resistance encountered. Officers are authorized to use ECWs to control an actively resistant person when attempts to subdue the person by other tactics have been, or will likely be, ineffective and there is a reasonable expectation that it will be unsafe for officers to approach the person within contact range.	Operational	Quantitative	APD Departmental ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB	≥ 95 of all ECW Use Reports and actions are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
Where feasible, the	Operational	Quantitative	APD	≥ 95 of all ECW UoF	Review of Data

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
officer will defer ECW application for a reasonable time to allow the subject to comply with the warning.			Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB	Reports are "within policy and training"	Sources for actions not within policy and training on topic
26. ECWs will not be used where such deployment poses a substantial risk of serious physical injury or death from situational hazards, except where lethal force would be permitted. Situational hazards include falling from an elevated position, drowning, losing control of a moving motor vehicle or bicycle, or the known	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force/Statements; EIS records; On-Body Video and "Ride Along" observations &	≥ 95 of all ECW UoF incidents are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
presence of an explosive or flammable material or substance.			Firearms Training Records. Firearms/ECW Discharge DB		
27. Continuous cycling of ECWs is permitted only under exceptional circumstances where it is necessary to handcuff a subject under power.	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms /ECW Training Records. Firearms Discharge DB	≥ 95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
27a. Officers shall be trained to attempt hands-on control tactics during ECW applications, including handcuffing the subject during ECW application (i.e., handcuffing under	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force	≥ 95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
power).			Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB		
27b. After one standard ECW cycle (5 seconds), the officer shall reevaluate the situation to determine if subsequent cycles are necessary.	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB	≥ 95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
27c. Officers shall consider that exposure to the ECW for longer than	Operational	Quantitative	APD Departmental Issued ECW	≥ .95 of all ECW UoF Reports are "within policy and	Review of Data Sources for actions not within

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
15 seconds (whether due to multiple applications or continuous cycling) may increase the risk of death or serious injury.			Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB	training"	policy and training on topic
27d. Officers shall also weigh the risks of subsequent or continuous cycles against other force options.	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records.	≥ .95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			Firearms Discharge DB		
27 e. Officers shall independently justify each cycle or continuous cycle of five seconds against the subject in Use of Force Reports	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB	≥ .95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
28. ECWs shall not be used solely in drive-stun mode as a pain compliance	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and	≥ .95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			"Ride Along" observations & Firearms Training Records. Firearms Discharge DB		
28a. ECWs may be used in drive-stun mode only to supplement the probe mode to complete the incapacitation circuit, or as a countermeasure to gain separation between officers and the subject, so that officers can consider another force option.	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB	≥ 95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
29. Officers shall determine the reasonableness of ECW use based upon all circumstances, including the subject's age, size,	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/	≥ 95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
physical condition, and the feasibility of lesser force options.			Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB		
29a. ECWs should generally not be used against visibly pregnant women, elderly persons, young children, or visibly frail persons. In some cases, other control techniques may be more appropriate as determined by the subject's threat level to themselves or others.	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB	≥ .95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
29c. Officers	Operational	Quantitative	APD	≥ .95 of all ECW	Review of Data

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
shall be trained on the increased risks that ECWs may present to the above-listed vulnerable populations.			Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms Training Records. Firearms Discharge DB	UoF Reports are "within policy and training"	Sources for actions not within policy and training on topic
30. Officers shall not intentionally target a subject's head, neck, or genitalia, except where lethal force would be permitted, or where the officer has reasonable cause to believe there is an imminent risk of serious physical injury.	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms	≥ .95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			Training Records. Firearms /ECW Discharge DB		
31. ECWs shall not be used on handcuffed subjects, unless doing so is necessary to prevent them from causing serious physical injury to themselves or others, and if lesser attempts of control have been ineffective.	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" observations & Firearms /ECW Training Records. Firearms /ECW Discharge DB	≥ .95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
32. Officers shall keep ECWs in a weak-side holster to reduce the chances of accidentally drawing and/or firing a firearm.	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS	≥ .95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			records; On-Body Video and "Ride Along" and roll call		
33. Officers shall receive annual ECW certifications, which should consist of physical competency; weapon retention; APD policy, including any policy changes; technology changes; and scenario- and judgment-based training.	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" and roll call	≥ .95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
34. Officers shall be trained in and follow protocols developed by APD, in conjunction with medical professionals, on their responsibilities following ECW use, including:a) removing ECW probes, including the requirements described in Paragraph 35 b) understanding risks of positional asphyxia, and training officers to	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" and roll call	≥ .95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
use restraint techniques that do not impair the subject's respiration following an ECW application; c) monitoring all subjects of force who have received an ECW application while in police custody; and d) informing medical personnel of all subjects who: have been subjected to ECW applications, including prolonged application (more than 15 seconds); are under the influence of drugs and/or exhibiting symptoms associated with excited delirium; or were kept in prone restraints after ECW use.					
35. The City shall ensure that all subjects who have been exposed to ECW application shall receive a medical evaluation by emergency medical responders in the field or at a medical facility. Absent exigent	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS	≥ 95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
circumstances, probes will only be removed from a subject's skin by medical personnel.			records; On-Body Video and "Ride Along" and roll call		
36. Officers shall immediately notify their supervisor and the communications command center of all ECW discharges (except for training discharges).	Operational	Quantitative	APD Departmental Issued ECW Policy, Training & Reports DB; Officer/ Supervisor Use of Force Statements; EIS records; On-Body Video and "Ride Along" and roll call	≥ 95 of all ECW UoF Reports are "within policy and training"	Review of Data Sources for actions not within policy and training on topic
37. APD agrees to develop and implement integrity safeguards on the use of ECWs to ensure compliance with APD policy. a). APD agrees to implement a protocol for quarterly downloads and audits of all ECWs. b.) APD agrees to conduct random and directed audits of ECW deployment data. c.) The	Executive	Qualitative	APD integrity audits	Reasonableness of ECW integrity audits; responsiveness of APD to issues noted by monitoring team re integrity audits	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
audits should compare the downloaded data to the officer's Use of Force Reports. d.) Discrepancies within the audit should be addressed and appropriately investigated.					
38. APD agrees to include the number of ECWs in operation and assigned to officers, and the number of ECW uses, as elements of the Early Intervention System. a). Analysis of this data shall include a determination of whether ECWs result in an increase in the use of force, and whether officer and subject injuries are affected by the rate of ECW use. b). Probe deployments, except those described in Paragraph 30, shall not be considered injuries. c). APD shall track all ECW laser painting and	Executive	Qualitative	APD integrity audits	Reasonableness of ECW integrity audits; responsiveness of APD to issues noted by monitoring team re integrity audits	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
<p>arching and their effects on compliance rates as part of its data collection and analysis. d). ECW data analysis shall be included in APD's use of force annual report.</p>					
<p>D. Crowd Control and Incident Management 39. APD shall maintain crowd control and incident management policies that comply with applicable law and best practices. At a minimum, the incident management policies shall: a) define APD's mission during mass demonstrations, civil disturbances, or other crowded situations; b) encourage the peaceful and lawful gathering of individuals and include strategies for crowd containment, crowd redirecting, and planned responses; c) require the use of crowd control techniques</p>	Executive	Qualitative	APD integrity audits	Reasonableness of ECW integrity audits; responsiveness of APD to issues noted by monitoring team re integrity audits	Review of Data Sources for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
that safeguard the fundamental rights of individuals who gather or speak out legally; and d) continue to prohibit the use of canines for crowd control.					
40. APD shall require an after-action review of law enforcement activities following each response to mass demonstrations, civil disturbances, or other crowded situations to ensure compliance with applicable laws, best practices, and APD policies and procedures.	Executive	Qualitative	APD After-Action (demonstrations) audits	Reasonableness of mass demonstration reviews; responsiveness of APD to issues noted by monitoring team re integrity audits	Review of follow-up on actions not within policy and training on topic
E. Use of Force Reporting 41. APD shall develop and implement a use of force reporting policy and Use of Force Report Form that comply with applicable law and comport with best practices (a). The use of force reporting policy will require officers to immediately notify their	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of Use of Force Reporting Policy; responsiveness of APD to issues noted by monitoring team re integrity audits	Review of follow-up on actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
immediate, on-duty supervisor within their chain of command following any use of force, prisoner injury, or allegation of any use of force. (b) the reason for the initial police presence; (c) a specific description of the acts that led to the use of force, including the subject's behavior; (d) the level of resistance encountered; and (e) a description of each type of force used and justification for each use of force. f). Officers shall not merely use boilerplate or conclusory language but must include specific facts and circumstances that led to the use of force.					
43. Failure to report a use of force or prisoner injury by an APD officer shall subject officers to disciplinary action.	Executive	Qualitative	APD Use of Force Reporting Policy & Review of selected UoF incidents via OBRD	Reasonableness of APD's response to officer failures regarding Use of Force Reporting Policy;	Review of follow-up on actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				responsiveness of APD to issues noted by monitoring UoF policy audits	
44. APD policy shall require officers to request medical services immediately when an individual is injured or complains of injury following a use of force. a). The policy shall also require officers who transport a civilian to a medical facility for treatment to take the safest and most direct route to the medical facility. The policy shall further require that officers notify the communications command center of the starting and ending mileage on the transporting vehicle	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD's response to officer failures regarding Provision of Medical Treatment Policy; responsiveness of APD to issues noted by monitoring UoF policy audits	Review of follow-up on actions not within policy and training on topic
45. APD shall require officers to activate on-body recording systems and record all use of force encounters.	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD's response to officer failures regarding Camera Policy & discipline	Review of follow-up on actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Consistent with Paragraph 228 below, officers who do not record use of force encounters shall be subject to discipline, up to and including termination.				related thereto; responsiveness of APD to issues noted by monitoring team re Camera Policy policy audits	
F. Force Investigations 46. All uses of force by APD shall be subject to supervisory force investigations as set forth below. a). All force investigations shall comply with applicable law and comport with best practices. b). All force investigations shall determine whether each involved officer's conduct was legally justified and complied with APD policy.	Operational	Quantitative	APD Supervisor Use of Investigations Statements; EIS records; On-Body Video and "Ride Along" and roll call	≥ .95 of all Supervisors' UoF Investigations accurately note UofF applications which are not "within policy and training"	Review of follow-up for actions not within policy and training on topic
47. The quality of supervisory force investigations shall be taken into account in the performance evaluations of the officers performing such reviews and investigations	Operational	Quantitative	APD Supervisor Use of Investigations Statements; EIS records; On-Body Video and "Ride Along" and roll call	≥ .95 of all Supervisors' UoF Investigations accurately note UofF applications which are not "within policy and training"	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
48. APD agrees to develop and implement force classification procedures that include at least two categories or types of force that will determine the force investigation required	Operational	Quantitative	APD Supervisor Use of Investigations Statements; EIS records; On-Body Video and "Ride Along" and roll call	≥ 95 of all Supervisors' UoF Investigations accurately note UofF applications which are not "within policy and training"	Review of follow-up for actions not within policy and training on topic
48a The categories or types of force shall be based on the level of force used and the risk of injury or actual injury from the use of force with the goal of optimizing APD's supervisory and investigative resources on uses of force..	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD's response to officer failures regarding UofF Policy & discipline related thereto; responsiveness of APD to issues noted by monitoring team re Camera Policy policy audits	Review of follow-up on actions not within policy and training on topic
APD shall continue to participate in the Multi-Agency Task Force, pursuant to its Memorandum of Understanding, in order to conduct criminal investigations of at least the following types of force or incidents: a) officer-involved shootings; b) serious	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD's response to officer failures regarding UofF Policy & discipline related thereto; responsiveness of APD to issues noted by monitoring team re Camera Policy policy audits	Review of follow-up on actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
uses of force as defined by the Memorandum of Understanding; c) in-custody deaths; and d) other incidents resulting in death					
49. Under the force classification procedures, serious uses of force shall be investigated by the Internal Affairs Bureau,	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ 95 of all IAB UoF Investigations accurately note UoF applications which are not “within policy and training”	Review of follow-up for actions not within policy and training on topic
a). When a serious use of force or other incident is under criminal investigation by the Multi-Agency Task Force, APD’s Internal Affairs Bureau will conduct the administrative investigation.	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ 95 of all IAB UoF Investigations accurately note UoF applications which are not “within policy and training”	Review of follow-up for actions not within policy and training on topic
b). the Multi-Agency Task Force shall periodically share information and coordinate with the Internal Affairs Bureau, as appropriate and in accordance with applicable laws, to ensure timely and	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD’s response to officer failures regarding UoF Policy & discipline related thereto; responsiveness of APD to issues noted by monitoring team	Review of follow-up on actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
thorough administrative investigations of serious uses of force				re Camera Policy policy audits	
c. Uses of force that do not rise to the level of serious uses of force or that do not indicate apparent criminal conduct by an officer will be reviewed by the chain of command of the officer using force	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations accurately note UoF applications which are not “within policy and training”	Review of follow-up for actions not within policy and training on topic
50. The supervisor of an officer using force shall respond to the scene of the use of force to initiate the force investigation and ensure that the use of force is classified according to APD’s force classification procedures.	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations accurately note UoF applications which are not “within policy and training”	Review of follow-up for actions not within policy and training on topic
50 a). For serious uses of force, the supervisor shall ensure tha the Internal Affairs Bureau is immediately notified and dispatched to the scene of the incident	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of “serious” UoF applications result in IAB being notified by the relevant supervisor	Review of follow-up for actions not within policy and training on topic
51. A supervisor who was	Operational	Quantitative	APD IAB	≥ .95 of all IAB UoF	Review of follow-

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
involved in a reportable use of force, including by participating in or ordering the force being reviewed, shall not review the incident or Use of Force Reports for approval.			Investigations reports; EIS records; On-Body Video	Investigations are NOT reviewed/ approved by an "involved" immediate supervisor	up for actions not within policy and training on topic
52. For all supervisory investigations of uses of force, the supervisor shall: a) respond to the scene, examine all personnel and subjects of use of force for injuries, interview the subject(s) for complaints of pain after advising the subject(s) of his or her rights, and ensure that the officers and/or subject(s) receive medical attention, if applicable;	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor	Review of follow-up for actions not within policy and training on topic
b) identify and collect all relevant evidence and evaluate that evidence to determine whether the use of force was consistent with APD	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
policy and identifies any policy, training, tactical, or equipment concerns;					
c) ensure that all evidence to establish material facts related to the use of force, including audio and video recordings, photographs, and other documentation of injuries or the absence of injuries is collected;	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor	Review of follow-up for actions not within policy and training on topic
d). ensure that a canvass for, and interview of, witnesses is conducted. In addition, witnesses are to be encouraged to provide and sign a written statement in their own words	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor	Review of follow-up for actions not within policy and training on topic
e). ensure that all officers witnessing a use of force incident by another officer provide a use of force narrative of the facts leading to the use of force	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor	Review of follow-up for actions not within policy and training on topic
f) separate all officers	Operational	Quantitative	APD IAB	≥ .95 of all IAB UoF	Review of follow-

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
involved in a use of force incident until each has been interviewed and never conduct group interviews of these officers;			Investigations reports; EIS records; On-Body Video	Investigations are handled as required by the immediate supervisor	up for actions not within policy and training on topic
g) ensure that all Use of Force Reports identify all officers who were involved in the incident, witnessed the incident, or were on the scene when it occurred;	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor	Review of follow-up for actions not within policy and training on topic
h) conduct investigations in a rigorous manner designed to determine the facts and, when conducting interviews, avoid asking leading questions and never ask officers or other witnesses any questions that may suggest legal justifications for the officers' conduct;	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor	Review of follow-up for actions not within policy and training on topic
i) utilize on-body recording systems to record all interviews;	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
k) consider all relevant evidence, including circumstantial, direct, and physical evidence, as appropriate, and make credibility determinations, if feasible;	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor	Review of follow-up for actions not within policy and training on topic
l) make all reasonable efforts to resolve material inconsistencies between the officer, subject, and witness statements, as well as inconsistencies between the level of force described by the officer and any injuries to personnel or subjects	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor	Review of follow-up for actions not within policy and training on topic
m) obtain a unique tracking number; and	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are assigned a unique tracking number	
n) where a supervisor determines that there may have been misconduct in the use of force, immediately notify the Area Commander and the Internal Affairs Bureau.	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations are handled as required by the immediate supervisor regarding deficient UoF, IAB is notified	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
53. Each supervisor shall complete and document a supervisory force investigation using a Use of Force Report within 72 hours of completing the on-scene investigation	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations completed by an immediate supervisor are reported within 72 hours of completing the on-scene investigation	Review of follow-up for actions not within policy and training on topic
a). Each supervisor shall complete and document a supervisory force investigation using a Use of Force Report within 72 hours of completing the on-scene investigation	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations completed by an immediate supervisor are reported within 72 hours of completing the on-scene investigation	Review of follow-up for actions not within policy and training on topic
b). This report shall include: (a) all written or recorded use of force narratives or statements provided by personnel or others; (b) documentation of all evidence that was gathered, including names, phone numbers, and addresses of witnesses to the incident. In situations in	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations completed by an immediate supervisor are reported within 72 hours of completing the on-scene investigation and include the items stipulated in this section	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
<p>which there are no known witnesses, the report shall specifically state this fact. In situations in which witnesses were present but circumstances prevented the author of the report from determining the identification, phone number, or address of the witnesses, the report shall state the reasons why.</p> <p>The report should also include all available identifying information for anyone who refuses to provide a statement; (c) the names of all other APD employees witnessing the use of force; (d) the supervisor's narrative evaluating the use of force, based on the supervisor's analysis of the evidence gathered, including a determination of whether the officer's</p>					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
actions complied with APD policy and state and federal law; and an assessment of the incident for tactical and training implications, including whether the use of force could have been avoided through the use of de-escalation techniques or lesser force options; and (e) documentation that additional issues of concern not related to the use of force have been identified and addressed by separate memorandum.					
54. Upon completion of the Use of Force Report, the investigating supervisor shall forward the report through his or her chain of command to the Commander, who shall review the report to ensure that it is complete and that the findings are supported using the preponderance of	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all IAB UoF Investigations completed by an immediate supervisor are reported within 72 hours of completing the on-scene investigation	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
the evidence standard.					
a). The Commander shall order additional investigation when it appears that there is additional relevant evidence that may assist in resolving inconsistencies or improving the reliability or credibility of the findings.	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ 95 of all IAB UoF Investigations completed by an immediate supervisor are reported within 72 hours of completing the on-scene investigation	Review of follow-up for actions not within policy and training on topic
55. Where the findings of the Use of Force Report are not supported by a preponderance of the evidence, the supervisor's chain of command shall document the reasons for this determination and shall include this documentation as an addendum to the original investigation.	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ 95 of all supervisory UoF Investigations completed by an immediate supervisor that are reported accurately, using a preponderance of the evidence standard, are documented by addendum to the original investigation by the supervisor's chain of command	Review of follow-up for actions not within policy and training on topic
55 a). The supervisor's superior shall take appropriate action to address the inadequately	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-	≥ 95 of all supervisory UoF Investigations completed by an	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
supported determination and any investigative deficiencies that led to it.			Body Video	immediate supervisor that are reported inaccurately, or that fail to use a preponderance of the evidence standard, are documented by addendum to the original investigation by the supervisor's chain of command and remedial action is taken with the supervisor	
55 b). Commanders shall be responsible for the accuracy and completeness of Use of Force Reports prepared by supervisors under their command.	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ 95 of all supervisory UoF Investigations completed by an immediate supervisor that are reported inaccurately, or that fail to use a preponderance of the evidence standard, and are not noted by the sergeant's commander, result	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				in some form of corrective action with the commander in question.	
56. Where a supervisor repeatedly conducts deficient supervisory force investigations, the supervisor shall receive the appropriate corrective and/or disciplinary action, including training, demotion, and/or removal from a supervisory position in accordance with performance evaluation procedures and consistent with any existing collective bargaining agreements, personnel rules, Labor Management Relations Ordinance, Merit System Ordinance, regulations, or administrative rules.	Executive	Qualitative	APD Use of Force Reporting Policy; disciplinary records; individual personnel file reviews	Reasonableness of APD's response to officer failures regarding UoF Policy & discipline related thereto; responsiveness of APD to issues noted by monitoring team re Camera Policy audits	Review of follow-up on actions not within policy and training on topic
56 a. Whenever a supervisor or Commander finds	Operational	Quantitative	APD IAB Investigations reports; EIS	≥ .95 of all supervisory UoF Investigations	Review of follow-up for actions not within policy and

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
evidence of a use of force indicating apparent criminal conduct by an officer, the supervisor or Commander shall suspend the supervisory force investigation immediately and notify the Internal Affairs Bureau and the Chief.			records; On-Body Video; disciplinary records; individual personnel file reviews	completed by an immediate supervisor that are reported inaccurately, or that fail to use a preponderance of the evidence standard, and are not noted by the sergeant's commander, result in some form of corrective action with the commander in question.	training on topic
56 b. The Internal Affairs Bureau shall immediately take over the administrative investigation and initiate the criminal investigation.	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video; disciplinary records; individual personnel file reviews	≥ .95 of all supervisory UoF Investigations completed by an immediate supervisor that are reported inaccurately, or that fail to use a preponderance of the evidence standard, and are not noted by the sergeant's commander, result	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				in some form of corrective action with the commander in question.	
57. When the Commander finds that the supervisory force investigation is complete and the findings are supported by the evidence, the investigation file shall be forwarded to the Force Review Board.	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video disciplinary records; individual personnel file reviews	≥ .95 of all supervisory UoF Investigations completed by an immediate supervisor that are found to be complete are forwarded to the Force Review Board	Review of follow-up for actions not within policy and training on topic
a. The Force Review Board shall review the supervisory force investigation to ensure that it is complete and that the findings are supported by the evidence.	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video	≥ .95 of all supervisory UoF Investigations the FRB are found to be complete and are forwarded to the Force Review Board	Review of follow-up for actions not within policy and training on topic
The Force Review Board shall ensure that the investigation file is forwarded to the Internal Affairs Bureau for recordkeeping.	Operational	Quantitative	APD IAB Investigations reports; EIS records; On-Body Video; disciplinary records; individual	≥ .95 of all supervisory UoF Investigations completed by an immediate supervisor that are found to be complete by the	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			personnel file reviews	Force Review Board are forwarded to IAB for recordkeeping	
58. At the discretion of the Chief, a supervisory force investigation may be assigned or re-assigned to another supervisor, whether within or outside of the Command in which the incident occurred, or may be returned to the original supervisor for further investigation or analysis	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD's response to officer failures regarding UoF Policy & discipline related thereto; responsiveness of APD to issues noted by monitoring team re policy audits of this topic	Review of follow-up on actions not within policy and training on topic
a. This assignment or re-assignment shall be explained in writing.	Operational	Quantitative	APD UoF Investigations reports returned are assigned in writing	≥ .95 of all supervisory UoF Investigations returned to an immediate supervisor are returned and assigned for further investigation in writing	Review of follow-up for actions not within policy and training on topic
59. Where, after a supervisory force investigation, a use of force is found to violate policy, the Chief shall	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD's response to officer failures regarding UoF Policy & discipline	Review of follow-up on actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
direct and ensure appropriate discipline and/or corrective action				related thereto; responsiveness of APD to issues noted by monitoring team re policy audits of this topic	
a. Where the use of force indicates policy, training, tactical, or equipment concerns, the Chief shall also ensure that necessary training is delivered and that policy, tactical, or equipment concerns are resolved.	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD's response to Chief's directive for corrective training and that other noted issues are resolved ; responsiveness of APD to issues noted by monitoring team re policy audits of this topic	Review of follow-up on actions not within policy and training on topic
2. Force Investigations by the Internal Affairs Bureau					
60. The Internal Affairs Bureau shall respond to the scene and conduct investigations of serious uses of force, uses of force indicating apparent criminal conduct by an officer, uses of force by APD personnel of a rank higher than sergeant, or uses of force	Operational	Quantitative	APD UoF Investigations stipulated are investigated by IAB	≥ .95 of all stipulated UoF Investigations are investigated by IAB	Review of follow-up for actions not within policy and training on topic

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
reassigned to the Internal Affairs Bureau by the Chief.					
a. In cases where the Internal Affairs Bureau initiates a criminal investigation, it shall ensure that such investigation remains separate from and independent of any administrative investigation.	Operational	Quantitative	APD UoF Investigations stipulated are investigated by IAB and separate from any administrative investigation	≥ .95 of all stipulated UoF Investigations are investigated by IAB and kept separate from any administrative investigations	Review of follow-up for actions not within policy and training on topic
b. In instances where the Multi-Agency Task Force is conducting the criminal investigation of a serious use of force, the Internal Affairs Bureau shall conduct the administrative investigation.	Operational	Quantitative	APD UoF Investigations stipulated as MATF cases are handled for the administrative allegations by IAB	≥.95 of all stipulated UoF Investigations handled by the MATF as criminal investigations are investigated by ≥ IAB. The Internal Affairs Bureau will be responsible for conducting both criminal and administrative investigations, except as stated in Paragraph 60 allegations	Review of follow-up for actions not within policy and training on topic
61. The Internal Affairs Bureau will be	Operational	Quantitative	APD Investigations	≥ .95 of all stipulated UoF	Review of co-terminus MATF

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
responsible for conducting both criminal and administrative investigations, except as stated in Paragraph 60.			stipulated as MATF cases are handled for the administrative allegations by IAB	Investigations handled by the MATF as criminal investigations are investigated by IAB for The Internal Affairs Bureau will be responsible for conducting both criminal and administrative investigations, except as stated in Paragraph 60 allegations	criminal and IAB administrative investigations
a. The Internal Affairs Bureau shall include sufficient personnel who are specially trained in both criminal and administrative investigations.	Operational	Quantitative	APD IAB start-finish days	≥ .95 of all stipulated UoF Investigations are completed within allotted timeframes	Review of start-finish days for all IAB investigations completed during the reporting period
62. Within six months from the Effective Date, APD shall revise the Internal Affairs Bureau manual to include the following: a) definitions of all relevant terms;	Operational	Quantitative	Revised IAB Manual	≥ 95 of all stipulated IAB Manual revisions are completed by November 6, 2015	Review of IAB manual for relevant required treatments and sufficiency

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
b) procedures on report writing; c) procedures for collecting and processing evidence; d) procedures to ensure appropriate separation of criminal and administrative investigations in the event of compelled subject officer statements; e) procedures for consulting with the District Attorney's Office or the USAO, as appropriate, including ensuring that administrative investigations are not unnecessarily delayed while a criminal investigation is pending; f) scene management procedures; and g) management procedures.					
63. Within ten months from the Effective Date, APD shall ensure that	Operational	Quantitative	Revised IAB Manual	≥ .95 of all assigned IAB investigators are trained as per	Review of staffing plan and follow-on review of IAB's

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
there are sufficient trained personnel assigned to the Internal Affairs Bureau to fulfill the requirements of this Agreement.				Manual revisions in Para 63, and in-unit by are completed by July 6, 2015	ability to meet deadlines
a. APD shall ensure that all serious uses of force are investigated fully and fairly by individuals with appropriate expertise, independence, and investigative skills so that uses of force that are contrary to law or policy are identified and appropriately resolved; that policy, training, equipment, or tactical deficiencies related to the use of force are identified and corrected; and that investigations of sufficient quality are conducted so that officers can be held accountable, if necessary	Operational	Quantitative	Revised IAB Manual	≥ .95 of all assigned IAB investigations are completed appropriately according to policy beginning August 6, 2015	Review of staffing completed IAB cases completed after September, 2015 for sufficiency
b. At the discretion of the Chief, APD may hire and retain personnel, or reassign current APD employees, with sufficient	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD's response to Chief's directive for corrective training and that other noted	Review of follow-up on staffing/ training/skills and expertise of IAB personnel via

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
expertise and skills to the Internal Affairs Bureau.				issues are resolved ; responsiveness of APD to issues noted by monitoring team re policy audits of this topic	case sufficiency
64. Before performing force investigations, Internal Affairs Bureau personnel shall receive force investigation training that includes, at a minimum, the following areas: force investigation procedures; call-out and investigative protocols; proper roles of on-scene counterparts such as crime scene technicians, the Office of the Medical Investigator, District Attorney staff, the Multi-Agency Task Force, City Attorney staff, and Civilian Police Oversight Agency staff; and investigative equipment and techniques.	Operational	Quantitative	Revised IAB Manual; training syllabi; EOC testing success rates & review of testing parameters	≥ .95 of all assigned IAB personnel receive and pass comprehension tests on IA practices. Investigations are completed appropriately and according to training and policy beginning September, 2015	Review of staffing completed IAB cases completed after August, 2015 for sufficiency
a. Internal Affairs Bureau personnel shall also	Operational	Quantitative	Revised IAB Manual;	≥ .95 of all assigned IAB personnel	Review of staffing completed IAB

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
receive force investigation annual in-service training.			training syllabai; IAB personnel testing success rates & review of testing parameters	receive and pass comprehension tests on IA practices. Investigations are completed appropriately and according to training and policy beginning September, 2015	cases completed after September, 2015 for sufficiency
65. Where appropriate to ensure the fact and appearance of impartiality and with the authorization of the Chief, APD may refer a serious use of force or force indicating apparent criminal conduct by an officer to the Multi-Agency Task Force for investigation.	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD's response to Chief's directive for specifically assigned investigation. Responsiveness of APD to issues noted by monitoring team re policy audits of this topic	Review of follow-up on staffing/ training/skills and expertise of IAB personnel via case sufficiency
66. To ensure that criminal and administrative investigations remain separate, APD's Violent Crimes Section may support the Internal Affairs Bureau or the Multi-Agency Task Force	Executive	Qualitative	APD Use of Force Reporting Policy	Reasonableness of APD's response to Chief's directive for specifically assigned investigation. Responsiveness of APD to issues noted by monitoring team re policy audits of	Review of follow-up consultations sufficiency

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
in the investigation of any serious use of force, as defined by this Agreement, including critical firearm discharges, in-custody deaths, or police-initiated actions in which a death or serious physical injury occurs.				this topic	
67. The Chief shall notify and consult with the District Attorney's Office, the Federal Bureau of Investigation, and/or the USAO, as appropriate, regarding any use of force indicating apparent criminal conduct by an officer or evidence of criminal conduct by an officer discovered during a misconduct investigation.	Executive	Qualitative	APD Use of Force Reporting Policy; "consultative" case files with DA, FBI, and USAO	Reasonableness of APD's response to Chief's "shall notify and consult" directive in this Section. Responsiveness of APD to issues noted by monitoring team re policy audits of this topic	Review of follow-up VCS, MATF sufficiency
68. If the Internal Affairs Bureau determines that a case will proceed criminally, or where APD requests a criminal prosecution, the Internal	Operational	Quantitative	Revised IAB Manual; training syllabi; IAB personnel testing success rates & review	≥ 95 of cases resulting in criminal referrals exhibiting include a delayed compelled interviews/statement	Review of criminal cases including compelled statements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Affairs Bureau will delay any compelled interview of the target officer(s) pending consultation with the District Attorney's Office or the USAO, consistent with Paragraph 186.			of testing parameters; relevant administrative and CID files	s, as per requirement.	
a. No other part of the investigation shall be held in abeyance unless specifically authorized by the Chief in consultation with the agency conducting the criminal investigation.	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters	≥ 95 of cases resulting in criminal referrals exhibiting include a delayed compelled interviews/ statements, as per requirement.	Review of criminal cases including compelled statements and Chief's written requests
69. In conducting its investigations of serious uses of force, as defined in this Agreement, the Internal Affairs Bureau shall: a) respond to the scene and consult with the on-scene supervisor to ensure that all personnel and subject(s) of use of force have been examined for injuries, that subject(s) have been	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, ensure that all personnel and subjects involved have been examined for injuries and interviewed for	Review of serious use of force cases including ensuring all personnel and subjects of UoF have been examined for injuries and interviewed for complains of pain

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
interviewed for complaints of pain after advising the subject(s) of his or her rights, and that all officers and/or subject(s) have received medical attention, if applicable;				complaints of pain, advised of their rights, and all officers and or subjects have received medical attention if needed as per requirement.	
b) ensure that all evidence to establish material facts related to the use of force, including but not limited to audio and video recordings, photographs, and other documentation of injuries or the absence of injuries is collected;	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and ensured compliance to evidence stipulations as per requirement.	Review of serious use of force cases including relevant evidence is secured
c) ensure that a canvass for, and interview of, witnesses is conducted. In addition, witnesses should be encouraged to provide and sign a written statement in their	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters;	≥ 95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and	Review of serious use of force cases to ensure written statements of witnesses were secured or declined

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
own words;			Review of Closed IAB cases involving "serious uses of force" for compliance	ensured compliance to evidence stipulations as per requirement.	
d) ensure, consistent with applicable law, that all officers witnessing a serious use of force by another officer provide a use of force narrative of the facts leading to the use of force;	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and witness officers provide a use of force narrative as per requirement.	Review of serious use of force cases to ensure written statements of witnesses officers were secured or declined
e) ensure that all officers involved in a use of force incident remain separated until each has been interviewed and never conduct group interviews of these officers;	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving	≥ .95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and kept witness officers separated and not conducted group	Review of serious use of force cases to ensure witness officers were separated and not allowed to provide group statements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			"serious uses of force" for compliance	interviews of witness officers	
f) review all Use of Force Reports to ensure that these statements include the information required by this Agreement and APD policy;	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and witness officers' statements include all information required by the SA and APD policy	Review of serious use of force cases to ensure witness officers' statements include all information required by the SA and APD policy
g) ensure that all Use of Force Reports identify all officers who were involved in the incident, witnessed the incident, or were on the scene when it occurred;	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for	≥ 95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and all Use of Force Reports identify all officers who were involved in the incident, witnessed	Review of serious use of force cases to ensure witness officers' statements include all information required by the SA and APD policy

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			compliance	the incident, or were on the scene when it occurred	
h. Ensure that all Use of Force Reports depict investigations that were conducted in a rigorous manner designed to determine the facts and, when conducting interviews, avoid asking leading questions and never ask officers or other witnesses any questions that may suggest legal justifications for the officers' conduct;	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and all Use of Force Reports identify all officers who were involved in the incident, witnessed the incident, or were on the scene when it occurred	Review of serious use of force cases designed to determine the facts and, when conducting interviews, avoid asking leading questions and never ask officers or other witnesses any questions that may suggest legal justifications for the officers' conduct; i)
i. Ensure that all interviews are recorded	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB	≥ .95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and all Use of Force Reports resulted in	Review of serious use of force cases to ensure that all interviews were recorded

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			cases involving "serious uses of force" for compliance	all interviews being recorded.	
j. Ensure that all relevant evidence is considered, including circumstantial, direct, and physical evidence, as appropriate, and make credibility determinations, if feasible	Operational	Quantitative	Revised IAB Manual; training syllabi; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and all Use of Force cases consider all relevant evidence, including circumstantial, direct, and physical evidence, as appropriate, and make credibility determinations, if feasible	Review of serious use of force cases to ensure that all that all relevant evidence is considered, including circumstantial, direct, and physical evidence, as appropriate, and make credibility determinations, if feasible
k. make all reasonable efforts to resolve material inconsistencies between the officer, subject, and witness statements, as well as inconsistencies between the	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters;	≥ .95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and Use	Review of serious use of force cases to ensure that all that all reasonable efforts are made to resolve material inconsistencies

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
level of force described by the officer and any injuries to personnel or subjects			Review of Closed IAB cases involving "serious uses of force" for compliance	of Force cases consider all reasonable efforts to resolve material inconsistencies between level of force described by officer and injuries to personnel and/or subjects	
I. train all Internal Affairs Bureau force investigators on the factors to consider when evaluating credibility, incorporating credibility instructions provided to jurors.	Operational	Quantitative	Revised IAB Manual; training syllabi; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ 95 of cases resulting in serious uses of force indicated IAB has responded to scene, consulted with the on-scene supervisor, and Use of Force cases consider all reasonable efforts to resolve material inconsistencies between level of force described by officer and injuries to personnel and/or subjects	Review of training syllabi, exams, and supporting material to ensure credibility factors were taught and understood
71. The Internal Affairs	Operational	Quantitative	Revised IAB	≥ .95 of cases	Cleared (final

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Bureau shall complete administrative investigations within two months after learning of the use of force. At the conclusion of each use of force investigation, the Internal Affairs Bureau shall prepare an investigation report.			Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	resulting in serious uses of force are completed within two months of the filing of the complaint	report) date – date report received < two months
a. Any request for an extension to this time limit must be approved by the commanding officer of the Internal Affairs Bureau through consultation with the Chief or by the Chief.	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases requiring more than two months contain an approved, written extension signed by the CO IAB, and reflective of a consultation with the Chief of Police.	Cleared (final report) date – date report received < two months, else written approved extension
b. At the conclusion of each use of force investigation, the Internal Affairs Bureau shall	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel	≥ .95 of cases completed by IAB exhibit an acceptable IAB final	100 percent sample of IAB reports indicate a final report for

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
prepare an investigation report.			testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	report.	every case
The report shall include: a) a narrative description of the incident, including a precise description of the evidence that either justifies or fails to justify the officer's conduct based on the Internal Affairs Bureau's independent review of the facts and circumstances of the incident;	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases completed by IAB exhibit required elements.	100 percent sample of IAB reports indicate existence of required elements
b) documentation of all evidence that was gathered, including names, phone numbers, addresses of witnesses to the incident, and all underlying Use of	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing	≥ .95 of cases completed by IAB exhibit required elements.	100 percent sample of IAB reports indicate existence of required elements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Force Data Reports. In situations in which there are no known witnesses, the report shall specifically state this fact. In situations in which witnesses were present but circumstances prevented the author of the report from determining the identification, phone number, or address of those witnesses, the report shall state the reasons why. The report should also include all available identifying information for anyone who refuses to provide a statement;			parameters; Review of Closed IAB cases involving "serious uses of force" for compliance		
c) the names of all other APD officers or employees witnessing the use of force;	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB	≥ 95 of cases completed by IAB exhibit required elements.	100 percent sample of IAB reports indicate existence of required elements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			cases involving "serious uses of force" for compliance		
d) the Internal Affairs Bureau's narrative evaluating the use of force, based on the evidence gathered, including a determination of whether the officer's actions complied with APD policy and state and federal law; and an assessment of the incident for tactical and training implications, including whether the use of force could have been avoided through the use of de-escalation techniques or lesser force options;	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases completed by IAB exhibit required elements.	100 percent sample of IAB reports indicate existence of required elements
e) if a weapon was used by an officer, documentation that the officer's certification and training for the weapon were current at the time of the incident	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters;	≥ 95 of cases completed by IAB exhibit required elements.	100 percent sample of IAB reports indicate existence of required elements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			Review of Closed IAB cases involving "serious uses of force" for compliance		
f) the complete disciplinary history of the target officers involved in the use of force	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ 95 of cases completed by IAB exhibit required elements.	100 percent sample of IAB reports indicate existence of required elements
72. Upon completion of the Internal Affairs Bureau investigation report, the Internal Affairs Bureau investigator shall forward the report through his or her chain of command to the commanding officer of the Internal Affairs Bureau.	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving	≥ .95 of cases completed by IAB referred to commander for review	100 percent sample of IAB reports indicate existence of required elements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			"serious uses of force" for compliance		
a. The Internal Affairs Bureau commanding officer shall review the report to ensure that it is complete and that, for administrative investigations, the findings are supported using the preponderance of the evidence standard	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ 95 of cases completed by IAB exhibit appropriate review by IAB commander using appropriate evidentiary standard	100 percent sample of IAB reports indicate existence of required elements
The Internal Affairs Bureau commanding officer shall order additional investigation when it appears that there is additional relevant evidence that may assist in resolving inconsistencies or improve the reliability or credibility of the findings.	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases completed by IAB exhibit additional investigation ordered by IAB commander where appropriatre	100 percent sample of IAB reports indicate existence of required elements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
73. For administrative investigations, where the findings of the Internal Affairs Bureau investigation are not supported by a preponderance of the evidence, the Internal Affairs Bureau commanding officer shall document the reasons for this determination and shall include this documentation as an addendum to the original investigation report	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases completed by IAB exhibit preponderance of the evidence standard, and in those that do not, Commander IAB takes necessary steps to address and remedy the inadequacies.	100 percent sample of IAB reports indicate existence of required elements
a. The commanding officer of the Internal Affairs Bureau shall take appropriate action to address any inadequately supported determination and any investigative deficiencies that led to it	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases completed by IAB exhibit preponderance of the evidence standard, and in those that do not, Commander IAB takes necessary steps to address and remedy the inadequacies.	100 percent sample of IAB reports indicate existence of required elements
b. The Internal Affairs	Operational	Quantitative	Revised IAB	≥ .95 of cases	100 percent

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Bureau commanding officer shall be responsible for the accuracy and completeness of investigation reports prepared by the Internal Affairs Bureau.			Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	completed by IAB exhibit use of the preponderance of the evidence standard, and in those that do not, Commander IAB takes necessary steps to address and remedy the inadequacies.	sample of IAB reports indicate existence of required elements
74. Where a member of the Internal Affairs Bureau repeatedly conducts deficient force investigations, the member shall receive the appropriate corrective and/or disciplinary action, including training or removal from the Internal Affairs Bureau in accordance with performance evaluation procedures and consistent with any existing collective bargaining agreements, personnel rules, Labor	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of cases completed by IAB that fail to use acceptable investigative standards, are noted by Commander IAB who takes necessary steps to address and remedy the inadequacies.	100 percent sample of IAB reports indicate existence of required elements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Management Relations Ordinance, Merit System Ordinance, regulations, or administrative rules.					
75. When the commanding officer of the Internal Affairs Bureau determines that the force investigation is complete and the findings are supported by the evidence, the investigation file shall be forwarded to the Force Review Board with copy to the Chief	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving "serious uses of force" for compliance	≥ .95 of use of force cases completed by IAB and determined to be complete and appropriate are forwarded to the Force Review Board with a Copy to the Chief	100 percent sample of IAB reports indicate existence of required elements
76. At the discretion of the Chief, a force investigation may be assigned or reassigned for investigation to the Multi-Agency Task Force or the Federal Bureau of Investigations, or may be returned to the Internal Affairs Bureau for further investigation or analysis	Executive	Qualitative	APD Use of Force Reporting Policy; IAB Case Files	Reasonableness of Chief's assignment or reassignment of force investigations to MATF or FBI or reassignments to IAB	Review of follow-up VCS, MATF sufficiency
a. This assignment or re-	Operational	Quantitative	Revised IAB	≥ .95 of use of force	100 percent

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
assignment shall be confirmed in writing.			Manual; training syllabai; IAB personnel testing success rates & review of testing parameters; Review of Closed IAB cases involving “serious uses of force” for compliance	cases of all reassignments are executed by the Chief in writing	sample of IAB reports indicate existence of required elements
77. Where, after an administrative force investigation, a use of force is found to violate policy, the Chief shall direct and ensure appropriate discipline and/or corrective action.	Executive	Qualitative	APD Use of Force Reporting Policy; IAB Case Files	Reasonableness of Chief’s notice to provide appropriate discipline and/or corrective action	Review of follow-up in training, discipline and or corrective action
a. Where a force investigation indicates apparent criminal conduct by an officer, the Chief shall ensure that the Internal Affairs Bureau or the Multi-Agency Task Force consults with the District Attorney’s Office	Executive	Qualitative	APD Use of Force Reporting Policy; IAB Case Files	Reasonableness of Chief’s notice to provide referral as indicated	Reasonableness of IAB MATF or DA or USAO follow-up

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
or the USAO, as appropriate.					
b. The Chief need not delay the imposition of discipline until the outcome of the criminal investigation	Executive	Qualitative	APD Use of Force Reporting Policy; IAB Case Files	Reasonableness of Chief's assignment or reassignment of force investigations to MATF or FBI or reassignments to IAB	Review of follow-up VCS, MATF sufficiency
c. The Chief need not delay the imposition of discipline until the outcome of the criminal investigation.	Executive	Qualitative	APD Use of Force Reporting Policy; IAB Case Files	Reasonableness of timing of Chief's imposition of discipline	Review of follow-up re discipline
d. In use of force investigations, where the incident indicates policy, training, tactical, or equipment concerns, the Chief shall ensure that necessary training is delivered and that policy, tactical, or equipment concerns are resolved.	Executive	Qualitative	APD Use of Force Reporting Policy; IAB Case Files	Reasonableness of Chief's response to necessary training issues is delivered policy, tactical, or equipment concerns	Review of follow-up re necessary training issues is delivered policy, tactical, or equipment concerns
G. Force Review Board 78. APD shall develop and implement a Force Review Board to review all uses of force.	Operational	Quantitative	Revised IAB Manual; training syllabai; IAB personnel testing success rates & review	<u>See a-l definitions, below</u>	100 percent sample of FRB reports indicate existence of required elements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			of testing parameters; Review of Closed IAB cases involving “serious uses of force” for compliance		
a. The Force Review Board shall be comprised of at least the following members: Assistant Chief of the Professional Accountability Bureau, the Deputy Chief of the Field Services Bureau, the Deputy Chief of the Investigations Bureau, a Field Services Major, the Training Director, and the Legal Advisor.	Operational	Quantitative	Formative documents establishing the FRB	FRB is formed consisting of the listed members, by official policy and practice	FRB membership as per APD formative documents
b.. The Force Review Board shall conduct timely, comprehensive, and reliable reviews of all use of force investigations	Operational	Quantitative	Formative documents establishing the FRB	FRB conducts reviews of uses of force by APD as outlined in formative documents and policy and the Settlement Agreement	Review of completed FRB reviews for timeliness, comprehensiveness and reliability
c. review each use of	Operational	Quantitative	Formative	> .95 of all reviews	Establishing

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
force investigation completed by the Internal Affairs Bureau within 30 days of receiving the investigation report to ensure that it is complete and, for administrative investigations, that the findings are supported by a preponderance of the evidence;			documents establishing the FRB	are completed within 30 days and are supported by a preponderance of the evidence	documents and routine FRB reports and analysis of APD UoF
d. hear the case presentation from the lead investigator and discuss the case as necessary with the investigator to gain a full understanding of the facts of the incident.	Operational	Quantitative	Formative documents establishing the FRB	≥ .95 of all reviews include a presentation from the lead investigator supported by a preponderance of the evidence	Establishing documents and routine FRB reports and analysis of APD UoF
e. The officer(s) who used the force subject to investigation, or who are otherwise the subject(s) of the Internal Affairs Bureau investigation, shall not be present	Operational	Quantitative	Formative documents establishing the FRB	≥ .95 of all reviews are free from any indication that subject officers are in the hearing room	Establishing documents and routine FRB reports and analysis of APD UoF
f. review a sample of supervisory force investigations that have	Operational	Quantitative	Formative documents establishing the	Reasonable samples are taken and reviewed every	Establishing documents and routine FRB

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
been completed and approved by Commanders every 90 days to ensure that the investigations are complete and timely and that the findings are supported by a preponderance of the evidence;			FRB	90 days. FRB sampling methods are approved by the IM	reports and analysis of APD UoF
g. order additional investigation when it appears that there is additional relevant evidence that may assist in resolving inconsistencies or improve the reliability or credibility of the force investigation findings.	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents	≥ .95 of all investigations that should result in further investigation are so ordered by the FRB	Establishing documents and routine FRB reports and analysis of APD UoF
h. For administrative investigations, where the findings are not supported by a preponderance of the evidence, the Force Review Board shall document the reasons for this determination, which shall be included as an addendum to the original	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents	≥ .95 of all investigations that should result in further investigation are so ordered by the FRB	Establishing documents and routine FRB reports and analysis of APD UoF

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
force investigation, including the specific evidence or analysis supporting their conclusions					
i. determine whether the use of force violated APD policy. If the use of force violated APD policy, the Force Review Board shall refer it to the Chief for appropriate disciplinary and/or corrective action	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents	≥ .95 of all investigations that should result in referral to the Chief for discipline are so ordered by the FRB	Establishing documents and routine FRB reports and analysis of APD UoF
j. determine whether the incident raises policy, training, equipment, or tactical concerns, and refer such incidents to the appropriate unit within APD to ensure the concerns are resolved;	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents	≥ .95 of all investigations that should result in identification of need for revised policy, training, equipment or tactics are so ordered by the FRB	Establishing documents and routine FRB reports and analysis of APD UoF
k. document its findings and recommendations in a Force Review Board Report within 45 days of receiving the completed use of force investigation and within 15 days of the Force Review Board case presentation, or 15 days	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents	≥ .95 of all investigations that should result in identification of need for revised policy, training, equipment or tactics are so ordered by the FRB	Establishing documents and routine FRB reports and analysis of APD UoF

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
of the review of sample supervisory force investigation					
I. review and analyze use of force data, on at least a quarterly basis, to determine significant trends and to identify and correct deficiencies revealed by this analysis.	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents	FRB reports issued on quarterly basis and address significant trends and identify and recommend correction observed deficiencies	Establishing documents and routine FRB reports and analysis of APD UoF
79. At least annually, APD shall publish a Use of Force Annual Report. At a minimum, the following information should be included in the Annual Use of Force Report:	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis and address significant trends and identify and recommend correction observed deficiencies	Establishing documents and routine FRB reports and analysis of APD UoF
a) number of calls for service;	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	Establishing documents and routine FRB reports and analysis of APD UoF
b) number of officer-	Operational	Quantitative	Formative	FRB UoF reports	Establishing

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
initiated actions;			documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	issued on annual basis and address officer-initiated data. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	documents and routine FRB reports and analysis of APD UoF
c) number of aggregate uses of force;	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis and address aggregated officer use of force data. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	Establishing documents and routine FRB reports and analysis of APD UoF
d) number of arrests	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis and address arrest data. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	Establishing documents and routine FRB reports and analysis of APD UoF
e) number of custodial	Operational	Quantitative	Formative	FRB UoF reports	Establishing

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
arrests that involved use of force;			documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	issued on annual basis and address aggregated officer use of force by custodial arrest data. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	documents and routine FRB reports and analysis of APD UoF
f) number of SWAT deployments by type of call out	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis and address SWAT deployment data. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	Establishing documents and routine FRB reports and analysis of APD UoF
g) number of incidents involving officers shooting at or from moving vehicles;	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis and address shots at/from moving vehicle data. Independent review of alternate departmental sources to verify accuracy of FRB	Establishing documents and routine FRB reports and analysis of APD UoF

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				numbers.	
h) number of individuals armed with weapons;	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis and address number of individuals armed with weapons data. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	Establishing documents and routine FRB reports and analysis of APD UoF
i. number of individuals unarmed	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis and address number of individuals unarmed. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	Establishing documents and routine FRB reports and analysis of APD UoF
j. number of individuals injured during arrest (including law enforcement personnel)	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings	FRB UoF reports issued on annual basis and address number of individuals injured during arrest, including law	Establishing documents and routine FRB reports and analysis of APD UoF

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			documents; FRB reports	enforcement personnel. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	
k. Number of individuals requiring hospitalization (including law enforcement personnel)	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis and address number of individuals requiring hospitalization,, including law enforcement personnel. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	Establishing documents and routine FRB reports and analysis of APD UoF
l. Demographic category	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents;	FRB UoF reports issued on annual basis and address number of individuals requiring hospitalization, including law enforcement	Establishing documents and routine FRB reports and analysis of APD UoF

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			FRB reports	personnel. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	
m. Geographic data, including street, location, or Area Command	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis including geographic date, street, location or area command, including law enforcement personnel. Independent review of alternate departmental sources to verify accuracy of FRB numbers.	Establishing documents and routine FRB reports and analysis of APD UoF
80. APD shall be responsible for maintaining a reliable and accurate tracking system on all officers' use of force; all force investigations carried out by supervisors, the Internal Affairs Bureau, or	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	FRB UoF reports issued on annual basis including geographic date, street, location or area command, including law enforcement personnel.	Establishing documents and routine FRB reports and analysis of APD UoF

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Multi-Agency Task Force; and all force reviews conducted by the Force Review Board				Independent review of alternate departmental sources to verify accuracy of FRB numbers.	
a. APD shall integrate the use of force tracking system with the Early Intervention System database and shall utilize the tracking system to collect and analyze use of force data to prepare the Use of Force Annual Report and other reports, as necessary	Operational	Quantitative	Formative documents establishing the FRB ; minutes of FRB meetings; FRB findings documents; FRB reports	EIS and UoF tracking systems are integrated, allowing common datapoints to be accessed in either system. EIS and UoF become meaningful sources of UoF Annual Report	Establishing documents and routine FRB reports and analysis of APD UoF
H. Multi-Agency Task Force 81. APD shall continue to participate in the Multi-Agency Task Force for as long as the Memorandum of Understanding continues to exist	Operational	Quantitative	Formative documents establishing the MATF ; minutes of MATF meetings; MATF findings documents; MATF reports	APD personnel continue to take, file and maintain notes and or minutes from all MATF meetings	Minutes show active APD participation
a. APD agrees to confer with participating jurisdictions to ensure that inter-governmental agreements that govern	Operational	Quantitative	Formative documents establishing the MATF ; minutes of MATF	APD personnel continue to take, file and maintain notes and or minutes from all MATF meetings	Minutes show active APD participation

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
the Multi-Agency Task Force are current and effective.			meetings; MATF findings documents; MATF reports		
b. APD shall ensure that the inter-governmental agreements are consistent with this Agreement.	Operational	Quantitative	Existing and proposed IGAs	Existing and proposed IGAs are consistent in language and import to the SA in $\geq .95$ of substantive paragraphs	Existing and proposed IGAs
82. APD agrees to consult with participating jurisdictions to establish investigative protocols for the Multi-Agency Task Force.	Operational	Quantitative	Minutes or memoranda of understanding between meeting with APD and participating jurisdictions re the MATF	Existing and proposed IGAs are consistent in language and import to the SA in $\geq .95$ of substantive paragraphs	Review of all MATF meeting minutes re purpose, roles, responsibilities, lead agency, coordination
a. The protocols shall clearly define the purpose of the Multi-Agency Task Force; describe the roles and responsibilities of participating agencies, including the role of the lead investigative agency; and provide for ongoing coordination among participating agencies	Operational	Quantitative	Minutes or memoranda of understanding between meeting with APD and participating jurisdictions re the MATF	Existing and proposed IGAs are consistent in language and import to the SA in $\geq .95$ of substantive paragraphs	Review of all MATF meeting minutes re purpose, roles, responsibilities, lead agency, coordination

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
and consultation with pertinent prosecuting authorities					
83. APD agrees to consult and coordinate with the Multi-Agency Task Force on the release of evidence, including video recordings of uses of force, and dissemination of information to preserve the integrity of active criminal investigations involving APD personnel.	Operational	Quantitative	Written policies on identified topics	Existing and proposed IGAs are consistent in language and import to the SA in $\geq .95$ of substantive paragraphs relating to MATF re articulated subjects in para 83.	Review of all MATF meeting written policies and procedures relating to MATF re articulated subjects in para 83.
84. APD agrees to participate in all briefings of incidents involving APD personnel that are investigated by the Multi-Agency Task Force.	Operational	Quantitative	Written policies on MATF briefings relative to APD personnel's actions investigated by MATF	$\geq .95$ of MATF briefings re incidents involving APD personnel show APD "participation."	Review of all MATF meeting minutes or video re incidents involving APD personnel
85. If the Memorandum of Understanding governing the Multi-Agency Task Force expires or otherwise terminates, or APD withdraws from the Multi-	Operational	Quantitative	Written policies on MATF briefings relative to APD personnel's actions investigated by	Briefings re incidents involving APD personnel continue even absent MATF "participation."	Review of all post-MATF meeting minutes or video re incidents involving APD personnel

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Agency Task Force, APD shall perform all investigations that would have otherwise been conducted pursuant to the Memorandum of Understanding			MATF are subsumed into APD's policies and practices re MATF briefings		
a. This Agreement does not prevent APD from entering into other investigative Memoranda of Understanding with other law enforcement agencies to conduct criminal investigation of officer-involved shootings, serious uses of force, and in-custody deaths	This task is permissive , and not mandatory. No monitoring required, unless APD uses the SA as a reason not to participate in other MOU re officer activities	--	--	--	--
I. Use of Force Training 86. APD will review all use of force policies and training to ensure they incorporate, and are consistent with, the Constitution and provisions of this Agreement.	Operational	Quantitative	Written policies and training syllabi related to UoF	≥ .95 of MATF briefings re incidents involving APD personnel show APD "participation."	Review of all MATF meeting minutes or video re incidents involving APD personnel
a. APD shall also provide all APD officers with 40	Operational	Quantitative	APD Training records and	≥ .95 APD personnel show	Review of UoF training syllabi

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
hours of use of force training within 12 months of the Effective Date, and 24 hours of use of force training on at least an annual basis thereafter, including, as necessary, training on developments in applicable law and APD policy.			supporting materials on UOF for 12 months following "ED" and annually thereafter	APD receive 40 hours of UoF training reasonably designed to address UoF issues controlled by US Constitution and SA by November, 2015 and annually thereafter."	and observations of UoF training at APD academy
87. APD's use of force training for all officers shall be based upon constitutional principles and APD policy and shall include the following topics: a) search and seizure law, including the Fourth Amendment and related law;	Operational	Quantitative	APD Training records on UOF for 12 months following "ED" and annually thereafter	≥ .95 APD course syllabi on use of force contain contents which reflect inclusion of search and seizure law, including the Fourth Amendment and related law	Review of UoF training syllabi and observations of UoF training at APD academy
b) APD's use of force policy, use of force reporting requirements, and the importance of properly documenting use of force incidents	Operational	Quantitative	APD Training records on UOF for 12 months following "ED" and annually thereafter	≥ .95 APD training observed by monitors contain responsive and up-to-date information on police use of force, and use of force reporting, including the Fourth Amendment and	Review of UoF training syllabi and observations of UoF training at APD academy

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				related law	
c) use of force decision-making, based upon constitutional principles and APD policy, including interactions with individuals who are intoxicated, or who have a mental, intellectual, or physical disability	Operational	Quantitative	APD Training records on UOF for 12 months following "ED" and annually thereafter	≥ .95 APD training observed by monitors contain responsive and up-to-date information on use of force, including the Fourth Amendment and related law and interactions with individuals who are intoxicated, or who have a mental, intellectual, or physical disability	Review of UoF training syllabi and observations of UoF training at APD academy
d) use of de-escalation strategies;	Operational	Quantitative	APD Training records on UOF for 12 months following "ED" and annually thereafter	≥ .95 APD related UoF training observed by monitors contain responsive and up-to-date information on use of force, including the use of de-escalation strategies	Review of UoF training syllabi and observations of UoF training at APD academy
e) scenario-based training and interactive exercises that demonstrate use of force decision-making and de-	Operational	Quantitative	APD Training records on UOF for 12 months following "ED" and annually	≥ .95 APD related UoF training observed by monitors contain responsive and up-	Review of UoF training syllabi and observations of UoF training at APD academy

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
escalation strategies;			thereafter	to-date information on use of force, including the use of scenario-based training and de-escalation strategies	
f) deployment and use of all weapons or technologies, including firearms, ECWs, and on-body recording systems;	Operational	Quantitative	APD Training records on UOF for 12 months following "ED" and annually thereafter	≥ .95 APD related UoF training observed by monitors contain responsive and up-to-date information on use of force with listed weapons.	Review of UoF training syllabi and observations of UoF training at APD academy
g) crowd control; and	Operational	Quantitative	APD Training records on UOF for 12 months following "ED" and annually thereafter	≥ .95 APD related UoF training observed by monitors contain responsive and up-to-date information on use of crowd control methodologies.	Review of UoF training syllabi and observations of UoF training at APD academy
h) initiating and disengaging foot pursuits.	Operational	Quantitative	APD Training records on UOF for 12 months following "ED" and annually thereafter	≥ .95 APD related UoF training observed by monitors contain responsive and up-to-date information on foot pursuits.	Review of UoF training syllabi and observations of UoF training at APD academy

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
88. Supervisors of all ranks, including those assigned to the Internal Affairs Bureau, as part of their initial and annual in-service supervisory training, shall receive additional training that includes: a) conducting use of force investigations, including evaluating officer, subject, and witness credibility	Operational	Quantitative	APD Training records on initial and annual in-service training for 12 months following "ED" and annually thereafter	≥ .95 APD related UoF training observed by monitors contain responsive and up-to-date information noted topics in this paragraph	Review of annual training syllabi and observations of UoF training at APD academy
b) strategies for effectively directing officers to minimize uses of force and to intervene effectively to prevent or stop unreasonable force;	Operational	Quantitative	APD Training records on initial and annual in-service training for 12 months following "ED" and annually thereafter	≥ .95 APD related UoF training observed by monitors contain responsive and up-to-date information noting topics in this paragraph	Review of annual training syllabi and observations of UoF training at APD academy
c) incident management; and	Operational	Quantitative	APD Training records on initial and annual in-service training for 12 months following "ED" and annually thereafter	≥ .95 APD related UoF training observed by monitors contain responsive and up-to-date information noted topics in this paragraph	Review of annual training syllabi and observations of UoF training at APD academy
d) supporting officers who	Operational	Quantitative	APD Training	≥ .95 APD related	Interview of all

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
report unreasonable or unreported force, or who are retaliated against for using only reasonable force or attempting to prevent unreasonable force			records on "retaliation policy" and review of policy	"retaliation" officers report no substantial retaliation for actions	officers reasonably at risk for "retaliation" for their actions
89. Included in the use of force training set out above, APD shall deliver firearms training that comports with constitutional principles and APD policy to all officers within 12 months of the Effective Date and at least yearly thereafter. APD firearms training shall: a) require officers to complete and satisfactorily pass firearms training and qualify for regulation and other service firearms, as necessary, on an annual basis;	Operational	Quantitative	APD Training records on "firearms policy" and review of policy	. ≥ .95 APD officers currently "on duty" have received required firearms training by May 6, 2016.	100 % sample of APD personnel and firearms training records, syllabi for the operative year.
b) require recruits, officers in probationary periods, and officers who return from	Operational	Quantitative	APD Training records on "firearms policy" and review of	. ≥ .95 APD officers currently "on duty" have received required firearms	100 % sample of APD personnel and firearms training records,

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
unarmed status to complete and satisfactorily pass firearm training and qualify for regulation and other service firearms before such personnel are permitted to carry and use firearms			policy	training	syllabi for the operative year.
c) incorporate professional low-light training, stress training (e.g., training in using a firearm after undergoing physical exertion), and proper use of force decision making training, including continuous threat assessment techniques, in the annual in-service training program; and	Operational	Quantitative	APD Training records on "firearms policy" and review of policy	. <u>≥</u> .95 APD officers currently "on duty" have received required firearms training re "low light," "stress training," and "UoF decision making" by November 6, 2015.	100 % sample of APD personnel and firearms training records, syllabi for the operative year.
d) ensure that firearm instructors critically observe students and provide corrective instruction regarding deficient firearm techniques and failure to utilize safe gun handling procedures at all times.	Operational	Quantitative	APD Training records on "firearms policy" and review of policy	. <u>≥</u> .95 APD officers currently "on duty" have received required firearms training re "low light," "stress training," and "UoF decision making" by November 6, 2015.	100 % sample of APD personnel and firearms training records, syllabi for the operative year. Observations of APD FAT classes and instruction

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
					processes
V. SPECIALIZED UNITS					
90. To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional, effective policing, APD shall operate and manage its specialized units in a manner that increases the likelihood of safely resolving critical incidents and high-risk situations, prioritizes saving lives in accordance with the totality of the circumstances, provides for effective command-level accountability, and ensures force is used in strict compliance with applicable law, best practices, and this Agreement. To achieve these outcomes, APD shall implement the requirements set out below.					
91. APD's specialized	Operational	Quantitative	APD policy	<u>. ≥</u> .95 APD	100 % sample of

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
tactical units shall be comprised of law enforcement officers who are selected, trained, and equipped to respond as a coordinated team to resolve critical incidents that exceed the capabilities of first responders or investigative units. The specialized tactical units shall consist of SWAT, Canine, and Bomb Squad/EOD.			related to specialized units TU after action reports	specialized units are supported by policy and training empowering and guiding their operations	APD specialized unit personnel training records, syllabi for the operative year..
92. APD shall ensure that specialized tactical units are sufficiently trained to complete the following basic operational functions: Command and Control; Containment; and Entry, Apprehension, and Rescue.	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel training records, syllabi for the operative year.
93. Each specialized tactical unit shall have clearly defined missions and duties. Each specialized tactical unit shall develop and	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their	100 % sample of APD specialized unit personnel training records, syllabi for the operative year,

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
implement policies and standard operating procedures that incorporate APD's agency-wide policies on use of force, force reporting, and force investigations.				operations	specialized policies guiding unit ops
94. APD policies and procedures on specialized tactical units shall include the following topics: a) team organization and function, including command relationships with the incident commander, Field Services Bureau, other specialized investigative units, Crisis Negotiation Team, Crisis Intervention Unit, crisis intervention certified responders, and any other joint or support elements to ensure clear lines of responsibility;	Operational	Quantitative	APD policy related to specialized units	. ≥ .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel training records, syllabi for the operative year and controlling policies/ procedures
b) coordinating and implementing tactical	Operational	Quantitative	APD policy related to	. ≥ .95 APD specialized units are	100 % sample of APD specialized

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
operations in emergency life-threatening situations, including situations where an officer's view may be obstructed			specialized units	supported by policy and training empowering and guiding their operations	unit personnel training records, syllabi for the operative year and controlling policies/ procedures.
c) personnel selection and retention criteria and mandated physical and tactical competency of team members, team leaders, and unit commanders	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel training records, syllabi for the operative year and controlling policies/ procedures.
d) training requirements with minimum time periods to develop and maintain critical skills to include new member initial training, monthly training, special assignment training, and annual training;	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel training records, syllabi for the operative year and controlling policies/ procedures.
e) equipment appropriation, maintenance, care, and inventory;	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and	100 % sample of APD specialized unit personnel training records, syllabi for the

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				guiding their operations	operative year and controlling polices/ procedures.
f) activation and deployment protocols, including when to notify and request additional services	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel training records, syllabi for the operative year and controlling polices/ procedures.
g) conducting threat assessments to determine the appropriate responses and necessary resources;	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel training records, syllabi for the operative year and controlling polices/ procedures.
h) command and control issues, including a clearly defined command structure; and	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel training records, syllabi for the operative year and controlling polices/ procedures.

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
i) documented after-action reviews and reports.	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their operations\	100 % sample of APD specialized unit personnel training records, syllabi for the operative year and controlling polices/ procedures.
95. The policies and standard operating procedures of specialized tactical units shall be reviewed at least annually and revisions shall be based, at a minimum, on legal developments, training updates, operational evaluations examining actual practice from after-action reviews, and reviews by the Force Review Board or other advisory or oversight entities established by this Agreement.	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel training records, syllabi for the operative years and controlling polices/ procedures.
96. In addition to Use of Force Reports, APD shall require specialized tactical units to	Operational	Quantitative	APD policy related to specialized units.	. \geq .95 APD specialized units are supported by policy and training	100 % sample of APD specialized unit personnel training records,

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
document their activities in detail, including written operational plans and after-action reports created after call-outs and deployments to critical situations. After-action reports shall address any areas of concern related to policy, training, equipment, or tactics.			TU After Action Reports	empowering and guiding their operations	after action reports for the operative years and controlling polices/ procedures.
97. APD shall require specialized tactical units to conduct mission briefings before an operation, unless exigent circumstances require an immediate deployment. APD shall also ensure that specialized tactical team members designate personnel to develop and implement operational and tactical plans before and during tactical operations. All specialized tactical team members should have an understanding of operational planning.	Operational	Quantitative	APD policy related to specialized units TU After Action Reports	. <u>≥</u> .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel training records, incident reports and operational plans for incidents for the operative years and controlling polices/ procedures.

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
98. All specialized tactical units shall wear uniforms that clearly identify them as law enforcement officers.	Operational	Quantitative	APD policy related to specialized units relative to uniforms worn by TUs	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel policy re same, videos from scene re same
99. All specialized tactical unit deployments shall be reviewed by the Force Review Board in order to analyze and critique specialized response protocols and identify any policy, training, equipment, or tactical concerns raised by the action. The Force Review Board shall identify areas of concern or particular successes and implement the appropriate response ,including modifications to policy, training, equipment, or tactics.	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD Force Review Board reports re same, including documentation of follow-up actions in response to FRB recommendations
100. APD shall establish eligibility criteria for all team members, team leaders, and supervisors assigned to tactical units	Operational	Quantitative	APD policy related to specialized units	. \geq .95 APD specialized units are supported by policy and training empowering and	100 % sample of APD policy re same, including documentation of follow-up actions

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
and conduct at least annual reviews of unit team members to ensure that they meet delineated criteria				guiding their operations	in response to out of policy findings
101. APD shall train specialized tactical units conducting barricaded gunman operations on competencies and procedures that include: threat assessment to determine the appropriate response and resources necessary, mission analysis, determination of criminal offense, determination of mental illness, requirements for search warrant prior to entry, communication procedures, and integration of the Crisis Negotiation Team, the Crisis Intervention Unit, and crisis intervention certified responders	Operational	Quantitative	APD policy related to specialized units	. <u>≥</u> .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD specialized unit personnel training records, incident reports and operational plans for incidents for the operative years and controlling policies/ procedures.
102. APD shall continue to require the Canine Unit	Operational	Quantitative	APD policy related to	. <u>≥</u> .95 APD specialized units are	100 % sample of APD canine

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
to complete thorough postdeployment reviews of all canine deployments.			canine units	supported by policy and training empowering and guiding their operations	handlers training records, after action reports for the operative years and controlling polices/ and procedures.
103. APD shall continue to track canine deployments and canine apprehensions, and to calculate and track canine bite ratios on a monthly basis to assess its Canine Unit and individual Canine teams.	Operational	Quantitative	APD policy related to canine units	. ≥ .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD canine deployment reports for the operative years and review of controlling polices/ and procedures and data sources.
104. APD shall include canine bite ratios as an element of the Early Intervention System and shall provide for the review, pursuant to the protocol for that system, of the performance of any handler whose bite ratio exceeds 20 percent during a six-month period, or the entire unit if the unit's bite ratio	Operational	Quantitative	APD policy related to canine units	. ≥ .95 APD specialized units are supported by policy and training empowering and guiding their operations	100 % sample of APD canine deployment reports for the operative years and review of controlling polices/ and procedures and data sources. Review of EIS Canine Data for the reporting

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
exceeds that threshold, and require interventions as appropriate. Canine data and analysis shall be included in APD Use of Force Annual Report.					period. Review of APD UoF Annual Report for reporting Period
105. APD agrees to track and analyze the number of specialized tactical unit deployments. The analysis shall include the reason for each tactical deployment and the result of each deployment, to include: (a) the location; (b) the number of arrests; (c) whether a forcible entry was required; (d) whether a weapon was discharged by a specialized tactical unit member; (e) whether a person or domestic animal was injured or killed; and (f) the type of tactical equipment deployed. This data analysis shall be entered into the Early Intervention System and	Operational	Quantitative	APD policy related to canine units	. ≥ .95 APD tactical deployments include required data elements, and are routinely reported in a timely and accurate manner ≥.95 of the time in annual reporting and EIS systems	100 % sample of APD specialized units deployment reports, EIS data, annual force reports

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
included in APD's annual reports.					
B. Specialized Investigative Units					
106. Each specialized investigative unit shall have a clearly defined mission and duties. Each specialized investigative unit shall develop and implement policies and standard operating procedures that incorporate APD's agency-wide policies on use of force, force reporting, and force investigations.	Operational	Quantitative	APD policy related to canine units	. ≥ .95 APD specialized investigative units exhibit clearly defined mission and duties in written governing policies. And include required data elements, and are routinely reported in a timely and accurate manner >.95 of the time in annual reporting and EIS systems	100 % sample of APD specialized units deployment reports, EIS data, annual force reports
107. APD shall prohibit specialized investigative units from providing tactical responses to critical situations where a specialized tactical unit is required. APD shall establish protocols that require communication and coordination by	Operational	Quantitative	APD policy related to canine units	. ≥ .95 APD specialized investigative units policy and training clearly prohibit tactical response where/when specialized TR is required.	100 % sample of APD specialized units deployment reports, EIS data, annual force reports.

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
specialized investigative units when encountering a situation that requires a specialized tactical response. The protocols shall include communicating high-risk situations and threats promptly, coordinating effectively with specialized tactical units, and providing support that increases the likelihood of safely resolving a critical incident.				Specialized Units' protocols include communicating high risk situations promptly, coordination among units, providing support that increases likelihood of safe resolution of incident	
108. Within three months of the Effective Date, APD shall conduct an inspection of specialized investigative units to determine whether weapons and equipment assigned or accessible to specialized investigative units are consistent with the units' mission and training. APD shall conduct re-inspections on at least an	Operational	Quantitative	APD policy related to specialized units units	By August 6, 2015, ≥ .95 APD specialized investigative units policy and training clearly prohibit possession and use of weapons and tactics not consistent with the IU's mission and training. ≥ .95 of following	100 % sample of APD's specialized investigative units' inspections reports of weapons and equipment. Effective January, 2015 and annually thereafter.

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
annual basis.				annual inspections of Specialized Investigative Units' policies, weapons and equipment are consistent with the units' mission and training	
109. APD agrees to track and analyze the number of specialized investigative unit responses. The analysis shall include the reason for each investigative response, the legal authority, type of warrant (if applicable), and the result of each investigative response, to include: (a) the location; (b) the number of arrests; (c) the type of evidence or property seized; (d) whether a forcible entry was required; (e) whether a weapon was discharged by a specialized	Operational	Quantitative	APD policy and reporting related to specialized investigative units. On-going APD reviews and "tracking" reports of SIU inspections and assessments of SIU responses	By August, 6 2015, ≥ .95 APD SIU reporting systems report and track required elements in 109.. ≥ .95 of tracking and analysis addresses elements required in Section 109.	100 % sample of APD's specialized investigative units' event tracking system reports of SIU responses, effective August 6, 2015 and annually thereafter.

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
investigative unit member; (f) whether the person attempted to flee from officers; and (g) whether a person or domestic animal was injured or killed. This data analysis shall be entered into the Early Intervention System and included in APD's annual reports					
VI. CRISIS INTERVENTION					
110. To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional, effective policing, APD agrees to minimize the necessity for the use of force against individuals in crisis due to mental illness or a diagnosed behavioral disorder and, where appropriate, assist in facilitating access to community-based treatment, supports, and services to improve outcomes for the					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
individuals. APD agrees to develop, implement, and support more integrated, specialized responses to individuals in mental health crisis through collaborative partnerships with community stakeholders, specialized training, and improved communication and coordination with mental health professionals. To achieve these outcomes, APD agrees to implement the requirements below (Policy Statement Assessed in Sections 111-137, below					
111. Within six months of the Effective Date, APD and the City shall establish a Mental Health Response Advisory Committee ("Advisory Committee") with subject matter expertise and experience that will assist in identifying and developing solutions and	Operational	Quantitative	APD and City policy and reporting related to MHRAC Assessment of Cmte appointments and output	By November 6, 2015, MHRAC is formed and operational, consists of a reasonable group of professionals and is producing guidance for the CABQ	100 % sample of MHRAC's reports, recommendations and communications, processes

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
interventions that are designed to lead to improved outcomes for individuals perceived to be or actually suffering from mental illness or experiencing a mental health crisis. The Advisory Committee shall analyze and recommend appropriate changes to policies, procedures, and training methods regarding police contact with individuals with mental illness.					
112. The Advisory Committee shall include representation from APD command staff, crisis intervention certified responders, Crisis Intervention Unit ("CIU"), Crisis Outreach and Support Team ("COAST"), and City-contracted mental health professionals. APD shall also seek representation from the Department of	Operational	Quantitative	APD and City policy and reporting related to MHRAC Assessment of Cmte appointments and output	By November 6, 2015, MHRAC is formed and operational, consists of a reasonable group of professionals and is producing guidance for the CABQ	100 % sample of MHRAC's reports, recommendations and communications, processes

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Family and Community Services, the University of New Mexico Psychiatric Department, community mental health professionals, advocacy groups for consumers of mental health services (such as the National Alliance on Mental Illness and Disability Rights New Mexico), mental health service providers, homeless service providers, interested community members designated by the Forensic Intervention Consortium, and other similar groups.					
113. The Advisory Committee shall provide guidance to assist the City in developing and expanding the number of crisis intervention certified responders, CIU, and COAST. The Advisory Committee shall also be responsible for	Operational	Quantitative	APD and City policy and reporting related to MHRAC Assessment of Cmte appointments and output	By October, 2015, MHRAC is formed and operational, consists of a reasonable group of professionals and is producing guidance for the CABQ	100 % sample of MHRAC's reports, recommendations and communications, processes

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
considering new and current response strategies for dealing with chronically homeless individuals or individuals perceived to be or actually suffering from a mental illness, identifying training needs, and providing guidance on effective responses to a behavioral crisis event.					
114. APD, with guidance from the Advisory Committee, shall develop protocols that govern the release and exchange of information about individuals with known mental illness to facilitate necessary and appropriate communication while protecting their confidentiality	Operational	Quantitative	APD policy governing release and exchange of information re MI and reporting related to MHRAC Assessment of Cmte appointments and output	APD Policy approved by MHRAC and meets national standards re topics included	100 % sample of MHRAC's reports, recommendation, policies and communications, processes
115. Within nine months of the Effective Date, APD shall provide the Advisory Committee with data collected by crisis	Operational	Quantitative	APD policy governing release and exchange of information re MI and reporting	By January, 6, 2016 APD provides MHRAC with data collected pursuant to paras 129 and 137; MHRAC agree	100 % sample of data provided to MHRAC's by APD

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
intervention certified responders, CIU, and COAST pursuant to Paragraphs 129 and 137 of this Agreement for the sole purpose of facilitating program guidance. Also within nine months of the Effective Date, the Advisory Committee shall review the behavioral health training curriculum; identify mental health resources that may be available to APD; network and build more relationships; and provide guidance on scenario-based training involving typical situations that occur when mental illness is a factor			related to MHRAC Assessment of Cmte appointments and output	data is responsive to para 115, para 129 and para. 137	
116. The Advisory Committee shall seek to enhance coordination with local behavioral health systems, with the goal of connecting chronically homeless	Operational	Quantitative	MHRAC written communications with local behavioral health systems	MHRAC has taken documentable steps to “enhance coordination” w local behavioral health systems	100 % sample of data provided to MHRAC’s by APD

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
individuals and individuals experiencing mental health crisis with available services.					
117. Within 12 months of the Effective Date, and annually thereafter, the Advisory Committee will provide a public report to APD that will be made available on APD's website, which shall include recommendations for improvement, training priorities, changes in policies and procedures, and identifying available mental health resources.	Operational	Quantitative	MHRAC written communications with local behavioral health systems	By November 6, 2015, MHRAC produces written report to APD for use in website, including recommendations for improving training, policies/procedures and MH resources.	100 % sample of data provided to MHRAC's by APD
B. Behavioral Health Training					
118. APD has undertaken an aggressive program to provide behavioral health training to its officers. This Agreement is designed to support and leverage that commitment	No Assessment Needed... factual statement				
119. APD agrees to	Operational	Quantitative	APD training	By January, 2016,	100 % sample of

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
continue providing state-mandated, basic behavioral health training to all cadets in the academy. APD also agrees to provide 40 hours of basic crisis intervention training for field officers to all academy graduates upon their completion of the field training program. APD is also providing 40 hours of basic crisis intervention training for field officers to all current officers, which APD agrees to complete by the end of 2015.			records,	all training to APD cadets is completed	training records of APD relating to basic behavioral health training
120. The behavioral health and crisis intervention training provided to all officers will continue to address field assessment and identification, suicide intervention, crisis de-escalation, scenario-based exercises, and community mental health resources. APD training	Operational	Quantitative	APD training records, and supporting syllabi	≥ .95 of required topics are contained in course syllabi. Reviews of instructors notes, etc., indicate provision of required topics	100 % sample of training records of APD relating to basic behavioral health training.

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
shall include interaction with individuals with a mental illness and coordination with advocacy groups that protect the rights of individuals with disabilities or those who are chronically homeless. Additionally, the behavioral health and crisis intervention training will provide clear guidance as to when an officer may detain an individual solely because of his or her crisis and refer them for further services when needed.					
121. APD shall ensure that new tele-communicators receive 20 hours of behavioral health training. This training shall include: telephonic suicide intervention; crisis management and de-escalation; interactions with individuals with mental	Operational	Quantitative	APD training records, and supporting syllabi	≥ .95 of required topics are contained in course syllabi. Reviews of instructors notes, etc., indicate provision of required topics	100 % sample of training records of APD relating to basic behavioral health training for tele-communicators

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
illness; descriptive information that should be gathered when tele-communicators suspect that a call involves someone with mental illness; the roles and functions of COAST, crisis intervention certified responders, and CIU; the types of calls that should be directed to particular officers or teams; and recording information in the dispatch database about calls in which mental illness may be a factor					
122. APD shall provide two hours of in-service training to all existing officers and telecommunicators on behavioral health-related topics biannually	Operational	Quantitative	APD training records, and supporting syllabi	≥ .95 of required topics are contained in course syllabi. Reviews of instructors notes, etc., indicate provision of required topics	100 % sample of training records of APD relating to basic behavioral health training for telecommunicator s
C. Crisis Intervention Certified Responders and Crisis Intervention					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
----------	----------------------	---------------------	--------------	------------------------	-----------------------------------

Unit					
123. APD shall maintain a sufficient number of crisis intervention certified responders who are specially trained officers across the Department who retain their normal duties and responsibilities and also respond to calls involving those in mental health crisis. APD shall also maintain a Crisis Intervention Unit ("CIU") composed of specially trained detectives housed at the Family Advocacy Center whose primary responsibilities are to respond to mental health crisis calls and maintain contact with mentally ill individuals who have posed a danger to themselves or others in the past or are likely to do so in the future. APD agrees to expand both the number of crisis intervention certified	Operational	Quantitative	APD training records, and supporting syllabi; CAD records	≥ .95 of officer calls for CIT response result in response within 10 minutes	ID calls for CIU and calc response time in > 50 cases if possible

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
responders and CIU.					
124. The number of crisis intervention certified responders will be driven by the demand for crisis intervention services, with an initial goal of 40% of Field Services officers who volunteer to take on specialized crisis intervention duties in the field. Within one year of the Effective Date, APD shall reassess the number of crisis intervention certified responders, following the staffing assessment and resource study required by Paragraph 204 of this Agreement.	See para 204 compliance factors				
125. During basic crisis intervention training for field officers provided to new and current officers, training facilitators shall recommend officers with apparent or demonstrated skills and abilities in crisis de-escalation and interacting	Operational	Quantitative	APD training records, and supporting syllabi; memos from training facilitators	≥ .95 of training facilitators provide written recommendations for CIT skilled officers to serve as CI certified responders	Review of recommendations by training facilitators

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
with individuals with mental illness to serve as crisis intervention certified responders.					
126. Within 18 months of the Effective Date, APD shall require crisis intervention certified responders and CIU to undergo at least eight hours of in-service crisis intervention training biannually.	Operational	Quantitative	APD training records, and supporting syllabi; memos from training facilitators	By May 6, 2016 \geq .95 of all APD CIU and certified responders have received at least 8 hours of required and appropriate training, and continue to receive same bi-annually	Review of training records for CIU
127. Within 18 months of the Effective Date, APD will ensure that there is sufficient coverage of crisis intervention certified responders to maximize the availability of specialized responses to incidents and calls for service involving individuals in mental health crisis; and warrant service, tactical deployments, and welfare checks involving individuals with known	Operational	Quantitative	APD training records, and supporting syllabi; memos from training facilitators	By November 6, 2016 \geq .95 of all APD CIU and certified responders have received at least 8 hours of required and appropriate training, and continue to receive same bi-annually	Review of CAD records re calls for CIU response and calculate response times to such requests

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
mental illness.					
128. APD will ensure that crisis intervention certified responders or CIU will take the lead, once on scene and when appropriate, in interacting with individuals in crisis. If a supervisor has assumed responsibility for the scene, the supervisor will seek input of the crisis intervention certified responder or CIU on strategies for resolving the crisis when it is practical to do so.	Operational	Quantitative	APD offense and incident reports; Ride-Alongs	≥ .95 of CIU calls receive CIU response and show CIU input asked and given to supervisor	Review critical CIU calls for process
129. APD shall collect data on the use of crisis intervention certified responders and CIU. This data will be collected for management purposes only and shall not include personal identifying information of subjects or complainants.	Operational	Quantitative	APD CIU incident reports and CIU data collection documents	≥ .95 of CIU calls receive CIU response and show CIU input asked and given to supervisor	Review critical CIU calls for process
APD shall collect the following data: a) date, shift, and area	Operational	Quantitative	APD CIU incident reports and CIU data	≥ .95 of CIU calls result in required data being collected	Review critical CIU calls for process

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
command of the incident; b) subject's age, race/ethnicity, and gender; c) whether the subject was armed and the type of weapon; d) whether the subject claims to be a U.S. military veteran; e) name and badge number of crisis intervention certified responder or CIU detective on the scene; f) whether a supervisor responded to the scene; g) techniques or equipment used; h) any injuries to officers, subjects, or others; i) disposition of the encounter (e.g., arrest, citation, referral); and j) a brief narrative of the event (if not included in any other document).			collection documents		
130. APD will utilize incident information from actual encounters to develop case	Operational	Quantitative	APD CIU incident reports and CIU data collection	≥ .95 of CIU calls result in required data being collected, resulting in case	Review case studies, teaching scenarios, CI training and

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
studies and teaching scenarios for roll-call, behavioral health, and crisis intervention training; to recognize and highlight successful individual officer performance; to develop new response strategies for repeat calls for service; to identify training needs for in-service behavioral health or crisis intervention training; to make behavioral health or crisis intervention training curriculum changes; and to identify systemic issues that impede APD's ability to provide an appropriate response to an incident involving an individual experiencing a mental health crisis.			documents	studies and teaching scenarios used for training	officer recognition processes
D. Crisis Prevention					
132. APD shall continue to utilize COAST and CIU to follow up with chronically homeless individuals and	Operational	Quantitative	APD CIU & Coast incident reports and data collection documents	≥ .95 of CIU/COAST calls result in required "necessary and appropriate" follow	Review critical CIU/COAST calls for process

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
individuals with a known mental illness who have a history of law enforcement encounters and to proactively work to connect these individuals with mental health service providers.				up	
133. COAST and CIU shall provide crisis prevention services and disposition and treatment options to chronically homeless individuals and individuals with a known mental illness who are at risk of experiencing a mental health crisis and assist with follow-up calls or visits.	Operational	Quantitative	APD CIU & Coast incident reports and data collection documents	≥ .95 of CIU/COAST calls result in required “necessary and appropriate” follow up	Review critical CIU/COAST calls for process & referral
134. APD shall continue to utilize protocols for when officers should make referrals to and coordinate with COAST and CIU to provide prevention services and disposition and treatment options.	Operational	Quantitative	APD CIU & COAST incident reports and protocols and associated data collection documents	≥ .95 of CIU/COAST calls result in required “necessary and appropriate” follow up as per existing or revised protocols	Review critical CIU/COAST calls for process & referral

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
135. APD shall maintain a sufficient number of trained and qualified mental health professionals in COAST and full-time detectives in CIU to satisfy its obligations under this Agreement. e three months of completing the staffing assessment and resource study required by Paragraph 204 of this Agreement, APD shall develop a recruitment, selection, and training plan to assign, within 24 months of the study, 12 full-time detectives to the CIU, or the target number of detectives identified by the study, whichever is less.	Operational	Quantitative	APD CIU & COAST incident reports and protocols and associated data collection documents	$\geq .95$ of CIU/COAST calls result in required “necessary and appropriate” follow up as per existing or revised protocols	Review critical CIU/COAST calls for process & referral and identify any “unacceptable” delays
135 b. Within three months of completing the staffing assessment and resource study required by Paragraph 204 of this Agreement, APD shall develop a recruitment,	Operational	Quantitative	APD CIU & COAST incident reports and protocols and associated data collection documents	By February 6, 2016, critical CIU/ COAST manpower needs are identified as per requirements of task 204, and $\geq .95$ of calls for	By April, 2016, review critical CIU/ COAST manpower needs as per requirements of task 204, and

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
selection, and training plan to assign, within 24 months of the study, 12 full-time detectives to the CIU, or the target number of detectives identified by the study, whichever is less.				<p>service reasonably requiring CIU/COAST response receive same.</p> <p>≥ .95 of CIU/COAST calls result in required “necessary and appropriate” follow up as per existing or revised protocols</p>	identify any “unacceptable” delays
136. COAST and CIU shall continue to look for opportunities to coordinate in developing initiatives to improve outreach, service delivery, crisis prevention, and referrals to community health resources.	Operational	Quantitative	APD CIU & COAST incident reports and protocols and associated data collection documents; memos btn COAST and CIU re coordination, etc	Each reporting period exhibits memos, meetings, <u>concrete examples</u> of assessments of methods to accomplish outreach, prevention and referrals	Review of CIU incident reports for indication for presence of indicators of developed initiatives
137. APD shall collect and analyze data to demonstrate the impact of and inform modifications to crisis prevention services. This	Operational	Quantitative	Resulting APD data collection and analysis processes	≥ .95 Data sources reflective of a-i are present and collected in on-going effort by APD	Review each period of steps taken as a result of review of data collected

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
data will be collected for management purposes only and shall not include personal identifying information of subjects or complainants. APD shall collect the following data: a) number of individuals in the COAST and CIU case loads;				Evidence of meaningful analysis exists for $\geq .95$ of data sources on an on-going basis	
b) number of individuals receiving crisis prevention services	Operational	Quantitative	Resulting APD data collection and analysis processes	$\geq .95$ Data sources reflective of I are present and collected in on-going effort by APD Evidence of meaningful analysis exists for $\geq .95$ of data sources on an on-going basis	Review each period of steps taken as a result of review of data collected
c) date, shift, and area command of incidents or follow up encounters	Operational	Quantitative	Resulting APD data collection and analysis processes	$\geq .95$ Data sources reflective of a-i are present and collected in on-going effort by APD Evidence of meaningful analysis exists for $\geq .95$ of	Review each period of steps taken as a result of review of data collected

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				data sources on an on-going basis	
d) subject's age, race/ethnicity, and gender	Operational	Quantitative	Resulting APD data collection and analysis processes	<p>≥ .95 Data sources reflective of a-i are present and collected in on-going effort by APD</p> <p>Evidence of meaningful analysis exists for ≥ .95 of data sources on an on-going basis</p>	Review each period of steps taken as a result of review of data collected
e) whether the subject claims to be a U.S. military veteran	Operational	Quantitative	Resulting APD data collection and analysis processes	<p>≥ .95 Data sources reflective of a-i are present and collected in on-going effort by APD</p> <p>Evidence of meaningful analysis exists for ≥ .95 of data sources on an on-going basis</p>	Review each period of steps taken as a result of review of data collected
f) techniques or equipment used	Operational	Quantitative	Resulting APD data collection and analysis processes	<p>≥ .95 Data sources reflective of a-i are present and collected in on-going effort by APD</p> <p>Evidence of</p>	Review each period of steps taken as a result of review of data collected

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				meaningful analysis exists for $\geq .95$ of data sources on an on-going basis	
g) any injuries to officers, subjects, or others	Operational	Quantitative	Resulting APD data collection and analysis processes	<p>$\geq .95$ Data sources reflective of a-i are present and collected in on-going effort by APD</p> <p>Evidence of meaningful analysis exists for $\geq .95$ of data sources on an on-going basis</p>	Review each period of steps taken as a result of review of data collected
h) disposition of the encounter (e.g., arrest, citation, referral);	Operational	Quantitative	Resulting APD data collection and analysis processes	<p>$\geq .95$ Data sources reflective of a-i are present and collected in on-going effort by APD</p> <p>Evidence of meaningful analysis exists for $\geq .95$ of data sources on an on-going basis</p>	Review each period of steps taken as a result of review of data collected
i) a brief narrative of the event (if not included in any other document)	Operational	Quantitative	Resulting APD data collection and analysis processes	<p>$\geq .95$ Data sources reflective of a-i are present and collected in on-going effort by APD</p>	Review each period of steps taken as a result of review of data collected

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				Evidence of meaningful analysis exists for $\geq .95$ of data sources on an on-going basis	
VII. POLICIES AND TRAINING GENERALLY					
138. To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional, effective policing, APD's policies and procedures shall reflect and express the Department's core values and priorities and shall provide clear direction to ensure that officers and civilian employees deliver effective and constitutional policing services. APD shall ensure that officers and civilian employees are trained to understand and carry out consistently and competently the duties and responsibilities	--Policy. Evaluated using items 139- below.				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
specified in APD policies and procedures. To achieve these outcomes, APD agrees to implement the requirements below.					
A. Policy Development, Review, and Implementation					
139. APD shall review, develop, and implement policies and procedures that fully implement the terms of this Agreement, comply with applicable law, and comport with best practices. APD policies and procedures shall use terms that are defined clearly, shall be written plainly, and shall be organized logically	Operational	Quantitative	Resulting APD policies and procedures	≥ .95 Data sources reflective of 139 are reflective of state-of-the-field standards for police policy and procedure	<p>Sample all new and revised policies and procedures</p> <p>Ensure all critical areas of police operations are assessed and covered with Up-to-date policies and procedures</p>
140. APD policies and procedures shall be indexed and maintained in an organized manner using a uniform numbering system for ease of reference. APD policies and procedures shall be accessible to all	Operational	Quantitative	Resulting APD policies and procedures	≥ .95 Data sources reflective of 139 are reflective of state-of-the-field standards for police policy and procedure	<p>Sample all new and revised policies and procedures for content, indexing, numbering</p> <p>Ensure all critical areas assessed</p>

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
APD officers and civilian employees at all times in hard copy or electronic format.					and covered with Up-to-date policies and procedures
141. Within three months of the Effective Date, APD shall provide officers from varying ranks and units with a meaningful opportunity to review and comment on new or existing policies and procedures	Operational	Quantitative	Resulting APD policies and procedures, PowerDMS	By August 14, 2015 $\geq .95$ of existing policies and procedures have been offered to rank and file for review through a system that is accessible, enables comments and concerns to be made and noted, and has a system to glean those comments, assess them, and make changes accordingly	Sample all new and revised policies and procedures evidence of comments made and verify submission for review and comment prior to publication
142.	Operational	Quantitative	Resulting APD policies and procedures	By August 14 2015, PRB is functional and has acceptable written stipulation of duties and responsibilities provided to members of the board. Board also includes	P RB meeting minutes PRB membership listing

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				a representative of the Technology Services Division	
143. Within nine months of the Effective Date, the Policy and Procedures Review Board shall review, develop, and revise policies and procedures that are necessary to implement this Agreement. The Policy and Procedures Review Board shall submit its formal recommendations to the Chief through the Planning and Policy Division	Operational	Quantitative	Approved P&P	By August 14, 2015 PRB has reviewed and approved $\geq .95$ of all policies necessary to implement the Agreement, and has submitted its formal recommendations to the Chief of Police through the PPD	100 % review of all new and or revised policies or procedures
144. Unless otherwise noted, all new and revised policies and procedures that are necessary to implement this Agreement shall be approved and issued within one year of the Effective Date. APD shall continue to post approved policies, procedures, and	Operational	Quantitative	Approved P&P	By November 16, 2015 $\geq .95$ of all policies necessary to implement the Agreement have been approved and issued. $\geq .95$ of all new and revised policies are posted on the City website	100 % review of all new and or revised policies or procedures

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
administrative orders on the City website to ensure public accessibility. There shall be reasonable exceptions for policies, procedures, and administrative orders that are law enforcement sensitive, such as procedures on undercover officers or operations					
145. The Policy and Procedures Review Board shall review each policy or procedure six months after it is implemented and annually thereafter, to ensure that the policy or procedure provides effective direction to APD personnel and remains consistent with this Agreement, best practices, and current law. The Policy and Procedures Review Board shall review and revise policies and procedures as necessary	Operational	Quantitative	Resulting APD policies and procedures;	<p>≥ .95 of all operative APD policies and procedures show evidence of review by the PRB, and that such review is consistent with best practices in the field.</p> <p>≥ .95 of deficiencies noted upon review by external sources result in a meaningful and responsive change to the policy</p>	<p>Sample all new and revised policies and procedures for content, indexing, numbering</p> <p>Ensure all critical areas assessed and covered with Up-to-date policies and procedures</p> <p>On all revised policies responsive to 145, ensure the policy changes</p>

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
upon notice of a significant policy deficiency during audits or reviews.					are responsive to external comment, if any
146. APD shall apply policies uniformly and hold officers accountable for complying with APD policy and procedure.	Operational	Quantitative	Resulting APD policies and procedures, and APD disciplinary records	<p>≥ .95 Data sources reflective of 146 are reflective of state-of-the-field standards for police policy and procedure, and disciplinary records reflect uniform accountability standards</p>	<p>Sample all new and revised policies and procedures for content, indexing, numbering</p> <p>Ensure all critical areas assessed and covered with Up-to-date policies and procedures</p>
147 APD shall submit all policies, procedures, manuals, and other administrative orders or directives related to this Agreement to the Monitor and DOJ for review and comment before publication and implementation. If the Monitor or DOJ objects to the proposed new or revised policy, procedure, manual, or other	Operational	Quantitative	Resulting APD policies and procedures	<p>≥.95 Data sources reflective of 147 are submitted to the DOJ and the Monitor prior to publication</p> <p>If neither DOJ nor Monitor objects in writing ≥ .95 of all policies are implemented within 45 days of notice to DOJ and Monitor</p>	<p>Sample all new and revised policies and procedures for evidence of submission to DOJ and Monitor</p> <p>Evidence of promulgation of approved policies “to the field”</p>

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
administrative order or directive, because it does not incorporate the requirements of this Agreement or is inconsistent with this Agreement or the law, the Monitor or DOJ shall note this objection in writing to all parties within 15 business days of the receipt of the policy, procedure, manual, or directive from APD. If neither the Monitor nor DOJ objects to the new or revised policy, procedure, manual, or directive, APD agrees to implement it within one month of it being provided to DOJ and the Monitor.					
148. APD shall have 15 days to resolve any objections to new or revised policies, procedures, manuals, or directives implementing the specified provisions. If, after this 15-day period	Operational	Quantitative	Resulting APD policies and procedures	Any Monitor's objections are resolved within 15 days by APD	Review of resolved policies and or procedures

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
has run, the DOJ maintains its objection, then the Monitor shall have an additional 15 days to resolve the objection. If either party disagrees with the Monitor's resolution of the objection, either party may ask the Court to resolve the matter. The Monitor shall determine whether in some instances an additional amount of time is necessary to ensure full and proper review of policies. Factors to consider in making this determination include: 1) complexity of the policy; 2) extent of disagreement regarding the policy; 3) number of policies provided simultaneously; and 4) extraordinary circumstances delaying review by DOJ or the Monitor. In determining whether these factors warrant additional time					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
for review, the Monitor shall fully consider the importance of prompt implementation of policies and shall allow additional time for policy review only where it is clear that additional time is necessary to ensure a full and proper review. Any extension to the above timelines by the Monitor shall also toll APD's deadline for policy completion.					
B. Training on Revised Policies, Procedures, and Practices					
149. Within two months of the Effective Date, APD shall ensure that all officers are briefed and presented the terms of the Agreement, together with the goals and implementation process of the Agreement.	Operational	Quantitative	Resulting APD briefing and presentations re Settlement Agreement	By June 16, 2015, \geq .95 of all officers receive briefing on Settlement Agreement	Review of attendance logs and "script" of terms of agreement
150. Within three months of issuing a policy or procedure pursuant to this Agreement,	Operational	Quantitative	Resulting APD briefing and presentations re Settlement	Within three months of an APD-issued new policy relevant to the Agreement, \geq	Review of new Agreement-relevant policies and verification of

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
APD agrees to ensure that all relevant APD personnel have received and read their responsibilities pursuant to the policy or procedure, including the requirement that each officer or employee report violations of policy; that supervisors of all ranks shall be held accountable for identifying and responding to policy or procedure violations by personnel under their command; and that personnel will be held accountable for policy and procedure violations			Agreement	.95 of all officers receive copies of the policies and procedures promulgated by the APD	“received and understood” forms by officers responsive to requirements listed in this task
a. APD agrees to document that each relevant APD officer or other employee has received and read the policy	Operational	Quantitative	Resulting APD briefing and presentations re Settlement Agreement	Within 3 months of an APD issued a new policy relevant to the Agreement, ≥ .95 of all officers receive copies of the policies and procedures promulgated by the APD	Review of new Agreement-relevant policies and verification of “received and understood” forms by officers responsive to requirements listed in this task
b. Training beyond roll-	Operational	Quantitative	Resulting APD	Within 18 months of	Review of new

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
call or similar training will be necessary for many new policies to ensure officers understand and can perform their duties pursuant to the policy.			training on policies and procedures complex enough to warrant same	an APD issued a new policy relevant to the Agreement, \geq .95 of all officers receive copies of the policies and procedures promulgated by the APD; and, where necessary receive additional training regarding implementation of same	Agreement-relevant policies and verification of "received and understood" forms by officers responsive to requirements listed in this task; training documents for policies and procedures deemed complex enough to require training.
151. Unless otherwise noted, the training required under this Agreement shall be delivered within 18 months of the Effective Date, and annually thereafter. Within six months of the Effective Date, APD shall set out a schedule for delivering all training required by this Agreement.	Operational	Quantitative	Resulting APD training on policies and procedures complex enough to warrant same	Within 18 months of an APD issued a new policy relevant to the Agreement, \geq .95 of all officers receive copies of the policies and procedures promulgated by the APD; and, where necessary receive additional training regarding implementation of same	Review of new Agreement-relevant policies and verification of "received and understood" forms by officers responsive to requirements listed in this task; training documents for policies and procedures deemed complex

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				By May 6, 2015 APD produces a schedule for delivering the training required by this section	enough to require training.
152. APD shall ensure that all new lateral hires are certified law enforcement officers and that they receive all training required by this Agreement prior to entry onto duty.	Operational	Quantitative	Personnel records for lateral and new hires and their respective training schedules/ records	≥ .95 of all lateral-hire and new-hire officers receive training required by this Agreement prior to entry onto duty	Review of training records for a sample of new hires and lateral hires to ensure training requirements established by the decree are met
a. APD shall also maintain complete and accurate records of any audit, review, assessment, or evaluation of the sufficiency or effectiveness of its training programs	Operational	Quantitative	Personnel records for lateral and new hires and their respective training schedules/records	≥ .95 of all audits, reviews or evaluations of the training process are retained in APD records	Review of all known training assessments for the operative monitoring period to ensure records are maintained detailing the extent of the assessment, and the results of same
b. APD shall make these records available for inspection	Operational	Quantitative	Personnel records for lateral and new	≥ .95 of all audits, reviews or evaluations of	Review of all known training assessments for

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
by the Monitor and DOJ.			hires and their respective training schedules /records	known training process are provided in a reasonable amount of time, upon the request of DOJ or the Monitor	the operative monitoring period to ensure records are maintained detailing the extent of the assessment, and the results of same
154. APD shall ensure that changes in relevant case law and statutes are disseminated to APD personnel in a timely manner and incorporated, as appropriate, into annual and preservice training	Operational	Quantitative	Personnel records for lateral and new hires and their respective training schedules/records	≥ .95 of all audits, reviews or evaluations of known training process are provided in a reasonable amount of time, upon the request of DOJ or the Monitor	Review of all known training assessments for the operative monitoring period to ensure records are maintained detailing the extent of the assessment, and the results of same
C. Field Training Officer Program					
155. APD shall supervise and manage its field training program to ensure that new officers develop the necessary technical and practical skills required to use force in accordance	-- Policy Statement. Not evaluable				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
with APD policy and applicable law. The field training program should reinforce, rather than circumvent, the agency's values, core principles, and expectations on use of force and engagement with the community. Field Training Officers should demonstrate the highest levels of competence, professionalism, impartiality, and ethics					
156. APD shall revise the policies applicable to its field-training program to provide that academy graduates will receive 16 weeks of field training following the training academy and that recruits will not be released from the field training program early.	Operational	Quantitative	FTO/FT records	$\geq .95$ of officers in field training status receive 16 weeks of documented FT which conforms to APD's established FTO requirements	Random sample of no less than 20 percent of all Field Trainees' FTO program records until sample has $\geq .95$ confidence interval Ensure no "early releases" of FTs from FTO program
157. APD shall revise the qualifications for Field Training Officers to	Operational	Quantitative	FTO records; APD policy and procedures re	$\geq .95$ of FTO have required non-probationary status	Review of revised FTO P&P

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
require four years of non-probationary experience as a sworn police officer and to ensure that Field Training Officers have a demonstrated commitment to constitutional policing, ethics, and professionalism			FTO service		Random sample of no less than 20 percent of all FTO records until sample has $\geq .95$ confidence interval Ensure no “early releases” of FTs from FTO program
158. New Field Training Officers and Area Sergeant Coordinators shall receive at least 40 hours of initial supervisory-level training and annual in-service training in the following areas: management and supervision; constitutional, community-oriented policing; de-escalation techniques; and effective problem-solving techniques	Operational	Quantitative	FTO records; Sergeant Coordinators' records; APD policy and procedures re FTO and Sergeant Coordinator service; training records	$\geq .95$ of FTO & Sgt. Coordinators have required training hours; $\geq .95$ of FTO & Sgt. Coordinators have required topics	Review of revised FTO P&P Random sample of no less than 20 percent of all FTO records until sample has $\geq .95$ confidence interval Ensure no “early releases” of FTs from FTO program
a. Field Training Officers and Area Sergeant Coordinators shall be	Operational	Quantitative	FTO records; Sergeant Coordinators'	$\geq .95$ of FTO & Sgt. Coordinators successfully pass	Review of “competency standards”

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
required to maintain, and demonstrate on a regular basis, their proficiency in managing recruits and subordinates, as well as practicing and teaching constitutional, community-oriented policing; de-escalation techniques; and effective problem solving. APD shall maintain records of all evaluations and training of Field Training Officers and Area Sergeant Coordinators.			records; APD policy and procedures re FTO and Sergeant Coordinator service and training records	APD-designed "competency standards" process; $\geq .95$ of FTO & Sgt. Coordinators successfully pass APD-designed "competency standards" process	process Random sample of no less than 20 percent of all FTO records until sample has $\geq .95$ confidence interval
159. Recruits in the field training program shall be trained in multiple Area Commands and shifts and with several Field Training Officers.	Operational	Quantitative	FTO records;	$\geq .95$ of recruits are trained in \geq one Area Command and on \geq one shift and \geq two FTOs.	Review of FT records Interviews with FTs and FTO
160. APD shall provide a mechanism for recruits to provide confidential feedback regarding the quality of their field training, including the extent to which their field training was consistent with what they learned in	Operational	Quantitative	Review and approval of APD's "mechanism" responsive to this task FTO records; review of APD	$\geq .95$ of recruits' training is consistent with what was trained in \geq one Area Command and on \geq one shift and by \geq two FTOs.	Review of FT records Interviews with FTs and FTO

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
the academy, and suggestions for changes to academy training based upon their experience in the field training program.			developed “mechanism” responsive to this task		
a. APD shall consider feedback and document its response, including the rationale behind any responsive action taken or decision to take no action.	Operational	Quantitative	Review and approval of APD’s “mechanism” responsive to this task FTO records; review of APD developed “mechanism” responsive to this task	≥.95 of recruits’ training is consistent with what was trained. ≥.95 of APD’s reviews of feedback result in documentation of reason for no action, or include a statement of actions taken	Review of APD’s feedback evaluation and decision process and documents
161. The City shall provide APD with the necessary support and resources to designate a sufficient number of Field Training Officers to meet the requirements of this Agreement.	Operational	Quantitative	Review and approval of APD’s “FTO recruiting plan” and support and resources provided by the City to reach the plan’s goals	≥.95 of FTOs needed are provided	Review of APD’s FTO staffing plan and resulting production of FTO as per projected need
VIII. MISCONDUCT COMPLAINT INTAKE,					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
INVESTIGATION, AND ADJUDICATION					
162. To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional, effective policing, APD and the Civilian Police Oversight Agency shall ensure that all allegations of officer misconduct are received and are fully and fairly investigated; that all findings in administrative investigations are supported by a preponderance of the evidence; and that all officers who commit misconduct are held accountable pursuant to a fair and consistent disciplinary system To achieve these outcomes, APD and the Civilian Police Oversight Agency shall implement the requirements below	--Policy Statement—not evaluable				
A. Reporting					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Misconduct					
163. APD shall require that all officers and employees report misconduct by any APD officer or employee, including themselves, to a supervisor or directly to the Internal Affairs Bureau for review and investigation.	Operational	Quantitative	Review and approval of APD's IAB policy, training, and supervision	≥.95 of FTOs needed are provided ≥.95 of incidents reported to IAB that should have resulted in a "self-report" did	Review of incidents resulting in sustained findings for evidence of a "self-report"
a. Where alleged misconduct is reported to a supervisor, the supervisor shall immediately document and report this information to the Internal Affairs Bureau.	Operational	Quantitative	Review and approval of APD's IAB policy, training, and supervision plans	≥.95 of FTOs needed are provided ≥.95 of incidents reported to IAB that should have resulted in a "supervisory report" did and those that did not resulted in discipline	Review of incidents resulting in sustained findings for evidence of a "supervisory report" did and those that did not resulted in discipline
B. Public Information on Civilian Complaints					
164. Within six months of the Effective Date, APD and the Civilian Police Oversight Agency shall develop and implement a	Operational	Quantitative	Review and approval of APD's IAB public information plan	By May, 6 2015 APD and the CPOA have developed an acceptable public information plan	Review of public information plan re IAB and incident reporting

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
program to ensure the Albuquerque community is aware of the procedures to make civilian complaints against APD personnel and the availability of effective mechanisms for making civilian complaints.			re IAB and incident reporting	re IAB and incident reporting	
165. APD and the Civilian Police Oversight Agency shall make complaint forms and informational materials, including brochures and posters, available at appropriate government properties, including APD headquarters, Area stations, APD and City websites, City Hall, public libraries, community centers, and the office of the Civilian Police Oversight Agency	Operational	Quantitative	Review and approval of APD's and CPOA's IAB public outreach plan re IAB and incident reporting and public availability of required items to the public	Monitoring team site inspections of appropriate government properties, including APD headquarters, Area stations, APD and City websites, City Hall, public libraries, community centers, and the office of the Civilian Police Oversight Agency indicate presence of information via brochures and posters regarding filing a complaint concerning APD at $\geq .95$ of the	Monitoring team site inspections of appropriate government properties, including APD headquarters, Area stations, APD and City websites, City Hall, public libraries, community centers, and the office of the Civilian Police Oversight Agency

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				locations checked	
a. Individuals shall be able to submit civilian complaints through the APD and City websites and these websites shall include, in an identifiable and accessible form, complaint forms and information regarding how to file civilian complaints.	Operational	Quantitative	Review and approval of APD's and CPOA's public websites for availability of accessible complaint forms	$\geq .95$ of all access attempts at listed websites result in finding	
b. Nothing in this Agreement prohibits APD from soliciting officer commendations or other feedback through the same process and methods as above	Policy statement... Not evaluable				
166. APD shall post and maintain a permanent placard describing the civilian complaint process that includes relevant contact information, such as telephone numbers, email addresses, and Internet sites.	Operational	Quantitative	Inspection of locations known to have "permanent placards" posted	Placards are located in $\geq .95$ of the locations inspected	Inspection of locations known to have "permanent placards" posted
a. The placard shall	Operational	Quantitative	Inspection of	Placards inspected	Inspection of

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
specify that complaints may be submitted anonymously or on behalf of another person.			locations known to have "permanent placards" posted	note required language re anonymous and/or third party complains are noted in $\geq .95$ of the locations inspected	locations known to have "permanent placards" posted
b. APD shall require all officers to carry complaint forms, containing basic complaint information, in their Department vehicles	Operational	Quantitative	Inspection of Police Vehicles during ride alongs	Complaint basic information is noted noted in $\geq .95$ of the PVs inspected	Inspection of PVs for presence of complaint vehicles
c. Officers shall also provide the officer's name, officer's identification number, and, if applicable, badge number upon request.	Operational	Quantitative	Review of body cam footage	Officers provide requested information in $\geq .95$ of the cases reviewed by the monitoring team	Review of body cam footage
d. If an individual indicates that he or she would like to make a misconduct complaint or requests a complaint form for alleged misconduct, the officer shall immediately inform his or her supervisor who, if available, will respond to the scene to assist the individual in providing	Operational	Quantitative	Review of body cam footage	Officers supervisor regarding complaint request in $\geq .95$ of the cases reviewed by the monitoring team Reasonable supervisory response in $\geq .95$ of the cases reviewed by the monitoring	Review of body cam footage Review of APD IAB complaints to determine any/if sergeants assisted with complaint filing as required

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
and accepting appropriate forms and/or other available mechanisms for filing a misconduct complaint.				team where supervisor was called	
168. Complaint forms and related informational materials shall be made available and posted in English and Spanish.	Operational	Quantitative	Review of complaint forms at APD facilities, IAB files, and in patrol vehicles	Forms exist in both English and Spanish	Review of complaint forms at APD facilities, IAB files, and in patrol vehicles
C. Complaint Intake, Classification, and Tracking					
169. Within six months of the Effective Date, APD shall train all personnel in handling civilian complaint intake.	Operational	Quantitative	APD training records	By November 16, 2015 \geq .95 of all APD in handling civilian complaint intake	Review of training records, videos, related sources
170. APD shall accept complaints regardless of when they are filed.	Operational	Anecdotal	APD IAB records	Complaints about events occurring months or years in the past are found in IAB records and/or no anecdotal evidence of refused complaints	Review of training records, videos, related sources
a. The City shall	Operational	Anecdotal	Review of PSAs	Anecdotal evidence	Review of PSA

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
encourage civilians to promptly report police misconduct so that full investigations can be made expeditiously and the full range of disciplinary and corrective action be made available.			on local media	exists of PSAs on local media... billings or airing schedules, etc.	media billings and airing schedules from media outlets for APD announcements..
171. The refusal to accept a misconduct complaint, discouraging the filing of a misconduct complaint, or providing false or misleading information about filing a misconduct complaint shall be grounds for discipline.	Operational	Quantitative	IAB investigations and complaints	Complaints of discouraging complaints result in full and complete IAB investigation in $\geq .95$ of known cases	Existence of disciplinary records for refusal to accept, or discouraging complaint filing
172. APD and the Civilian Police Oversight Agency shall accept all misconduct complaints, including anonymous and third-party complaints, for review and investigation. Complaints may be made in writing or verbally, in person or by mail, telephone (or TDD), facsimile, or electronic	Operational	Quantitative	IAB investigations and complaints	Evidence of misconduct complaints received through anonymous, third-party, and other types of complaints and in written, TDD, facsimile, e-mail and USPS mail.	Evidence collected during NCOB review of IA files

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
mail. Any Spanish-speaking individual with limited English proficiency who wishes to file a complaint about APD personnel shall be provided with a complaint form in Spanish to ensure that the individual is able to make a complaint.					
a. Such complaints will be investigated in accordance with this Agreement.	Operational	Quantitative	IAB investigations and complaints	Complaints filed in Spanish result in complete and thorough investigations with no prejudicial actions noted in investigations of complaints filed in Spanish.	Evidence collected during NCOB review of IA files shows no prejudicial actions with complaints filed in Spanish
173. All APD personnel who receive a misconduct complaint shall immediately inform a supervisor of the misconduct complaint so that the supervisor can ensure proper intake of the misconduct complaint	Operational	Quantitative	See previous notes under training re calling supervisor to scene of citizens' complaints	Complaints filed in Spanish result in complete and thorough investigations with no prejudicial actions noted in investigations of complaints filed in Spanish.	Evidence collected during NCOB review of IA files shows no prejudicial actions with complaints filed in Spanish
a. All misconduct	Operational	Quantitative	IAB files and	≥ .95 are time	Review of all CCs

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
complaints shall be submitted to the Internal Affairs Bureau by the end of the shift following the shift in which it was received.			CCs records timestamps	stamped no more than 8 hours from time received by IA.	received by IAB assessed by the Monitor for time-date processing
174. APD and the Civilian Police Oversight Agency shall develop a system to ensure that allegations by a judicial officer of officer misconduct made during a civil or criminal proceeding are identified and assessed for further investigation.	Operational	Quantitative	APD and CPOA CC records and policies	Policy requiring same exists. Where appropriate it is invoked.	Review sample of IA complaints to determine source and process.
a. Any decision to decline investigation shall be documented.	Operational	Quantitative	APD and CPOA CC records and policies	Policy requiring same exists. Where appropriate it is invoked.	Review sample of IA complaints to determine source and process.
175. APD and the Civilian Police Oversight Agency shall track allegations regarding misconduct involving individuals who are known to be homeless or have a mental illness, even if the complainant does not	Operational	Quantitative	APD and CPOA CC records and policies	Policy requiring same exists. Where appropriate it is invoked.	Review sample of IA complaints to determine source and process. NB: policy prohibits use of labels. Difficulty following BOTH requirements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
specifically label the misconduct as such.					
176. Within six months of the Effective Date, the Internal Affairs Bureau, in coordination with the Civilian Police Oversight Agency, shall develop and implement a centralized numbering and tracking system for all misconduct complaints.	Operational	Quantitative	APD and CPOA CC records and policies	By May 6, 2015 policy requiring same exists. IA files reviewed adhere to the CNS	Review sample of IA complaints to determine numbering protocols
177. The Internal Affairs Bureau's tracking system shall maintain accurate and reliable data regarding the number, nature, and status of all misconduct complaints, from initial intake to final disposition, including investigation timeliness and notification to the complainant of the interim status and final disposition of the investigation.	Operational	Quantitative	APD and CPOA CC records, policies and training	≥ .95 of all IA CPOA cases reflect tracking system requirements	Review sample of IA/CPOA complaints to determine tracking system protocols present or calculable
a. This system shall be used to determine the status of complaints and	Operational	Quantitative	APD and CPOA CC records, policies and	≥ .95 of all IA CPOA cases reflect tracking system	Review sample of IA/CPOA complaints to

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
to confirm that a complaint was received, as well as for periodic assessment of compliance with APD policies and procedures and this Agreement, including requirements on the timeliness of administrative investigations.			training	requirements use as required by this paragraph	determine tracking system protocols are being used
178. Where a supervisor receives a complaint alleging that misconduct has just occurred, the supervisor shall gather all relevant information and evidence and provide the information and evidence to the Internal Affairs Bureau.	Operational	Quantitative	APD and CPOA CC records, APD supervisory policies and training	≥ .95 of all IA cases noted that reflect first contact through an APD supervisor include documentation of appropriate intake action taken by the supervisor and relevant information is forwarded to IAB	Review sample of IA/CPOA complaints to determine receipt and processing methods
a. All information should be referred to the Internal Affairs Bureau by the end of the shift following the shift in which the misconduct complaint was received, absent exceptional	Operational	Quantitative	APD and CPOA CC records, APD supervisory policies and training	≥ .95 of all IA cases initially received by a supervisor result in appropriate "intake and referral" by the supervisor to IAB by EIS	Review sample of IA/CPOA complaints to determine receipt and processing methods

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
circumstances.					
179. Within three business days of the receipt of a misconduct complaint from a civilian, the Internal Affairs Bureau shall refer the complaint to the Civilian Police Oversight Agency.	Operational	Quantitative	APD and CPOA CC records, APD supervisory policies and training	≥ .95 of all IA cases initially received by IAB are referred to CPOA within three business days	Review sample of IAB complaints to ensure compliance to the three-day requirement
180. Internal misconduct complaints submitted by APD personnel shall remain with the Internal Affairs Bureau for review and classification	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all internal misconduct initially received by IAB remain with IAB for review, classification, and routing to supervision or retained by IAB	Review sample of IAB complaints to ensure proper routing and classification
b. The Internal Affairs Bureau shall determine whether the internal complaint will be assigned to a supervisor for investigation or retained by the Internal Affairs Bureau for investigation	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all internal misconduct initially received by IAB result in a specific decision concerning whether an immediate supervisor or IAB will investigate the allegation.	Review sample of IAB complaints to ensure proper routing and classification
c. In consultation with the	Operational	Quantitative	APD IAB policy	≥ .95 of all internal	Review sample of

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Chief, the commanding officer of the Internal Affairs Bureau shall also determine whether a civilian or an internal complaint will be investigated criminally by the Internal Affairs Bureau, the Multi-Agency Task Force, and/or referred to the appropriate federal law enforcement agency.			and training, IAB completed cases	misconduct initially received by IAB result in a specific decision concerning whether a criminal investigation will be conducted by IAB, MATF, or referred to federal law enforcement.	IAB complaints to ensure reasonable and proper routing and classification
181. APD shall continue to maintain an internal complaint classification protocol that is allegation-based rather than anticipated-outcome-based to guide the Internal Affairs Bureau in determining where an internal complaint should be assigned.	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all internal misconduct initially received by IAB, and selected for review by the Monitor, are routed by a protocol that is allegation based.	Review sample of IAB complaints to ensure reasonable and proper routing and classification
182. An internal complaint investigation may not be conducted by any supervisor who used force during the incident; whose conduct led to the injury of a person; who	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all internal misconduct initially received by IAB, and selected for review by the Monitor, are investigated under a protocol responsive	Review sample of IAB complaints to ensure reasonable and proper routing, classification, and assignment for

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
authorized the conduct that led to the reported incident or complaint; or who witnessed or was involved in the incident leading to the allegation of misconduct.				to this requirement	investigation.
D. Investigation of Complaints					
183. APD and the Civilian Police Oversight Agency shall ensure that investigations of officer misconduct complaints shall be as thorough as necessary to reach reliable and complete findings.	Operational	Quantitative	APD IAB policy and training, IAB completed cases CPOA completed cases	≥ .95 of all internal misconduct initially received by IAB, and selected for review by the Monitor, are investigated under a protocol responsive to this requirement	Review sample of IAB complaints to ensure reasonable and proper routing, classification, and assignment for investigation.
a. The misconduct complaint investigator shall interview each complainant in person, absent exceptional circumstances, and this interview shall be recorded in its entirety, absent specific, documented objection by the complainant.	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all internal misconduct initially investigated by IAB and CPOA indicates an formal interview of each complainant, recorded and transcribed, unless the complainant lodges specific and formal objections to recording	Review sample of IAB complaints to ensure reasonable and interviews and recordings.

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
b. All officers in a position to observe an incident, or involved in any significant event before or after the original incident, shall provide a written statement regarding their observations, even to state that they did not observe anything.	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all internal misconduct initially investigated by IAB and CPOA indicates a formal written statement of officers in a position to have observed an event, even if they state they did not observe the event	Review sample of IAB complaints to ensure reasonable and complete canvassing for potential officer-witnesses, including written statements of what the witness-officers saw
184. APD and the Civilian Police Oversight Agency shall investigate all misconduct complaints and document the investigation, its findings, and its conclusions in writing.	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all internal misconduct initially investigated by IAB and CPOA includes a logical and reasonable written report documenting findings and conclusions regarding the investigation	Review sample of IAB complaints to ensure reasonable and complete canvassing for potential officer-witnesses, including written statements of what the witness-officers saw
a. APD and the Civilian Police Oversight Agency shall develop and implement a policy that specifies those complaints other than misconduct that may be	Operational	Quantitative	APD IAB policy and training, IAB completed cases	Policy is articulated and followed	Review sample of IAB complaints to ensure reasonable adherence to the mediation policy

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
resolved informally or through mediation.					
b. Administrative closing or inactivation of a complaint investigation shall be used for the most minor policy violations that do not constitute a pattern of misconduct, duplicate allegations, or allegations that even if true would not constitute misconduct.	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all administratively closed cases follow policy as articulated	Review sample of IAB complaints to ensure reasonable adherence to the administrative closure policy
185. APD shall require personnel to cooperate with Internal Affairs Bureau and Civilian Police Oversight Agency investigations, including appearing for an interview when requested by an APD or Civilian Police Oversight Agency investigator and providing all requested documents and evidence under the person's custody and control.	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all policy, training, and supervisory actions enforce the requirement to cooperate in IAB/CPOA investigations	Review sample of IAB complaints to ensure reasonable adherence to the requirement to cooperate
a. Supervisors shall be notified when a person under their supervision is	Operational	Quantitative	APD IAB policy and training, IAB completed	≥ .95 of all IAB investigations include notice to the	Review sample of IAB complaints to ensure

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
summoned as part of a misconduct complaint or internal investigation and shall facilitate the person's appearance, absent extraordinary and documented circumstances.			cases	target officers' supervisor and the supervisor facilitates the officers' appearance at IAB/CPOA	reasonable adherence to the requirement to cooperate
186. APD and the City shall develop and implement protocols to ensure that criminal and administrative investigations of APD personnel are kept appropriately separate, to protect APD personnel's rights under the Fifth Amendment.	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all IAB investigations include appropriate Garrity protections, and appropriate use of protected statements by target officers	Review sample of IAB investigative files to ensure appropriate use of Garrity reasonable adherence to the requirement to cooperate
a. When an APD employee affirmatively refuses to give a voluntary statement and APD has probable cause to believe the person has committed a crime, APD shall consult with the prosecuting agency (e.g., District Attorney's Office or USAO) and seek the approval of the Chief	Operational	Quantitative	APD IAB policy and training, IAB completed cases	≥ .95 of all IAB investigations include consultation with the DA or USAO and the Chief of Police prior to taking compelled Garrity statements from targeted officers.	Review sample of IAB investigative files to ensure required consultations (DA USAO and Chief) prior to compelled statements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
before taking a compelled statement					
187. Advisements by the Internal Affairs Bureau or the Civilian Police Oversight Agency to APD personnel of their Fifth Amendment rights shall only be given where there is a reasonable likelihood of a criminal investigation or prosecution of the subject employee.	Operational	Quantitative	APD IAB policy and training, IAB completed cases, SOPs re parallel criminal cases if needed	≥ .95 of all IAB investigations that include use of Garrity statements exhibit a “reasonable likelihood” of a criminal prosecutions of the police employee	Review sample of IAB investigative files to ensure investigations utilizing Garrity Statements exhibit a “reasonable likelihood” of a criminal prosecutions of the police employee
188. If at any time during misconduct complaint intake or investigation the investigator determines that there may have been criminal conduct by any APD personnel, the investigator shall immediately notify the Internal Affairs Bureau commanding officer.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB and CPOA completed cases	≥ .95 of all IAB and CPOA investigations that may indicate criminal activity or conduct by the police employee result in prompt notice of the CO, IAB	Review sample of IAB investigative files to ensure investigations that may indicate criminal activity or conduct by the police employee result in prompt notice of the CO, IAB
a. If the complaint is being investigated by the Civilian Police Oversight Agency, the investigator shall transfer the	Operational	Quantitative	APD IAB policy and training, IAB and CPOA completed cases	≥ .95 of all IAB and CPOA investigations that may indicate criminal activity or	Review sample of IAB investigative files to ensure investigations that may indicate

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
administrative investigation to the Internal Affairs Bureau.				conduct by the police employee result in prompt transfer to the IAB	criminal activity or conduct by the police employee result in prompt transfer to IAB
b. The Internal Affairs Bureau commanding officer shall immediately notify the Chief.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB investigations that may indicate criminal activity or conduct by the police employee result in prompt notification of the Chief of Police	Review sample of IAB investigative files to ensure investigations that may indicate criminal activity or conduct by the police employee result in prompt notification to the Chief of Police
c. The Chief shall consult with the relevant prosecuting agency or federal law enforcement agency regarding the initiation of a criminal investigation.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB investigations that may indicate criminal activity or conduct by the police employee result in a consultation between the Chief of Police and the relevant prosecuting agency regarding possible initiation of a criminal investigation	Review sample of IAB investigative files to ensure investigations that may indicate criminal activity or conduct by the police employee result in consultation between the Chief of Police and the appropriate federal or state law enforcement

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
					agencies
d. Where an allegation is investigated criminally, the Internal Affairs Bureau shall continue with the administrative investigation of the allegation.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB investigations that result in criminal investigation includes a parallel track administrative investigation	Review sample of IAB investigative files to ensure investigations that include investigation of criminal activity or conduct by the police employee result in a parallel track administrative investigation
e. Consistent with Paragraph 186, the Internal Affairs Bureau may delay or decline to conduct an interview of the subject personnel or other witnesses until completion of the criminal investigation unless, after consultation with the prosecuting agency and the Chief, the Internal Affairs Bureau deems such interviews appropriate.	Permissive				
189. Nothing in this	Permissive				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Agreement or APD policy shall hamper APD personnel's obligation to provide a public safety statement regarding a work-related incident or activity, including Use of Force Reports and incident reports.					
a. APD shall make clear that all statements by personnel in incident reports, arrest reports, Use of Force Reports and similar documents, and statements made in interviews such as those conducted in conjunction with APD's routine use of force investigation process, are part of each employee's routine professional duties and are not compelled statements.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB investigations are conducted in such a manner to indicate the routine statements used in the listed investigative reports are NOT compelled statements, but part of routine professional duties	Review sample of IAB investigative files to ensure conformance to this paragraph re non-compelled statements
b. Where an employee believes that providing a verbal or written statement will be self-incriminating, the employee shall	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB investigations are conducted in such a manner to indicate that officers asserting	Review sample of IAB investigative files to ensure conformance to this paragraph re non-compelled

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
affirmatively state this and shall not be compelled to provide a statement without prior consultation with the prosecuting agency (e.g., District Attorney's Office or USAO), and approval by the Chief.				"compelled statement" as a reason for not giving a statement asserts same in an affirmative statement. In such situations, the officer is not compelled to provide a statement without prior consultation with the prosecuting agency and approval by the Chief of Police	statements
190. In each investigation, APD and the Civilian Police Oversight Agency shall consider all relevant evidence, including circumstantial, direct, and physical evidence	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB investigations are conducted in such a manner to indicate that officers asserting "compelled statement" as a reason for not giving a statement asserts same in an affirmative statement. In such situations, the officer is not compelled to provide a statement	Review sample of IAB investigative files to ensure conformance to this paragraph re non-compelled statements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				without prior consultation with the prosecuting agency and approval by the Chief of Police	
a. There will be no automatic preference for an officer's statement over a non-officer's statement, nor will APD or the Civilian Police Oversight Agency disregard a witness's statement merely because the witness has some connection to the complainant or because of any criminal history.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB investigations are free of indicators that investigators have an automatic preference for officers' statements AND show no automatic disregard for civilian statements simply because the witness has a connection to the complainant	Review sample of IAB investigative files to ensure conformance to this paragraph re automatic preferences/disregarding witness statements due to "connections" with complainant
b. During their investigation, APD and the Civilian Police Oversight Agency shall take into account any convictions for crimes of dishonesty of the complainant or any witness.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB consider witnesses' convictions for crimes involving dishonesty	Review sample of IAB investigative files to ensure conformance to this paragraph re convictions for crimes involving dishonesty
c. APD and the Civilian Police Oversight Agency shall also take into	Operational	Quantitative	APD IAB and CPOA policy and training,	≥ .95 of all IAB consider officers' records involving	Review sample of IAB investigative files to ensure

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
account the record of any involved officers who have been determined to have been deceptive or untruthful in any legal proceeding, misconduct investigation, or other investigation.			IAB completed cases	deceptiveness or untruthfulness in any legal proceeding or administrative investigation	conformance to this paragraph re officers' records
d. APD and the Civilian Police Oversight Agency shall make efforts to resolve material inconsistencies between witness statements.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA include evidence of efforts to resolve material inconsistencies between witness statements, where such inconsistencies exist	Review sample of IAB/CPOA investigative files to ensure efforts to do same
191. All administrative investigations conducted by the Internal Affairs Bureau or the Civilian Police Oversight Agency shall be completed within 90 days of the initiation of the complaint investigation	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA investigations are completed within 90 days of initiation of complaint	Review sample of IAB/CPOA investigative files to ensure efforts to do same. Calculate success v. failure rate
a. The 90-day period shall not include time for review.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA investigation complete days are calculated exclusive	Review sample of IAB/CPOA investigative files to ensure efforts to do same.

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				of review time	Calculate success v. failure rate
b. An extension of the investigation of up to 30 days may be granted but only if the request for an extension is in writing and is approved by the Chief.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA investigations granted a 30 day extension are supported by a written, approved request signed by the Chief of Police	Review sample of IAB/CPOA investigative files to ensure Chief's signed approval of written requests for 30 day extensions
c. Review and final approval of the investigation, and the determination and imposition of the appropriate discipline, shall be completed within 30 days of the completion of the investigation.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA investigations granted a 30 day extension are supported by a written, approved request signed by the Chief of Police	Review sample of IAB/CPOA investigative files to ensure Chief's signed approval of written requests for 30 day extensions
d. To the extent permitted by state and city law, extensions may also be granted in extenuating circumstances, such as military deployments, hospitalizations of the officer, and extended absences.	Permissive				
192. The APD or Civilian	Operational	Quantitative	APD IAB and	≥ .95 of all	Review sample of

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Police Oversight Agency investigator shall explicitly identify and recommend one of the following dispositions for each allegation of misconduct in an administrative investigation: a) "Unfounded," where the investigation determines, by clear and convincing evidence, that the alleged misconduct did not occur or did not involve the subject officer;			CPOA policy and training, IAB completed cases	IAB/CPOA investigations result in one of the approved dispositions	IAB/CPOA investigative files to ensure use of acceptable dispositions only
b) "Sustained," where the investigation determines, by a preponderance of the evidence, that the alleged misconduct did occur	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA investigations result in one of the approved dispositions	Review sample of IAB/CPOA investigative files to ensure use of acceptable dispositions only
c) "Not Sustained," where the investigation is unable to determine, by a preponderance of the evidence, whether the alleged misconduct occurred	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA investigations result in one of the approved dispositions	Review sample of IAB/CPOA investigative files to ensure use of acceptable dispositions only

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
d) "Exonerated," where the investigation determines, by a preponderance of the evidence, that the alleged conduct did occur but did not violate APD policies, procedures, or training;	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	$\geq .95$ of all IAB/CPOA investigations result in one of the approved dispositions	Review sample of IAB/CPOA investigative files to ensure use of acceptable dispositions only
e) "Sustained violation not based on original complaint," where the investigation determines, by a preponderance of the evidence, that misconduct did occur that was not alleged in the original complaint but that was discovered during the misconduct investigation; or	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	$\geq .95$ of all IAB/CPOA investigations result in one of the approved dispositions	Review sample of IAB/CPOA investigative files to ensure use of acceptable dispositions only
f) "Administratively closed," where the policy violations are minor, the allegations are duplicative, or investigation cannot be conducted because of the lack of information in the complaint	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	$\geq .95$ of all IAB/CPOA investigations result in one of the approved dispositions	Review sample of IAB/CPOA investigative files to ensure use of acceptable dispositions only

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
193. Administratively closed complaints may be re-opened if additional information becomes available. The deadlines contained in Paragraph 191 shall run from when the complaint is re-opened.	Permissive				
194. In addition to determining whether APD personnel committed the alleged misconduct, administrative investigations shall assess and document whether the action was in compliance with training and legal standards and whether the incident suggests the need for a change in policy, procedure, or training.	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA investigations administratively closed shall document whether actions taken by the officer were in compliance with legal standards, officer training, or suggest a need for changes in policy, procedure, or training	Review sample of IAB/CPOA investigative files to ensure appropriate review of administratively closed cases
a. In reviewing completed administrative investigations, APD shall also assess and document whether: (a) the incident suggests that APD should revise	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA investigations administratively closed shall document whether actions taken by the	Review sample of IAB/CPOA investigative files to ensure appropriate review of administratively

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
strategies and tactics; and (b) the incident indicates a need for additional training, counseling, or other non-disciplinary corrective measures				officer were in compliance with legal standards, officer training, or suggest a need for changes in policy, procedure, or training	closed cases
c. This information shall be shared with the relevant commander(s).	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA investigations administratively closed include a process notifying relevant commanders regarding needed changes in policy, procedure or training	Review sample of IAB/CPOA investigative files to ensure appropriate review of administratively closed cases
E. Preventing Retaliation					
195. The City shall continue to expressly prohibit all forms of retaliation, including discouragement, intimidation, coercion, or adverse action, against any person who reports misconduct, makes a	Operational	Quantitative	APD IAB and CPOA policy and training, IAB completed cases	≥ .95 of all IAB/CPOA policy and procedures prohibit discouragement, intimidation, coercion, or adverse action, against any person who reports	Review sample of APD, IAB, and CPOA policies and procedures to ensure prohibition of discouragement, intimidation, coercion, or

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
misconduct complaint, or cooperates with an investigation of misconduct				misconduct, makes a misconduct complaint, or cooperates with an investigation of misconduct	adverse action, against any person who reports misconduct, makes a misconduct complaint, or cooperates with an investigation of misconduct
196. Within six months of the Effective Date, and annually thereafter, the Internal Affairs Bureau and the Civilian Police Oversight Agency shall review APD's anti-retaliation policy and its implementation.	Operational	Quantitative	IAB/CPOA records and findings relevant to APD's anti retaliation policy and its implementation	By November 16, 2015 and every year thereafter, IAB/ CPOA publish results of review of anti-retaliation policy responsive to requirements of 196a-b	Annual IAB/CPOA reports re 196a-b
a. This review shall consider the alleged incidents of retaliation that occurred or were investigated during the reporting period, the discipline imposed for retaliation, and supervisors' performance in addressing and	Operational	Quantitative	IAB/CPOA records and findings relevant to APD's anti retaliation policy and its implementation	By May 6, 2015 and every year thereafter, IAB/CPOA publish results of review of anti-retaliation policy responsive to requirements of 196a	Annual IAB/CPOA reports re 196a-b

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
preventing retaliation.					
b. Following such review, the City shall modify its policy and practice, as necessary, to protect individuals, including other APD personnel, from retaliation for reporting misconduct.	Operational	Quantitative	IAB/CPOA records and findings relevant to APD's anti retaliation policy and its implementation	By May 6, 2015 and every year thereafter, IAB/CPOA publish results of review of anti-retaliation policy responsive to requirements of 196-b	Annual IAB/CPOA reports re 196a-b
197. Retaliation for reporting misconduct or for cooperating with an investigation of misconduct shall be grounds for discipline, up to and including termination of employment.	Operational	Quantitative	IAB/CPOA records and findings relevant to APD's anti retaliation policy and its implementation APD policy re retaliation	Sustained allegations	Review of IAB investigative reports and discipline logs for allegations of retaliation and outcomes of investigations and discipline responsive to 197
F. Staffing and Training Requirements					
198. The City shall ensure that APD and the Civilian Police Oversight Agency have a sufficient number of well-trained staff assigned and available to complete and review thorough and	Operational	Quantitative	IAB/CPOA records and percentages of timely completed investigations	≥ .95 of all completed cases are well investigated, timely, well documented, and pass Monitor's assessment	Review of completed IABCPOA investigative reports logs time of completion. Analysis of returned

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
timely misconduct investigations in accordance with the requirements of this Agreement.					investigations by investigator and reason for return
a. The City shall re-assess the staffing of the Internal Affairs Bureau after the completion of the staffing study to be conducted pursuant to Paragraph 204.	Operational	Qualitative	Final City staffing review report responsive to para 204	Staffing review is well structured, documented and written. Identifies critical weaknesses and strengths of IAB staffing	Monitor's professional assessment of final product responsive to 204
b. The City further shall ensure sufficient resources and equipment to conduct thorough and timely investigations	Operational	Qualitative	Final City staffing review report responsive to para 204	Resources and equipment section of staffing review report is well structured, documented and written. Identifies critical weaknesses and strengths of IAB equipment and resources	Monitor's professional assessment of final product responsive to 204 and overall operation, staffing, supervision and management of IAB
199. All APD personnel conducting misconduct investigations, whether assigned to the Internal Affairs Bureau, an Area Command, or elsewhere,	Operational	Quantitative	APD training syllabi for investigator training, documents generated	≥ .95 of all personnel conducting MI receive 24 hours of initial training re same that is well	Review of syllabi, video recordings of training (if any) exams (if any) related to specified training

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
shall receive at least 24 hours of initial training in conducting misconduct investigations within one year of the Effective Date, and shall receive at least eight hours of training each year			during training process	thought out, well designed and well delivered	
a. The training shall include instruction on APD's policies and protocols on taking compelled statements and conducting parallel administrative and criminal investigations.	Operational	Quantitative	APD training syllabi for investigator training, documents generated during training process. Attendance rosters	≥ .95 of all related training includes cogent and clear presentation of APD policies articulated as required in this paragraph. Training is reflective of nationally accepted standards and practice re same	Review of syllabi, video recordings of training (if any) exams (if any) related to specified training. Attendance rosters.
200. Investigators from the Civilian Police Oversight Agency shall receive at least 40 hours of initial training in conducting misconduct investigations within one year of the Effective Date, and shall receive at least eight hours of	Operational	Quantitative	Training syllabi for CPOA investigator training, documents generated during training process. Attendance records	≥ .95 of all related training includes 40 hours of topics directly related to effective internal investigative processes, and topics specifically required. Training is reflective of	Review of syllabi, video recordings of training (if any) exams (if any) related to specified training. Attendance rosters

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
training each year. The training shall include instruction on APD's policies and protocols on taking compelled statements and conducting parallel administrative and criminal investigations				nationally accepted standards and practice re same	
G. Discipline Process and Transparency					
201. APD shall ensure that discipline for sustained allegations of misconduct is consistently applied, fair, and based on the nature of the allegation, and that mitigating and aggravating factors are set out and applied consistently	Operational	Quantitative	APD training syllabi for investigator training, documents generated during training process. Copies of APD inspections/ audit reports re APD discipline processes	≥ .95 of all related discipline is consistent, e.g., similarly situated officers receive similar discipline, based on nature of the allegation and the officers' records, and considers aggravating and mitigating are identified and consistently applied	Review of disciplinary actions and rationale for same
202. APD shall establish a disciplinary matrix that: a) establishes a presumptive range of discipline for each type of	Operational	Quantitative	Review of APD disciplinary matrices and discipline assigned to	≥ .95 of all related discipline is consistent with produced matrices	Review of disciplinary actions and rationale for same viz a viz APD

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
rule violation			resolved cases. Matrices are compliant with nationally accepted standards and practices		disciplinary matrices
b) increases the presumptive discipline based on an officer's prior violations of the same or other rules	Operational	Quantitative	Review of APD disciplinary matrices and discipline assigned to resolved cases. Matrices are compliant with nationally accepted standards and practices	$\geq .95$ of all related discipline is consistent with produced matrices and reflects progressivity	Review of disciplinary actions and rationale for same viz a viz APD disciplinary matrices
c) sets out defined mitigating or aggravating factors;	Operational	Quantitative	Review of APD disciplinary matrices and discipline assigned to resolved cases. Matrices are compliant with nationally accepted	$\geq .95$ of all related discipline is consistent with produced matrices and reflects mitigating and/or aggravating circumstances	Review of disciplinary actions and rationale for same viz a viz APD disciplinary matrices

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			standards and practices		
d) requires that any departure from the presumptive range of discipline must be justified in writing	Operational	Quantitative	Review of APD disciplinary matrices and discipline assigned to resolved cases. Matrices are compliant with nationally accepted standards and practices	≥ .95 of all related discipline is either consistent with produced matrices OR is accompanied by a written justification noting the reasons it is NOT consistent	Review of disciplinary actions for actions not in conformance with matrices. Review of justifications.
e) provides that APD shall not take only non-disciplinary corrective action in cases in which the disciplinary matrix calls for the imposition of discipline; and	Operational	Quantitative	Review of APD disciplinary matrices and discipline assigned to resolved cases. Matrices are compliant with nationally accepted standards and practices	≥ .95 of all related discipline conforms to the requirements of the matrix.	Review of disciplinary actions for actions not in conformance with matrices. Review of justifications for same.
f) provides that APD shall consider whether non-	Operational	Quantitative	Review of APD disciplinary	≥ .95 of all related discipline outcomes	Review of disciplinary

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
disciplinary corrective action also is appropriate in a case where discipline has been imposed			matrices and discipline assigned to resolved cases. Matrices are compliant with nationally accepted standards and practices	includes documentation of consideration for the applicability of non-disciplinary action to supplement applied disciplinary actions.	actions for actions not in conformance with matrices. Review of justifications for non-disciplinary action in addition to disciplinary already imposed.
IX. STAFFING, MANAGEMENT, AND SUPERVISION					
203. To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional, effective policing, the City shall ensure that APD has the staffing necessary to implement the terms of this Agreement. APD shall also deploy a sufficient number of first-line supervisors to respond to scenes of uses of force; investigate thoroughly each use of force to	--Policy Not Evaluable No assessment this section. Assessment follows below				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
identify, correct, and prevent misconduct; and provide close and effective supervision necessary for officers to improve and develop professionally. APD shall revise and implement policies for supervision that set out clear requirements for supervision and comport with best practices.					
A. Staffing					
204. In order to successfully implement the provisions of this Agreement, APD shall assess the appropriate number of sworn and civilian personnel to perform the different Department functions necessary to fulfill its mission. APD therefore shall conduct a comprehensive staffing assessment and resource study	Operational	Qualitative	Review of APD staffing analysis methodology and recommendations for conformance with best practices in staffing for operations, supervision, management and analysis	Staffing analysis is reasonably planned, executed and findings are explained clearly	Review of disciplinary actions for actions not in conformance with matrices. Review of justifications for same.
a. The study shall be the	Operational	Qualitative	Review of APD	Staffing analysis is	Review of

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
predicate for determining appropriate staffing and resource levels that are consistent with community-oriented policing principles and support the systematic use of partnerships and problem-solving techniques.			staffing analysis methodology and recommendations for conformance with best practices in staffing for operations, supervision, management and analysis	reasonably planned, executed and findings are explained clearly. APD staffing follows recommended patterns for anticipated community policing strategies	disciplinary actions for actions not in conformance with matrices. Review of justifications for same.
b. The study shall also consider the distribution of officers to patrol functions as opposed to specialized units, as well as the distribution of officers with less than three years of experience across shifts and Area Commands.	Operational	Qualitative	Review of APD staffing analysis methodology and recommendations for conformance with best practices in staffing for operations, supervision, management and analysis	Staffing analysis is reasonably planned, executed and findings are explained clearly. Manpower allocation component uses accepted methodologies and standards known to be effective in American policing	No sampling. Review of complete document produced
c. This staffing assessment and resource study shall be completed	Operational	Qualitative	Review of APD staffing analysis methodology	Staffing analysis is completed by May By May 6, 2015,; is	No sampling. Review of complete

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
within one year of the Effective Date. Within six months of the completion of the staffing assessment and resource study, the Parties shall assess its results and jointly develop a staffing plan to ensure that APD can meet its obligations under this Agreement.			and recommendations for conformance with best practices in staffing for operations, supervision, management and analysis	reasonably planned, executed and findings are explained clearly. Manpower allocation component uses accepted methodologies and standards known to be effective in American policing. By May 2016 Parties assess the study and jointly develop a staffing plan	document produced
B. Duties of Supervisors					
205. First-line supervisors shall investigate officers' use of force as described in Section IV of this Agreement, ensure that officers are working actively to engage the community and increase public trust and safety, review each arrest report, and perform all other duties as assigned and as described in	Operational	Quantitative	Review of APD supervisory and use of force policies methodology and recommendations for conformance with best practices in community outreach; review of arrest reports	≥ .95 of UoF reports reviewed and approved by sergeants are effectively reviewed, noting inappropriate or otherwise problematic uses of force. Sergeant's daily documentations of activities indicate they are working	Review of supervisory activity reports and related documents

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
departmental policy.			previously reviewed by supervisors	actively to improve public trust and safety.	
a. First-line supervisors shall be responsible for closely and consistently supervising all officers under their primary command	Operational	Quantitative	Review of APD supervisory, use of force, community outreach policies and recommendations for conformance with best practices in community outreach; review of arrest reports previously reviewed by supervisors	≥ .95 of supervisory reports documenting their actions reflect a proactive and policy-driven actions designed to improve officer performance	Review of supervisory activity reports and related documents
b. Supervisors shall also be responsible for supervising all officers under their chain of command on any shift to which they are assigned to ensure accountability across the Department.	Operational	Quantitative	Review of APD supervisory, use of force, community outreach policies and recommendations for	≥ .95 of supervisory reports documenting their actions reflect a proactive and policy-driven actions designed to improve officer performance	Review of supervisory activity reports and related documents

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			conformance with best practices in community outreach; review of arrest reports previously reviewed by supervisors		
207. First-line supervisors shall ordinarily be assigned as primary supervisor to no more than eight officers. Task complexity will also play a significant role in determining the span of control and whether an increase in the level of supervision is necessary	Operational	Quantitative	Review of APD Table of Organization and associated personnel records to calculate span of control for supervisors	$\geq .95$ of supervisor's span is no more than 8 unless documentation on file with the PD reflects executive approval for such staffing on a definite temporary timeline	Identify during each reporting period the units within the APD, if any, where spans of control exceed 8 employees per supervisor
208. APD Commanders and lieutenants shall be responsible for close and effective supervision of officers under their command. APD Commanders and lieutenants shall ensure that all officers under	Operational	Quantitative	Review of APD Commanders and lieutenants correspondence, reports, analyses and other documents prepared by	$\geq .95$ of commanders and lieutenants produce a written record (backed up by observation of their commanding officer) indicating proactive observation and	Random review of written work product to detect the efficacy of the written record of police command staff in the effort to enhance street level compliance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
their direct command comply with APD policy, federal, state and municipal law, and the requirements of this Agreement.			them during the normal course of business.	intervention to ensure conformance with policy and law and the requirements of the Settlement Agreement	with APD policy
C. Supervisor Training					
209. Sergeant training is critical to effective first-line supervision. Every sergeant shall receive 40 hours of mandatory supervisory, management, leadership, and command accountability training before assuming supervisory responsibilities.	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants receive 40 hours of training annually on the required topics listed in this paragraph	Random reviews of individual sergeants' training records for evidence of topics listed in this paragraph
210. APD's sergeant training program shall include the following topics: a) techniques for effectively guiding and directing officers and promoting effective and ethical police practices;	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants annually receive 40 hours of training annually on the required topics listed in this paragraph, sections a-j	Random reviews of individual sergeants' training records for evidence of topics listed in this paragraph, sections a-j

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
b) de-escalating conflict	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants annually receive 40 hours of training annually on the required topics listed in this paragraph, sections a-j	Random reviews of individual sergeants' training records for evidence of topics listed in this paragraph, sections a-j
c) evaluating written reports, including those that contain canned language	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants annually receive 40 hours of training annually on the required topics listed in this paragraph, sections a-j	Random reviews of individual sergeants' training records for evidence of topics listed in this paragraph, sections a-j
d) investigating officer uses of force;	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants annually receive 40 hours of training annually on the required topics listed in this paragraph, sections a-j	Random reviews of individual sergeants' training records for evidence of topics listed in this paragraph, sections a-j
f) responding to and investigating allegations of officer misconduct;	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants receive 40 hours of training	Random reviews of individual sergeants'

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling	
				annually on the required topics listed in this paragraph, sections a-j	training records for evidence of topics listed in this paragraph, sections a-j	
g) evaluating officer performance;	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants receive 40 hours of training annually on the required topics listed in this paragraph, sections a-j	Random reviews of individual sergeants' training records for evidence of topics listed in this paragraph, sections a-j	
h) consistent disciplinary sanction and non-punitive corrective action	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants receive 40 hours of training annually on the required topics listed in this paragraph, sections a-k	Random reviews of individual sergeants' training records for evidence of topics listed in this paragraph, sections a-j	
i) monitoring use of force to ensure consistency with policies;	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants receive 40 hours of training annually on the required topics listed in this paragraph, sections a-k	Random reviews of individual sergeants' training records for evidence of topics listed in this paragraph, sections a-j	

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
j) legal updates	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants annually receive 40 hours of training annually on the required topics listed in this paragraph, sections a-k	Random reviews of individual sergeants' training records for evidence of topics listed in this paragraph, sections a-i
211. All sworn supervisors shall also receive a minimum of 32 hours of in-service management training, which may include updates and lessons learned related to the topics covered in the sergeant training and other areas covered by this Agreement.	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants receive 32 hours of in-service management training annually on the required topics listed in this paragraph	Random reviews of individual sergeants' training records for evidence of topics listed in this paragraph,
D. Early Intervention System					
212. Within nine months of the Effective Date, APD shall revise and update its Early Intervention System to enhance its effectiveness as a management tool	Operational	Quantitative	Development plans for EIS	By February 16, 2016 APD has made needed changes in its officer Early Intervention	System development plans for revised EIS

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
that promotes supervisory awareness and proactive identification of both potentially problematic as well as commendable behavior among officers					
a. APD supervisors shall be trained to proficiency in the interpretation of Early Intervention System data and the range of non-punitive corrective action to modify behavior and improve performance; manage risk and liability; and address underlying stressors to promote officer well-being.	Operational	Quantitative	APD training records for sergeants	≥ .95 of all sergeants receive training sufficient to allow them to use the EIS as an effective supervisory tool	Random interviews of individual sergeants' to determine their ability to navigate effectively the new EIS and use it as a supervisory tool
214. APD shall implement rolling thresholds so that an officer who has received an intervention of use of force should not be permitted to engage in additional uses of force before again triggering a review.	Operational	Qualitative	APD EIS development history and intended future capabilities	Intended EIS development direction and intended future capacities are based on proven predictive ability of proposed factors	Monitor team interaction with APD personnel regarding proposed solutions, testing, evaluation and production

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
215. The Early Intervention System shall be a component of an integrated employee management system and shall include a computerized relational database, which shall be used to collect, maintain, integrate, and retrieve data department-wide and for each officer regarding, at a minimum: a) uses of force	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and uses of the system are inherently sound give the processes involved
b) injuries and deaths to persons in custody;	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and uses of the system are inherently sound give the processes involved
c) failures to record incidents with on-body	Operational	Qualitative	EIS development	EIS development plans are	All required elements (a-m)

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
recording systems that are required to be recorded under APD policy, whether or not corrective action was taken, and cited violations of the APD's on-body recording policy;			plans	reasonably designed to have the impact required by the Agreement	are included in system development plans and proposed relationships and uses of the system are inherently sound give the processes involved
d) all civilian or administrative complaints and their dispositions;	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and uses of the system are inherently sound give the processes involved
e) all judicial proceedings where an officer is the subject of a protective or restraining order;	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required	All required elements (a-m) are included in system development

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				by the Agreement	plans and proposed relationships and uses of the system are inherently sound give the processes involved
f) all vehicle pursuits and traffic collisions involving APD equipment;	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and uses of the system are inherently sound give the processes involved
g) all instances in which APD is informed by a prosecuting authority that a declination to prosecute any crime occurred, in whole or in part, because the officer failed to activate his or her on-	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
body recording system;					uses of the system are inherently sound give the processes involved
h) all disciplinary action taken against employees;	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and uses of the system are inherently sound give the processes involved
i) all non-punitive corrective action required of employees;	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and uses of the system are inherently sound

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
					give the processes involved
j) all awards and commendations received by employees, including those received from civilians, as well as special acts performed by employees;	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and uses of the system are inherently sound give the processes involved
k) demographic category for each civilian involved in a use of force or search and seizure incident sufficient to assess bias;	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and uses of the system are inherently sound give the processes involved

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
l) all criminal proceedings initiated against an officer, as well as all civil or administrative claims filed with, and all civil lawsuits served upon, the City and/or its officers or agents, allegedly resulting from APD operations or the actions of APD personnel; and	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and uses of the system are inherently sound give the processes involved
m) all offense reports in which an officer is a suspect or offender.	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	All required elements (a-m) are included in system development plans and proposed relationships and uses of the system are inherently sound give the processes involved
216. APD shall develop and implement a protocol for using the updated	Operational	Qualitative	EIS development plans	EIS development and implementation plans are	All required elements (a-m) are included in

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Early Intervention System and information obtained from it. The protocol for using the Early Intervention System shall address data storage, data retrieval, reporting, data analysis, pattern identification, supervisory use, supervisory /departmental intervention, documentation and audits, access to the system, and confidentiality of personally identifiable information.				reasonably designed to have the impact required by the Agreement	system development plans and proposed relationships and uses of the system are inherently sound give the processes involved
a. The protocol shall also require unit supervisors to periodically review Early Intervention System data for officers under their command.	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	Periodic review processes are supported in detail by proposed system
217. APD shall maintain all personally identifying information about an officer included in the Early Intervention System for at least five years	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	Data retention management policies and parameters are supported by the proposed system

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
following the officer's separation from the agency except where prohibited by law. Information necessary for aggregate statistical analysis will be maintained indefinitely in the Early Intervention System.					
a. On an ongoing basis, APD will enter information into the Early Intervention System in a timely, accurate, and complete manner and shall maintain the data in a secure and confidential manner.	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	Data entry, security and backup management policies and parameters are supported by the proposed system
218. APD shall provide in-service training to all employees, including officers, supervisors, and commanders, regarding the updated Early Intervention System protocols within six months of the system	Operational	Quantitative	EIS development plans; APD training records	EIS development plans are reasonably designed to have the impact required by the Agreement. Required training is provided by November 16, 2015 to $\geq .95$ of required personnel.	Within six. following operational status for elements 212-215 APD provides in-service training to personnel relative to operation and requirements of the new EIS

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
improvements specified in Paragraphs 212-215 to ensure proper understanding and use of the system.					
a. APD supervisors shall be trained to use the Early Intervention System as designed and to help improve the performance of officers under their command.	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	Supervisors receive initial and on-going training re EIS operation and use
b. Commanders and supervisors shall be trained in evaluating and making appropriate comparisons in order to identify any significant individual or group patterns of behavior	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	Commanders and Supervisors receive initial and on-going training re EIS operation and routinely use EIS to identify potential problematic and exemplary patterns of behavior among APD's officers
219. Following the initial implementation of the updated Early Intervention System, and as experience and the availability of new	Operational	Qualitative	EIS development plans	EIS development plans are reasonably designed to have the impact required by the Agreement	Modification to EIS elements is programmed to be reasonably achievable as issues,

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
technology may warrant, the City may add, subtract, or modify thresholds, data tables and fields; modify the list of documents scanned or electronically attached; and add, subtract, or modify standardized reports and queries as appropriate.				and are susceptible to update and modification as required by “facts on the ground”	experience, and exigencies as required
a. The Parties shall jointly review all proposals that limit the functions of the Early Intervention System that are required by this Agreement before such proposals are implemented to ensure they continue to comply with the intent of this Agreement	Operational	Qualitative	EIS development plans	EIS development plans are by policy of APD subject to review of the Parties prior to change once established	Supervisors receive initial and on-going training re EIS operation and use
E. On-Body Recording Systems for Documenting Police Activities					
220. To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional,	Policy—Not Evaluable				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
effective policing, APD is committed to the consistent and effective use of on-body recording systems.					
a. Within six months of the Effective Date, APD agrees to revise and update its policies and procedures regarding on-body recording systems to require: a) specific and clear guidance when on-body recording systems are used, including who will be assigned to wear the cameras and where on the body the cameras are authorized to be placed;	Operational	Quantitative	APD On-Body Camera (OBC) Policy	By November 16, 2015, On-Body Camera Policy includes $\geq .95$ of all the policy elements a-h are reasonably reflected in APD's proposed policies regarding OBC	Review of proposed policy elements regarding OBC operation, data retention, review and analysis
b) officers to ensure that their on-body recording systems are working properly during police action	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy includes $\geq .95$ of all the policy elements a-h are reasonably reflected in APD's proposed policies regarding OBC	Review of proposed policy elements regarding OBC operation, data retention, review and analysis
c) officers to notify their supervisors when they learn that their on-body	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy includes $\geq .95$ of all the policy	Review of proposed policy elements

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
recording systems are not functioning;				elements a-h are reasonably reflected in APD's proposed policies regarding OBC	regarding OBC operation, data retention, review and analysis
d) officers are required to inform arrestees when they are recording, unless doing so would be unsafe, impractical, or impossible;	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy includes $\geq .95$ of all the policy elements a-h are reasonably reflected in APD's proposed policies regarding OBC	Review of proposed policy elements regarding OBC operation, data retention, review and analysis
e) activation of on-body recording systems before all encounters with individuals who are the subject of a stop based on reasonable suspicion or probable cause, arrest, or vehicle search, as well as police action involving subjects known to have mental illness;	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy includes $\geq .95$ of all the policy elements a-h are reasonably reflected in APD's proposed policies regarding OBC	Review of proposed policy elements regarding OBC operation, data retention, review and analysis
f) supervisors to review recordings of all officers listed in any misconduct complaints made directly to the supervisor or APD report regarding any	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy includes $\geq .95$ of all the policy elements a-h are reasonably reflected in APD's proposed	Review of proposed policy elements regarding OBC operation, data retention, review

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
incident involving injuries to an officer, uses of force, or foot pursuits;				policies regarding OBC	and analysis
g) supervisors to review recordings regularly and to incorporate the knowledge gained from this review into their ongoing evaluation and supervision of officers;	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy includes $\geq .95$ of all the policy elements a-h are reasonably reflected in APD's proposed policies regarding OBC	Review of proposed policy elements regarding OBC operation, data retention, review and analysis
h) APD to retain and preserve non-evidentiary recordings for at least 60 days and consistent with state disclosure laws, and evidentiary recordings for at least one year, or, if a case remains in investigation or litigation, until the case is resolved.	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy includes $\geq .95$ of all the policy elements a-h are reasonably reflected in APD's proposed policies regarding OBC	Review of proposed policy elements regarding OBC operation, data retention, review and analysis
221. APD shall submit all new or revised on-body recording system policies and procedures to the Monitor and DOJ for review, comment, and approval prior to publication and implementation. Upon approval by the Monitor	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy includes language responsive to required review-comment-approval of all new or revised OBC policies. Upon approval of proposed policies,	Review of proposed policy changes regarding OBC operation, data retention, review and analysis, and timelines of implementation once approved

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
and DOJ, policies shall be implemented within two months.				they are implemented within appropriate timelines.	
222. The Parties recognize that training regarding on-body recording systems is necessary and critical. APD shall develop and provide training regarding on-body recording systems for all patrol officers, supervisors, and command staff. APD will develop a training curriculum, with input from the Monitor and DOJ, that relies on national guidelines, standards, and best practices.	Operational	Quantitative	APD On-Body Camera (OBC) training syllabi	On-Body Camera Policy training syllabi contain $\geq .95$ of all the policy elements a-h associated with the policy	Review of proposed training syllabi elements regarding OBC operation, data retention, review and analysis. APD OBC training development includes request for input from DOJ and Monitor
223. APD agrees to develop and implement a schedule for testing on-body recording systems to confirm that they are in proper working order. Officers shall be responsible for ensuring that on-body	Operational	Quantitative	APD On-Body Camera (OBC) Policy; IMT patrol ride-alongs and reports of equipment malfunctions	On-Body Camera Policy results in $\geq .95$ of all the operative OBCs being tested for operability at beginning and end of officers using OBC's shifts. APD	Review of proposed policy elements regarding OBC operational testing

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
recording systems assigned to them are functioning properly at the beginning and end of each shift according to the guidance of their system's manufacturer and shall report immediately any improperly functioning equipment to a supervisor.				develops and implements a Quality Assurance procedure re same.	
224. Supervisors shall be responsible for ensuring that officers under their command use on-body recording systems as required by APD policy. Supervisors shall report equipment problems and seek to have equipment repaired as needed. Supervisors shall refer for investigation any officer who intentionally fails to activate his or her on-body recording system before incidents required to be recorded by APD policy.	Operational	Quantitative	APD On-Body Camera (OBC) Policy Policy re supervisory processes for same	On-Body Camera Policy includes clear guidance to supervisors regarding their responsibilities viz a viz OBC operation, testing, and repair Supervisors refer for investigation officers who intentionally fail to activate OBCs as required	Review of proposed policy elements regarding OBC operation, data retention, review, analysis and supervision. Review of supervisors' response to requirement to refer for investigation officers who are out of policy regarding OBCs
225. At least on a	Operational	Quantitative	APD On-Body	On-Body Camera	Review of

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
monthly basis, APD shall review on-body recording system videos to ensure that the equipment is operating properly and that officers are using the systems appropriately and in accordance with APD policy and to identify areas in which additional training or guidance is needed.			Camera (OBC) Policy—Monthly review requirements and results of monthly reviews, i.e., APD responses to noted problems	Policy requires monthly review of OBC recordings ≥ .95 percent of required OBC uses are conducted as required, i.e., a documented paper trail of supervisory and command reviews of OBC video exists in an accessible and usable manner.	proposed policy elements regarding OBC operation, data retention, review and analysis
226. APD policies shall comply with all existing laws and regulations, including those governing evidence collection and retention, public disclosure of information, and consent.	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy and in-field operation indicates adherence to policy, existing laws and regulations as stipulated in ≥ .95 of reviews by Monitor	Review of videos documenting in-field OBC operation, data retention, review and analysis
227. APD shall ensure that on-body recording system videos are properly categorized	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy and in-field operation indicates filing and storage	Review of videos documenting in-field OBC operation, data

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
and accessible. On-body recording system videos shall be classified according to the kind of incident or event captured in the footage.				requirements of APD OBC policy is adhered to in $\geq .95$ of reviews by Monitor	retention, review and analysis
228. Officers who wear on-body recording systems shall be required to articulate on camera or in writing their reasoning if they fail to record an activity that is required by APD policy to be recorded. Intentional or otherwise unjustified failure to activate an on-body recording system when required by APD policy shall subject the officer to discipline.	Operational	Quantitative	APD On-Body Camera (OBC) Policy; disciplinary records for violations of OBC policies	On-Body Camera Policy and in-field operation indicates adherence to policy, existing laws and regulations as stipulated in $\geq .95$ of reviews by Monitor, including officers documenting if they fail to record as required by policy	Review of videos documenting in-field OBC operation, data retention, review and analysis Review of officer-initiated reports re failure to record
229. APD shall ensure that on-body recording systems are only used in conjunction with official law enforcement duties. On-body recording systems shall not be used to record encounters with known	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy and in-field operation indicates adherence to policy, existing laws and regulations as stipulated in $\geq .95$ of reviews by Monitor,	Review of videos documenting in-field OBC operation, data retention, review and analysis Review of supervisory

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
undercover officers or confidential informants; when officers are engaged in personal activities; when officers are having conversations with other Department personnel that involve case strategy or tactics; and in any location where individuals have a reasonable expectation of privacy (e.g., restroom or locker room).					documentation of noted failures of officers to adhere to policy regarding OBCs
230. APD shall ensure that all on-body recording system recordings are properly stored by the end of each officer's subsequent shift. All images and sounds recorded by on-body recording systems are the exclusive property of APD.	Operational	Quantitative	APD On-Body Camera (OBC) Policy	On-Body Camera Policy and in-field operation indicates adherence to policy, existing laws and regulations as stipulated in $\geq .95$ of reviews by Monitor,	Review of videos documenting in-field OBC operation, data retention, storage of recordings, review and analysis Review of officer-initiated reports re failure to record
231...within one year of the Effective Date, APD shall consult with community stakeholders, officers, the police	Operational	Qualitative	APD On-Body Camera (OBC) Stakeholders Assessment reports;	By April 16, 2016, 2015 APD conducts input assessment of Stakeholders re system of	Review of resulting APD report re this requirement

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
officer's union, and community residents to gather input on APD's on-body recording system policy and to revise the policy, as necessary, to ensure it complies with applicable law, this Agreement, and best practices.			telephone interviews with community stakeholders to verify APD contact re same	deployment, data collection, supervision, and response to improper deployment or use of OBCs	
X. RECRUITMENT, SELECTION, AND PROMOTIONS					
is. To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional, effective policing, APD shall develop a comprehensive recruitment and hiring program that successfully attracts and hires qualified individuals.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and it is reasonably designed to allow success if implemented as developed,	Review of recruiting and hiring plan
a. APD shall develop a recruitment policy and program that provides clear guidance and objectives for	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical	Review of recruiting and hiring plan

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
recruiting police officers and that clearly allocates responsibilities for recruitment efforts.				needs and issues, and it is reasonably designed to allow success if implemented as developed,	
A. Recruitment Plan					
233. APD shall develop a strategic recruitment plan that includes clear goals, objectives, and action steps for attracting qualified applicants from a broad cross section of the community.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and it is reasonably designed to allow success if implemented as developed,	Review of recruiting and hiring plan
a. The recruitment plan shall establish and clearly identify the goals of APD's recruitment efforts and the duties of officers and staff implementing the plan.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and it is reasonably designed to allow success if implemented as developed,	Review of recruiting and hiring plan

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
234. APD's recruitment plan shall include specific strategies for attracting a diverse group of applicants who possess strategic thinking and problem-solving skills, emotional maturity, interpersonal skills, and the ability to collaborate with a diverse cross-section of the community.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and it is reasonably designed to allow success if implemented as developed,	Review of recruiting and hiring plan
235. APD's recruitment plan will also consult with community stakeholders to receive recommended strategies to attract a diverse pool of applicants. APD shall create and maintain sustained relationships with community stakeholders to enhance recruitment efforts.	Operational	Qualitative	Developed recruitment and hiring program; telephone interviews with community stakeholders to verify APD contact re same	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and it is reasonably designed to allow success if implemented as developed,	Review of recruiting and hiring plan
B. Hiring Practices					
236. APD shall develop and implement an objective system for hiring and selecting recruits.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical	Review and assessment of recruiting and hiring plan and established

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				needs and issues, and it is reasonably designed to allow success if implemented as developed,	objectives
a. The system shall establish minimum standards for recruiting and an objective process for selecting recruits that employs reliable and valid selection devices that comport with best practices and anti-discrimination laws.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and it is reasonably designed to allow success if implemented as developed,	Review and assessment of recruiting and hiring plan
237. APD shall continue to require all candidates for sworn personnel positions, including new recruits and lateral hires, to undergo a psychological, medical, and polygraph examination to determine their fitness for employment.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and it is reasonably designed to allow success if implemented as developed,	Review and assessment of recruiting and hiring plan
a. APD shall maintain a drug testing program that provides for	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive,	Review and assessment of recruiting and

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
reliable and valid pre-service testing for new officers and random testing for existing officers.				complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	hiring plan
b. The program shall continue to be designed to detect the use of banned or illegal substances, including steroids.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of recruiting and hiring plan
238. APD shall ensure that thorough, objective, and timely background investigations of candidates for sworn positions are conducted in accordance with best practices and federal anti-discrimination laws.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of recruiting and hiring plan
b. APD's suitability	Operational	Qualitative	Developed	Resulting recruiting	Review and

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
determination shall include assessing a candidate's credit history, criminal history, employment history, use of controlled substances, and ability to work with diverse communities.			recruitment and hiring program	and hiring plan is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	assessment of recruiting and hiring plan
239. APD shall complete thorough, objective, and timely pre-employment investigations of all lateral hires.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of recruiting and hiring plan
a. APD's pre-employment investigations shall include reviewing a lateral hire's history of using lethal and less lethal force, determining whether the lateral hire has been named in a civil or criminal action; assessing the lateral	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as	Review and assessment of recruiting and hiring plan

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
hire's use of force training records and complaint history, and requiring that all lateral hires are provided training and orientation in APD's policies, procedures, and this Agreement.				developed,	
240. APD shall annually report its recruiting activities and outcomes, including the number of applicants, interviewees, and selectees, and the extent to which APD has been able to recruit applicants with needed skills and a discussion of any challenges to recruiting high-quality applicants.	Operational	Qualitative	Developed recruitment and hiring program	Resulting recruiting and hiring plan is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of recruiting and hiring plan
C. Promotions					
241. APD shall develop and implement fair and consistent promotion practices that comport with best practices and federal anti-discrimination laws.	Operational	Qualitative	Developed promotional practices policy	Resulting promotional practices policy is comprehensive, complete, addresses critical needs and issues,	Review and assessment of promotional practices policy

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				and is reasonably designed to allow success if implemented as developed,	
a. APD shall utilize multiple methods of evaluation for promotions to the ranks of Sergeant and Lieutenant. APD shall provide clear guidance on promotional criteria and prioritize effective, constitutional, and community- oriented policing as criteria for all promotions.	Operational	Qualitative	Developed promotional practices policy	Resulting promotional practices policy is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of promotional practices policy
b. These criteria should account for experience, protection of civil rights, discipline history, and previous performance evaluations	Operational	Qualitative	Developed promotional practices policy	Resulting promotional practices policy is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of promotional practices policy
242. APD shall develop objective criteria to	Operational	Qualitative	Developed promotional	Resulting promotional	Review and assessment of

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
ensure that promotions are based on knowledge, skills, and abilities that are required to perform supervisory and management duties in core substantive areas.			practices policy	practices policy is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	promotional practices policy
243. Within six months of the Effective Date, APD shall develop and implement procedures that govern the removal of officers from consideration from promotion for pending or final disciplinary action related to misconduct that has resulted or may result in a suspension greater than 24 hours.	Operational	Qualitative	Developed promotional practices policy	Resulting promotional practices policy is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed, Policy is implemented by May 6, 2015	Review and assessment of promotional practices policy
244. APD shall develop and implement fair and consistent practices to accurately evaluate the performance of all APD	Operational	Qualitative	Developed promotional practices policy	Resulting promotional practices policy is comprehensive, complete,	Review and assessment of promotional practices policy

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
officers in areas related to constitutional policing, integrity, community policing, and critical police functions on both an ongoing and annual basis. APD shall develop objective criteria to assess whether officers meet performance goals.				addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	
a. The evaluation system shall provide for appropriate corrective action, if such action is necessary	Operational	Qualitative	Developed promotional practices policy	Resulting promotional practices policy is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of promotional practices policy
245. As part of this system, APD shall maintain a formalized system documenting annual performance evaluations of each officer by the officer's direct supervisor. APD	Operational	Qualitative	Developed promotional practices policy	Resulting promotional practices policy is comprehensive, complete, addresses critical needs and issues, and is reasonably	Review and assessment of promotional practices policy

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
shall hold supervisors accountable for submitting timely, accurate, and complete performance evaluations of their subordinates				designed to allow success if implemented as developed,	
246. As part of the annual performance review process, supervisors shall meet with the employee whose performance is being evaluated to discuss the evaluation and develop work plans that address performance expectations, areas in which performance needs improvement, and areas of particular growth and achievement during the rating period.	Operational	Qualitative	Developed promotional practices policy	Resulting promotional practices policy is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of promotional practices policy
Overall Promotional Practices Assessment	Operational	Quantitative	Developed promotional practices policy	Resulting promotional practices policy requires and assures implementation of \geq .95 of the items	Review and assessment of promotional practices policy and performance related thereto

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				required in paragraphs 241-245 of this agreement	
XI. OFFICER ASSISTANCE AND SUPPORT					
247. To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional, effective policing, APD agrees to provide officers and employees ready access to mental health and support resources.	Operational	Quantitative	Developed support/practices policy	≥ .95 of all elements of the "Support" policies required in section 247 are planned and implemented according to the requirements of this section	Review and assessment of support practices policy and performance and conformance thereto
248. APD agrees to develop and offer a centralized and comprehensive range of mental health services that comports with best practices and current professional standards, including: readily accessible confidential counseling services with both direct and indirect	Operational	Qualitative	Developed promotional practices policy	Resulting promotional practices and policy are comprehensive, complete, addresses critical needs and issues, and are reasonably designed to allow success if implemented as developed,	Review and assessment of promotional practices policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
referrals; critical incident debriefings and crisis counseling; peer support; stress management training; and mental health evaluations.					
249. APD shall provide training to management and supervisory personnel in officer support protocols to ensure support services are accessible to officers in a manner that minimizes stigma.	Operational	Qualitative	Developed promotional practices policy	Resulting promotional practices and policy are comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of support practices policy and performance Training provided management personnel is reasonably designed and services provided is accessible and minimizes stigma
250. APD shall ensure that any mental health counseling services provided to APD employees remain confidential in accordance with federal law and generally accepted practices	Operational	Qualitative	Developed promotional practices policy	Resulting counseling services practices and policy are comprehensive, complete, addresses critical needs and issues, and are reasonably designed to allow	Review and assessment of counseling services practices policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
in the field of mental health care.				success if implemented as developed,	
252. APD shall develop and implement policies that require and specify a mental health evaluation before allowing an officer back on full duty following a traumatic incident (e.g., officer-involved shooting, officer-involved accident involving fatality, or all other uses of force resulting in death) or as directed by the Chief.	Operational	Qualitative	Developed promotional practices policy	Resulting support practices and policy are comprehensive, complete, addresses critical needs and issues, and are reasonably designed to allow success if implemented as developed,	Review and assessment of support practices policy and performance
253. APD agrees to compile and distribute a list of internal and external available mental health services to all officers and employees. APD should periodically consult with community and other outside service providers to maintain a current and accurate list of	Operational	Qualitative	Developed promotional practices policy	Resulting support practices and policy are comprehensive, complete, addresses critical needs and issues, and are reasonably designed to allow success if implemented as developed,	Review and assessment of support practices policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
----------	----------------------	---------------------	--------------	------------------------	-----------------------------------

available providers.					
XII. COMMUNITY ENGAGEMENT AND OVERSIGHT					
254. To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional, effective policing, APD shall promote the sustainability of reforms by supporting strong community participation and creating formal and informal mechanisms that facilitate ongoing and constructive communication between APD and the many communities that make up Albuquerque.	Operational	Quantitative	Developed community engagement policies and practices	≥ .95 of all elements of the “Community Engagement” policies required in section 254ff are planned and implemented according to the requirements of this section	Review and assessment of community engagement policy and performance and conformance thereto
a. APD shall take an active role in generating broad community support and mutual respect with the diverse communities it serves by adopting greater transparency, forming problem-solving	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably	Review and assessment of Engagement policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
and goal-oriented partnerships, and sharing responsibility for positive outcomes and continuous improvement through meaningful civilian oversight.				designed to allow success if implemented as developed,	
A. Community and Problem-Oriented Policing					
255 APD agrees to ensure its mission statement reflects its commitment to community-oriented policing and agrees to integrate community and problem-oriented policing principles into its management, policies and procedures, recruitment, training, personnel evaluations, resource deployment, tactics, and accountability systems.	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of Engagement policy and performance
256. As part of the Parties' staffing plan described in Paragraph 204, APD shall realign its staffing allocations and	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete,	Review and assessment of Engagement policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
deployment, as indicated, and review its recruitment and hiring goals to ensure they support community and problem-oriented policing				addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	
257. APD shall ensure that officers are familiar with the geographic areas they serve, including their issues, problems, and community leaders; engage in problem identification and solving activities with the community members around the community's priorities; and work proactively with other city departments to address quality-of-life issues.	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of Engagement policy and performance
258. Within 12 months of the Effective Date, APD agrees to provide 16 hours of initial structured training on community and problem-oriented policing methods	Operational	Qualitative	Developed Engagement practices policy	By November 14, 2015, the resulting Engagement policy training is provided and supports law enforcement practice that is	Review and assessment of Engagement policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
and skills for all officers, including supervisors, commanders, and executives. This training shall include: a) methods and strategies to improve public safety and crime prevention through community engagement;				comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	
b) leadership, ethics, and interpersonal skills;	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review and assessment of Engagement policy and performance
c) community engagement, including how to establish formal partnerships and actively engage community organizations,	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical	Review and assessment of Engagement policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
including youth, homeless, and mental health communities;				needs and issues, and is reasonably designed to allow success if implemented as developed,	
d) problem-oriented policing tactics, including a review of the principles behind the problem solving framework developed under the "SARA Model" (Scanning, Analysis, Response, Assessment), which promotes a collaborative, systematic	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of Engagement policy and performance
e) conflict resolution and verbal de-escalation of conflict; and	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow	Review of Engagement policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				success if implemented as developed,	
f) cultural awareness and sensitivity training.	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of Engagement policy and performance
g. These topics shall also be included in APD's annual in-service training.	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of Engagement policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
259. Within six months of the Effective Date, APD agrees to develop and implement mechanisms to measure officer outreach to a broad cross-section of community members, with an emphasis on mental health, to establish extensive problem-solving partnerships and develop and implement cooperative strategies that build mutual respect and trusting relationships with this broader cross-section of stakeholders.	Operational	Qualitative	Developed Engagement practices policy	<p>Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed.</p> <p>Policy is implemented by May 14, 2015 x</p> <p>Policy includes measurement tools</p>	Review of Engagement policy and performance
B. Community Meetings and Public Information					
260. APD shall develop a Community Outreach and Public Information program in each Area Command.	Operational	Qualitative	Developed Engagement practices policy	<p>Resulting Engagement policy and practice is comprehensive, complete, addresses critical</p>	Review of Engagement policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				needs and issues, and is reasonably designed to allow success if implemented as developed,	
261. The Community Outreach and Public Information program shall require at least one semi-annual meeting in each Area Command that is open to the public. During the meetings, APD officers from the Area Command and the APD compliance coordinator or his or her designee shall inform the public about the requirements of this Agreement, update the public on APD's progress meeting these requirements, and address areas of community concern	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of Engagement policy and performance
a. At least one week before such meetings, APD shall widely	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is	Review of Engagement policy and

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
publicize the meetings.				comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	performance
262. The Community Outreach and Public Information meetings shall, with appropriate safeguards to protect sensitive information, include summaries of all audits and reports completed pursuant to this Agreement and any policy changes made and other significant action taken as a result of this Agreement.	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of Engagement policy and performance
a. The meetings shall also include public education on an individual's rights and responsibilities during a police encounter.	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical	Review of Engagement policy and performance

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				needs and issues, and is reasonably designed to allow success if implemented as developed,	
263. For at least the first two years of this Agreement, every APD officer and supervisor assigned to an Area Command shall attend at least two community meetings or other meetings with residential, business, religious, civic or other community-based groups per year in the geographic area to which the officer is assigned.	Operational	Quantitative	Developed Engagement practices policy and practice responsive thereto	After initial development and training, $\geq .95$ of every APD and supervisor assigned to an Area Command shall attend at least two community meetings or other meetings with articulated groups	Review of Engagement attendance logs and reports
264. APD shall continue to maintain and publicly disseminate accurate and updated crime statistics on a monthly basis.	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably	Review of disseminated crime statistics and logs of to whom disseminated

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				designed to allow success if implemented as developed,	
265. APD audits and reports related to the implementation of this Agreement shall be posted on the City or APD's website, with reasonable exceptions for materials that are legally exempt or protected from disclosure.	Operational	Qualitative	City and/or APD's website posting responsive to this task	≥ .95 of all audits and reports related to the implementation of this Agreement shall be posted on the City or APD's website	Review of disseminated crime statistics and logs of to whom disseminated
C. Community Policing Councils					
266. The City shall establish Community Policing Councils in each of the six Area Commands with volunteers from the community to facilitate regular communication and cooperation between APD and community leaders at the local level.	Operational	Qualitative	Community Policing Council membership data	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of disseminated crime statistics and logs of to whom disseminated

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
a. The Community Policing Councils shall meet, at a minimum, every six months.	Operational	Quantitative	CPC Meeting minutes	≥ .95 of all expected CPC meetings are held as required	CPC Meeting minutes
267. In conjunction with community representatives, the City shall develop a mechanism to select the members of the Community Policing Councils, which shall include a representative cross-section of community members and APD officers, including, for example, representatives of social services providers and diverse neighborhoods; leaders in faith, business, or academic communities; and youth. Members of the Community Policing Councils shall possess qualifications necessary to perform their duties, including	Operational	Qualitative	CPC Meeting rosters and lists of representatives by organization	CPC membership rosters reflect diversity	CPC Rosters with membership affiliations

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
successful completion of the Citizens Police Academy.					
268. The City shall allocate sufficient resources to ensure that the Community Policing Councils possess the means, access, training, and mandate necessary to fulfill their mission and the requirements of this Agreement. APD shall work closely with the Community Policing Councils to develop a comprehensive community policing approach that collaboratively identifies and implements strategies to address crime and safety issues.	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of CPC meeting minutes re “means, access, training, and mandate”
a. In order to foster this collaboration, APD shall share appropriate information and documents with the Community Policing Councils, provided adequate	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably	Review of CPC meeting minutes re “APD information sharing”

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
safeguards are taken not to disclose information that is legally exempt or protected from disclosure.				designed to allow success if implemented as developed,	
269. APD shall seek the Community Policing Councils' assistance, counsel, recommendations, or participation in areas including: a) reviewing and assessing the propriety and effectiveness of law enforcement priorities and related community policing strategies, materials, and training;	Operational	Quantitative	Developed Engagement practices policy	≥ .95 of actions required in items a-d, below, are included in APD policy and practice relative to CPC activities	Review of CPC meeting minutes re "APD methods of seeking input on items a-d"
b) providing information to the community and conveying feedback from the community to APD;	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of CPC meeting minutes re "APD information sharing"

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
c) advising the Chief on recruiting a qualified, diverse workforce; and	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of CPC meeting minutes re “APD information sharing”
d) advising the Chief on ways to collect and publicly disseminate data and information, including information about APD’s compliance with this Agreement, in a transparent and public-friendly format to the greatest extent allowable by law.	Operational	Qualitative	Developed Engagement practices policy	Resulting Engagement policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of CPC meeting minutes re “APD information sharing”

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
270. The Community Policing Councils shall memorialize their recommendations in an annual public report that shall be posted on the City's website. The report shall include appropriate safeguards not to disclose information that is legally exempt or protected from disclosure.	Operational	Quantitative	CPC's produced "Annual Reports"	CPC's annual public report is posted on City's website. No unauthorized or "illegal" information is disclosed	Review of CPC annual report
D. Civilian Police Oversight Agency					
271. The City shall implement a civilian police oversight agency ("the agency") that provides meaningful, independent review of all citizen complaints, serious uses of force, and officer-involved shootings by APD. The agency shall also review and recommend changes to APD policy and monitor long-term trends in APD's use of force.	Operational	Quantitative	Developed CPOA policies and procedures and City Ordinances regarding same	Resulting CPOA practices incorporate $\geq .95$ of required processes, actions, and reports	Review of CPOA reports and findings

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
272. The City shall ensure that the agency remains accountable to, but independent from, the Mayor, the City Attorney's Office, the City Council, and APD. None of these entities shall have the authority to alter the agency's findings, operations, or processes, except by amendment to the agency's enabling ordinance.	Operational	Qualitative	Developed CPOA practices and policy	Resulting CPOA policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of revisions to CPOA findings, operations, and processes
273. The City shall ensure that the individuals appointed to serve on the agency are drawn from a broad cross-section of Albuquerque and have a demonstrated commitment to impartial, transparent, and objective adjudication of civilian complaints and effective and constitutional policing in Albuquerque.	Operational	Qualitative	Developed CPOA practices and policy	Resulting CPOA policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of CPOA membership on an annual basis
274. Within six months of	Operational	Quantitative	Training records	By August 16, 2015	Review of training

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
their appointment, the City shall provide 24 hours of training to each individual appointed to serve on the agency that covers, at a minimum, the following topics: a) this Agreement and the United States' Findings Letter of April 10, 2014;			for CPOA members. Review training syllabi and topics	≥ .95 of topics stipulated in this provision (items a-f) are provided to ≥ .95 of the members of the Agency	records & topics for CPOA members
b) the City ordinance under which the agency is created;	Operational	Qualitative	Developed CPOA practices and policy	Resulting CPOA policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of CPOA membership on an annual basis
c) state and local laws regarding public meetings and the conduct of public officials;	Operational	Quantitative	Training records for CPOA members. Review training syllabi and topics	By August 16, 2015 ≥ .95 of topics stipulated in this provision (items a-f) are provided to ≥ .95 of the members of the Agency	Review of training records & topics for CPOA members

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
d) civil rights, including the Fourth Amendment right to be free from unreasonable searches and seizures, including unreasonable uses of force;	Operational	Qualitative	Developed CPOA practices and policy	Resulting CPOA policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if implemented as developed,	Review of CPOA membership on an annual basis
e) all APD policies related to use of force, including policies related to APD's internal review of force incidents; and	Operational	Quantitative	Training records for CPOA members. Review training syllabi and topics	By May 6 2015 \geq .95 of topics stipulated in this provision (items a-f) are provided to \geq .95 of the members of the Agency	Review of training records & topics for CPOA members
f) training provided to APD officers on use of force.	Operational	Qualitative	Developed CPOA practices and policy	Resulting CPOA policy and practice is comprehensive, complete, addresses critical needs and issues, and is reasonably designed to allow success if	Review of CPOA membership on an annual basis

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				implemented as developed,	
275. The City shall provide eight hours of training annually to those appointed to serve on the agency on any changes in law, policy, or training in the above areas, as well as developments in the implementation of this Agreement.	Operational	Quantitative	Training records for CPOA members. Review training syllabi and topics	≥ .95 of topics stipulated in this provision are provided to ≥ .95 of the members of the Agency, annually	Review of training records & topics for CPOA members
276. The City shall require those appointed to the agency to perform at least two ridealongs with APD officers every six months.	Operational	Quantitative	Training records for CPOA members. Review training syllabi and topics	≥ .95 of the members of the Agency, perform at least two ridealngs with APD officers every six months	Review of ridealong records for CPOA members every six months
277. The City shall provide the agency sufficient resources and support to assess and make recommendations regarding APD's civilian complaints, serious uses of force, and officer-involved shootings; and	Operational	Qualitative	Budget allocations and workload records. Interviews with CPOA staff and director	Resources and support are adequate in relation to Agency workload	Review of budget and staff allocations

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
to review and make recommendations about changes to APD policy and long-term trends in APD's use of force.					
278. The City shall provide the agency a dedicated budget and grant the agency the authority to administer its budget in compliance with state and local laws. The agency shall have the authority to hire staff and retain independent legal counsel as necessary.	Operational	Quantitative	Annual budget allocation Annual workload	Annual budgets for the Agency are reflective of workload and caseload	Review of caseload and budget information
a. The investigative staff shall be selected by and placed under the supervision of the Executive Director.	Operational	Quantitative	Agency organizational chart and operational policies	Executive Director selects and supervises investigative staff	Review of organizational chart and TO
b. The Executive Director will be selected by and work under the supervision of the agency.	Operational	Quantitative	Agency organizational chart and operational policies	Executive Director reports to Agency membership	Review of organizational chart and TO
c. The City shall provide the agency with a adequate funding to	Operational	Quantitative	Agency organizational chart and	OIS and UoF cases are investigated in a timely manner as	Review of case flow and timelines

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
ensure that the agency's investigative staff is sufficient to investigate civilian complaints and officer-involved shootings in a timely manner			operational policies	required by empowering and other regulatory requirements	
279. The agency shall retain a full-time, qualified investigative staff to conduct thorough, independent investigations of APD's civilian complaints and review of serious uses of force and officer-involved shootings.	Operational	Quantitative	Agency operational records	Agency investigates $\geq .95$ relevant cases in a timely manner	Date cases received by CPOA-Date received by APD are equal to or less than time allowed by APD/CPOA policies
280. The Executive Director will receive all APD civilian complaints, reports of serious uses of force, and reports of officer-involved shootings.	Operational	Quantitative	Agency operational records	APD forwards $\geq .95$ relevant cases to CPOA in a timely manner	Date cases received by CPOA-Date received by APD are equal to or less than time allowed by APD/CPOA policies
b. The Executive Director will review these materials and assign them for investigation or review to those on the	Operational	Quantitative	Agency operational records	CPOA Director reviews and assigns $\geq .95$ relevant cases to CPOA investigative staff in	Date cases received by CPOA investigators-Date received by

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
investigative staff				a timely manner	CPOA Director are equal to or less than time allowed by CPOA policies
c. The Executive Director will oversee, monitor, and review all such investigations or reviews and make findings for each	Operational	Quantitative	Agency operational records	≥ .95 of all completed CPOA investigations indicate review by ED, and include written findings	Review of CPOA completed cases and submission routings
d. All findings will be forwarded to the agency through reports that will be made available to the public on the agency's website.	Operational	Quantitative	Agency operational records	≥ .95 of all completed CPOA investigations are forwarded to the Agency by the Director and are made available to the public via the Agency's website written findings	Date cases received by CPOA investigators-Date received by CPOA Director are equal to or less than time allowed by CPOA policy
281. Investigation of all civilian complaints shall begin as soon as possible after assignment to an investigator and shall proceed as expeditiously as possible.	Operational	Quantitative	Agency operational records	≥ .95 of all completed CPOA investigations are completed in the time allotted by CPOA policy written findings	Date cases completed by CPOA investigators-Date received by CPOA Director are equal to or less than time allowed by CPOA policy

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
282. The City shall ensure that the agency, including its investigative staff and the Executive Director, have access to all APD documents, reports, and other materials that are reasonably necessary for the agency to perform thorough, independent investigations of civilian complaints and reviews of serious uses of force and officer-involved shootings. At a minimum, the City shall provide the agency, its investigative staff, and the Executive Director access to: a) all civilian complaints, including those submitted anonymously or by a third party;	Operational	Qualitative	Agency operational records; Interview with Director	APD provides records reasonably necessary to allow CPOA investigators to begin and complete investigations in a timely manner, and information required by this section (a-f, below) are routinely provided without need for specific requests from CPOA	Interviews with the Director
b. complaints, including those submitted anonymously or by a third party;	Operational	Qualitative	Agency operational records; Interview with Director	APD provides records reasonably necessary to allow CPOA investigators to begin and complete investigations in a	Interviews with the Director

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				timely manner, and information required by this section (a-f) are routinely provided.	
c) the complete disciplinary history of the officers involved in incidents under review;	Operational	Qualitative	Agency operational records; Interview with Director	APD provides records reasonably necessary to allow CPOA investigators to begin and complete investigations in a timely manner, and information required by this section (a-f) are routinely provided.	Interviews with the Director
d) if requested, documents, reports, and other materials for incidents related to those under review, such as incidents involving the same officer(s);	Operational	Qualitative	Agency operational records; Interview with Director	APD provides records reasonably necessary to allow CPOA investigators to begin and complete investigations in a timely manner, and information required by this section (a-f) are routinely provided.	Interviews with the Director
e) all APD policies and training; and	Operational	Qualitative	Agency operational	APD provides records reasonably	Interviews with the Director

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
			records; Interview with Director	necessary to allow CPOA investigators to begin and complete investigations in a timely manner, and information required by this section (a-f) are routinely provided.	
f) if requested, documents, reports, and other materials for incidents that may evince an overall	Operational	Qualitative	Agency operational records; Interview with Director	APD provides records reasonably necessary to allow CPOA investigators to begin and complete investigations in a timely manner, and information required by this section (a-f) are routinely provided.	Interviews with the Director
283. The City shall provide reasonable access to APD premises, files, documents, reports, and other materials for inspection by those appointed to the agency, its investigative staff, and the Executive	Operational	Qualitative	Agency operational records; Interview with Director	APD provides records reasonably necessary to allow CPOA investigators to begin and complete investigations in a timely manner, and information required	Interviews with the Director

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Director upon reasonable notice.				by this section are routinely provided.	
a. The City shall grant the agency the authority to subpoena such documents and witnesses as may be necessary to carry out the agency functions identified in this Agreement.	Operational	Qualitative	Agency operational records; Interview with Director	City provides authority to subpoena records reasonably necessary to allow CPOA investigators to begin and complete investigations in a timely manner, and information required by this section are routinely provided.	Interviews with the Director
284. The City, APD, and the agency shall develop protocols to ensure the confidentiality of internal investigation files and to ensure that materials protected from disclosure remain within the custody and control of APD at all times.	Operational	Qualitative	Review of existing and modified protocols re same	Protocols developed reasonably ensure confidentiality of internal investigation files	Interviews with the Director; review of resulting protocols
285. The Executive Director, with approval of the agency, shall have the authority to recommend disciplinary action against officers	Operational	Qualitative	Review of existing and modified protocols re same	Protocols developed allow the Agency to recommend discipline where appropriate	Interviews with the Director; review of resulting protocols

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
involved in the incidents it reviews.					
a. The Chief shall retain discretion over whether to impose discipline and the level of discipline to be imposed.	Executive	Qualitative	Review of existing and modified protocols re same	Protocols developed allow the Chief of Police discretion regarding discipline	Interviews with the Director; review of resulting protocols
b. If the Chief decides to impose discipline other than what the agency recommends, the Chief must provide a written report to the agency articulating the reasons its recommendations were not followed.	Executive	Qualitative	Review of existing reports from the Chief of Police	Protocols developed provide for written report when decision does not follow recommendation of CPOA	Interviews with the Director; review of written communication from Chief of Police
286. The findings of the Executive Director shall be documented by APD's Internal Affairs Bureau for tracking and analysis.	Operational	Qualitative	IAB Records re same	Each CPOA finding notification is reflected in IAB's tracking and analysis system	Comparison of CPOA findings and documented CPOA findings in IAB system
287. The City shall permit complainants a meaningful opportunity to appeal the Executive Director's findings to the agency.	Operational	Quantitative	IAB Records re same	Records indicate that $\geq .95$ of complainants are afforded an opportunity to appeal the Director's findings to the	Comparison of CPOA findings and documented CPOA findings in IAB system

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
288. The agency shall make recommendations to the Chief regarding APD policy and training. APD shall submit all changes to policy related to this Agreement (i.e., use of force, specialized units, crisis intervention, civilian complaints, supervision, discipline, and community engagement) to the agency for review, and the agency shall report any concerns it may have to the Chief regarding policy changes.	Operational	Quantitative	Agency records re submitted recommendations	Agency <p>≥ .95 of all policy changes submitted by the Agency to the Chief of Police result in reasonable consideration, and notice to the Agency, in writing, regarding the Chief of Police's decision re the recommended policy change made by the Agency.</p> <p>≥ .95 of all APD recommended changes to policies related to the Agreement are submitted to the Agency for comment</p>	<p>Comparison of CPOA recommendations and the Chief of Police's decision re same.</p> <p>Actions taken to proposed new policies based on comments by the Agency</p>
289. For any of the agency's policy recommendations that the Chief decides not to follow, or any concerns that the agency has regarding changes to policy that Chief finds unfounded, the Chief	Operational	Quantitative	Agency records re submitted recommendations and APD response	<p>≥ .95 of all policy changes submitted by the Agency to the Chief of Police result in reasonable consideration, and notice to the Agency, in writing, regarding the Chief</p>	<p>Comparison of CPOA recommendations and the Chief of Police's decision re same.</p> <p>Actions taken to proposed new</p>

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
shall provide a written report to the agency explaining any reasons why such policy recommendations will not be followed or why the agency's concerns are unfounded.				of Police's decision re the recommended policy change made by the Agency. ≥ .95 of all APD recommended changes to policies related to the Agreement are submitted to the Agency for comment	policies based on comments by the Agency
290. The agency shall conduct regular public meetings in compliance with state and local law. The City shall make agendas of these meetings available in advance on websites of the City, the City Council, the agency, and APD.	Operational	Quantitative	Agency records re public meetings	The Agency conducts "regular" meetings re Agency business.. ≥ .95 of all policy changes meetings are announced in advance on City, City Council, Agency, and APD websites	Review website announcements and "regularity" of Agency public meetings
291. The City shall require the agency and the Executive Director to implement a program of community outreach aimed at soliciting public	Operational	Quantitative	Agency reports and records of community outreach efforts		

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
input from broad segments of the community in terms of geography, race, ethnicity, and socio-economic status.					
292. The City shall require the agency to submit semi-annual reports to the City Council on its activities, including: a) number and type of complaints received and considered, including any dispositions by the Executive Director, the agency, and the Chief;	Operational	Quantitative	Agency records re semi-annual reports	≥ .95 of all Agency semi-annual reports include the information required in paragraph 292 a-h	Review Agency semi-annual reports
b) demographic category of complainants;					
c) number and type of serious force incidents received and considered, including any dispositions by the Executive Director, the agency, and the Chief;	Operational	Quantitative	Agency records re semi-annual reports	≥ .95 of all Agency semi-annual reports include the information required in paragraph 292 a-h	Review Agency semi-annual reports
d) number of officer-involved shootings	Operational	Quantitative	Agency records re semi-annual	≥ .95 of all Agency semi-annual reports	Review Agency semi-annual

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
received and considered, including any dispositions by the Executive Director, the agency, and the Chief;			reports	include the information required in paragraph 292 a-h	reports
e) policy changes submitted by APD, including any dispositions by the Executive Director, the agency, and the Chief;	Operational	Quantitative	Agency records re semi-annual reports	≥ .95 of all Agency semi-annual reports include the information required in paragraph 292 a-h	Review Agency semi-annual reports
f) policy changes recommended by the agency, including any dispositions by the Chief;	Operational	Quantitative	Agency records re semi-annual reports	≥ .95 of all Agency semi-annual reports include the information required in paragraph 292 a-h	Review Agency semi-annual reports
g) public outreach efforts undertaken by the agency and/or Executive Director; and	Operational	Quantitative	Agency records re semi-annual reports	≥ .95 of all Agency semi-annual reports include the information required in paragraph 292 a-h	Review Agency semi-annual reports
h) trends or issues with APD's use of force, policies, or training.	Operational	Quantitative	Agency records re semi-annual reports	≥ .95 of all Agency semi-annual reports include the information required	Review Agency semi-annual reports

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
				in paragraph 292 a-h	
293. The City shall not, through the City Attorney's office or other means, interpret the originating ordinance of the agency in any way that contradicts the provisions of this Agreement.	Operational	Quantitative	Self-reports or complaints	City or City Attorney shall not interpret in any way that contradicts the provisions of this Agreement.	Review complaints re same, if any
XIII. IMPLEMENTATION, COMPLIANCE ASSESSMENT, AND ENFORCEMENT A. Independent Monitor					
294. The Parties will jointly select an Independent Monitor ("Monitor") who will assess and report whether the requirements of this Agreement have been implemented, and whether this implementation is resulting in high-level, quality service; officer safety and accountability; effective,	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
constitutional policing; and increased community trust of APD.					
295. The Monitor shall only have the duties, responsibilities, and authority conferred by this Agreement. The Monitor shall not, and is not intended to, replace or assume the role and duties of APD, including the Chief or any other City official. The Monitor shall be subject to the supervision and orders of the Court, consistent with this Agreement and applicable law.	Not Applicable to the City				
296. In order to assess and report on the implementation of this Agreement and whether implementation is resulting in the outcomes outlined in Paragraph 294, the Monitor shall conduct the reviews specified in this Agreement, and shall	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
review APD policies, training curricula, and programs developed and implemented under this Agreement.					
B. Compliance Reviews and Audits					
297. The Monitor shall conduct compliance reviews or audits as necessary to determine whether the City has implemented and continues to comply with the material requirements of this Agreement. Compliance with a material requirement of this Agreement requires that the City has:	Not Applicable to the City				
(a) incorporated the requirement into policy					
(b) trained all relevant personnel as necessary to fulfill their responsibilities pursuant to the requirement; and					
(c) that the					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
requirement is being carried out in actual practice					
Compliance reviews and audits shall contain the elements necessary for reliability and comprehensiveness, and may be conducted using sampling and compilation data in accordance with this Paragraph.					
C. Outcome Assessments					
298. In addition to compliance reviews and audits, the Monitor shall conduct qualitative and quantitative assessments to measure whether implementing this Agreement has resulted in the outcomes expressed in Paragraph 294. These outcome assessments shall include collecting and analyzing the following outcome data trends and patterns:	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
a) use of force measurements including: i. number of uses of force overall and by force type, area command, type of arrest, and demographic category; ii. number of force complaints overall, disposition of complaints, force type, area command, and demographic category; iii. number of uses of force that violate policy overall and by force type, area command, type of arrest, and demographic category; iv. number of use of force administrative investigations supported by a preponderance of the evidence; v. number of officers who are identified in the Early Intervention System for which use of force is a factor, or have more than one instance of force	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
found to violate policy; vi. number of injuries to officers and members of the public overall and by type, area command, and demographic category; and vii. ratio of use of force compared per arrest, force complaints, calls for service, and other factors that the parties deem appropriate;					
b) Specialized Units: i. number of activations and deployments of specialized tactical units; and ii. number of uses of force used overall and by force type, area command, and demographic category;	Not Applicable to the City				
c) crisis intervention measures, including the information outlined in Paragraphs 129 and 137;	Not Applicable to the City				
d) recruitment measurements, including	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
<p>number of highly qualified recruit candidates;</p> <p>i. detailed summary of recruitment activities, including development and leveraging community partnerships;</p> <p>ii. the number of recruit applicants who failed to advance through the selection process after having been identified as well qualified, grouped by the reason for the failure to advance (this provision does not apply to those who fail to pre-qualify through APD's online recruiting or other pre-screening system);</p> <p>iii. the number of well-qualified recruit applicants who were granted any exceptions to the hiring standards, grouped by exceptions granted, and the</p>					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
reasons exceptions were granted; iv. the number of well-qualified recruit applicants with fluency in languages other than English, grouped by the specific languages spoken; v. the number of well-qualified recruit applicants with previous law enforcement experience, grouped by former agencies and years of service; and vi. the number of well-qualified recruit applicants grouped by educational level achieved or years of military service					
e) force investigations indicating a policy, training, or tactical deficiency;					
f) training data, including: i. number of officers trained pursuant to this Agreement, by the type of training					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
provided; and ii. training deficiencies identified through use of force investigations, the Force Review Board, civilian complaints, internal complaints, the disciplinary process, and the Civilian Police Oversight Agency;					
g) officer assistance and support measurements, including: i. availability and use of officer assistance and support services; and ii. officer reports or surveys of adequacy of officer assistance and support;					
h) supervision measurements, including initial identification of policy violations and performance problems by supervisors, and effective response by supervisors to identified problems; and	Not Applicable to the City				
i) civilian complaints,	Not Applicable				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
internal investigations, and discipline, including: i. the number of misconduct complaints, and whether any increase or decrease appears related to access to the complaint process; ii. number of sustained, not sustained, exonerated, and unfounded misconduct complaints; iii. number of misconduct complaint allegations supported by a preponderance of the evidence; iv. number of officers who are subjects of repeated misconduct complaints, or have repeated instances of sustained misconduct complaints; and v. number of criminal prosecutions of officers for on- or off-duty conduct.	to the City				
299. In conducting these outcome assessments,					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
the Monitor may use any relevant data collected and maintained by APD (e.g., crime trend pattern analysis), provided that it has determined, and the Parties agree, that this data is reasonably reliable and complete.					
D. Monitoring Plan and Methodology					
300. Within three months of his or her appointment date as the Monitor, the Monitor shall develop a plan for conducting the above compliance reviews and outcome assessments, and shall submit this plan to the Parties for review and approval. This plan shall: a) clearly delineate the requirements of this Agreement to be assessed for compliance, indicating which requirements will be assessed together;					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
b) set out a methodology for reviewing serious use of force and serious misconduct complaint investigations					
c) set out a schedule for conducting outcome measure assessments for each outcome measure at least annually, except where otherwise noted, with the first assessment occurring within 18 months of the Effective Date; and					
d) set out a schedule for conducting a compliance review or audit of each requirement of this Agreement within 18 months of the Effective Date, and a comprehensive compliance review or audit of each requirement within two years of the Effective Date and at least annually thereafter; and					
301. Within 45 days of his					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
<p>or her appointment date as the Monitor, the Monitor shall review and recommend any changes to the outcome measures detailed in section XIII, above, that the Monitor deems useful in assessing whether implementation is achieving the goals of this Agreement. The Parties shall adopt any recommendations upon which they agree. If the Parties disagree whether to adopt a particular outcome measure, the Party seeking adoption may seek Court resolution.</p>					
<p>302. Where the Parties agree, the Monitor shall refrain from conducting a compliance review of a requirement previously found by the Monitor to be in sustained</p>					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
compliance for at least two years pursuant to audits or reviews, or where outcome assessments or other information indicate that the outcome intended by the requirement has been achieved.					
303. Beginning six months after the Effective Date, the Monitor shall submit a proposed methodology for the assessment or review to the Parties at least three months before the initiation of any outcome measure assessment or compliance review. The Parties shall submit any comments or concerns regarding the proposed methodology to the Monitor within 45 days of the proposed date of the assessment or review. The Monitor	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
shall modify the methodology as necessary to address any concerns or shall inform the Parties in writing of the reasons it is not modifying its proposed methodology. Any unresolved disputes involving the Monitor's methodology may be submitted to the Court for resolution.					
E. Review of Use of Force and Misconduct Investigations					
304. The City shall provide each investigation of a serious use of force, or use of force that is the subject of a misconduct investigation, and each investigation report of a serious misconduct complaint (i.e., criminal misconduct; unreasonable use of force; untruthfulness/false statements; and					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
retaliation) to the Monitor once closed. The Monitor shall review each serious use of force investigation and each serious misconduct complaint investigation for completeness, consistent with the methodology developed pursuant to Paragraphs 300 and 303.					
E. Review of Use of Force and Misconduct Investigations					
304. The City shall provide each investigation of a serious use of force, or use of force that is the subject of a misconduct investigation, and each investigation report of a serious misconduct complaint (i.e., criminal misconduct; unreasonable use of force; untruthfulness/false statements; and retaliation) to the Monitor once closed. The Monitor					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
shall review each serious use of force investigation and each serious misconduct complaint investigation for completeness, consistent with the methodology developed pursuant to Paragraphs 300 and 303.					
F. Monitor Recommendations and Technical Assistance					
305. The Monitor may make recommendations to the Parties regarding measures necessary to ensure timely, full, and effective implementation of this Agreement and its underlying objectives. Such recommendations may include changing, modifying, or amending a provision of the Agreement; additional training in any area related to this Agreement; or seeking technical assistance. In					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
addition to such recommendations, the Monitor may also, at the request of DOJ or the City and based on the Monitor's reviews, provide technical assistance consistent with the Monitor's responsibilities under this Agreement.					
G. Comprehensive Re-Assessment					
306. Two years after the Effective Date, the Monitor shall conduct a comprehensive compliance assessment	Not Applicable to the City				
307. Two years and six months after the Effective Date, the Monitor shall conduct a comprehensive outcome assessment to determine whether and to what extent the outcomes intended by this Agreement have been achieved, and whether any modifications to this Agreement are necessary					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
for continued achievement in light of changed circumstances or unanticipated impact (or lack of impact) of the requirement.					
a. This assessment shall also address areas of greatest achievement and the requirements that appear to have contributed to this success, as well as areas of greatest concern, including strategies for accelerating full and effective compliance.	Not Applicable to the City				
b. Based upon this comprehensive assessment, the Monitor shall recommend modifications to this Agreement necessary to achieve and sustain intended outcomes. Where the Parties agree with the Monitor's recommendations, the Parties shall stipulate to	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
modify the Agreement accordingly					
H. Monitor Reports					
<p>308. For the first two years after the Monitor has been appointed, the Monitor shall file with the Court written, public compliance reports every four months, and after two years, every six months. These reports shall include the following:</p> <p>a) a description of the work conducted by the Monitor during the reporting period;</p> <p>b) a list of each Agreement requirement, indicating which requirements have been:</p> <p>94</p> <p>i. incorporated into policy;</p> <p>ii. the subject of sufficient training for all relevant APD officers and employees;</p> <p>iii. reviewed or audited by the Monitor to determine whether the requirements</p>	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
<p>have been fully implemented in actual practice, including the date of the review or audit; and</p> <p>iv. found by the Monitor to have been fully implemented in practice;</p> <p>c) the methodology and specific findings for each review conducted, where appropriate, and redacted as necessary for privacy concerns. An unredacted version shall be filed under seal with the Court and provided to the Parties. The underlying data for each review shall not be publicly available but shall be retained by the Monitor and provided to either or both Parties upon request;</p> <p>d) for any requirements that were reviewed or audited and found not to have been fully implemented in</p>					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
practice, the Monitor's recommendations regarding necessary steps to achieve compliance; and e) a projection of the work to be completed during the upcoming reporting period and any anticipated challenges or concerns related to implementation of this Agreement.					
309. The Monitor shall provide a copy of the compliance reports to the Parties in draft form within 15 days after the end of each reporting period. The Parties shall have 15 calendar days upon receipt of the report to allow the Parties to informally comment on the draft report. The Monitor shall consider the Parties' responses and make appropriate changes, if any, before	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
issuing the report.					
I. Communication Between Monitor, Parties, and Public					
310. The Monitor shall maintain regular contact with the Parties in order to ensure effective and timely communication regarding the status of APD's implementation of and compliance with this Agreement. To facilitate this communication, the Monitor shall conduct monthly meetings, which shall include participation by the Chief, counsel for the City, the APD Implementation Unit, and DOJ.	Not Applicable to the City				
311. The Monitor shall meet with community stakeholders to explain the Monitor's reports and inform the public about this Agreement's implementation process, as well as to hear	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
community perspectives of police interactions.					
J. Public Statements, Testimony, Records, and Conflicts of Interest					
312. Except as required or authorized by the terms of this Agreement or the Parties acting together, the Monitor (including, for the purposes of this paragraph, any agent, employee, or independent contractor thereof) shall not make any public statements or issue findings with regard to any act or omission of the City, its agents, representatives, or employees; nor shall it disclose non-public information provided to the Monitor pursuant to this Agreement. Any press or public statement made by the Monitor regarding its employment or monitoring activities under this Agreement	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
shall first be approved by DOJ and the City.					
313. Members of the monitoring team may testify only in this matter as to their observations, findings, and recommendations, but no member of the monitoring team shall testify in any other litigation or proceeding with regard to any act or omission of the City or any of its agents, representatives, or employees related to this Agreement or regarding any matter or subject that the Monitor may have received knowledge of as a result of his or her performance under this Agreement. This paragraph does not apply to any proceeding before a court related to performance of contracts or subcontracts for monitoring this Agreement	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
314. Unless such conflict is waived by the Parties, the Monitor shall not accept employment or provide consulting services that would present a conflict of interest with the Monitor's responsibilities under this Agreement, including being retained (on a paid or unpaid basis) by any current or future litigant or claimant, or such litigant's or claimant's attorney, in connection with a claim or suit against the City or its departments, officers, agents or employees.	Not Applicable to the City				
315. The Monitor is not a state or local agency or an agent thereof, and accordingly, the records maintained by the Monitor or communications between the Monitor and the Parties shall not be deemed public records subject to	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
public inspection					
315. The Monitor is not a state or local agency or an agent thereof, and accordingly, the records maintained by the Monitor or communications between the Monitor and the Parties shall not be deemed public records subject to public inspection	Not Applicable to the City				
316. The Monitor shall not be liable for any claim, lawsuit, or demand arising out of the Monitor's performance pursuant to this Agreement brought by non-parties to this Agreement.	Not Applicable to the City				
K. APD Implementation Unit					
317. Implementation of this Agreement will require flexibility in assignments and staffing to ensure that this Agreement maintains	Operational	Qualitative	APD and City TOs, policies	APD IU is formulated as a full-time function	Review annual APD IU reports; interactions with APD IU staff

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
high-level, quality service; ensures officer safety and accountability; and promotes effective, constitutional policing. The City agrees to hire and retain, or reassign current APD employees, at the discretion of the Chief, to form an interdisciplinary unit with the skills and abilities necessary to facilitate implementation of this Agreement. This unit will serve as a liaison between the Parties and the Monitor and will assist with the City's and APD's implementation of and compliance with this Agreement. At a minimum, this unit will: coordinate the City's and APD's compliance and implementation activities; facilitate the provision of data, documents, materials, and access to the City's and APD's personnel to					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
the Monitor and DOJ, as needed; ensure that all data, documents and records are maintained as provided in this Agreement; and assist in assigning implementation and compliance-related tasks to APD personnel, as directed by the Chief.					
L. Implementation Assessment and Report					
318. The City agrees to collect and maintain all data and records necessary to: (1) document implementation of and compliance with this Agreement, including data and records necessary for the Monitor to conduct reliable outcome assessments, compliance reviews, and audits; and (2) allow APD or other City entities to perform ongoing quality assurance in each of the areas addressed by this Agreement.	Operational	Qualitative	APD and City TOs, policies	APD IU is formulated as a full-time function	Review annual APD IU reports and any supplemental reports; interactions with APD IU staff; accessibility to APD and City records;
319. Within six months of	Operational	Qualitative	APD and City	By October 6, 2015	Review annual

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
the Effective Date, APD agrees to file a status report with the Court, with a copy also provided to the Monitor and DOJ. This report shall delineate the steps taken by APD during the reporting period to implement this Agreement; APD's assessment of the status of its progress; plans to correct any problems; and response to any concerns raised in the Monitor's previous report. Beginning with the Monitor's first report, and following the schedule for Monitor reports in Paragraph 308, APD agrees to file a status report one month before the Monitor reports are due, for the duration of this Agreement.			TOs, policies	APD IU is formulated as a full-time function. APD IU has produced it's first Status Report, and it is of sufficient quality and clarity to be able to support "in compliance" measures for the items identified as produceable in this section.	APD IU reports; interactions with APD IU staff
M. Access and Confidentiality					
320. To facilitate its work, the Monitor may conduct on-site visits and	Operational	Qualitative	Access provided to Monitor for announced or	Monitor has stiiipulaed access, as required by	Review annual APD IU reports; interactions with

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
assessments without prior notice to the City. The Monitor shall have access to all necessary individuals, facilities, and documents, which shall include access to Agreement-related trainings, meetings, and reviews such as critical incident review and disciplinary hearings. APD shall notify the Monitor as soon as practicable, and in any case within 12 hours, of any critical firearms discharge, in-custody death, or arrest of any officer.			unannounced visits APD and City TOs, policies	section 320	APD IU staff; Reasonable access to areas of information/activities/ and notifications as required by this section
322. The City shall ensure that the Monitor has full and direct access to all City and APD documents and data that the Monitor reasonably deems necessary to carry out the duties assigned to the Monitor by this Agreement, except any documents or	Operational	Qualitative	APD and City policies & practices relative to this requirement	No obstructions or refusals to legitimate requests by Monitor for access to City/APD records	Responses and timelines re Monitor's data/information requests

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
data protected by the attorney-client or work product privilege. The attorney-client or work product privilege may not be used to prevent the Monitor from observing reviews, trainings, or disciplinary hearings. Should the City decline to provide the Monitor access to documents or data based on privilege, the City shall inform the Monitor and DOJ that it is withholding documents or data on this basis, and shall provide the Monitor and DOJ with a log describing the documents or data and the basis of the privilege.					
323. DOJ and its consultants and agents shall have full and direct access to all City staff, employees, facilities, documents, and data to the extent necessary to assess	Operational	Qualitative	APD and City policies & practices relative to this requirement	No obstructions or refusals to legitimate requests by Monitor for access to City/APD records	Responses and timelines re Monitor's data/information requests

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
<p>implementation of this Agreement, in coordination with the City's legal counsel. DOJ and its consultants and agents shall cooperate and coordinate with the City and its legal counsel to access involved personnel, facilities, and documents in a reasonable manner that, consistent with DOJ's responsibilities to enforce this Agreement, minimizes interference with daily operations. Should the City decline to provide DOJ with access to documents or data based on privilege, the City shall inform DOJ that it is withholding documents or data on this basis, and shall provide DOJ with a log describing the documents or data and the basis of the privilege.</p>					
324. The Monitor and	Operational	Qualitative	APD and City	No obstructions or	Responses and

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
DOJ shall provide the City with reasonable notice of a request for copies of documents. Upon such request, the City shall provide in a timely manner copies (electronic, where readily available) of the requested documents to the Monitor and DOJ.			policies & practices relative to this requirement	refusals to legitimate requests by Monitor for access to City/APD records	timelines re Monitor's data/information requests
325. The Monitor shall have access to all records and information relating to ongoing criminal investigations of APD officers that would be subject to disclosure under state public records laws. The Monitor shall have access to all documents in criminal investigation files that have been closed by APD after the Effective Date. The Monitor shall also have reasonable access to all arrest reports, warrants, and warrant applications	Operational	Qualitative	APD and City policies & practices relative to this requirement	No obstructions or refusals to legitimate requests by Monitor for access to City/APD records	Responses and timelines re Monitor's data/information requests

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
initiated after the Effective Date					
326. The Monitor and DOJ shall maintain all non-public information provided by the City in a confidential manner. Other than as expressly provided in this Agreement, this Agreement shall not be deemed a waiver of any privilege or right the City may assert, including those recognized at common law or created by statute, rule, or regulation, against any other person or entity with respect to the disclosure of any document.	Does not Apply to the City				
N. Selection and Compensation of the Monitor					
327. Within two months of the Effective Date, or additional time if agreed to by the Parties, the City and DOJ shall together select a Monitoring	Does not apply to the city, but to "the Parties"				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
Team, acceptable to both, which shall assess and report on the implementation of this Agreement. The Parties have agreed to use an open Request for Information process in selecting the Monitoring Team. This process shall be implemented in a manner consistent with this Agreement, including the requirement that the Monitoring Team be jointly selected and acceptable to both DOJ and the City. The Parties' Monitoring Team selection shall be subject to the approval of the Court. The Monitoring Team shall consist of individuals of the highest ethics.					
329. The Monitoring Team shall be appointed for a period of four years from the Effective Date and shall have its appointment extended	Does not apply to the city, but to "the Parties"				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
<p>automatically should the City not demonstrate full and effective compliance at the end of this four-year period. The extension of the Monitoring Team beyond six years shall be allowed only if the Court determines that it is reasonably necessary in order to assess and facilitate full and effective compliance with this Agreement.</p>					
<p>330. The City shall bear all reasonable fees and costs of the Monitor. DOJ and the City recognize the importance of ensuring that the fees and costs borne by the City are reasonable. Accordingly, fees and costs shall be one factor considered in selecting the Monitor. Before the Monitor is selected, candidates for the position of Monitor shall prepare annual</p>	<p>Does not apply to the city, but to “the Parties” and the Court</p>				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
budgets for the first four years of this Agreement. Upon selecting the Monitor, the Court will approve the annual budgets for the first four years of this Agreement. Those budgets will only be revised upon the agreement of the Parties, or, if the Parties are unable to agree on a budget revision, the matter shall be submitted to the Court to revise the budgets pursuant to Federal Rule of Civil Procedure 60(b).					
330. The City shall bear all reasonable fees and costs of the Monitor. DOJ and the City recognize the importance of ensuring that the fees and costs borne by the City are reasonable. Accordingly, fees and costs shall be one factor considered in selecting the Monitor. Before the Monitor is selected,					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
<p>candidates for the position of Monitor shall prepare annual budgets for the first four years of this Agreement. Upon selecting the Monitor, the Court will approve the annual budgets for the first four years of this Agreement. Those budgets will only be revised upon the agreement of the Parties, or, if the Parties are unable to agree on a budget revision, the matter shall be submitted to the Court to revise the budgets pursuant to Federal Rule of Civil Procedure 60(b).</p>					
<p>332. The City shall provide the Monitor with permanent office space and reasonable office support such as office furniture, telephones, Internet access, secure document storage, and photocopying.</p>	Executive	Qualitative	Nature of office space	Provided space is acceptable to the parties	NA

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
333. The Monitor, at any time after its initial selection, may request permission to hire, employ, or contract with such additional persons or entities as are reasonably necessary to perform the tasks assigned to the Monitor by this Agreement. Any person or entity hired or otherwise retained by the Monitor to assist in furthering any provision of this Agreement shall be subject to the provisions of this Agreement. The Monitor shall notify the City and DOJ in writing if the Monitor wishes to select such additional persons or entities. The notice shall identify and describe the qualifications of the person or entity to be hired or employed and the monitoring task to be performed. If the City and	Not applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
DOJ agree to the Monitor's proposal, the Monitor shall be authorized to hire or employ such additional persons or entities. The City or DOJ have ten business days to disagree with the proposal. If the City and DOJ are unable to reach agreement within ten business days of receiving notice of the disagreement, the Court will resolve the dispute.					
334. If full and effective implementation of this Agreement requires technical assistance beyond the scope of the Monitor's duties, DOJ, APD, and/or the Monitor shall inform the City of the need for technical assistance and its relation to implementation of this Agreement. The Monitor, with assistance from the City, shall arrange for the	Executive	Qualitative	City responses to notice of additional need for TA	Notice is met with a reasonable response by the City	NA

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
prompt initiation of the required technical assistance, to be performed by the Monitor or its agent or independent contractor, or a separate entity. The City shall set aside \$100,000.00 for this purpose, and shall allocate additional funds as necessary. If any party disagrees with the need for the technical assistance requested, the party shall, within 15 days of being informed in writing of the requested technical assistance, and within 10 business days of providing notice of the disagreement, inform the Court, which shall resolve the dispute.					
334. If full and effective implementation of this Agreement requires technical					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
<p>assistance beyond the scope of the Monitor's duties, DOJ, APD, and/or the Monitor shall inform the City of the need for technical assistance and its relation to implementation of this Agreement.</p> <p>The Monitor, with assistance from the City, shall arrange for the prompt initiation of the required technical assistance, to be performed by the Monitor or its agent or independent contractor, or a separate entity. The City shall set aside \$100,000.00 for this purpose, and shall allocate additional funds as necessary. If any party disagrees with the need for the technical assistance requested, the party shall, within 15 days of</p>					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
being informed in writing of the requested technical assistance, and within 10 business days of providing notice of the disagreement, inform the Court, which shall resolve the dispute.					
O. Court Jurisdiction, Modification of the Agreement, and Enforcement					
336. This Agreement shall become effective upon signature of the Parties and submission to the Court	Not Applicable to the City				
336. This Agreement shall become effective upon signature of the Parties and submission to the Court	Not Applicable to the City				
337. To ensure that the requirements of this Agreement are properly and timely implemented, the Court will retain jurisdiction of this action for all purposes until such time	Not Applicable to the City				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
<p>asf ull and effective compliance with this Agreement and compliance is maintained for no less than two years. At all times, the City shall bear the burden of demonstrating full and effective compliance with this Agreement. The United States acknowledges the good faith of the City of Albuquerque in trying to address measures that are needed to maintain high-level, quality service; to ensure officer safety and accountability; and promote effective, constitutional policing. The United States, however, reserves its right to seek enforcement of the provisions of this Agreement if it determines that the City has failed to fully comply with any provision of this Agreement. The United</p>					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
States agrees to consult with officials from the City of Albuquerque and its counsel before instituting enforcement proceedings.					
339. The Parties agree to defend the provisions of this Agreement. The Parties shall notify each other of any court or administrative challenge to this Agreement by non-parties. In the event any provision of this Agreement is challenged in any state court, the Parties shall seek removal to federal court and consolidation with this action.	Not Applicable to the City				
340. The City agrees to promptly notify DOJ if any term of this Agreement becomes subject to collective bargaining consultation and to consult with DOJ in a timely manner regarding the position the	Executive	Qualitative	Date and nature of "Notice"	Notice is reasonable	NA

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
City takes in any collective bargaining consultation connected with this Agreement.					
P. Termination of the Agreement					
342. The City will endeavor to reach full and effective compliance with this Agreement within four years of its Effective Date. The Parties agree to jointly ask the Court to terminate this Agreement after this date, provided that the City has been in full and effective compliance with this Agreement for two years. "Full and Effective Compliance" shall be defined to require sustained compliance with all material requirements of this Agreement or sustained and continuing improvement in	Executive	Qualitative	Nature of compliance activities	Activities are reasonable given the fact situation "on the ground"	NA

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
constitutional policing, as demonstrated pursuant to the Agreement's outcome measures.					
343. If after six years from the Effective Date the Parties disagree whether the City has been in full and effective compliance for two years, either Party may seek to terminate this Agreement. In the case of termination sought by the City, prior to filing a motion to terminate, the City agrees to notify DOJ in writing when the City has determined that it is in full and effective compliance with this Agreement and that such compliance has been maintained for no less than two years. Thereafter, the Parties shall promptly confer as to the status of compliance. If, after a reasonable period of consultation and	Does not Apply to the City but to "the Parties"				

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
the completion of any audit or evaluation that DOJ and/or the Monitor may wish to undertake, including on-site observations, document review, or interviews with City personnel, the Parties cannot resolve any compliance issues, the City may file a motion to terminate this Agreement. If the City moves for termination of this Agreement, DOJ will have 60 days after the receipt of the City's motion to object to the motion. If DOJ does not object, the Court may grant the City's motion. If DOJ does make an objection, The Court will hold a hearing on the motion, and the burden shall be on the City to demonstrate that it is in full and effective compliance with this Agreement and has maintained such					

Task No.	Field Characteristic	Data Characteristic	Data Sources	Compliance Definitions	Measures Methodologies & Sampling
compliance for at least two years.					
344. This Agreement is enforceable only by the Parties. No person or entity is intended to be a third-party beneficiary of the provisions of this Agreement for purposes of any civil, criminal, or administrative action. Accordingly, no person or entity may assert any claim or right as a beneficiary or protected class under this Agreement.	Does not apply solely to the City, but to the "Parties"				