



Albuquerque
Police
Department

Progress and Status Summary of the USDOJ Settlement Agreement
Entered into by the United States of America and the City of Albuquerque
Regarding the Albuquerque Police Department
Sixteenth Reporting Period
February 1, 2022 to July 31, 2022



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Acronym List

AAR After Action Report
 ACS Albuquerque Community Safety
 BSS Behavioral Sciences Section
 BNMM Black New Mexico Movement
 CAC Crimes Against Children
 CAD Computer Aided Dispatch
 CARE Child Abuse Response Evaluators
 CASA Court Approved Settlement Agreement
 CIS Crisis Intervention Section
 CIU Crisis Intervention Unit
 CJCC Criminal Justice Coordinating Council
 CNT Crisis Negotiation Team
 COA City of Albuquerque
 COAST Crisis Outreach and Support Team
 COD Compliance and Oversight Division
 CEU Community Engagement Unit
 COP Community Oriented Policing
 CPC Civilian Police Complaint (IAPS and CPOA)
 CPCs Community Policing Councils
 CPOA Civilian Police Oversight Agency
 CTU Comprehensive Training Unit
 DAP Discipline Action Packet
 DOJ Department of Justice
 DTI Department of Technology and Innovation
 ECC Emergency Communication Center

ECIT Enhanced Crisis Intervention Team
 ECW Electronic Control Weapon (Taser)
 EIRS Early Intervention and Recognition System
 ELMS Enterprise Learning Management System
 ERP Enterprise Resource Planning
 ERT Emergency Response Team
 FRB Force Review Board
 FSB Field Service Bureau
 FTAL Field Training Area Lieutenant
 FTAS Field Training Area Sergeant
 FTEP Field Training Evaluation Program
 FTO Field Training Officer
 GVRU Gun Violence Reduction Unit
 HIPAA Health Insurance Portability and Accountability Act
 IADLEST International Association of Directors of Law Enforcement Standards and Training
 IAFD Internal Affairs Force Division
 IAPS Internal Affairs Professional Standards
 IAR Internal Affairs Request
 IM Independent Monitor
 IMR Independent Monitor's Report
 IMT Independent Monitoring Team
 MATF Multi-Agency Task Force
 MHRAC Mental Health Response Advisory Committee
 MOE Maintenance of Effort
 MOU Memorandum of Understanding

NASRO National Association of School Resource Officers
 NCP National Certification Program
 NNSC National Network for Safe Communities
 OBRD On-Body Recording Device
 OIS Officer Involved Shooting
 OJT On the Job Training
 OPA Office of Policy Analysis
 PDH Pre-Determination Hearing
 PEMS Performance Evaluation Management System
 PIA Process Improvement Analyst
 PMU Performance Metrics Unit
 POP Problem Oriented Policing
 PPRB Policy and Procedures Review Board
 PRT Proactive Response Team
 PRU Performance Review Unit
 RAD Rapid Accountability Diversion
 RAM Risk Assessment Matrix
 SCION Selfcare Interactive Online Network
 SID Special Investigation Division
 SOD Special Operations Division
 SOP Standard Operating Procedure
 SRO School Resource Officer
 TDY Temporary Duty
 TraCs Traffic and Criminal software
 TRU Telephone Reporting Unit
 USDOJ United States Department of Justice
 VIP Violence Intervention Program

Letter from Chief Harold J. Medina

I am pleased to present the Sixteenth Progress Report for the Albuquerque Police Department (APD). We have seen much improvements during this reporting period and I want to thank all of our officers and professional staff for their efforts and commitment to reform.

Not only do we continue to sustain full operational compliance in several areas of the Settlement Agreement, but we are making significant progress in the area of force investigations, misconduct investigations, community engagement, and crisis intervention.

We have a team of dedicated front-line officers, supervisors, command staff, curriculum developers, implementation teams, and quality assurance teams whose resolve and dedication to strengthen our Department for the community we serve is one I am honored to be a part of.

Now more than ever, the Department has a framework to bring about lasting change.

To all members of the community our efforts are first and foremost for you. We will continue to work towards making our Department one that continuously looks inward to improve, collaborate, evolve, and more importantly to serve.

Respectfully,

Harold J. Medina

Chief of Police



Executive Summary

IMR16: February 1 – July 31, 2022

APD has made notable progress during this reporting period regarding the completion of Level 2 and Level 3 use of force investigations. The Internal Affairs Force Division (IAFD) has worked diligently to improve all facets of force investigations. The External Force Investigation Team (EFIT) continues their work with IAFD since July 16, 2022. All cases were thorough and complete, and completed within timelines. During this reporting period, EFIT assumed 3 cases of the 212 closed cases, resulting in 99% of the cases completed by IAFD. Ultimately, the City is experiencing improved and timely investigations, which has a cascading effect of improved case presentations at the Force Review Board.

APD is aware of the concerns about sustainability in IAFD from staffing to continued timely and complete use of force investigations beyond EFIT's existence with APD. The Department transferred an experienced and strong commander into IAFD who has worked in numerous areas involving the Court-Approved Settlement Agreement (CASA). The new IAFD commander and the executive-level IAFD chain of command have all dedicated their efforts to ensure IAFD remains successful.

APD is required to have twenty-five (25) investigators in IAFD conducting Level 2 and Level 3 use of force investigations. That number was met in August 2021 and APD has continued to meet that requirement throughout this reporting period. There will continue to be fluctuation in staffing levels throughout the department, to include IAFD. Those who promote or transfer out of IAFD take with them training and experience, and that knowledge can be expanded to other areas like the Field Services Bureau. The department cannot control resignations or retirements through natural attrition in any agency. There are a core group of personnel who have remained in IAFD, allowing for consistent mentoring of new personnel into the division. There are thirteen detectives/investigators who have been in the division for over a year.

All four sergeants have been in IAFD for over a year, two since 2018. However, three sergeants within IAFD are testing for promotion, which the department considers a positive benefit for both the department and the supervisors choosing to excel and expand their careers.

The division has four deputy commanders where three have been in the division for over a year, all adding value in their designated roles. While a seasoned and experienced commander was assigned to IAFD in June 2022, many steps have been taken to better the department to include recruiting into the division. While outside this reporting period, IAFD recruited lieutenants into IAFD for one position and two applied. This position has been filled and the new Lieutenants will be on-boarded in September of 2022. This is an improvement from 2021.

There are going to be opportunities for some of these supervisors to return to IAFD in higher ranked capacities when positions become available and many want to return. For those who do not return, their training and experience can transfer into their new positions while benefiting the department and other officers external to the division. IAFD continues to prepare for inevitable promotions, retirements, resignations, or transfers by recruiting at various ranks into the division.

Any law enforcement agency anticipates fluctuation within its department and APD is not any different. IAFD has been able to retain a core group of personnel within the last year and all this being done with continued and close oversight. This is commendable and the City again considers this a success.

The EFIT Stipulated Order requires a documented investigative process, called the Process Narrative, which was developed and implemented when EFIT began their work with APD. The Process Narrative is a step-by-step description of requirements from the use of force itself through the completion of the investigation. During the last reporting period, IAFD struggled to comply with all components of the Process Narrative, which included administrative functions such as uploading documents into the investigative repository or completing an investigative plan. During the first quarter of

2022, IAFD failed to meet the process narrative requirements approximately 60% of the time. However, IAFD reduced the failure rate to 22% during the second quarter. The failure rate continues to decrease in the third quarter and APD anticipates continued improvement. It should be noted that a failure in the Process Narrative does not indicate there is a failure or deficiency in the investigation nor does it imply that the force is out of policy. The Process Narrative is a tool to assist in case completion and proper case management.

The City worked with the DOJ and IMT to address the use of force backlog, which includes (667) incomplete 2020 and 2021 Level 2 and Level 3 use of force cases. The second EFIT or EFIT2 was created and tasked with completing the backlog. EFIT2 began on June 20, 2022.

The Department developed a proposal for a Level 1 Use of Force pilot that was provided to the DOJ and IMT for their approval during this reporting period. Both provided valuable feedback which was reflected in subsequent submissions, and ultimately approved. APD developed training which was also approved by the IMT and DOJ. The training and start of the pilot is anticipated for August 2022.

The Office of the Superintendent continues to ensure consistent and fair discipline in accordance with policy, which has proven to be a successful discipline review and imposition process.

The City continued to work with the Department of Justice and the Independent Monitor in order to transition the Department in multiple paragraphs towards self-assessment. The Department will take the place of the Independent Monitoring Team in the assessment and reporting of compliance levels for numerous Court-Approved Settlement Agreement (CASA) requirements. APD will begin self-assessments in August 2022.

APD continues to conduct weekly ReformStat meetings. As a reminder, ReformStat was developed during the last reporting period and was designed to assist APD in achieving compliance for paragraphs not yet operational. The Department has successfully added all remaining paragraphs not in operational compliance into ReformStat. APD has used action plans since 2018; however, the department saw value in developing a stronger oversight framework for the reform effort. The action plans include the people who will be in charge of carrying out each task, deadlines and milestones for each task, the resources needed to complete the tasks, and measures to evaluate the process. The addition of the ReformStat process has enhanced action plan efforts through regular meetings with executive leadership that provide valuable real-time accountability, support, guidance, oversight, and authorization. APD has conducted ReformStat meetings consistently throughout this reporting period, addressing different areas of the CASA on a weekly basis.

While difficult to measure, the department has improved overall operations over the last several years including meeting many requirements of the settlement agreement, which supervision is a contributing factor. Monthly scorecards are provided to divisions and area commands in which the department has experienced significant increase in compliance since 2019. Included in scorecards are areas of evaluation specific to first-line supervision such as, equipment inspections, required video reviews, and ensuring officers are complying with their scorecard requirements. Supervision in areas of consistent operational compliance such as recruitment, special operations, special investigations, behavioral health, Multi-Agency Task Force, and Field Training and Evaluation remain strong and effective.

APD has also improved in command and executive staff management in areas such as discipline, the Force Review Board, and after-actions stemming from tactical and emergency response deployments. The Department will continue with those improvements and build upon other areas such as force investigations regardless of level of force used.

APD continues to employ two full-time contract resources, a dedicated Business Analyst and a Project Manager, to assist with the Benchmark Project. Benchmark modules are in various stages of development and implementation, such as Internal Affairs and Civilian Police Oversight Agency for internal investigations, personnel, and use of force investigations. While Benchmark was being developed, APD created an internal early intervention systems called Performance Evaluation and Management System (PEMS). The PEMS or early intervention module is in the pilot stage and the platform will be department-wide once the pilot is completed.

APD continues to focus on developing and building the Data Division. The new Data Director began in April 2022. The Data Director began working immediately upon hire with the DOJ, IMT and internal divisions within the Department and the City. The Data Director oversees and coordinates data analysis efforts to assist the Department towards, not only reporting data in a cohesive manner, but using that data to drive future decisions.

The City is aggressively determined to make every attempt to achieve operational compliance within two years. There are many components in place or in the development phase to help in that effort.

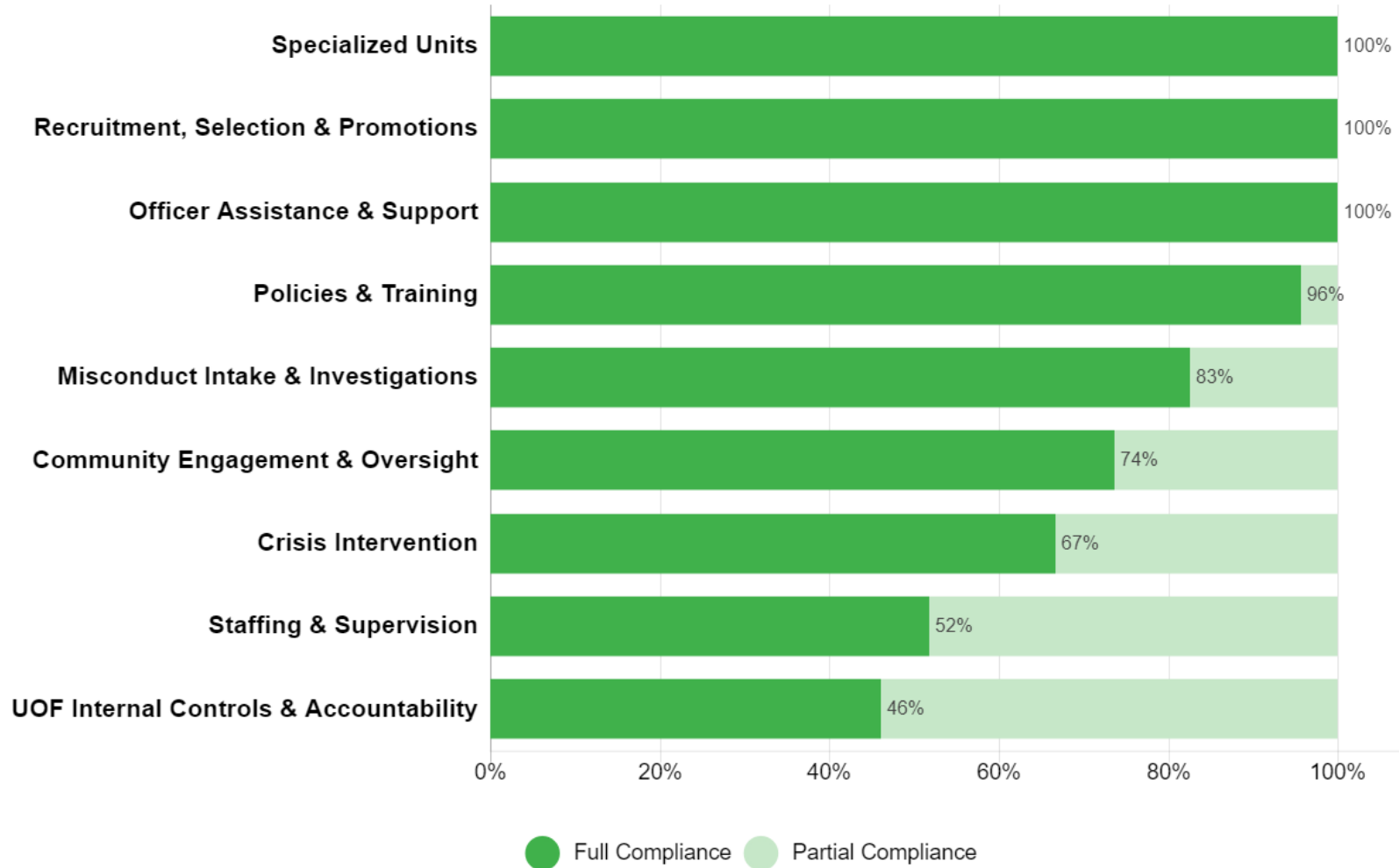
The Court-Approved Settlement Agreement can be located at

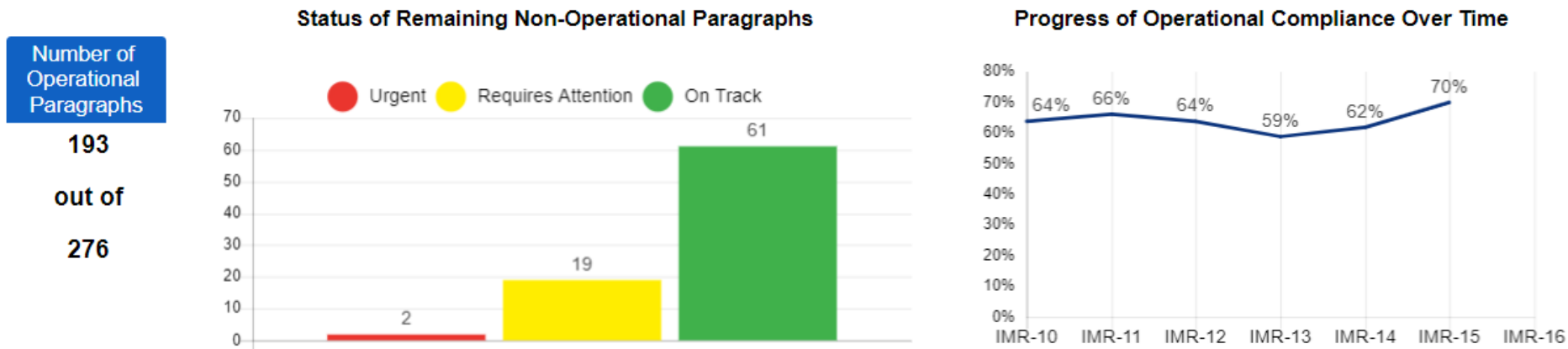
<https://documents.cabq.gov/police/reports/department-of-justice/465-second-amended-restated-casa.pdf>,

and IMR-15 can be located at <https://www.cabq.gov/police/documents/910-220511-imr-15.pdf>



Compliance by CASA Section





The “Compliance by CASA Section” diagram above represents the nine sections of the CASA. Horizontal dark green bars denote the percentage of fully operational paragraphs and the light green horizontal bars signify the paragraphs that are partially compliant in each section.

The “Status of Remaining Non-Operational Paragraphs” diagram shows the compliance levels for the remaining paragraphs. As of this writing, one-hundred-ninety-three (193) of the two hundred seventy-six (276) paragraphs are in operational compliance.

The “Progress of Operational Compliance Over Time” diagram shows the operational compliance history beginning with the tenth Independent Monitor’s Report (IMR10).

SUB-SECTION DASHBOARDS
Reform Updates by CASA Section

The subsection dashboards provide information about compliance levels during the reporting period broken down by sub-sections within each CASA section.

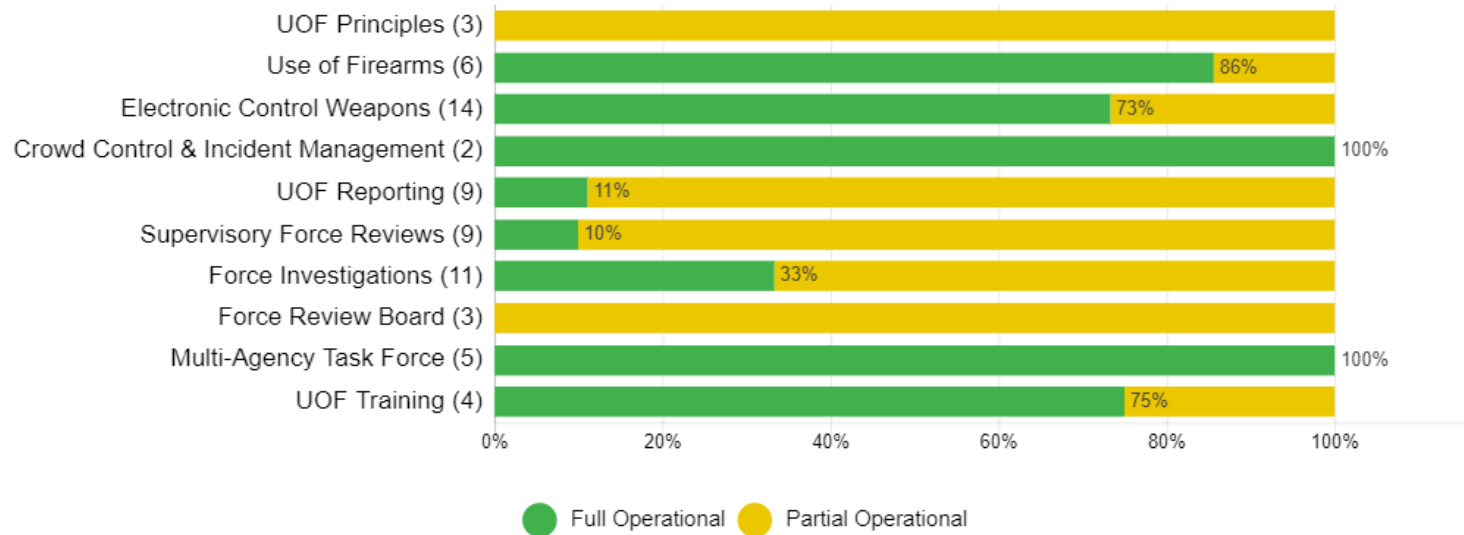
The “Operational Compliance by Subsection” diagram is broken down into compliance levels for the associated subsections and the total number of paragraphs for each subsection are in parentheses.

The “Operational Compliance Over Time” diagrams demonstrate historical operational compliance by CASA section.

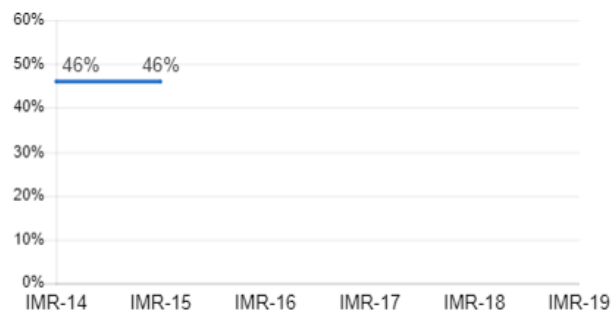
The “Status of the Remaining Paragraphs” diagram define all current action items tracked by the Department according to urgent, requires attention, on track, audit ongoing, and/or audit planned. Each section also includes a summary of action plans to maintain and/or achieve operational compliance, as well as a summary of section accomplishments in during the IMR16 reporting period.

UOF Internal Controls & Accountability Paragraphs 14-89

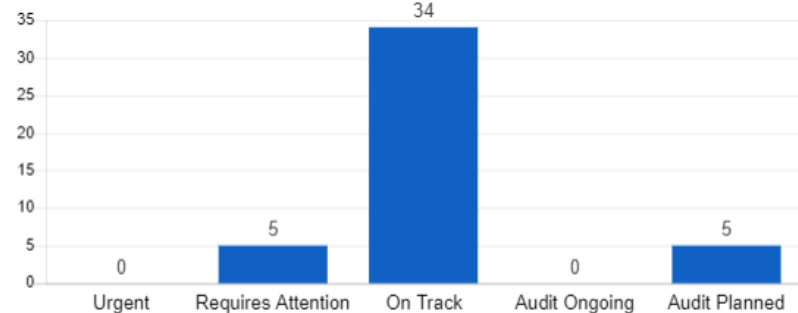
Operational Compliance by Sub-Section



Operational Compliance Over Time



Status of Remaining Paragraphs



Action Plan for Operational Compliance

The APD Compliance and Oversight Division (COD), in conjunction with the Internal Affairs Force Division (IAFD) has developed several clear and specific action items to move Section 1 CASA paragraphs into operational compliance. The action items include:

- The review of the use of force policy suite.
- The IAFD collaborated with the APD Academy to begin revision of the mandatory 24-hour annual Use of Force training in accordance with CASA paragraph 86. The training curriculum will include areas for improvement related to use of force identified through use of force investigations, the Force Review Board, and other executive level recommendations.
- In March 2022, a joint motion was filed with the Court establishing an extension of the current contract with the External Force Investigation Team (EFIT) and creating a second EFIT to conduct investigations into incomplete 2020-2021 use of force investigations.
- APD’s Benchmark First Sign Early Intervention System is currently being piloted in two Area Commands. The system has been designed to include a relational database intended to collect, maintain, integrate and retrieve department wide data on uses of force. An existing early intervention system called Performance Evaluation and Management System (PEMS) collects the same data and is being compared to the Benchmark data. PEMS began operations in February 2022 and will continue to be in operation until the Benchmark First Sign Early Intervention System goes live.
- APD began a Level 1 Use of Force (UOF) inspection pilot in April 2022 with the Performance Review Unit (PRU). Inspection findings on Level 1 cases are reported on monthly scorecards and distributed to the Field Services Commanders. The pilot has completed 153 cases as of this writing.
- Supervisory force reviews need to be taken into account in the performance evaluations of the officers performing UOF investigations. Plans are in place to conduct gap training on effective performance evaluations for supervisors by the end of 2022.
- An external vendor, Aegis Solutions, has been contracted to develop and deliver, along with APD personnel, use of force investigative training to all IAFD personnel. Each training plan will be submitted for review, feedback and approval by the DOJ and IMT. The contract includes an option to train the trainer in order for APD to be self-reliant for future training. The IAFD put into operation the updated division manual in accordance with paragraph 62 of the CASA.
- To date, EFIT has assumed four use of force investigations and of the cases closed between October 12, 2021 to the end of January, 2022, 154 were closed, illustrating substantial improvement during this reporting period.
- Use of force training is delivered annually to all sworn officers. The outcomes of use of force training in IMR16 are outlined in the following Chart:

2022 Annual Use of Force Training		
Name of Training	Number of Training Hours	Percent Sworn

2022 Annual Use of Force Training		
		attended in IMR16
Firearms Qualifications	8 hours	99.41%
ECW Re-certification	2 hours	99.63%
Legal Updates Part 1 (Miranda and case law)	3 hours	99.88%
Legal Updates Part 2 (Search and Seizure and Case Law) Expected to be complete at the end of August, 2022.	4 hours	*70.90%
Miranda Refresher (video)	30 minutes	100%
Search and Seizure (video)	1 hour	99.54%
Foot Pursuit (video)	30 minutes	100%
Field Services Response to Demonstrations and Civil Disturbances/Crowd Control (video)	30 minutes	99.76%
Reality-Based Training (ongoing) Expected to be complete the end of September, 2022.	10 hours	*38.69%

*Training cycle is still in progress and the percentage is based on attendance during the reporting period, not for the entirety of the training cycle.

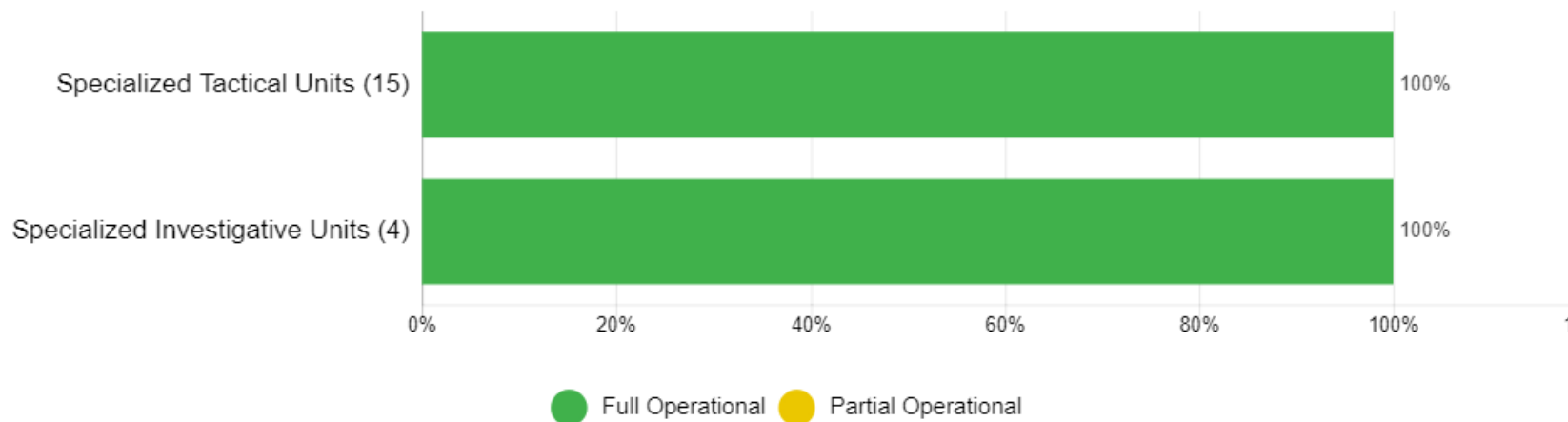
Section Accomplishments

- Since 2018, APD has developed action plans to identify specific strategies to move the non-operational paragraphs into compliance, and address IMT recommendations outlined in IMRs. The action plan structure includes the personnel (project lead) who will be in charge of carrying out each task, deadlines and milestones for each task, the resources needed to complete the tasks, and measures to evaluate the progress. In this reporting period, APD enhanced this process through the implementation of a new platform and accountability tool called ReformStat to document and track action plans through weekly meetings with executive leadership that provide valuable real-time accountability, support, guidance, and oversight.
- Between IAFD and EFIT, all current use of force cases has been completed within timelines in accordance with the Collective Bargaining Agreement (CBA).
- The Level 1 UOF pilot lesson plan was approved by the IMT and DOJ, and is anticipated to begin in August 2022 once training is completed. The pilot will take place in the Valley and Southeast Area Commands.
- SOP 2-3 Firearms and Ammunition Authorization was published after the annual review in May 2022.

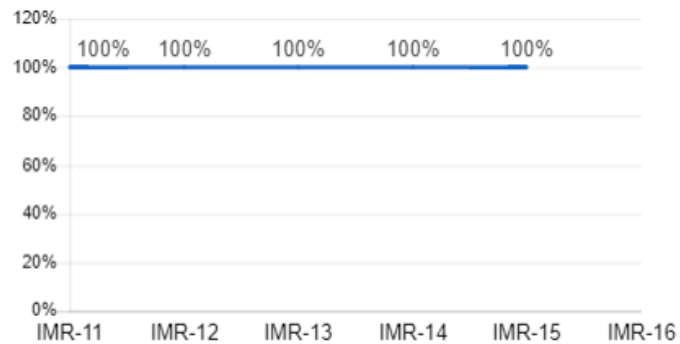
- Electronic Control Weapon (ECW), also known as tasers, Reality Based Training (RBT) began in June 2022.
- APD added a Professional Integrity Division Commander under the Office of the Superintendent to assist in the fair and consistent discipline measures department-wide.
- Additional use of force training was implemented for first line supervisors during this reporting period for a total of 100-hours.

Specialized Units Paragraphs 90-109

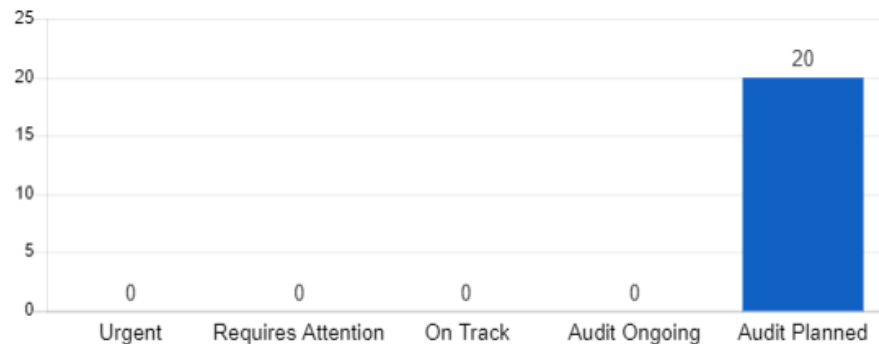
Operational Compliance by Sub-Section



Operational Compliance Over Time



Status of Remaining Paragraphs



Action Plan for Operational Compliance

- All CASA paragraphs 90 through 105, which include the Special Operations Division and Special Investigation Division remain in operational compliance.
- Special Operations Division (SOD) Standard Operating Procedures (SOPs) are currently in an eight step annual review process with the Policy and Procedure Unit:

SOP Number and Title	Step in Process (Total 8 Steps)
1-64 K-9 Unit	Step 4
1-92 SWAT	Step 7
1-96 CNT	Step 8
2-23 Use of K-9 Unit	Step 4
2-25 Bomb Threats and Bomb Emergencies	Step 4

- The Special Investigations Division (ISD) continues to revise the unit handbooks annually. Each handbook has specific training checklists which outline the duties and responsibilities of unit members, ensuring personnel receive the training they need to comply with department policies and expectations.
- APD continues to require all special investigative personnel to know and follow policies surrounding use of force, use of force reporting and investigations.
- After Actions Reviews continue to be utilized to identify improvements and capture lessons learned.
- As per policy, conducting monthly line inspections on Division personnel continues to include OBRD video reviews and all weapons being inspected and verified.
- All investigative responses continue to be documented. Quarterly audits are conducted to track the most recent trends, and to address any identified issues for the Division.

Section Accomplishments

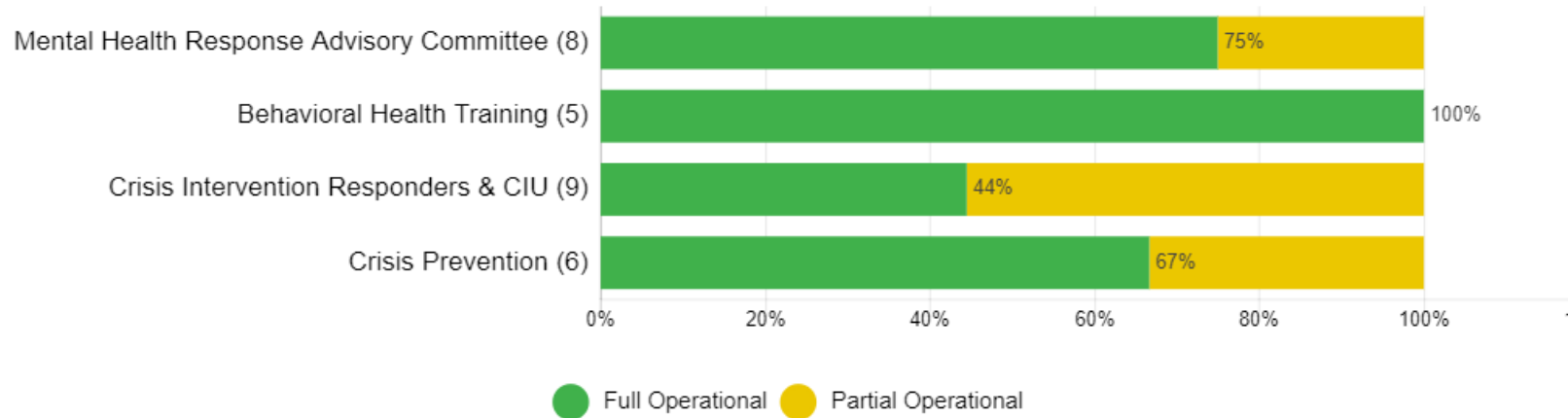
- SOP 1-42 Bomb Squad was reviewed for mandatory annual revisions and republished on 2/16/2022.
- SOP 2-20 Hostage Situations, Barricaded Individuals, and Tactical Threats was reviewed for mandatory annual revisions and republished on 4/13/2022.
- During IMR16, the SOD conducted the following trainings:

Name of Training	Number of Training Sessions
Bomb Trainings	23
Joint Trainings	4
K9 Trainings	32
ROOK Trainings	17
SWAT Trainings	29

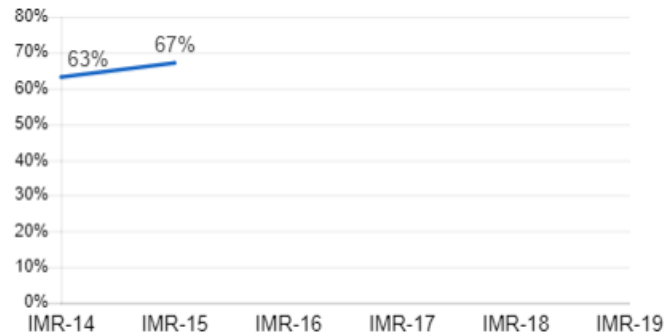
- SOD have strong working relationships with IAFD and Academy staff to ensure continued collaboration and work product improvement related to the use of force, reporting, and investigations.
- SID implemented a follow-up memorandum protocol for instances when areas of concerns are identified and then rectified, as suggested in IMR-14.
- A definition for investigative response has been added to department policy. The definition ensures each unit understands what an investigative response is and that it is documented in a consistent manner.

Crisis Intervention Paragraphs 110-137

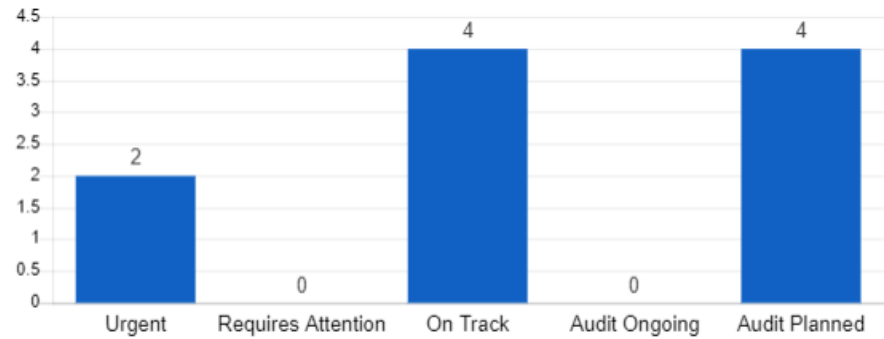
Operational Compliance by Sub-Section



Operational Compliance Over Time



Status of Remaining Paragraphs



Action Plan for Operational Compliance

- APD continues to meet monthly with the Mental Health Response Advisory Committee (MHRAC) to identify and develop solutions and 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.
- APD continues to forward special orders, policies, and training that relate to homelessness and mental health to MHRAC for review and commentary.
- Training on the role of law enforcement and the Health Insurance Portability and Accountability Act of 1996 (HIPAA) continues in the CIT 40-hour class.
- Members of both APD's Crisis Intervention Division and Field Service Bureau sergeants and lieutenants continue to meet with area hospitals to address issues as they emerge.
- APD and MHRAC maintain and regularly update resource cards as an important tool for responders to hand out to individuals needing assistance. More than 5,000 cards were distributed in this reporting period.
- The Crisis Intervention Division has twelve assigned detectives, eight of which are assigned for follow-up visits to work with individuals who have repeated interactions with law enforcement and a behavioral health concern. The remaining four detectives are assigned to full time curriculum development and delivery in addition to working with area providers and training APD personnel. Additionally, APD has staffed the officer requirements for the four co-responder teams (Mobile Crisis Team) along with an Albuquerque Community Safety Department clinician who responds to 911 crisis calls.
- The hiring of APD's Data Director, and the development the Analytics Unit will contribute to the data needs of this section.
- CID supervisors and members of the MCT will be participating in the architectural design of the first responder drop off at the upcoming University of New Mexico and Bernalillo County Behavioral Health Services Crisis Triage Center. The Crisis Triage Center, along with the Gibson Health Hub, will be a huge improvement for behavioral health support, not just for first responders, but all community members of Albuquerque and surrounding areas.

Section Accomplishments

- There were zero policy violations reported related to protocols that govern the release and exchange of information about individuals with known mental illness to facilitate necessary and appropriate communication while protecting confidentiality.
- This monitoring period all required policies related to this section were updated and published, which included the following:

2022 CIU Policy Review and Revision	
Name of Policy	Publication Date
SOP 1-20 Behavioral Sciences Section	May 6, 2022
SOP 1-28 Downtown Unit	May 9, 2022

2022 CIU Policy Review and Revision	
SOP 1-37 Crisis Intervention Division and Program	May 2, 2022
SOP 2-8 Use of On-Body Recording Devices	May 2, 2022
SOP 2-19 Response to Behavioral Health Issues	May 3, 2022
SOP 2-20 Hostage Situations, Barricaded Individuals and Tactical Threat Assessments	April 13, 2022
SOP 2-85 Certificates for Evaluation	February 28, 2022

- The 40-hour basic CIT class was held April 25-29, 2022. A total of 44 individuals completed the class including officers from Rio Rancho Police Department, Cuba Police Department, Valencia County Sherriff's Office, Bernalillo County Fire Department, Sandoval County Sherriff's Office, a member of APD's area command administrative staff, and officers from metropolitan security.
- One new tele-communicator class was held and nine new tele-communicators were trained. The class continues to provide modules such as the National Alliance for Mental Illness acclaimed panel "Sharing your Story with Law Enforcement" and actual 911 call audio reviews in order to prepare call takers and dispatchers to recognize behavioral health incidents as they are reported.
- APD certified responders (ECIT officers) response rates to clear behavioral health calls were:

Month	Response Rate
February	80%
March	79%
April	82%
May	78%
June	77%
July	76%

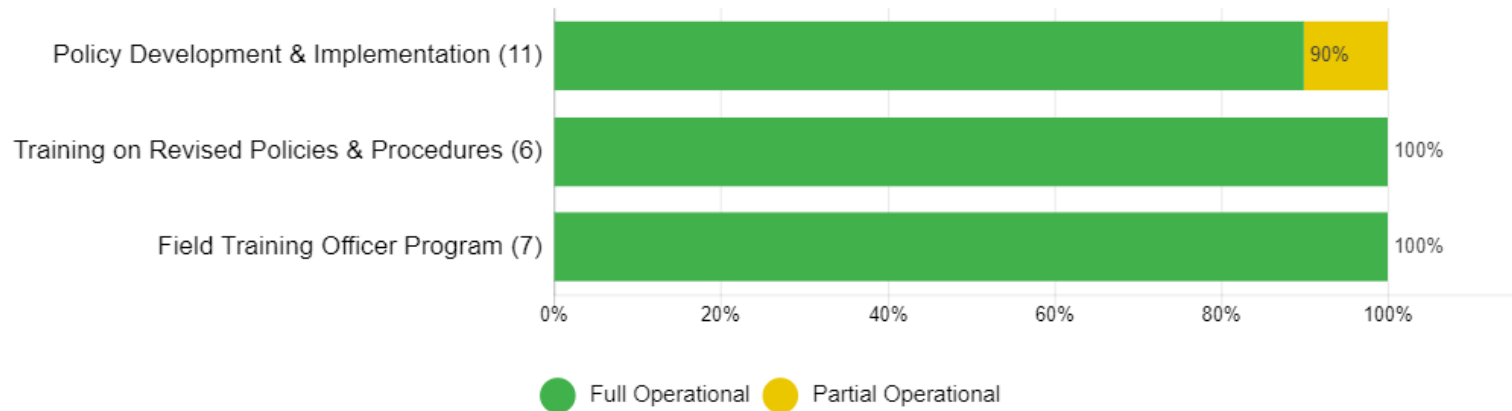
- APD continues to train and re-certify Enhanced Crisis Intervention Team (ECIT) officers. The ECIT program is voluntary, consistent with established best practice in this field. Each of the six area commands have ECIT-trained officers. The percentage of APD Field Officers Certified as ECIT is shown in the table below:

Month	% Certified Enhanced CIT Responders
February	47.79%
March	48.27%
April	50.39%
May	50%
June	51%
July	53%

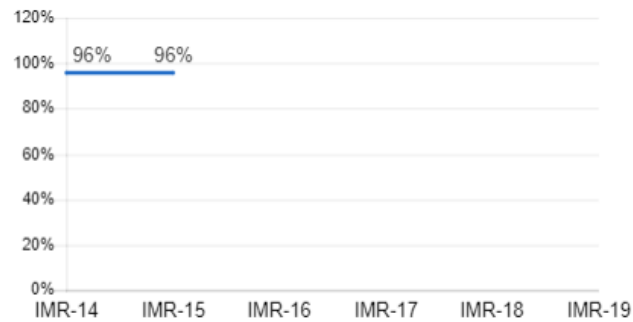
- Crisis Intervention Division supervisors conducted a total of 29 random call reviews of behavioral health interactions by officers and detectives across the department. A notable trend observed in this monitoring period is a clear willingness on the part of field officers to call for additional assistance from MCTs and Albuquerque Community Safety responders during interactions with individuals in behavioral health crisis.
- Collaboration between the Special Operations Division, the Crisis Intervention Division and the Comprehensive Training Unit netted the development of a new training video script and PowerPoint for responding to barricaded individuals.
- APD executive leadership during a ReformStat meeting required a meeting with the Special Operations Division, the Crisis Intervention Division and the Comprehensive Training Unit. This meeting clarified roles on the development of curriculum and solidified review and approval processes between all three groups.
- The Crisis Intervention Unit and COAST conducted 704 follow-up home visits to assist people living with behavioral health diagnoses. These visits included connections to long term mental health providers, emergency food and utility assistance, and help with temporary housing.
- CIU staff meet with officers in the area commands to discuss how to refer incidents for follow up. Two videos were released which included how to refer cases to the Crisis Intervention Division for follow up.
- APD Crisis Intervention met with multiple providers to learn about their services and develop relationships. These meetings included Southwest Family Guidance Center, New Mexico Aging and Long-Term Services Department, The Arc of New Mexico, the Violence Intervention Program, and CareLink New Mexico.

Policies & Training Paragraphs 138-161

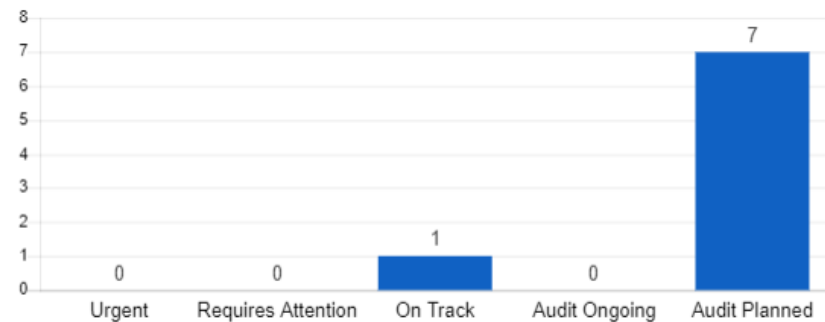
Operational Compliance by Sub-Section



Operational Compliance Over Time



Status of Remaining Paragraphs



Action Plan for Operational Compliance

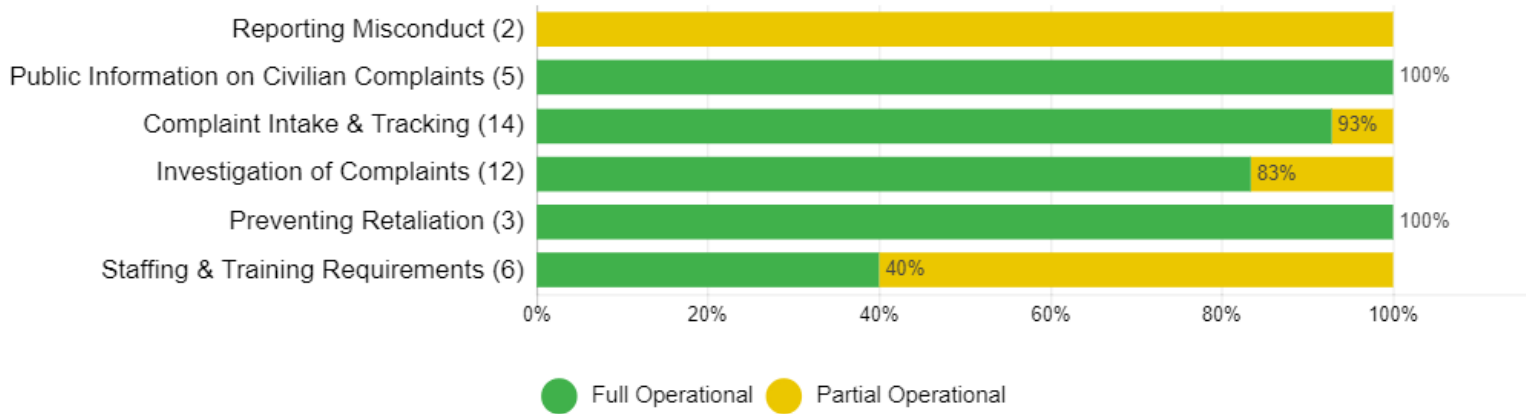
- APD will continue to reflect in policies the Department's core values and provide clear direction to officers and civilian professional staff in order to deliver effective and constitutional policing that comport with best practices.
- PPU continues to provide officers a method to review and comment on new and existing policies and procedures.
- The Policy and Procedures Review Board reviews every policy or procedure six months after it is implemented and annually thereafter.
- APD continues to submit all policies, procedures, manuals, and other administrative orders or directives related to the CASA to the Monitor and DOJ for review and comment before publication and implementation.
- APD continues to present the CASA to all new cadet classes.
- An online training calendar is updated regularly. The DOJ and IMT have been provided unlimited access to the calendar.
- APD continues to maintain complete and accurate records of all policies and training.
- All recruits and lateral officers continue to complete a formal IMT and DOJ approved on-the-job (OJT) program.
- Recruits are given the opportunity to critique their Field Training Officer (FTO) using confidential surveys for the purpose of program evaluation and improvement.
- APD continues to require 16 weeks of field training upon graduation from the basic cadet program.
- The remaining non-operational paragraph in this section directly relates to discipline, which is discussed in that section. Policy development and oversight remains strong and fully operational within the department.

Section Accomplishments

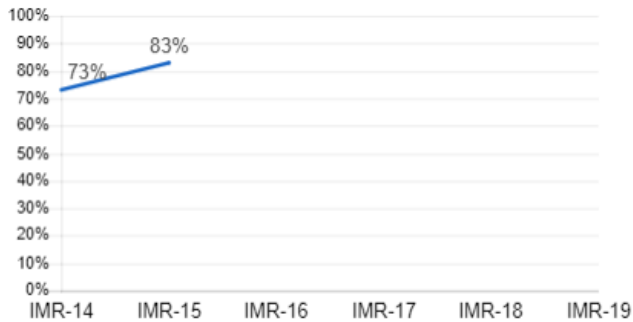
- PPU developed and implemented a Policy and Procedure Unit Manual and relative unit job aides.
- PPU established a Quality Assurance (QA) system. Unit personnel use the QA system to maximize the quality of their reviews by verifying that they meet the standard conventions as outlined in the unit manual. To help the community learn more about the policy review process and to increase community participation, PPU personnel committed to engaging in several community outreach activities in the upcoming months.
- SOP 1-46 Field Training and Evaluation Program went through the required annual policy review and revision and was republished May 31, 2022.
- PPU continues to work with the Training Academy Curriculum Development Section to ensure any training developed uses the most current and published policy. A table of all Academy trainings delivered during the IMR16 reporting period is available in Appendix D.

Misconduct Intake, Investigations, & Adjudication Paragraphs 162-202

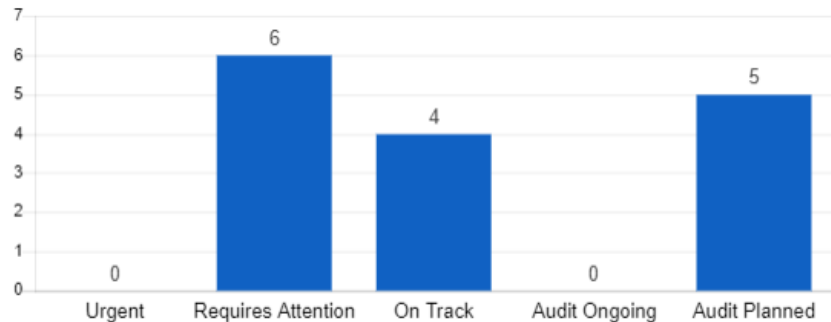
Operational Compliance by Sub-Section



Operational Compliance Over Time



Status of Remaining Paragraphs



Action Plan for Operational Compliance

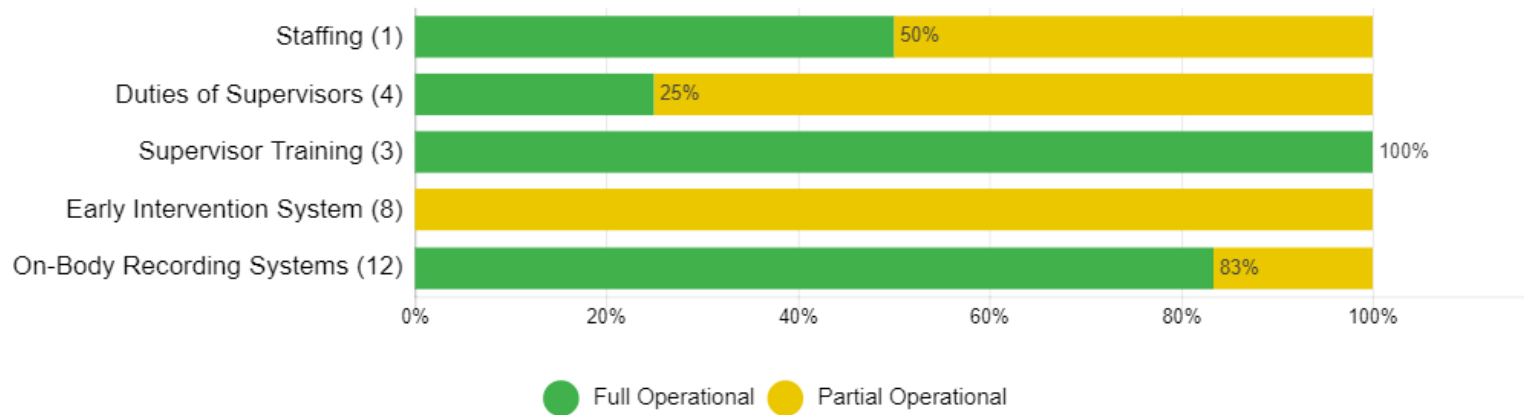
- Disciplinary reviews will continue to be finalized by the Deputy Superintendent to ensure discipline is being applied uniformly across the department as per recommendations by the IMT. This will also impact the compliance rate for paragraph 146 of the policy section above.
- APD continues to require all policy violations be reported to IAPS within 24 hours of discovering the violation.
- In response to the IMT's recommendation 4.7.149 a-b, the current Internal Affairs Request template was updated to document how and when the referring supervisor became aware of the alleged misconduct to determine whether documentation of the alleged misconduct is made in accordance with paragraph 163.
- APD will continue to require all civilian complaints be referred to the CPOA for investigation and the cases will continue to be tracked by a unique identifying number.
- Policy requires an internal complaint classification protocol that is allegation-based rather than anticipated-outcome-based to guide the Internal Affairs Division in determining where an internal complaint should be assigned.
- SOP 3-46 Discipline is in the annual policy review and revision process. The strategy is to update and clearly define progressive discipline and how overall discipline is calculated.
- Personnel retention cards are being updated to reflect the date that the discipline was imposed so that progressive discipline can more accurately be calculated.
- Cases that are investigated by the Area Commands or Division are reviewed within IAPS. When corrections need to be made or additional information needs to be added, the case will be sent back to the Commander for the information.

Section Accomplishments

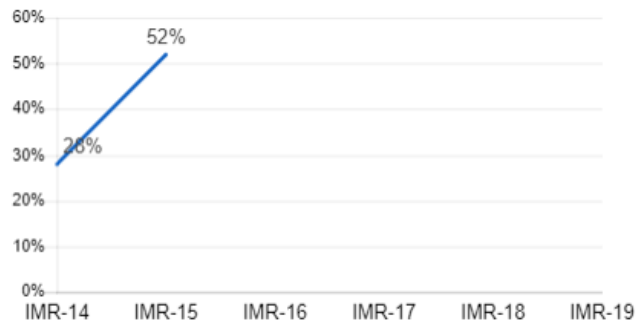
- A monitor-approved checklist has been created to help guide IAPS personnel with their investigations.
- An 8-hour IAPS Investigative training block was delivered to all sworn supervisors during the IMR-16 reporting period with a 96.78% completion rate.
- Case timelines continue to be checked weekly and weekly timeline reports are generated for management. The report is submitted to the DOJ and the IMT for review. No case timelines were missed during the IMR-16 reporting period.
- The discipline review process has been streamlined to limit the number of reviewers. The Superintendent or the Deputy Superintendent within Internal Affairs Division now makes the final disposition on all cases to ensure appropriate and consistent measures are applied department-wide. This new process has shown to improve consistency of the discipline that is being imposed.

Staffing & Supervision Paragraphs 203-231

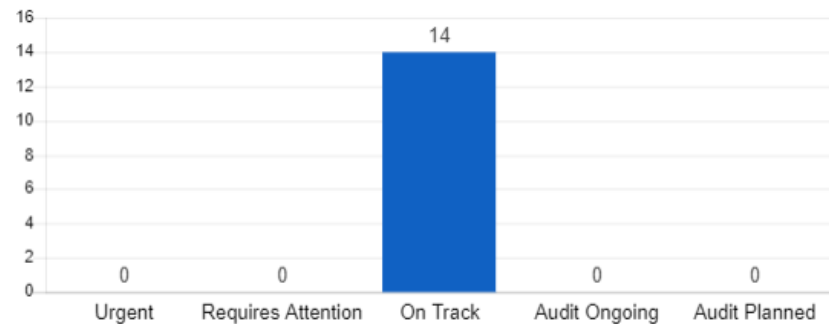
Operational Compliance by Sub-Section



Operational Compliance Over Time



Status of Remaining Paragraphs



Action Plan for Operational Compliance

- The APD Data Director is developing a methodology to compile and analyze Internal Affairs Requests (IAR). The analysis will be used as an outcomes assessment to achieve operational compliance for other paragraphs in the CASA. For instance, outcomes when supervisors misclassify uses of force or are involved in a use of force, and calculating various percentage rates of IAR trends.
- As per CASA paragraphs 209 and 210, APD continues to provide a minimum of 40 hours of mandatory supervisory leadership and command accountability training to all new supervisors before assuming supervisory responsibilities. The current training topics for this reporting period included:
 - Techniques for effectively guiding and directing officers and promoting effective and ethical police practices;
 - De-escalating conflict;
 - Evaluating written reports;
 - Investigating uses of force;
 - Understanding the Early Intervention systems (EIS) and On-Body Recording Device (OBRD) systems;
 - Investigating officer misconduct;
 - Evaluating officer performance;
 - Disciplinary sanctions and non-punitive corrective action;
 - Building community partnerships; and
 - Legal updates.
- The Use of Force suite of policies are currently in the annual review process.
- SOP 3-33 Performance Evaluation and Management System (PEMS) is in the annual review process and currently in step 6 of the 8 step SOP process.
- The new Benchmark Early Intervention System (EIS) Course of Action Training for sworn supervisors is currently in development and is slated for completion during the next reporting period.
- Performance Evaluation Supervisor training is in development with the Academy and is slated for completion during the next reporting period.
- An OBRD Review pilot was implemented in May 2022 to review videos for potential unreported use of force and whether all officers on-scene had their OBRD activated during law enforcement related activities. There have been no findings during this reporting period of potential unreported force by an officer.
- APD uses ReformStat as a strategic planning tool for articulated goals, objectives, and timelines.

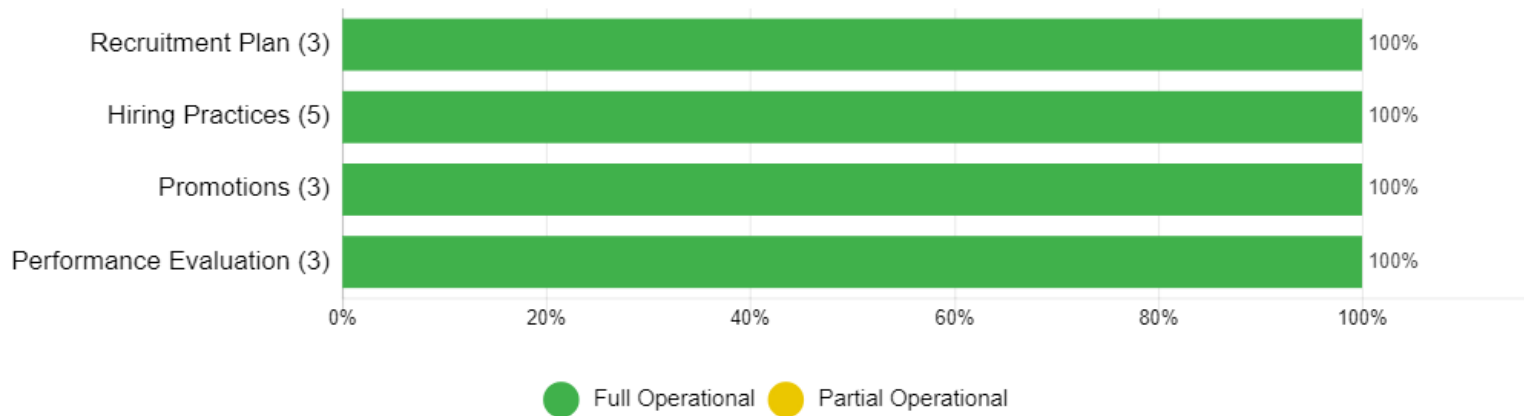
Section Accomplishments

- During this reporting period, the following SOP's went through the required annual policy review process and were republished:
 - SOP 2-8 Use of On-Body Recording Devices, republished May 3, 2022;
 - SOP 3-14 Supervision, republished February 28, 2022; and
 - SOP 3-52 Policy Development Process, republished April 8, 2022.
- A plan was developed to ensure commanders and lieutenants identify deficient investigations and initiate command assessments before they are reviewed by FRB.
- IARs related to supervisory force investigations were memorialized in the FRB quarterly report and will continue to be included in the reports.
- In May, APD personnel participated in the 2022 Axon Accelerate 4-day conference to get the latest technological advancements by keynote speakers.
- A new Axon OBRD Wi-Fi Upload feature was implemented on July 1, 2022 which allows officers to drive near a substation and the OBRD will automatically begin to upload videos from their cameras they are wearing during shift. For pilot evaluation purposes, an officer survey was distributed at the end of this reporting period to collect feedback. The survey results thus far are reporting slower than normal upload speed and a slight impact to battery life.
- For OBRD inspections, the methodology was expanded to include samples of recordings from overtime shifts that were previously not included in the inspection sampling.
- An OBRD Review Pilot was implemented in May 2022 to review videos for potential unreported use of force and there have been no findings during this reporting period of potential unreported force by an officer. This helps illustrate that APD officers are reporting force when force is used.
- The following supervision trainings were held in IMR16:

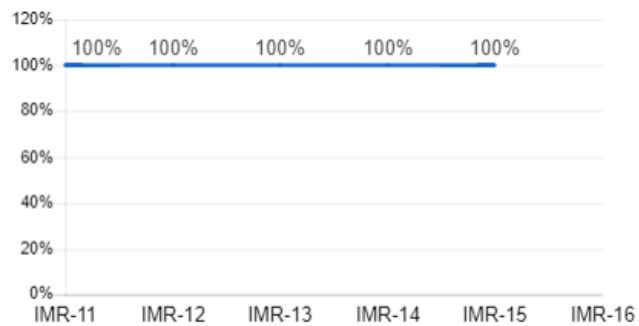
Name of Supervisor Training held in IMR16	Number of Hours	Status	Training Dates	Attendance Compliance Rate
First Line New Supervisor Training	100	Complete	February through March 2022 and May through June 2022	100%
Perceptions and Leadership Dominance, Influence, Steadiness and Conscientiousness (DiSC) Training	8	Complete	16 sessions held May through July	98.99%
Axon Capture Training	4	In process	17 sessions scheduled from July 2022 through September 2022	As of 7/28/2022 25.56%
Incident Management Training	4	In process	17 sessions scheduled from July 2022 through September 2022	As of 7/28/2022 25.56%
Supervisor IAPS Training	8	Complete	2 sessions held in July 2022	96.78%

Recruitment, Selection & Promotions Paragraphs 232-246

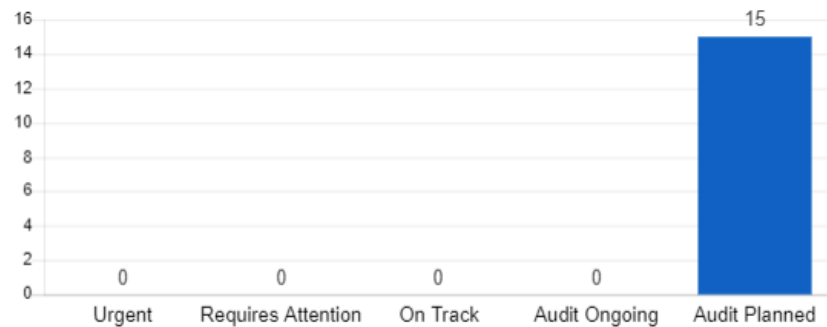
Operational Compliance by Sub-Section



Operational Compliance Over Time



Status of Remaining Paragraphs



Action Plan for Operational Compliance

- APD's recruitment efforts continue to provide an array of strategies and concepts for recruiting prospective applicants to include; digital platforms, social media, Zoom meetings, videos, TV and radio, as well as events related to transitioning from military to civilian life. Flyers and posters have been delivered to unemployment offices, gyms, car shows, sporting events, the State Fair, Balloon Festival, ABQ Pride Events, and other venues. Additionally, APD utilizes a patrol vehicle and a van as mobile recruiting billboards.
- APD continues to require all candidates for sworn positions to undergo psychological, medical and polygraph examinations.
- The APD Backgrounds Unit continues to complete thorough and objective background investigations with clear deadlines established, in conjunction with the completion and submission of law enforcement applicant packets for the Department of Public Safety.
- APD continues to publish an annual recruitment plan that establishes the strategic plan and goals for recruiting efforts.
- By the end of the year APD will evaluate 2022 and begin working on the 2023 recruitment plan based upon the analysis of this year's recruitment outcomes.

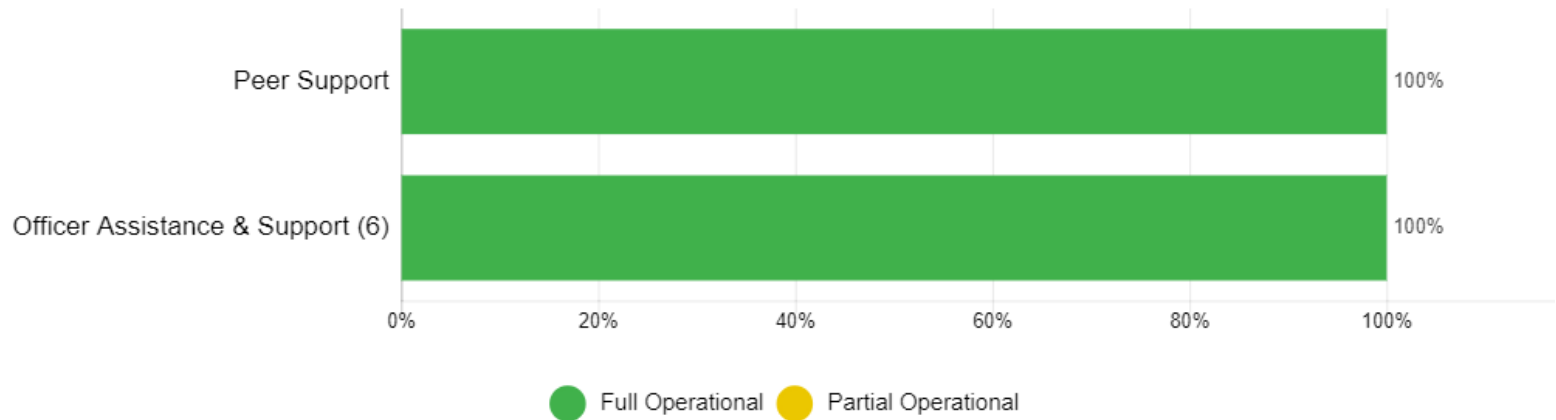
Section Accomplishments

- The APD Recruitment Unit conducted over 350 outreach efforts in IMR16 to include Applicant Engagement, Community Engagement, Events and Community Meetings, In-person and Virtual Hiring, Process Improvement, Testing and Training.
- There were over 800 application referrals from over twenty-five states during this reporting period.
- Personnel who advanced in rank were promoted as required by monitor-approved policies and process.
- Promotions during this reporting period were as follows:

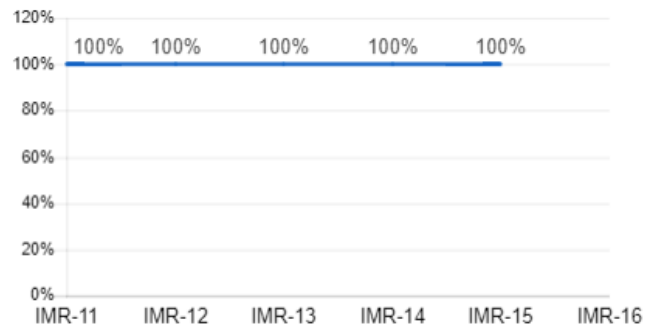
Number Promoted	Rank Promoted to
15	Sergeant
10	Lieutenant

Officer Assistance & Support Paragraphs 247-253

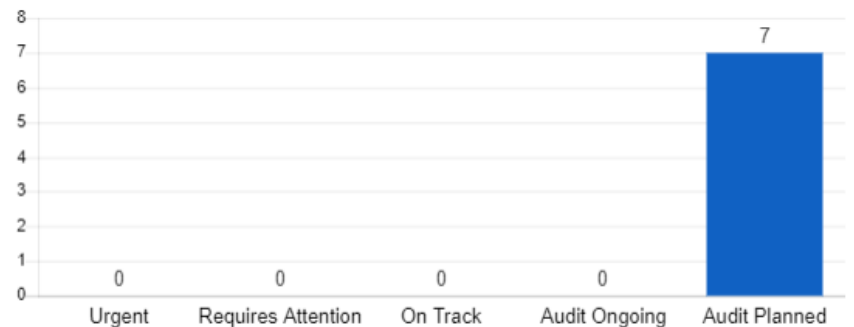
Operational Compliance by Sub-Section



Operational Compliance Over Time



Status of Remaining Paragraphs



Action Plan for Operational Compliance

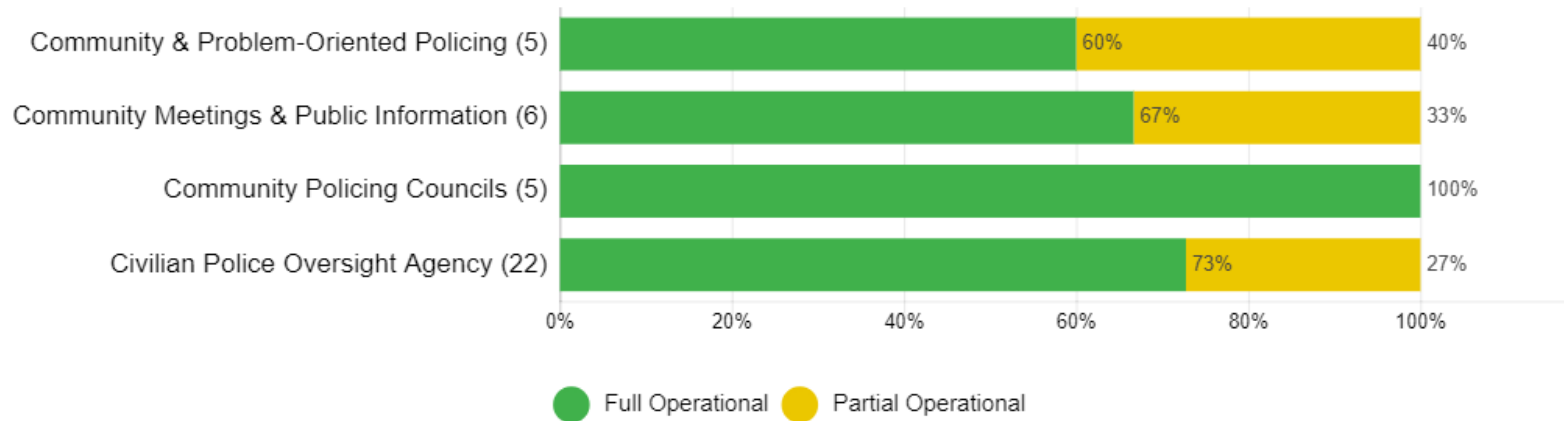
- APD's Behavioral Science Section offers a range of mental health services that comports with best practices and current professional standards, including: readily accessible confidential counseling services with both direct and indirect referrals; critical incident debriefings and crisis counseling; peer support; stress management training; and mental health evaluations.
 - APD provides training to management and supervisory personnel in officer support protocols to ensure support services are accessible in a manner that minimizes stigma.
 - APD continues to ensure that any mental health counseling services provided to employees remain confidential in accordance with federal law and generally accepted practices in the field of mental health care.
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Section Accomplishments

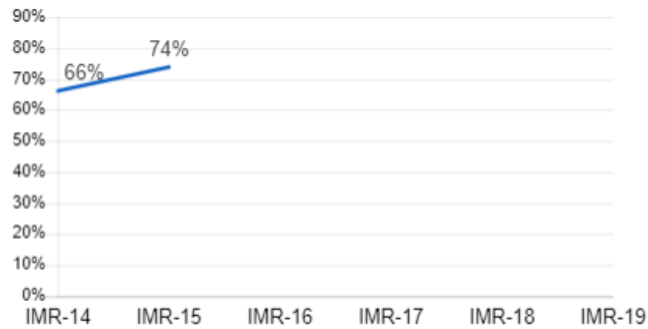
- During the IMR16 reporting period the BSS added a second therapy provider.
- BSS continues to host the Self-Care Interactive Online Network (SCION), facilitated by APD's Medical Director, with monthly video conferences that include a personal story from an officer in order to promote officer wellness.
- The SCION program hired a coordinator to help design questions, surveys, collect data, coordinate guests, promote the program, administer the grant, and coordinate the wellness podcast, Mental Armor.
- SOP 1-20 for Behavioral Sciences was published and made effective as of 05/06/2022.
- SOP 1-36 Officer Wellness Program was approved. The policy promotes wellness, gives the procedure for getting incentives from exercise, and outlines all the procedures for promotion of wellness, such as mandatory check-ins with mental health providers, yearly physicals, and incentives for exercise, mindfulness, and resilience training.

Community Engagement & Oversight Paragraphs 254-293

Operational Compliance by Sub-Section



Operational Compliance Over Time



Status of Remaining Paragraphs



Action Plan for Operational Compliance

- The annual community-oriented policing (COP/POP) training continues to be a training requirement for all officers.
 - COP/POP training began in IMR16 and will be completed by the end of 2022, in which the department will be in compliance with the required initial and in-service training for paragraph 258.
 - In addition to the requirements of paragraph 255, APD will continue to administer a culture survey to a sample of officers. APD sees value in this IMT recommendation and will continue to build on the department's commitment to the community.
 - APD Area Commanders present community-oriented policing initiatives to their respective area commands.
 - APD will analyze data obtained by the Community Event Tracker to determine areas in need of improvement and areas that are doing well.
 - The APD Community Engagement Unit (CEU) will continue to work with youth-focused groups to identify resources and partners to expand accessibility of those resources to at-risk youth.
 - APD will continue to devise methods and strategies to improve public safety and crime prevention through community engagement.
-

Section Accomplishments

- Nineteen (19) in-person sessions of COP/POP training were delivered to APD officers in the IMR16 reporting period.
- APD signed a Memorandum of Understanding (MOU) with New Mexico State University (NMSU) to develop and administer a confidential Culture Survey. The survey will be implemented during the next reporting period.
- During the IMR16 reporting period, APD identified community partners, organizations, youth groups and businesses to participate in the youth-focused working group. The group develops goals and objectives, which include:
 - Six, four-day long youth camps;
 - A Junior Police Academy (JPA) for youth ages 14-17;
 - Science, Technology, Engineering, and Mathematics (STEM) day with the Metro Crime Lab and CEU for youth ages 11-13;
 - APD Hero Academy in collaboration with the Children's Cancer Fund of New Mexico;
 - Drug awareness and gun violence reduction events;
 - The University of New Mexico Project ECHO Public Safety sessions;
 - APD's Ambassador Program initiatives;
- SOP 1-30 Community Ambassador Program is in step 4 of the 8 step policy annual review and revision process.
- Regarding Community Outreach and Public Information:
 - APD developed a process to provide timely submissions to post information on the area command websites that align with each area command's communication goals and outreach strategies;
 - The "Duke City Case Files Podcast" was launched to engage with the community and a broader audience on multiple platforms; and
 - APD hosted a Spring Citywide Block Captains Meeting.

Conclusion

APD has made notable progress in the advancement of overall operational compliance and meeting the provisions of the CASA during this reporting period.

The EFIT continued their work with IAFD with thorough and complete investigations delivered within timelines. Marked improvement was achieved with respect to the completion of all components of force investigations, which are also displaying a positive, cascading effect on case presentations at the Force Review Board.

The City collaborated with the DOJ and IMT to resolve the use of force case backlog, resulting in the creation of a second EFIT, called EFIT2, tasked with completing the backlog which began June 20, 2022.

The retention of a core group of personnel in IAFD has suggested sustainable progress evolving from continued and close Departmental oversight, which the City considers a commendable and successful accomplishment.

The Department developed a proposal for a Level 1 Use of Force pilot that was provided to the DOJ and IMT for their approval. Both parties provided valuable feedback which was reflected in subsequent submissions, and ultimately approved. APD developed training which was also approved by the IMT and DOJ. The training and start of the pilot is anticipated for August 2022.

APD has improved in command and executive staff management in areas such as discipline, the Force Review Board, and after-actions stemming from tactical and emergency response deployments. The Department will continue with those improvements and build upon other areas such as force investigations regardless of level of force used.

The Office of the Superintendent continued to ensure consistent and fair discipline in accordance with policy, which has proven to be a successful discipline review and imposition process.

The City continued to work with the DOJ and the IMT to transition the Department in multiple paragraphs towards self-assessment. The Department will assume the role of the Independent Monitoring Team in the evaluation and reporting of compliance levels for numerous CASA requirements beginning with self-assessments in August 2022.

APD conducted ReformStat meetings to develop solutions for achieving compliance for paragraphs not yet operational. The addition of the ReformStat process has enhanced action plan efforts through regular meetings with executive leadership that provide valuable real-time accountability, support, guidance, oversight, and authorization.

An internal early intervention system called the Performance Evaluation and Management System (PEMS) is in the early intervention pilot stage and the platform will be department-wide once completed.

APD continues to focus on developing and building the Data Division. The Data Director has been working with the DOJ, IMT and internal divisions within the Department and the City. The Data Director oversees and coordinates data analysis efforts to assist in not only reporting data in a cohesive manner, but using that data to drive future decisions.

The City is determined to make every attempt to achieve operational compliance within two years. APD has many components in place or in the development phase to support that effort.

The Court-Approved Settlement Agreement can be located at:

<https://documents.cabq.gov/police/reports/department-of-justice/465-second-amended-restated-casa.pdf>

The IMR-15 can be located at:

<https://www.cabq.gov/police/documents/910-220511-imr-15.pdf>

Appendix A

CASA Paragraphs and IMR15 Recommendations

Section 1: Use of Force: Internal Controls and Accountability (Paragraphs 14-89)			
Compliance Level	Paragraph #	Paragraph	Recommendations
Secondary	14	<p>Use of force by APD officers, regardless of the type of force, tactics, or weapon used, shall abide by the following requirements:</p> <p>a) officers shall use advisements, warnings, and verbal persuasion, when possible, before resorting to force;</p> <p>b) force shall be de-escalated immediately as resistance decreases;</p> <p>c) officers shall allow individuals time to submit to arrest before force is used whenever possible;</p> <p>d) APD shall explicitly prohibit neck holds, except where lethal force is authorized;</p> <p>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;</p> <p>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 person or persons; to overcome active resistance; or as objectively reasonable where physical removal is necessary to overcome passive resistance;</p> <p>g) officers shall not use force to attempt to effect compliance with a command that is unlawful;</p> <p>h) pointing a firearm at a person shall be reported as a Level 1 Use of Force, and shall be done only as objectively reasonable to accomplish a lawful police objective; and</p> <p>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 resulting from the use of force and immediately obtain any necessary medical care.</p>	<p>4.7.1: APD should take care to provide systems oversight relating to use of force and training development process, in order to ensure that processes related to training development regarding use of force are clear, focused, and effective, including the actions noted below. These should include:</p> <p>a. Using failure points related to use of force by line personnel, develop a clear training outline using the process that is standard practice;</p> <p>b. Establish goals for use of force training that directly address common problems and issues noted in the monitor's reports and in APD's internal oversight practices;</p> <p>c. Ensure lesson plan outlines for use of force training are reviewed by training command staff, APD use of force SMEs, and the monitoring team to ensure lesson plans address the current use of force issues identified by the monitoring team, and APD executive and command staff; and</p> <p>d. After implementing the use of force training, evaluate in-field performance to determine if training is being implemented.</p>

		This may require an officer to provide emergency first aid until professional medical care providers arrive on scene.	
Secondary	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.	4.7.10a: Cycle forward 2020 and 2021 data related to Paragraph 23 to ensure the Annual Use of Force Report are finalized and statistics remain up to date and accurate.
			4.7.10b: Coordinate efforts with EFIT to ensure that data compiled following the completion of all backlogged use of force cases are quickly included in finalized 2020 and 2021 Annual Use of Force Reports to avoid having multiple "preliminary" reports disseminated simultaneously.
Secondary	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. 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. Probe deployments, except those described in Paragraph 30, shall not be considered injuries. APD shall track all ECW laser painting and arcing and their effects on compliance rates as part of its data collection and analysis. ECW data analysis shall be included in APD's use of force annual report.	4.7.25a: Operationalize the EIS process as soon as practicable following training of those who will be using the system. We recommend that the training plan be proffered to the monitor for review and assessment prior to implementation.
Secondary	41	Uses of force will be divided into three levels for reporting, investigating, and reviewing purposes. 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. The use of force reporting policy will require officers to immediately notify their immediate, on-duty supervisor within their chain of command following any use of force, prisoner injury, or allegation of any use of force. Personnel who have knowledge of a use of force by another officer will immediately report the incident to an on-duty supervisor. This reporting requirement also applies to off-duty officers engaged in enforcement action.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59

Operational	42	The use of force reporting policy shall require all officers to provide a written or recorded use of force narrative of the facts leading to the use of force to the supervisor conducting the review or the APD officer conducting the investigation. The written or recorded narrative will include: (a) a detailed account of the incident from the officer's perspective; (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. Officers shall not merely use boilerplate or conclusory language but must include specific facts and circumstances that led to the use of force.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
Secondary	43	Failure to report a use of force or prisoner injury by an APD officer shall subject officers to disciplinary action.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
Secondary	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. 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.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
Secondary	46	The three levels of use of force will have different kinds of departmental review. All uses of force by APD shall be subject to supervisory review, and Level 2 and Level 3 uses of force are subject to force investigations as set forth below. All force reviews and investigations shall comply with applicable law and comport with best practices. All force reviews and investigations shall determine whether each involved officer's conduct was legally justified and complied with APD policy.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
			4.7.33a: APD should conduct a failure analysis relative to Paragraph 46 compliance and determine what caused this failure, and what area commands, shifts, supervisors were involved.

			4.7.33b: Once the reasons for failure are identified, remedial action should be formulated and addressed.
Primary	47	The quality of supervisory force reviews shall be taken into account in the performance evaluations of the officers performing such reviews.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
			4.7.34a: APD should conduct a failure analysis relative to Paragraph 47 compliance and determine what caused this failure, and what area commands, shifts, supervisors were involved.
			4.7.34b: Once the reasons for failure are identified, remedial action should be formulated and addressed.
Secondary	48	<p>APD agrees to develop and implement force classification procedures that include at least three categories of types of force that will determine the force review or investigation required. 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. The goal is to promote greater efficiency and reduce burdens on first-line supervisors, while optimizing critical investigative resources on higher-risk uses of force. The levels of force are defined as follow:</p> <p>a. Level 1 is force that is likely to cause only transitory pain, disorientation, or discomfort during its application as a means of gaining compliance. This includes techniques which are not reasonably expected to cause injury, do not result in actual injury, and are not likely to result in a complaint of injury (i.e., pain compliance techniques and resisted handcuffing). Pointing a firearm, beanbag shotgun, or 40 millimeter launcher at a subject, or using an ECW to “paint” a subject with the laser sight, as a show of force are reportable as Level 1 force. Level 1 force does not include interaction meant to guide, assist, or control a subject who is offering minimal resistance.</p> <p>b. Level 2 is force that causes injury, could reasonably be expected to cause injury, or results in a complaint of injury. Level 2 force includes use of an ECW, including where an ECW is fired at a subject but misses; use of a beanbag</p>	Recommendations for paragraphs 41-59 are listed below after paragraph # 59

		<p>shotgun or 40 millimeter launcher, including where it is fired at a subject but misses; OC Spray application; empty hand techniques (i.e., strikes, kicks, takedowns, distraction techniques, or leg sweeps); and strikes with impact weapons, except strikes to the head, neck, or throat, which would be considered a Level 3 use of force.</p> <p>c. Level 3 is force that results in, or could reasonably result in, serious physical injury, hospitalization, or death. Level 3 force includes all lethal force; critical firearms discharges; all head, neck, and throat strikes with an object; neck holds; canine bites; three or more uses of an ECW on an individual during a single interaction regardless of mode or duration or an ECW application for longer than 15 seconds, whether continuous or consecutive; four or more strikes with a baton; any strike, blow, kick, ECW application, or similar use of force against a handcuffed subject; and uses of force resulting in a loss of consciousness. As set forth in Paragraphs 81-85 below, 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 uses of force as defined by the Memorandum of Understanding; (c) in-custody deaths; and (d) other incidents resulting in death at the discretion of the Chief.</p>	
Secondary	49	<p>Under the force classification procedures, officers who use Level 1 force shall report the force to their supervisor as required by Paragraph 42; Level 1 uses of force that do not indicate apparent criminal conduct by an officer will be reviewed by the chain of command of the officer using force. Level 2 and 3 uses of force shall be investigated by the Internal Affairs Division, as described below. When a use of force or other incident is under criminal investigation by the Multi-Agency Task Force, APD's Internal Affairs Division will conduct the administrative investigation. Pursuant to its Memorandum of Understanding, the Multi-Agency Task Force shall periodically share information and coordinate with the Internal Affairs Division, as appropriate and in accordance with applicable laws, to ensure timely and thorough administrative investigations of uses of force.</p>	<p>Recommendations for paragraphs 41-59 are listed below after paragraph # 59</p>

Secondary	50	The supervisor of an officer using force shall respond to the scene of all Level 1, 2, and 3 uses of force to ensure that the use of force is classified according to APD's force classification procedures. For Level 2 and Level 3 uses of force, the supervisor shall ensure that the Force Investigation Section of the Internal Affairs Division is immediately notified and dispatched to the scene of the incident to initiate the force investigation.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
Secondary	51	A supervisor who was 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.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
Secondary	52	<p>For all supervisory reviews of Level 1 uses of force, the supervisor shall:</p> <ul style="list-style-type: none"> a) respond to the scene and immediately identify the officer(s) involved in Level 1 use of force; b) review the involved officer's lapel video, determining whether the incident involves a Level 1 use of force; c) review the lapel video of other officers on-scene where uncertainty remains about whether the incident rises to a Level 2 or Level 3 use of force; d) examine personnel and the subject for injuries and request medical attention where appropriate.; e) contact the Internal Affairs Division to conduct a Level 2 or Level 3 use of force investigation if lapel video does not affirm a Level 1 use of force; f) gather any evidence located at the scene of the Level 1 use of force; g) capture photographs of the officer(s) and subject involved in the Level 1 use of force; h) require the submission of a Use of Force Report from the involved officer by the end of shift; and i) conduct any other fact-gathering activities while on-scene, as necessary, to reach reliable conclusions regarding the officer's use of Level 1 force. 	Recommendations for paragraphs 41-59 are listed below after paragraph # 59

Operational	53	<p>Each supervisor shall complete and document a supervisory force review of a Level 1 Use of Force within 72 hours of the use of force. Any extension of this 72-hour deadline must be authorized by a Commander. This review shall include:</p> <ul style="list-style-type: none"> 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 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. 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 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 and e) documentation that additional issues of concern not related to the use of force incident have been identified and addressed by separate memorandum. 	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
Secondary	54	<p>Upon completion of the review, the reviewing supervisor shall forward the review through his or her chain of command to the Commander, who shall review the entry to ensure that it is complete and that the findings are supported using the preponderance of the evidence standard. The Commander shall order additional review when it appears that there is additional relevant evidence that may assist in resolving inconsistencies or improving the reliability or credibility of the findings. These reviews shall be completed electronically and tracked in an automated database within the Internal Affairs Division.</p>	Recommendations for paragraphs 41-59 are listed below after paragraph # 59

Secondary	55	Where the findings of the supervisory review are not supported by a preponderance of the evidence, the supervisor's Commander shall document the reasons for this determination and shall include this documentation as an addendum to the original review. The supervisor's superior shall take appropriate action to address the inadequately supported determination and any deficiencies that led to it. Commanders shall be responsible for the accuracy and completeness of the Level 1 force reviews prepared by supervisors under their command.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
Secondary	56	Where a supervisor repeatedly conducts deficient supervisory force reviews, 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. Whenever a supervisor or Commander finds evidence of a use of force indicating apparent criminal conduct by an officer, the supervisor or Commander shall suspend the supervisory force review immediately and notify the Internal Affairs Division and the Chief. The Force Investigation Section of the Internal Affairs Division shall immediately initiate the administrative and criminal investigation.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
Secondary	57	When the Commander finds that the supervisory force review is complete and the findings are supported by the evidence, the file shall be forwarded to the Performance Review Unit of the Compliance Bureau. The Performance Review Unit shall review the supervisory force review to ensure that it is complete and that the findings are supported by the evidence. The Performance Review Unit shall ensure that the file is forwarded to the Internal Affairs Division for recordkeeping. Where the Performance Review Unit of the Compliance Bureau determines that a supervisory force review, which has been completed by the supervisor and reviewed by the chain of command, is deficient, the Performance Review Unit shall forward the review to the supervisor for correction. Any performance deficiencies in the investigation or review will be noted in the affected Commander's performance records.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59

Secondary	58	At the discretion of the Chief, a supervisory force review 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 review or analysis. This assignment or re-assignment shall be explained in writing.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
Secondary	59	Where, after a supervisory force review, a use of force is found to violate policy, the Chief shall direct and ensure appropriate discipline and/or corrective action. 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.	Recommendations for paragraphs 41-59 are listed below after paragraph # 59
			4.7.45a: APD should re-assess the monitor's comments on paragraphs 41-59 and, where non-compliance was noted, conduct failure analyses to determine the issues causing non-compliance.
			4.7.45b: Where causes can be identified, they should be rectified by changes to policy, supervision and/or training.
Secondary	60	The Force Investigation Section of the Internal Affairs Division shall respond to the scene and conduct investigations of Level 2 and Level 3 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 reassigned to the Internal Affairs Division by the Chief. In cases where an investigator in the Force Investigation Section initiates a Level 2 or Level 3 use of force investigation and identifies indications of apparent criminal conduct, the Section shall refer the use of force to an investigator in the Section, with no involvement in the initial administrative investigation into the Level 2 or 3 use of force, to conduct a criminal investigation. The criminal investigation shall remain separate from and independent of any administrative investigation. In instances where the Multi-Agency Task Force is conducting the criminal investigation of a use of force, the Internal Affairs Division shall conduct the administrative investigation.	4.7.47a: APD should select a larger random sample of similar cases and review each for indicators of the need to improve policy, training, supervision or other corrective processes.

Secondary	61	The Force Investigation Section of the Internal Affairs Division will be responsible for conducting both criminal and administrative investigations, except as stated in Paragraph 60. The Force Investigation Section of the Internal Affairs Division shall include sufficient personnel who are specially trained in both criminal and administrative investigations.	4.7.48a: FIS and IAFD should assess extant training levels of FIS and ensure additional training, supervision or other corrective process are applied.
Secondary	62	Within six months from the Operational Date, APD shall revise the Internal Affairs Division manual to include the following: a) definitions of all relevant terms; 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.	4.7.49a: APD should conduct an internal assessment of the IAFD policy and process to ensure the requirements of Paragraph 62 are contained in policy, training and practice in the operations of IAPS and IAFD.
Secondary	63	Within 39 months from the Operational Date, APD shall ensure that there are sufficient trained personnel assigned to the Internal Affairs Division and Force Investigation Section to fulfill the requirements of this Agreement. APD shall ensure that all Level 2 and Level 3 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. At the discretion of the Chief, APD may hire and retain personnel, or reassign current APD employees, with sufficient expertise and skills to the Internal Affairs Division or Force Investigation Section.	4.7.50a: IAFD command should redouble its efforts to ensure existing policy, training and practice conform to the specific requirements of Paragraph 63.

Secondary	64	<p>Before performing force investigations, Force Investigation Section 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. Force Investigation Section personnel shall also receive force investigation annual in-service training.</p>	<p>4.7.51a: IAFD should ensure that current policy and process, and the training provided relative to acceptable policy and process, are reflected in the day-to-day operations of the Force Investigation Section.</p>
Secondary	69	<p>In conducting its investigations of Level 2 or Level 3 uses of force, as defined in this Agreement, the Force Investigation Section shall:</p> <ul style="list-style-type: none"> 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 the use of force has been classified according to APD's classification procedures, that subject(s) have been 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; 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; 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 own words; d) ensure, consistent with applicable law, that all officers witnessing a Level 2 or Level 3 use of force by another officer provide a use of force narrative of the facts leading to the use of force; e) provide a written admonishment to involved and witness officer(s) to the use of force that they are not to speak about the force incident with anyone until they are interviewed by the investigator of the Force Investigation Section; f) conduct only one-on-one interviews with involved and witness officers; g) review all Use of Force Reports to ensure that these statements include the information required by this Agreement and APD policy; 	<p>4.7.56a: APD should review carefully the monitor's finding regarding Paragraph 69 of the CASA and ensure that all relevant sections of the Paragraph are included in IAFD practice. Specific revisions to policy should reflect any failure points of policy, practice, supervision or command oversight.</p>

		<p>h) 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;</p> <p>i) 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;</p> <p>j) record all interviews;</p> <p>k) consider all relevant evidence, including circumstantial, direct, and physical evidence, as appropriate, and make credibility determinations, if feasible;</p> <p>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; and</p> <p>m) train all Internal Affairs Division force investigators on the factors to consider when evaluating credibility, incorporating credibility instructions provided to jurors.</p>	
Secondary	71	<p>The Force Investigation Section shall complete Level 2 or Level 3 administrative investigations within three months after learning of the use of force. Any request for an extension to this time limit must be approved by the commanding officer of the Force Investigation Section through consultation with the Chief or by the Chief. At the conclusion of each use of force investigation, the Force Investigation Section shall prepare an investigation report. The report shall include:</p> <p>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 Force Investigation Section's independent review of the facts and circumstances of the incident;</p> <p>b) documentation of all evidence that was gathered, including names, phone numbers, addresses of witnesses to the incident, and all underlying Use of 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</p>	<p>4.7.58a: APD should conduct a detailed performance review of IAPS process and practice, and revise policy, training and supervision processes to control IAPS operations until IAPS meets compliance standards for paragraph 71.</p>

		<p>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;</p> <p>c) the names of all other APD officers or employees witnessing the use of force;</p> <p>d) the Force Investigation Section'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;</p> <p>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; and</p> <p>f) the complete disciplinary history of the target officers involved in the use of force.</p>	
Secondary	72	<p>Upon completion of the Force Investigation Section investigation report, the Force Investigation Section investigator shall forward the report through his or her chain of command to the commanding officer of the Internal Affairs Division. The Internal Affairs Division 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. The Internal Affairs Division 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.</p>	<p>4.7.59a Recommendation for Paragraph 72: APD should conduct a detailed performance review of IAPS process and practice, and revise policy, training and supervision processes to control IAPS operations until IAPS meets operational compliance standards for paragraph 71.</p>

Secondary	73	For administrative investigations, where the findings of the Force Investigation Section investigation are not supported by a preponderance of the evidence, the Internal Affairs Division commanding officer shall document the reasons for this determination and shall include this documentation as an addendum to the original investigation report. The commanding officer of the Internal Affairs Division shall take appropriate action to address any inadequately supported determination and any investigative deficiencies that led to it. The Internal Affairs Division commanding officer shall be responsible for the accuracy and completeness of investigation reports prepared by the Internal Affairs Division.	4.7.60a: Recommendation for Paragraph 73: APD should conduct a detailed performance review of IAFD and IAPS process and practice, and revise policy, training and supervision processes to control IAFD and IAPS operations until IAPS meets operational compliance standards for paragraph 73.
Secondary	74	Where a member of the Force Investigation Section repeatedly conducts deficient force investigations, the member shall receive the appropriate corrective and/or disciplinary action, including training or removal from the Force Investigation Section 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.	4.7.61a: APD should conduct a detailed performance review of IAFD and IAPS process and practice, and revise policy, training and supervision processes to control IAFD and IAPS operations until IAPS meets operational compliance standards for paragraph 74.
Secondary	75	When the commanding officer of the Internal Affairs Division determines that the force investigation is complete and the findings are supported by the evidence, the investigation report file shall be forwarded to the Force Review Board with copy to the Chief.	4.7.62a: APD should conduct a detailed performance review of IAFD and IAPS process and practice, and revise policy, training and supervision processes to control IAFD and IAPS operations until IAPS meets operational compliance standards for paragraph 75.
Secondary	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. Where a force investigation indicates apparent criminal conduct by an officer, the Chief shall ensure that the Internal Affairs Division or the Multi-Agency Task Force consults with the District Attorney's Office or the USAO, as appropriate. The Chief need not delay the imposition of discipline until the outcome of the criminal investigation. In use of force investigations, where the incident indicates policy, training, tactical, or equipment concerns, the Chief shall ensure that	4.7.64a: APD should carefully review the recommendations of Paragraphs 201 and 202, below, and develop a coherent strategy to improve proactive measures to ensure conformance with extant APD policies related to officers' use of force modalities.

		necessary training is delivered and that policy, tactical, or equipment concerns are resolved.	
Secondary	78	<p>“APD shall develop and implement a Force Review Board to review Level 2 and Level 3 uses of force. The Force Review Board shall be comprised of at least the following members: Deputy Chief of the Administrative Support Bureau, Deputy Chief of the Field Services Bureau, the Deputy Chief of the Investigative Bureau, a Field Services Commander, the Academy Division Commander, and the Legal Advisor. The Force Review Board shall conduct timely, comprehensive, and reliable reviews of Level 2 and Level 3 use of force investigations. The Force Review Board shall:</p> <p>a) review each use of force investigation completed by the Force Investigation Section within 30 days of</p>	4.7.44a: Report regularly to the Chief of Police on progress toward the established goals and objectives related to the FRB process. The report should include statuses on the FRB's progress in catching up on backlogged cases required to be reviewed.
		<p>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;</p> <p>b) 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. The officer(s) who used the force subject to investigation, or who are otherwise the subject(s) of the Internal Affairs Division investigation, shall not be present;</p> <p>c) 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. 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 force investigation, including the specific evidence or analysis supporting their conclusions;</p>	4.7.44b: Immediately increase the number of FRB meetings and the number of cases reviewed during those meetings to address APD's use of force cases and to prevent a backlog of unreviewed cases of officers' use of force.
		<p>d) 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;</p> <p>e) 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;</p> <p>f) document its findings and recommendations in a Force Review Board Report within 45 days of receiving the</p>	4.7.44c: FRB should focus attention on uses of force trend data to ensure policy and training are properly addressing performance in the field.

		completed use of force investigation and within 15 days of the Force Review Board case presentation; and g) 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.“	
Secondary	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: a) number of calls for service; b) number of officer-initiated actions; c) number of aggregate uses of force, and uses of force by Level; d) number of arrests; e) number of custodial arrests that involved use of force; f) number of SWAT deployments by type of call out; g) number of incidents involving officers shooting at or from moving vehicles; h) number of individuals armed with weapons; i) number of individuals unarmed; j) number of individuals injured during arrest, including APD and other law enforcement personnel; k) number of individuals requiring hospitalization, including APD and other law enforcement personnel; l) demographic category; and m) geographic data, including street, location, or Area Command.	4.7.66a: APD’s must ensure the use of force investigation backlog is reconciled, and the complete data required by Paragraph 79 requirements should be incorporated into a final Annual Use of Force Report.
			4.7.66b: APD should monitor use of force, serious use of force, and show of force reporting discrepancies that are found. Reporting errors must be reconciled to ensure that statistics published in its Annual Use of Force Reports are accurate.
			4.7.66c: Now that APD transitioned to a three-tiered use of force reporting system, they should maintain an auditing process for tier-one uses of force to ensure proper categorization is taking place. Data collected from these audits should feed the Annual Use of Force reports, and when appropriate referred to IA and the academy.

			4.7.66d: APD should devise ways to scrutinize data presented by the individual department units and continue to coordinate with PMU to ensure that there are common methods to handle, analyze and present data.
Secondary	80	APD shall be responsible for maintaining a reliable and accurate tracking system on all officers' use of force; all force reviews carried out by supervisors; all force investigations carried out by the Force Investigation Section, Internal Affairs Division, or Multi-Agency Task Force; and all force reviews conducted by the Performance Review Unit of the Compliance Bureau and the Force Review Board. 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.	4.7.67a: Follow through on current planning efforts to address this paragraph.
Primary	88	Supervisors of all ranks, including those assigned to the Internal Affairs Division, as part of their initial and annual in-service supervisory training, shall receive additional training that includes: a) conducting use of force reviews or investigations, including evaluating officer, subject, and witness credibility; b) strategies for effectively directing officers to minimize uses of force and to intervene effectively to prevent or stop unreasonable force; c) incident management; and d) supporting officers who report unreasonable or unreported force, or who are retaliated against for using only reasonable force or attempting to prevent unreasonable force.	4.7.73-75a: APD should devise and implement a coherent plan to address use of force training requirements for 2022 and the next reporting period, considering agency-wide initiatives to "pilot" new programs, and revisions being made to APD's use of force suite of policies, with the goal of sustaining Secondary Compliance of Paragraphs 86 and 87. Curriculum developed for annual use of force training should incorporate specific needs of officers and supervisors in the field, and address each component of Paragraphs 86-88.
			4.7.73-75b: The academy staff should be properly augmented to ensure the quality of training curriculum and training systems are not negatively impacted due to staffing shortages. Staffing should contemplate the academy's ongoing, annual training responsibilities that have relevance to numerous CASA requirements.

			4.7.73-75c: APD personnel assigned to non-academy commands that carry significant training requirements should receive training commensurate with the academy staff. This will ensure continuity in curriculum development across the organization.
			4.7.73-75d: APD should convene a Training Committee, Chaired by the academy Commander, which requires agency-wide liaisons to actively participate with academy personnel, share training needs and provide perspective that can enhance and be incorporated into annual use of force in service training
Section 3:	Crisis Intervention (Paragraphs 110 – 137)		
Compliance Level	Paragraph #	Paragraph	Recommendations
Secondary	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 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.	4.7.97a: Implement a detailed monitoring system for policy review to ensure that revisions are updated and trained in a timely manner. APD is reminded that policies in the table above that are past due and are related to high-risk critical tasks directly associated with the CASA's requirements.
Secondary	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	4.7.110a: APD should implement the data-driven, methodologically appropriate workload, staffing planning, and analysis protocol developed by CIU that ensures that reliable "staffing levels" for ECIT officers are regularly calculated, reported, set as staffing goals, and attained or hire an external vendor who is a data scientist to conduct a similar analysis and implement that staffing plan.

		are likely to do so in the future. APD agrees to expand both the number of crisis intervention certified responders and CIU.	
Secondary	127	Within 18 months of the Operational 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 mental illness.	4.7.114a: APD should re-assess its 40 percent guideline for CIU-trained officers, in light of recent incidents involving individuals in mental health crises and determine if the 40 percent staffing level continues to meet community and department needs.
Secondary	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.	4.7.115b: Ensure the sustainability of the process of conducting a random sample of all CIT/CIU responses to ensure that the issues identified above have not been replicated in other CIT/CIU responses involving other officers and memorialize these processes in writing.
Secondary	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. APD shall collect the following data: a) date, shift, and area 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).	4.7.116a: Staff and properly supervise appropriately trained personnel to provide accurate and complete data to meet the requirements of this paragraph.
Secondary	131	Working in collaboration with the Advisory Committee, the City shall develop and implement a protocol that addresses situations involving barricaded, suicidal subjects who are not posing an imminent risk of harm to anyone except themselves. The protocol will have the goal of protecting the safety of officers and suicidal subjects while providing suicidal subjects with access to mental health services.	4.7.118a: APD command staff should review existing cooperative approaches between CIU, CNT, and SOD relative to current issues and practice.

			4.7.118b: APD executive leadership should pay particular attention to the results of the implementation of cooperative approaches between CIU, CNT, and SOD. This project should be goal-driven, should include the production of specifically articulated tangible objectives and measurable timelines to ensure progress is made.
Secondary	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. Within 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.	4.7.122a: Ensure that COAST and the MCTs are adequately staffed to handle the needs of the APD and the Albuquerque community.
			4.7.122b: Alternatively, provide data which are accurate and assessable to indicate that the responsibilities established in the CASA related to Paragraph 135 are routinely and competently handled in an alternative method.
Secondary	137	APD shall collect and analyze data to demonstrate the impact of and inform modifications to crisis prevention services. This 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 caseloads; b) number of individuals receiving crisis prevention services; c) date, shift, and area command of incidents or follow up encounters; d) subject's age, race/ethnicity, and gender; e) whether the subject claims to be a U.S. military veteran; f) techniques or equipment used; g) any injuries to officers, subjects, or others; h) disposition of the encounter (e.g., arrest, citation, referral); and i) a brief narrative of the event (if not included in any other document).	4.7.124a: Identify data necessary to fulfill requirements of Paragraph 137.

			4.7.124b: Write specifications for selecting an outside contractor (or internal employee) to identify knowledge, skills and abilities required to analyze the requirements of Paragraph 137.
			4.7.124c: Explore innovative methods for the oversight and development of information stipulated in Paragraph 137.
Section 4: Policies and Training Generally (Paragraphs 138 – 161)			
Compliance Level	Paragraph #		Recommendations
Secondary	146	APD shall apply policies uniformly and hold officers accountable for complying with APD policy and procedure.	4.7.132a: Recommendation for Paragraph 146: APD should conduct an internal analysis of its disciplinary processes and outcomes and produce a document that provides findings on consistency, fairness, and the impact of discipline on officers' later behavior.
Secondary	151	Unless otherwise noted, the training required under this Agreement shall be delivered within 18 months of the Operational Date, and annually thereafter. Within six months of the Operational Date, APD shall set out a schedule for delivering all training required by this Agreement.	4.7.137a: Continue the extant process of identifying training gaps and developing and delivering requisite training compliant with CASA requirements.
Section 5: Misconduct Complaint Intake, Investigation, and Adjudication (Paragraphs 162 – 202)			
Compliance Level	Paragraph #	Paragraph	Recommendations
Secondary	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 Division for review and investigation. Where alleged misconduct is reported to a supervisor, the supervisor shall immediately document and report this information to the Internal Affairs Division. Failure to report or document alleged misconduct or criminal behavior shall be grounds for discipline, up to and including termination of employment.	4.7.149: IAPS should ensure the required information is entered into the Blue Team system to document the same and ensure timely reporting.
Secondary	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 Division. All information should be referred to the Internal Affairs Division by the end of the shift following the shift in which the misconduct complaint was received, absent exceptional circumstances.	4.7.164a: In November/December 2021, IAPS implemented the monitor's recommendation suggesting that IAPS should require supervisors to document in BlueTeam reporting module the date they learned of the alleged violation and explain any delay in reporting to IAPS. APD should follow-up this implementation with an assessment of what

			improvements, if any, have resulted from this change.
Secondary	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. 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. 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.	4.7.169a: City Legal should appoint an independent review and approval authority for all external APD IA investigations that are conducted by an independent investigator. The appropriateness of selection of independent investigators should be documented in writing.
			4.7.169b: Investigations in which the complainant or logical witnesses are not interviewed, or in matters that are administratively closed, the investigation should include a clear explanation of why the interviews were not conducted and or why further investigation steps were not warranted. These should be subject to managerial oversight regarding appropriateness.
			4.7.169c: APD must ensure that investigations conducted by the area commands are held to the same standards that apply to IAPS and CPOA and are CASA compliant.
			4.7.169d: APD should create an investigative guide with a checklist of requirements to assist any investigator in completing a thorough, fair, objective investigation. The guide should include interviewing the complainant (where possible), collection of any and all supporting documentation and evidence, interviewing all fact witnesses (all APD employees and all willing civilian witnesses), and all subject officers.

Secondary	190	In each investigation, APD and the Civilian Police Oversight Agency shall consider all relevant evidence, including circumstantial, direct, and physical evidence. 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. 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. APD and the Civilian Police Oversight Agency shall also take into 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. APD and the Civilian Police Oversight Agency shall make efforts to resolve material inconsistencies between witness statements.	4.7.176a: APD should identify a cadre of investigators at the area commands, who will conduct investigations of minor misconduct and provide additional appropriate training to those individuals relating to internal investigations and CASA requirements
			4.7.176b: APD IAPS should require all pertinent and relevant evidence be recovered and considered in all internal affairs investigations. All evidence for internal investigations should be secured in an evidence security facility and/or included in the secured case file.
Secondary	199	All APD personnel conducting misconduct investigations, whether assigned to the Internal Affairs Division, an Area Command, or elsewhere, shall receive at least 24 hours of initial training in conducting misconduct investigations within one year of the Operational Date, and shall receive at least eight hours of 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.	4.7.185a: Identify the members of the area commands who may be assigned misconduct investigations and develop an annual IA training program for them. Ensure they complete the same on an annual basis. Annual training for those members of the area commands conducting internal affairs investigations of allegations of minor misconduct is an urgent priority.
			4.7.185b: Do not assign a misconduct investigation to any APD personnel who have not met the annual training requirement.
			4.7.185c: Investigations involving allegations that are CASA-related should remain with IAPS and not be transferred to area command personnel.

Secondary	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.	4.7.187a: Ensure that all disciplinary decisions address the range of the disciplinary matrix unless written reasons for departure from the matrix range accompany the decision.
			4.7.187b: Ensure that adequate explanation is given for selecting a classification level where there is more than one level of classification associated with a regulation for which a sustained finding is made.
			4.7.187c: APD should continue the practice of now having the IAPS commander, in conjunction with guidance, when appropriate, from the city attorney, has the authority to determine whether discipline cannot be imposed due to time violations.
			4.7.187d: All investigations involving sustained charges where discipline cannot be imposed due to violations of time constraints should be reported quarterly to the Chief, the City Attorney, DOJ, and the monitor.
			4.7.187e: APD should ensure that in all PDHs, a representative of IAPS or CPOA be present and represent the findings and recommendations set forth in the investigation.
			4.7.187f: APD should continue to ensure that all PDHs are recorded and preserved as part of the investigative file.
			4.7.187g: IAPS and CPOA should continue to determine if any prior violations count as prior offenses for all investigations requiring review of sustained charges by the appropriate Area Command, the Professional Integrity Commander, and/or the Disciplinary Authority.
			4.7.187h: To accurately calculate whether prior offenses come within the time periods specified in the disciplinary regulation, it is important that the date of imposition of prior discipline and the date of the conduct under review in the current case be readily discernible. We continue to recommend that the date discipline was imposed be clearly entered

			on the retention cards. We further recommend that the date of conduct under review be clearly set forth in the recommended findings and conclusions section of investigative reports, that is, entering an “on or about” date for the conduct referenced in each specification.
Secondary	202	APD shall establish a disciplinary matrix that: a) establishes a presumptive range of discipline for each type of rule violation; b) increases the presumptive discipline based on an officer’s prior violations of the same or other rules; c) sets out defined mitigating or aggravating factors; d) requires that any departure from the presumptive range of discipline must be justified in writing; 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 f) provides that APD shall consider whether non-disciplinary corrective action also is appropriate in a case where discipline has been imposed.	4.7.188a: Ensure that all disciplinary decisions either conform to the presumptive range included in APD’s revised disciplinary matrix or that written explanations accompany them for the departure from the recommendations of the disciplinary matrix.
			4.7.188b: Ensure that all disciplinary decisions related to actions (or inactions) that are reasonably on the “critical path” regarding compliance with the CASA reflect a resolve to foster behaviors required by the CASA.
			4.7.188c: Ensure that all disciplinary packets, including the investigative report, are complete and self-explanatory, including documentation that all steps in the investigation and disciplinary processes were completed as required by policy.
			4.7.188d: Ensure an accurate and exact calculation of prior offenses to calculate the presumptive range of the disciplinary matrix.
Section 6: Staffing, Management, and Supervision (Paragraphs 203-231)			
Compliance Level	Paragraph #		Recommendations

Secondary	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 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.	4.7.189a: APD should move to implement the recommendations of the latest Weiss study to the extent that current funding levels allow.
Secondary	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 departmental policy.	Recommendations for 205, 206. and 208 are listed below after paragraph # 208
Secondary	206	All field officers shall be assigned to a primary, clearly identified first-line supervisor and shall also report to any other first-line supervisor within the chain of command. First-line supervisors shall be responsible for closely and consistently supervising all officers under their primary command. 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.	Recommendations for 205, 206. and 208 are listed below after paragraph # 208
Secondary	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 their direct command comply with APD policy, federal, state and municipal law, and the requirements of this Agreement.	44.7.194a: APD should consider conducting an omnibus review of the supervisory paragraphs of the last six monitor's reports, identifying specific critical lapses in APD supervisory process, and convene a supervisory process improvement team (PIT) to identify goals, objectives, timelines, process and measures of effectiveness for the training and management oversight of supervisors who deal with uses of force in the field.

			44.7.194b: Using the data evidence from step a. above, the PIT's recommendations should be carefully reviewed by the Chief of Police, planning personnel, and training personnel, in order to craft goals and quantifiable objectives to improve supervisory processes at APD. The team should review past monitor's reports for recommendations, assess those recommendations for potential efficacy and develop a final process improvement plan for supervision at APD.
			44.7.194c: The Chief of Police should consider the PIT's recommendations and should implement those aspects of the PIT's recommendations that he deems appropriate.
Secondary	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.	4.7.195a: APD should complete the current cycle of sergeants' training so that more than 94 percent of sergeants have received the updated training.
Operational	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.	4.7.197a: Once training processes related to Paragraph 211 are completed, APD should submit to the monitoring team a synopsis of the testing protocols and a summary of testing scores of the individuals who received in-service management training.
Secondary	212	Within nine months of the Operational Date, APD shall revise and update its Early Intervention System to enhance its effectiveness as a management tool that promotes supervisory awareness and proactive identification of both potentially problematic as well as commendable behavior among officers. 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.	Recommendations for 212-219 are listed below after paragraph # 219
Secondary	213	APD shall review and adjust, where appropriate, the threshold levels for each Early Identification System indicator to allow for peer-group comparisons between officers with similar assignments and duties.	Recommendations for 212-219 are listed below after paragraph # 219

Secondary	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.	Recommendations for 212-219 are listed below after paragraph # 219
Secondary	215	<p>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:</p> <ul style="list-style-type: none"> a) uses of force; b) injuries and deaths to persons in custody; c) failures to record incidents with on-body 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; d) all civilian or administrative complaints and their dispositions; e) all judicial proceedings where an officer is the subject of a protective or restraining order; f) all vehicle pursuits and traffic collisions involving APD equipment; 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-body recording system; h) all disciplinary action taken against employees; i) all non-punitive corrective action required of employees; j) all awards and commendations received by employees, including those received from civilians, as well as special acts performed by employees; k) demographic category for each civilian involved in a use of force or search and seizure incident sufficient to assess bias; 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 m) all offense reports in which an officer is a suspect or offender. 	Recommendations for 212-219 are listed below after paragraph # 219

Secondary	216	APD shall develop and implement a protocol for using the updated 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. The protocol shall also require unit supervisors to periodically review Early Intervention System data for officers under their command.	Recommendations for 212-219 are listed below after paragraph # 219
Secondary	217	APD shall maintain all personally identifying information about an officer included in the Early Intervention System for at least five years 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. 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.	Recommendations for 212-219 are listed below after paragraph # 219
Primary	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 improvements specified in Paragraphs 212-215 to ensure proper understanding and use of the system. APD supervisors shall be trained to use the Early Intervention System as designed and to help improve the performance of officers under their command. Commanders and supervisors shall be trained in evaluating and making appropriate comparisons in order to identify any significant individual or group patterns of behavior.	Recommendations for 212-219 are listed below after paragraph # 219
Primary	219	Following the initial implementation of the updated Early Intervention System, and as experience and the availability of new 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. 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.	4.7.198-205a: Document learning assessment processes for the training provided for supervisors.

			<p>4.7.198-205b: Design, document, and implement audit protocols for supervisory review and reporting of PEMS processes.</p>
<p>Operational</p>	<p>220</p>	<p>To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional, effective policing, APD is committed to the consistent and effective use of on-body recording systems. Within six months of the Operational Date, APD agrees to revise and update its policies and procedures regarding on-body recording systems to require:</p> <ul style="list-style-type: none"> 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; b) officers to ensure that their on-body recording systems are working properly during police action; officers to notify their supervisors when they learn that their on-body recording systems are not functioning; d) officers are required to inform arrestees when they are recording, unless doing so would be unsafe, impractical, or impossible; 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; f) supervisors to review recordings of all officers listed in any misconduct complaints made directly to the supervisor or APD report regarding any incident involving injuries to an officer, uses of force, or foot pursuits; g) supervisors to review recordings regularly and to incorporate the knowledge gained from this review into their ongoing evaluation and supervision of officers; and 	<p>4.206a: APD should carefully review the results of its review of OBRD compliance and develop a PINS document designed to improve performance in this area.</p> <p>4.206b: The recommendations of the PINS document should be reviewed by the appropriate command and executive staff, and an approved “corrective action” directive should be issued requiring specific changes to OBRD process, complete with a recommended timeline.</p> <p>4.206.c: After the timeline established by the directive has expired, APD should conduct a written assessment of compliance with the directive, forwarding same to the Chief of Police for evaluation, assessment and further action.</p>

		h) APD to retain and preserve non-evidentiary recordings for at least 60 days and a case remains in investigation or litigation, until the case is resolved.	
Secondary	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.	4.7.209-210a: Identify all supervisors who have substandard performance regarding OBRD activation and review, and assess the reasons for failure to enforce established process. Place these supervisors “on notice” that their performance on this task will be routinely reviewed, and continued failures will result in discipline. 4.7.209-210b: Follow up on these counseling sessions with discipline if necessary.
Secondary	225	At least on a 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.	4.7.225: Ensure that supervisors are adequately trained to understand their responsibilities related to Paragraph 225’s requirements.
Secondary	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.	4.7.209-210a: APD should continue to document, assess, improve, and implement its OBRD policy supervisory processes until error rates fall below five percent.
Section 9: Community Engagement and Oversight (254 – 293)			
Compliance Level	Paragraph #		
Secondary	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.	4.7.240a: Fully execute the MOU with NMSU and complete culture survey and use findings to inform APT training and supervision;
			4.7.240b: Fully implement Working Group to work with USAO, local agencies, non-profits, and private sector to leverage resources to expand and reach significantly higher numbers of high-risk youth through various engagement programming.

Secondary	258	<p>Within 12 months of the Operational Date, APD agrees to provide 16 hours of initial structured training on community and problem-oriented policing methods and skills for all officers, including supervisors, commanders, and executives. This training shall include:</p> <ul style="list-style-type: none"> a) methods and strategies to improve public safety and crime prevention through community engagement; b) leadership, ethics, and interpersonal skills; c) community engagement, including how to establish formal partnerships and actively engage community organizations, including youth, homeless, and mental health communities; 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 process to address issues of the community, safety, and quality of life; e) conflict resolution and verbal de-escalation of conflict; and f) cultural awareness and sensitivity training. 	<p>4.7.243a: Ensure that supervisory processes are oriented with the COP training and new COP goals and objectives.</p> <p>4.7.243b: Deliver COP annualized refresher training and ensure future training schedules that provide annualized refresher training.</p>
Secondary	261	<p>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. At least one week before such meetings, APD shall widely publicize the meetings.</p>	<p>APD should ensure that there is congruent follow-up and support for the CPCs' efforts related to Paragraph 312's requirements.</p>
Secondary	274	<p>Within six months of 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:</p> <ul style="list-style-type: none"> a) This Agreement and the United States' Findings Letter of April 10, 2014; b) The City ordinance under which the agency is created; c) State and local laws regarding public meetings and the conduct of public officials; d) Civil rights, including the Fourth Amendment right to be free from unreasonable searches and seizures, including unreasonable uses of force; 	<p>4.7.259a: Ensure that newly appointed CPOA members receive the necessary 24 hours of training within the required six-month time period.</p>

		e) All APD policies related to use of force, including policies related to APD's internal review of force incidents; and f) Training provided to APD officers on use of force.	
Secondary	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.	4.7.260a: For future training, ensure that current CPOA Board members complete the agreed-upon assessment requirements of annual training within an established time frame.
Secondary	285	The Executive Director, with approval of the agency, shall have the authority to recommend disciplinary action against officers involved in the incidents it reviews. The Chief shall retain discretion over whether to impose discipline and the level of discipline to be imposed. 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.	4.7.270a: The Chief of Police should issue non concurrence letters to the CPOA for every case in which he disagrees with the CPOA's findings or disciplinary recommendations. These letters should clearly delineate why the Chief disagrees with the CPOA's findings, using specific point-by-point analysis.
			4.7.270b: When informing the board of disagreement with a disciplinary recommendation and the discipline which the Disciplinary Authority intends to impose, care must be taken to point out that pre-PDH proposed discipline could change after a full vetting of the issues in a PDH.

Appendix B

ReformStat Tracker Action Items

Use of Force Internal Controls

CASA Section	CASA Sub-Section	Paragraph #	Action Item	Status	Due Date	Completed Date
UOF Internal Controls & Accountability	UOF Principles	14 15 16	Develop a written plan to address the backlog which may include hiring an external	Complete	04/27/22	04/27/22
UOF Internal Controls & Accountability	Level 1 UOF	15	Review and approval of the Level 1 pilot lesson plan by the Academy chain of command	Complete	07/01/22	06/24/22
UOF Internal Controls & Accountability	UOF Reporting	41	Collaborate with EFIT to assist with final product	Complete	07/31/22	07/14/22
UOF Internal Controls & Accountability	Level 1 UOF	46	Provide existing case management and tracking to IAFD and Level one unit chain of command.	Complete	06/24/22	07/12/22
UOF Internal Controls & Accountability	Force Investigations	71	Complete development of revised internal investigation forms.	Complete	08/26/22	08/04/22
UOF Internal Controls & Accountability	UOF Principles	14 16	Review process of the UOF policy suite	In Progress	06/29/22	
UOF Internal Controls & Accountability	UOF Reporting	75	Build query including case number, in/out of policy, date of incident and completed date to notify Sup/Chief/FRB	In Progress	09/16/22	
UOF Internal Controls & Accountability	UOF Reporting	41 43 44 48 50 51 56 58 59 60 71	Develop an exception report to illustrate internal affairs investigations into potential Level 1- related and Level 2 and 3-related policy violations for each subsection within these paragraphs.	Needs Attention	07/15/22	
UOF Internal Controls & Accountability	UOF Principles	14 16	UOF Training: Delivery	Not Started		
UOF Internal Controls & Accountability	UOF Principles	41 43 44 48 50 51 56 58 59 60 71	Submit IAFD Quarterly Q3 report 2022 to Deputy Superintendent/Compliance	Not Started	08/19/22	

Electronic Control Weapons

CASA Section	CASA Sub-Section	Paragraph #	Action Item	Status	Due Date	Completed Date
UOF Internal Controls & Accountability	Electronic Control Weapons	25 27 29	Implementation of RBT training.	Complete	06/08/22	06/08/22
UOF Internal Controls & Accountability	Electronic Control Weapons	25 27 29	Review any out of policy ECW violations since RBT training has started on 6/8/22	Complete	08/08/22	07/19/22
UOF Internal Controls & Accountability	Electronic Control Weapons	25 27 29	Meet with Data Analytics team to come up with a standard to ensure consistency in reporting that excludes backlog cases.	Complete	08/24/22	08/08/22
UOF Internal Controls & Accountability	Electronic Control Weapons	25 27 29	Provide COB document detailing current APD cadet class 126 ECW training schedule.	In Progress	08/08/22	
UOF Internal Controls & Accountability	Electronic Control Weapons	38	Provide a draft report intended to identify ECW concerns analytically which can be operationalized back to training.	In Progress	07/15/22	

Staffing & Supervision

CASA Section	CASA Sub-Section	Paragraph #	Action Item	Status	Due Date	Completed Date
Staffing & Supervision	Staffing	203	Develop a process map of Command Initiated Assessments for deficient UOF	Complete	05/26/22	05/26/22
Staffing & Supervision	Staffing	203	Contact the Academy to schedule regular acting supervisor training dates twice a year	Complete	05/02/22	04/29/22
Staffing & Supervision	Staffing	203	Step 8: Policy published (SOP 3-30 Line Inspections)	Complete	04/23/22	06/14/22
Staffing & Supervision	Duties of Supervisors	203 205	Obtain IAR reports on supervision failing to identify use of force for Q2 Force Data report (this will be presented to the FRB Board)	Complete	07/31/22	07/26/22
Staffing & Supervision	Duties of Supervisors	205	Obtain audit reports from PMU (Performance Metrics Unit) on first line supervisors	Complete	07/31/22	06/03/22
Staffing & Supervision	Duties of Supervisors	205	Pull metrics from Records division to identify how long it is taking supervisors to approve arrest report	Complete	07/01/22	06/01/22
Staffing & Supervision	Duties of Supervisors	203 205	Obtain IAR reports on supervision failing to identify use of force for Obtain Q3 Force Data report (this will be presented to the FRB Board)	In Progress	10/31/22	
Staffing & Supervision	Duties of Supervisors	205	Benchmark to go live	In Progress	09/30/22	
Staffing & Supervision	Duties of Supervisors	205	Integrate Spydr Tech into Benchmark after all modules are completed	In Progress	12/31/22	

On-Body Recording Devices

CASA Section	CASA Sub-Section	Paragraph #	Action Item	Status	Due Date	Completed Date
Staffing & Supervision	On-Body Recording Systems	224	Analyze scorecards for February completed by the Performance Metrics Unit	Complete	03/11/22	03/04/22
Staffing & Supervision	On-Body Recording Systems	224	Analyze OBRD Review Pilot Scorecard for May, 2022	Complete	06/21/22	06/21/22
Staffing & Supervision	On-Body Recording Systems	224	Attend the Axon Performance & Command Hierarchy training for instruction as to how to manage hierarchy settings based on staff organization.	Complete	07/14/22	07/14/22
Staffing & Supervision	On-Body Recording Systems	224	Conduct an OBRD upload audit to see the outcomes of new Wifi technology used.	Complete	07/19/22	07/19/22
Staffing & Supervision	On-Body Recording Systems	224	Revise OBRD Wi-Fi upload training based on CTU Manager recommendations and resubmit for review.	Complete	08/12/22	08/11/22
Staffing & Supervision	On-Body Recording Systems	224 228	Create survey for Commanders review of new Axon Wi-Fi upload feature	Complete	07/15/22	07/26/22
Staffing & Supervision	On-Body Recording Systems	224 228	Distribute survey for Commanders review of new Axon Wi-Fi upload feature	Complete	07/25/22	07/28/22
Staffing & Supervision	On-Body Recording Systems	224 228	Analyze results given by survey of new Axon Wi-Fi upload feature.	Complete	07/29/22	08/02/22
Staffing & Supervision	On-Body Recording Systems	224 228	Meet with vendor (Axon) to acquire technical assistance in selected automatic triggering feature	In Progress	11/30/22	
Staffing & Supervision	On-Body Recording Systems	224	Submit OBRD Training encompassing policy on wifi and Axon's response to IMT/DOJ for approval	Not Started		

Performance Evaluation Management System

CASA Section	CASA Sub-Section	Paragraph #	Action Item	Status	Due Date	Completed Date
Staffing & Supervision	Early Intervention System	212	Train supervisors on the SOP 3-33 Early Intervention System	Complete	12/31/21	12/31/21
Staffing & Supervision	Supervisor Training	212	PEMS Sgt to work with video coordinator to complete a briefing video on creating a user name and password for access to the Benchmark System	Complete	08/10/22	08/04/22
Staffing & Supervision	Early Intervention System	212	Train NE and Foothills Area Commands Day Shift Supervisors on the Benchmark First Sign System (Benchmark Course of Action Training)	Complete	08/11/22	08/11/22
Staffing & Supervision	Early Intervention System	218	Provide in-service training to all employees, including officers, supervisors, and commanders within six months of the system being built	Complete	12/31/21	12/30/21
UOF Internal Controls & Accountability	UOF Reporting	47	Need gap training for Peoplesoft UOF for First Line Supervisor training.	In Progress	12/31/22	
UOF Internal Controls & Accountability	UOF Reporting	47	Step 3 (Performance Evaluation Supervisor (EWP) Training): Oversight & Approval: Academy staff to edit and review lesson plan and create PowerPoint for training	In Progress	09/19/22	
Staffing & Supervision	Early Intervention System	213	Conduct peer group comparisons between officers with similar assignments and duties	In Progress	01/02/23	
Staffing & Supervision	Early Intervention System	212	SOP 3-33 (PEMS) - Step 8: Chief of Police Review and Publication	Not Started		
Staffing & Supervision	Early Intervention System	215	Step 7 (SOP 1-1 Code of Conduct): : Chief of Police review and approval	Not Started		

Community Engagement & Oversight

CASA Section	CASA Sub-Section	Paragraph #	Action Item	Status	Due Date	Completed Date
Community Engagement & Oversight	Community & Problem- Oriented Policing	255	Finalize APD culture survey with NMSU	Complete	06/01/22	06/14/22
Community Engagement & Oversight	Community & Problem- Oriented Policing	255	Identify working group participants for youth engagement committee	Complete	07/31/22	05/31/22
Community Engagement & Oversight	Community & Problem- Oriented Policing	258	Finalize COP /POP refresher training dates going forward in annual training calendar	Complete	07/31/22	05/06/22
Community Engagement & Oversight	Community & Problem- Oriented Policing	258	Determine steps to assess impact of COP/POP training on in-field practices	Complete	07/31/22	07/11/22
Community Engagement & Oversight	Community & Problem- Oriented Policing	258	Complete COP/POP Refresher training for 2022	In Progress	08/31/22	
Community Engagement & Oversight	Community & Problem- Oriented Policing	255	Publish APD culture survey on PowerDMS for officers to complete	Needs Attention	06/15/22	

Appendix C

Eight Step Standard Operating Procedure Process Map and Description Policy Development Process Steps

Step 1: Policy Review, Analysis, and Revision; and Data Review

Step 2: Policy and Procedure Unit Meeting

Step 3: Fifteen (15) Day Commentary Period

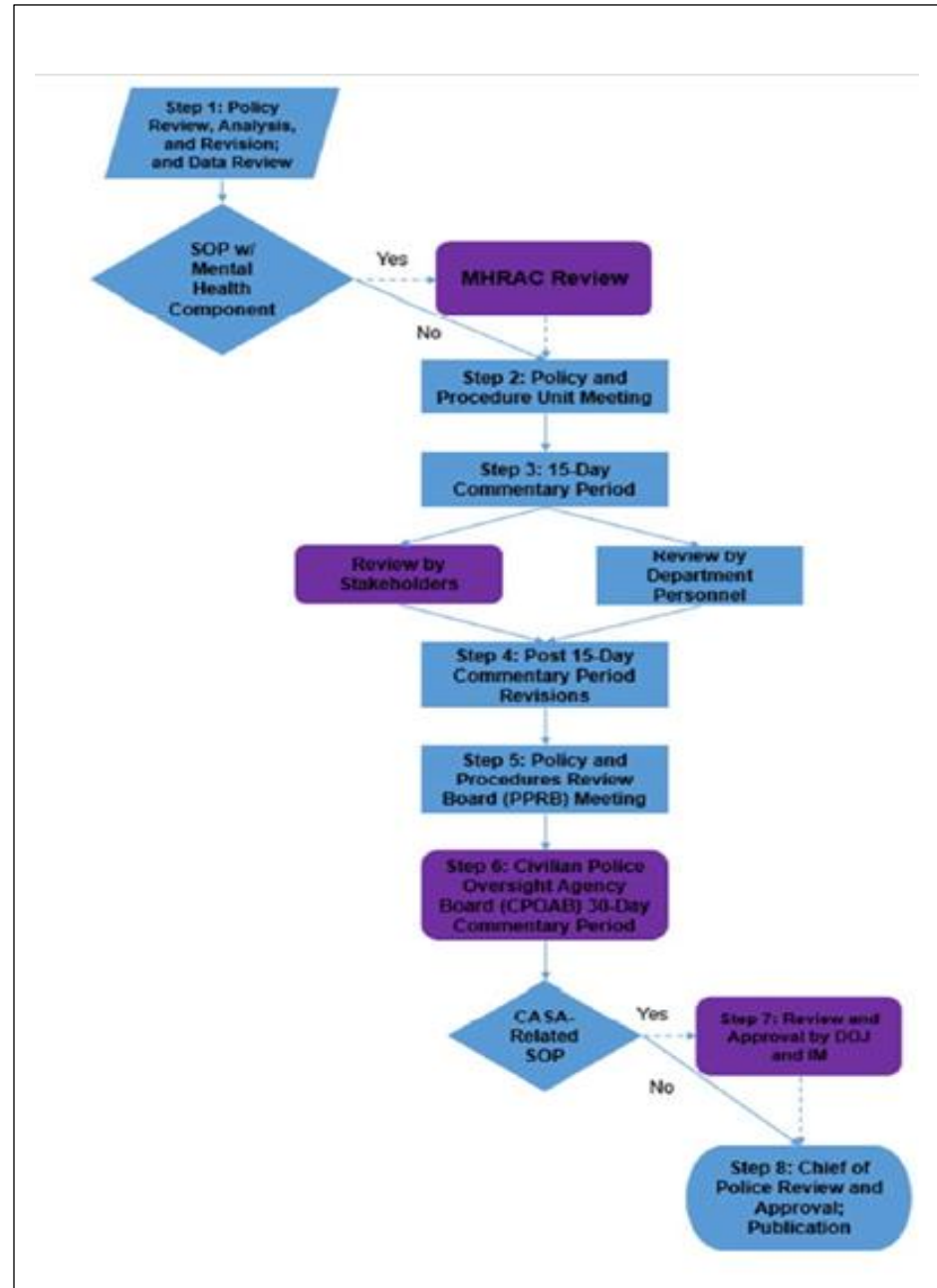
Step 4: Post-Fifteen (15) Day Commentary Period Revisions

Step 5: Policy and Procedures Review Board (PPRB) Meeting

Step 6: Civilian Police Oversight Agency Board (CPOAB) Thirty (30) Day Commentary Period

Step 7: Review by the DOJ and Independent Monitor

Step 8: Chief of Police Review and Approval



Appendix D

IMR16 Academy Training Sessions

Course Description	Training Category	CASA Paragraph Number(s) Represented	Number of Sessions Held in IMR16	Delivery Method
2022 Axon Capture	Supervisor Training	87, 211	17	In-Person
2022 Biennium Training Phase 1 (Legal Updates, Child Abuse, Hate Crimes & Missing Persons)	24 Hours In-Service UOF Training	86, 87, 153, 154, 259	27	In-Person
2022 Biennium Training Phase 2 (physical assessment, domestic violence, legal updates part 2, cop pop)	24 Hours In-Service UOF Training	87, 258	19	In-Person
2022 CIT Basic	Crisis Intervention	119	4	In-Person
2022 eCIT Basic	Crisis Intervention	126	2	In-Person
2022 eCIT Recertification	Crisis Intervention	126	3	In-Person
2022 Field Services Response to Demonstrations & Civil Disturbances	Emergency Response	87	1	PowerDMS Videos
2022 Firearms Instructor Course	Firearms	17-20	1	In-Person
2022 Firearms Qualifications & ECW Recertification	24 Hours In-Service UOF Training, Weapons and Technologies	17-20, 33 21, 86, 87, 89	24	In-Person
2022 ECW Recertification	24 Hours In-Service UOF Training, Weapons and Technologies, ECW	31, 32, 33, 34, 86, 87	24	In-Person
2022 First line Supervisor Training - 100 hours (Course consists of 60 hours of classroom training and 20 hours of RBT at the RBT training facility)	Supervisor Training	209-210	6	In-Person
2022 Foot Pursuit	24 Hours In-Service UOF Training	86, 87		PowerDMS Videos
2022 Incident Management	Supervisor Training	88, 211	17	In-Person
2022 Makeup for 2021 Use of Force training (formerly Tier 4) Day 2 (10 hours) Includes 2021 HALT Training Cartridge Firing Required for ECW Recert	UOF Training	33-34 and 86-87	2	In-Person
2022 Miranda Warnings Refresher Video	24 Hours In-Service UOF Training	86, 87, 153, 154		PowerDMS Videos
2022 Perceptions and Leadership (DISC)	Supervisor Training	211	17	In-Person

Course Description	Training Category	CASA Paragraph Number(s) Represented	Number of Sessions Held in IMR16	Delivery Method
2022 RBT	24 Hours In-Service UOF Training	86, 87	52	In-Person
2022 Rifle FIC Class	Firearm Training	17-20	1	In-Person
2022 Rifle School	Firearm Training	17-20	2	In-Person
2022 Search & Seizure Refresher Video	24 Hours In-Service UOF Training	87, 154	1	PowerDMS Videos
2022 Supervisor IAPS Training	Supervisor Training	211;199	13	In-Person
FTO Basic (40 hour course)	Field Training	155, 156,158,160	2	In-Person
75-1 App Training	Community Engagement	258	1	Telecommunication Platform via Zoom
		Total Training Sessions	235	