

**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
Eighteenth Reporting Period
February 1, 2023, to July 31, 2023**

EXHIBIT
A

Table of Contents

Acronym List.....	3
Letter from Chief Harold J. Medina	4
Executive Summary.....	5
Overall Compliance Levels by Section	6
Section 1: Use of Force Controls & Accountability.....	7
Section 2: Specialized Units Paragraphs 90 – 109	12
Section 3 Crisis Intervention Paragraphs 110 – 137	13
Section 4: Policies and Training Paragraphs 138 – 161.....	16
Section 5: Misconduct & Adjudication Paragraphs 162 - 202	18
Section 6: Staffing & Supervision Paragraphs 203 - 231	20
Section 7: Recruitment, Selection, & Promotions Paragraphs 232 – 246	22
Section 8: Officer Assistance & Support Paragraphs 247 – 253.....	23
Section 9: Community Engagement & Oversight Paragraphs 255-293	24
Appendix A: Completed Action Items	26
Appendix B: Quality Assurance Dashboard	29
Appendix C: IMR17 Recommendations.....	30

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)
 EIS Early Intervention System
 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
 SAP Self-Assessment Plan
 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

Letter from Chief Harold J. Medina

I am pleased to present the Eighteenth Progress Report for the Albuquerque Police Department (APD). Not only do we continue to sustain full operational compliance in several areas of the Settlement Agreement, but we are making significant progress in transitioning the department to self-govern reform in several areas. Developing a sustainable strategy to oversee force investigations, misconduct investigations, and early intervention is a top priority moving forward.

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.

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

IMR18

February – July 2023

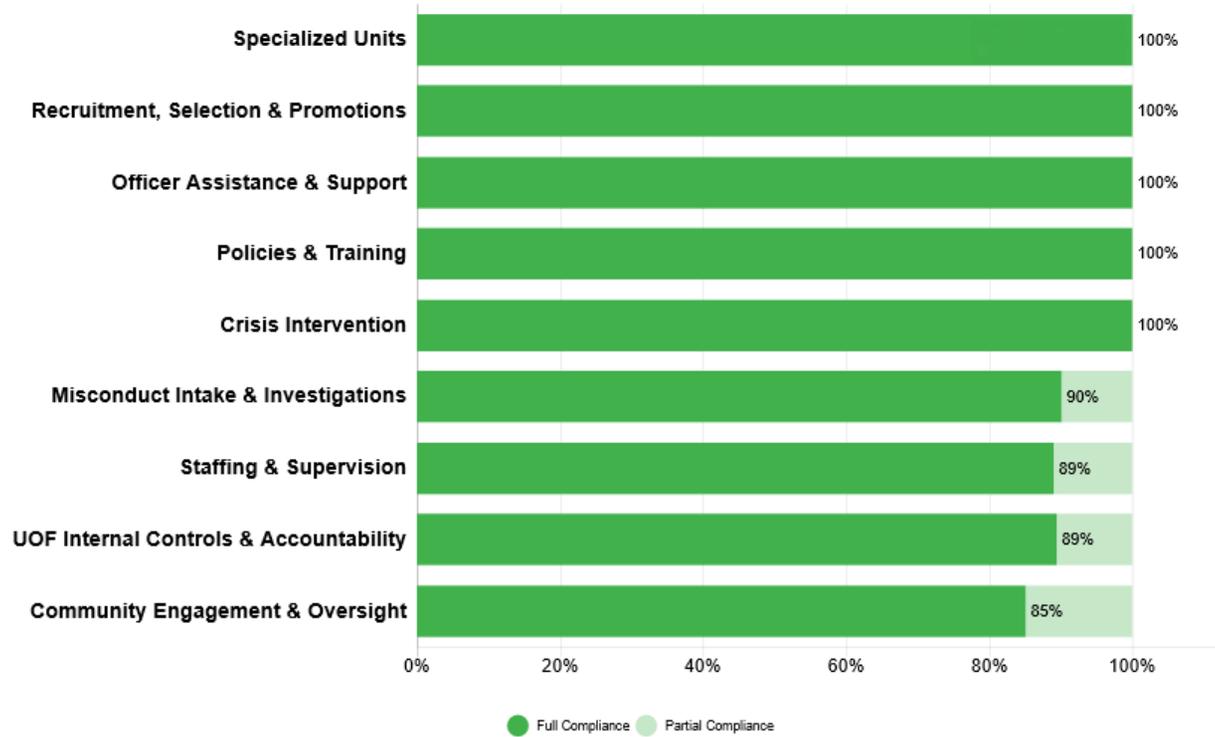
APD continues its progress towards operational compliance with paragraphs documented in the Independent Monitor Report (IMR) 17. Specifically, APD focused on paragraphs related to the improvement of how data is used to impact management decisions, the continuation of improvement in investigations or reviews of all levels of force, and the continued operationalization of the early intervention system.

APD published the revised use of force policy suite on January 26, 2023, and completed the annual use of force training for department personnel in July 2023.

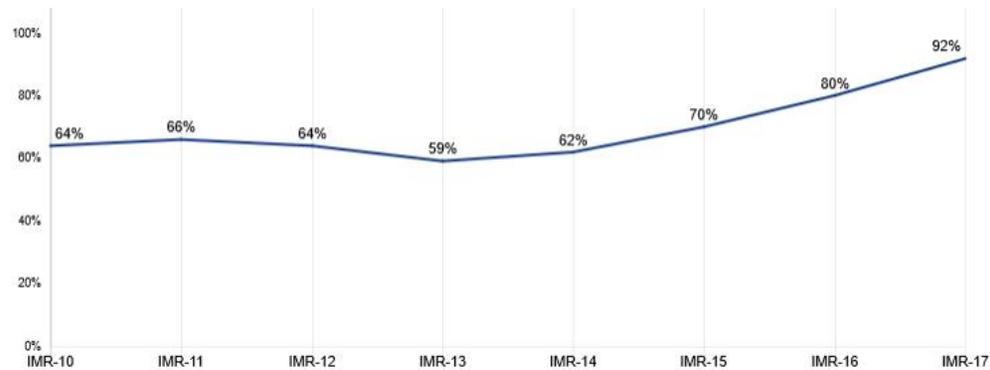
APD continues to complete timely and thorough investigations into Level 2 and Level 3 use of force incidents. APD provides comprehensive multi-phase onboarding training for new personnel joining the Internal Affairs Force Division (IAFD). The External Force Investigation Team (EFIT) continues its work with IAFD and the division has improved all facets of force investigations as a result. EFIT did not assume any cases during this reporting period, resulting in 100% of cases completed by IAFD. All cases were thorough and complete, and completed within timelines. The last three reporting periods resulted in 99% of cases completed by IAFD, with the last two reporting periods at 100%. The department continues to conduct quality and timely investigations, leading to improved case presentations at the Force Review Board. The ultimate goal for IAFD is quality and timely cases and the department considers the last three reporting periods successful.

As enacted by the Amended Order establishing EFIT, APD, and EFIT have worked together to return control of investigations to APD personnel. EFIT has established a transition plan that includes several phases of IAFD investigator mentorship. IAFD investigators gradually increase their autonomy over investigations as they complete a hierarchy of phases. After the investigator “graduates” from the transition process, he or she completes investigations independently. APD continues to build capacity to not only conduct its own investigations but to solidify a framework of quality oversight and review of all completed investigations; all while EFIT continues to assist. Since the implementation of the transition plan, eight IAFD investigators have successfully graduated and an additional eight investigators are in various phases of the transition process. Ultimately, IAFD continues to illustrate the ability to effectively and efficiently complete quality Level 2 and Level 3 use of force investigations within timelines.

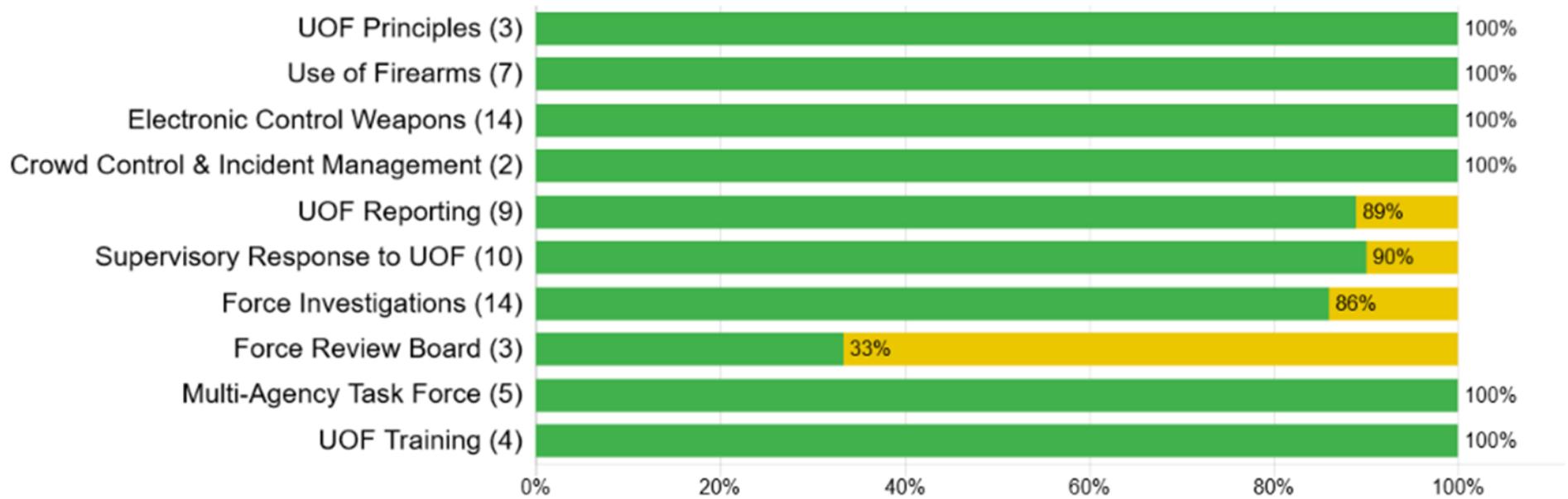
Overall Compliance Levels by Section



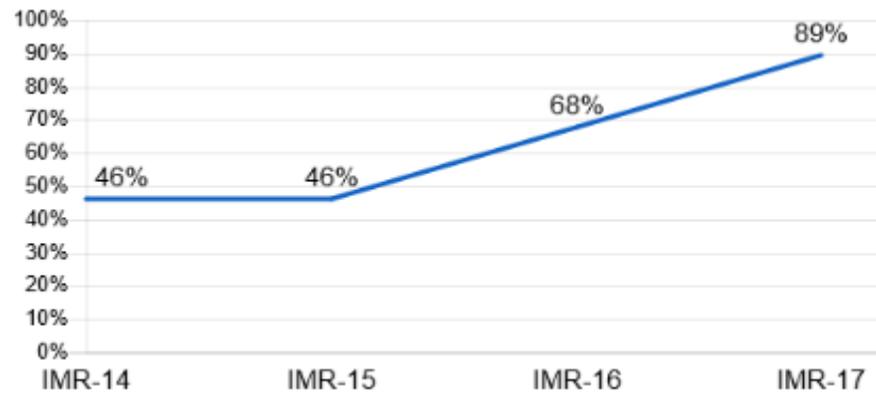
Progress of Operational Compliance Over Time



Section 1: Use of Force Controls & Accountability



Operational Compliance Over Time



Action Plan for Operational Compliance

Use of Force Reporting:

- Paragraph 47: APD continues to include the quality of force investigations in performance evaluations of personnel conducting the reviews.

Supervisory Response to UOF:

- Paragraph 54: In this reporting period, APD continued the Level 1 investigative pilot program to ensure additional case review is ordered when needed. With the addition of this new program, all Level 1 cases will be investigated by a centralized unit with one chain of command.
- Paragraph 54: To ensure UOF cases are within timelines, beginning February 9, 2023, the APD Data Division began providing a weekly report of all open investigations to the Compliance & Accountability Bureau for review. Cases deemed at risk of exceeding mandated time limits are escalated immediately to the executive staff for resolution, resulting in a significant increase in the timeliness of Level 1 reviews required by the CASA and APD policy.

Force investigations:

- Paragraphs 63, 69, 71, and 73: These are the last of the CASA force investigation paragraphs that are not in operational compliance. In this reporting period, APD has focused on implementing processes enabling IAFD to gain independence from EFIT while demonstrating the ability to complete thorough, timely, and CASA-compliant use of force case investigations without EFIT oversight.
- Paragraph 63: IAFD implemented an onboarding process for all new investigative personnel that is approximately one month long and includes the use of a revised and updated Division investigation orientation manual, case practicals, and on-scene investigation shadowing.
- Paragraph 63: A newly created 90-day force investigation on-the-job training program allows for detectives and investigators to operate independently and perform their investigative duties.
- Paragraph 69: In order to ensure continuity and compliance with policy, IAFD utilized criteria based on SOP 2-57 Use of Force Review and Investigations by Department Personnel to develop a quality assurance dashboard that identifies deficient investigations through supervisory reviews. The dashboard will provide quantitative analysis for all investigators and supervisors to ensure timely, accurate, complete, and thorough investigations. See [Appendix B: Quality Assurance Dashboard](#).
- Paragraph 73: The IAFD command staff continues to approve investigations by validating the completeness of the investigation. The commanding officer review is conducted by one of (3) Deputy Commanders or one commander in IAFD. If the findings of the force investigation are not supported by a preponderance of the evidence, the commanding officer documents the reasons for this determination in the command review, which is not an addendum, but rather part of the investigative report. During this reporting period, there was only (1) one case of 221 closed, in which the finding was overturned at the command level. This non-concurrence was articulated in the command review. When a non-concurrence does occur, IAFD command staff has a “roundtable” discussion with the investigator/detective and their sergeant and reviews the facts of the case. The group talks about policy application to the facts of the case, tactical, and training considerations, and how and why these elements influenced the command staff’s findings. This “roundtable” discussion occurred for the one case mentioned above.
- IAFD worked with the Compliance and Oversight Division to modify the PEMS Command-Initiated Assessment (CIA) form to capture elements applicable to IAFD functions. This CIA has been successfully utilized within IAFD.

Force Review Board (FRB Paragraphs 78 - 80):

- 125 cases were heard by the FRB including 52 Tactical Activation Cases, 53 Level 3/Level 3 OIS use of force Cases, and 20 Level 2 use of force Cases.
- FRB meeting minutes capture discussion points during the FRB's quarterly use of force data briefings.
- The FRB Unit continues to meet all subsection requirements of Paragraph 78 (a-e); with regards to management oversight of tactical activations and Level 2 and Level 3 uses of force.
- FRB members are continuing to generate and submit referrals to appropriate units within APD. These referrals require further action and follow-up for continued quality improvement within the organization There were twenty-one (21) FRB referrals during this reporting period. Seventeen (17) are closed, one (1) is in Progress and awaiting mandatory Training from the Training Academy, and three (3) Pending Presentations to the FRB.

Accomplishments

Use of Force Reporting:

- Paragraph 47: During this reporting period, APD conducted an audit of Checkpoint 2 (Jan-Mar) and Checkpoint 3 (Apr-Jun) of the 2023 Employee Work Plan (EWP) covering the time period of January through the end of June 2023. Out of 223 cases, there were no deficient use of force investigations that needed to be included in an officer's EWP.

Supervisory Response to UOF:

- Paragraph 54: During this reporting period, APD piloted a successful program to review Level 1 force cases. The pilot will go live across the Department on August 1, 2023. All Level 1 use of force reviews will be completed by a centralized unit, the Level 1 Unit within the Accountability Bureau.
- Paragraph 54: APD implemented an IAFD Quality Assurance Dashboard that displays a three-phase review for specific performance metrics. The use of force review metrics is scored by a point value based on critical aspects of the investigation. See [Appendix B: Quality Assurance Dashboard](#).

Firearms/Electronic Control Weapons Paragraphs 17 - 19:

- No unauthorized weapon modifications were identified in this reporting period.
- Ongoing tracking of the monthly inspection process is monitored through monthly scorecards. Compliance with firearm inspections sustained beyond 95% for the reporting period, with the exception of two (2) area commands and one (1) specialized unit in June 2023.

Emergency Response Team Paragraphs 39 and 40:

- APD continues to train in accordance with SOP 2-35 Emergency Response Team and 2-39 FSB Response to demonstrations, incidents, and events, which both identify APD missions regarding mass demonstrations, civil disturbances, or other situations.
- APD continues to follow guidelines set forth in policies that prohibit the use of police service dogs (PSDs) for crowd control strategies.
- After-action reviews are completed following any response as outlined in paragraph 40.

Force investigations:

- Paragraph 63: The IAFD Handbook was revised to provide a standardized path for investigators and supervisors to investigate, review, and document sufficient Level 2 and Level 3 use of force investigations by providing them with a step-by-step process during the life of an investigation.
- Paragraph 63: If a commander officer (i.e. one of three deputy commanders or commander) determines an investigation is not supported by a preponderance of the evidence, they document the reasons for this determination in the command review. During this reporting period, there was one (1) out of 221 closed cases, in which the finding was overturned at the command level.
- Paragraph 63: Current IAFD investigators have attended use of force training and successfully received IAFD onboarding training in order to conduct Level 2 and Level 3 use of force investigations.
- Paragraph 63: During this reporting period, IAFD made two (2) policy recommendations. The recommendations are also noted in the supervisory review and entered into BlueTeam with added detail.
- Paragraph 63: During this reporting period, IAFD identified four (4) incidents related to equipment deficiencies. A detective, investigator, sergeant, or deputy commander may initiate an entry into Blue Team when an issue with equipment has been identified during the investigation. The Blue Team entry is then reviewed by the APD Operations Review section and a determination is made on how to remedy the issue relative to the deficiency.
- Paragraph 71: All timelines were met and no extension requests were submitted on any level 2 or 3 force case during this reporting period.
- IAFD's Investigation Manual was revised and updated to orient new personnel to the overall mission by providing a succinct history of the CASA reforms and the Stipulated Order for the External Force Investigation Team (EFIT). Additionally, the manual provides an overview of the processes within IAFD and investigatory responsibilities.
- Paragraph 73: IAFD created an additional category, labeled "overturned", in the IAPRO database to best track these events. Sergeants and commander staff are required to check this category within IAPRO for each applicable case.

Force Review Board Paragraphs 78 - 80:

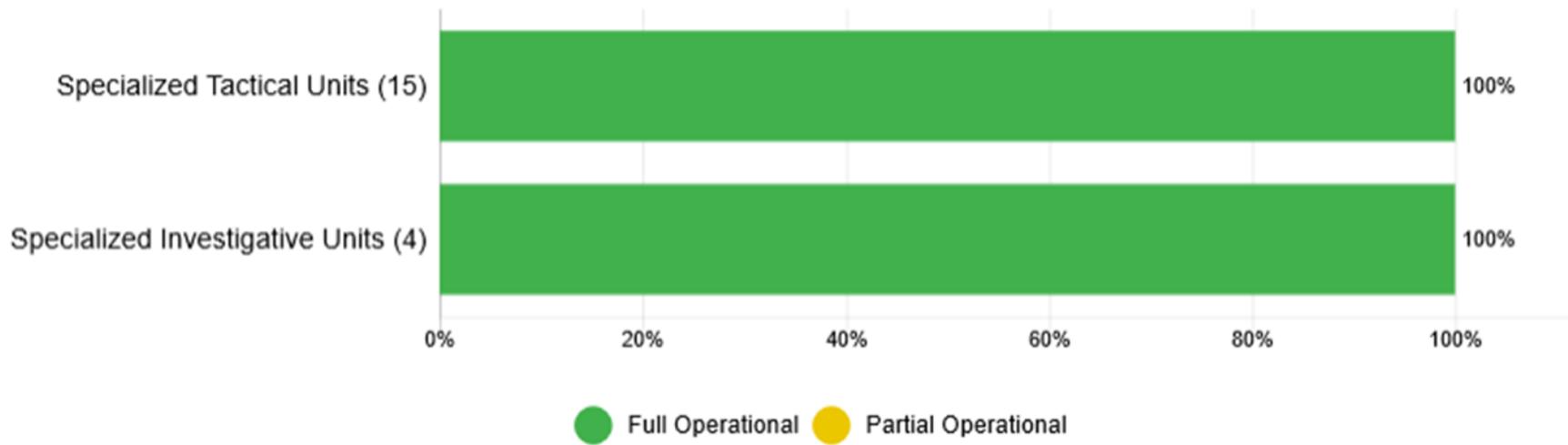
- The FRB backlog of twenty-one (21) cases was completed during this reporting period. APD trained an additional three (3) commanding officers to be able to sit in as FRB Board members.
- APD issued the 2022 Annual Use of Force Report in July 2023 and is using the analysis in the report to inform FRB and the Department of Force trends. For instance, based on the Annual Use of Force Report, the FRB requested a follow-up analysis that tracks the charges filed and the number of people diverted to behavioral health treatment following force events. This deeper analysis will help ensure that people involved in force are receiving appropriate behavioral health referrals.

Training Paragraphs 86 - 89:

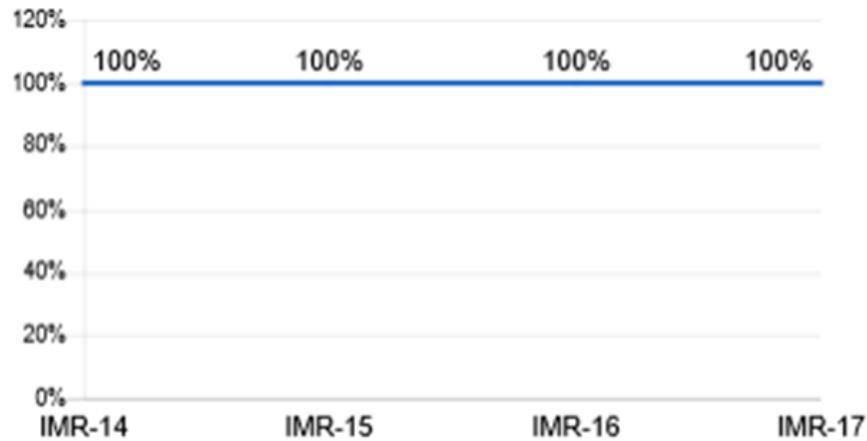
- In the table below is the status of force supervisory training for paragraphs 86 – 89 to date:

Course Description	Percentage Trained
2023 Taser 7 Re-certification	98.37%
2023 Taser 7 Function Test Briefing Video	97.49%
2023 Use of Force Policy Suite – RBT Training	98.43%
2023 Phase II Biennium Training	96.63%
2023 Use of Force Policy Suite Training – Classroom Training	99.29%
2023 Use of Force Policy 2-52 Training	98.61%
2023 Use of Force Policy 2-53 Training	98.72%
2023 Use of Force Policy 2-54 Training	98.84%
2023 Use of Force Policy 2-55 Training	98.73%
2023 Use of Force Policy 2-56 Training	98.37%
2023 Use of Force Policy 2-57 Training	98.61%
2023 Clarification of Use of Force Policy Briefing Video	96.42%
2023 Use of Force Policy Suite Training- Classroom Training (Supervisors Only)	99.70%

Section 2: Specialized Units Paragraphs 90 – 109¹

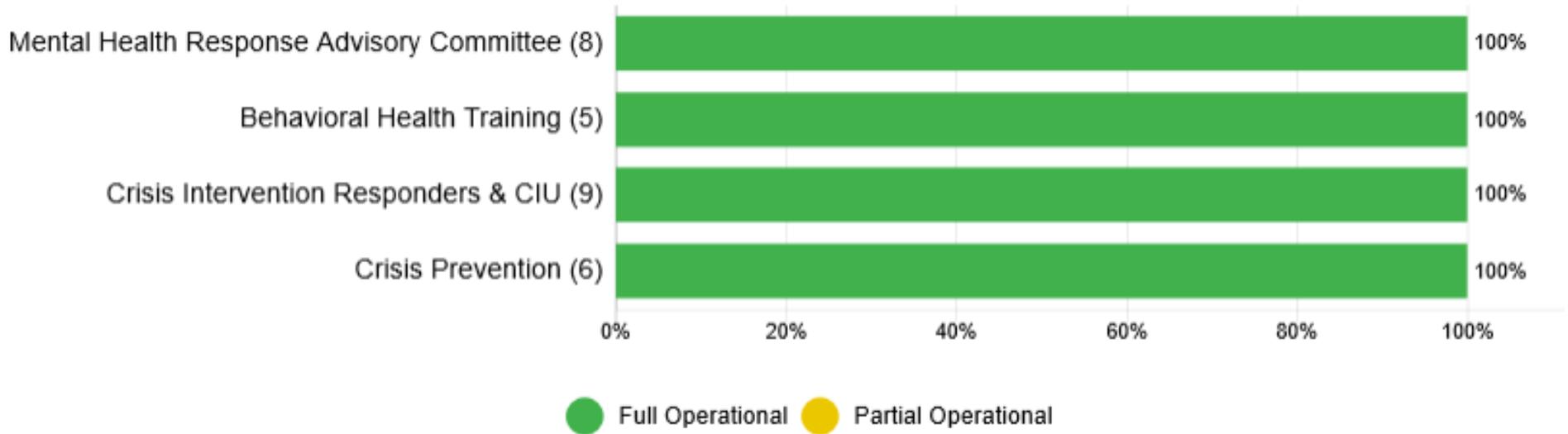


Operational Compliance Over Time

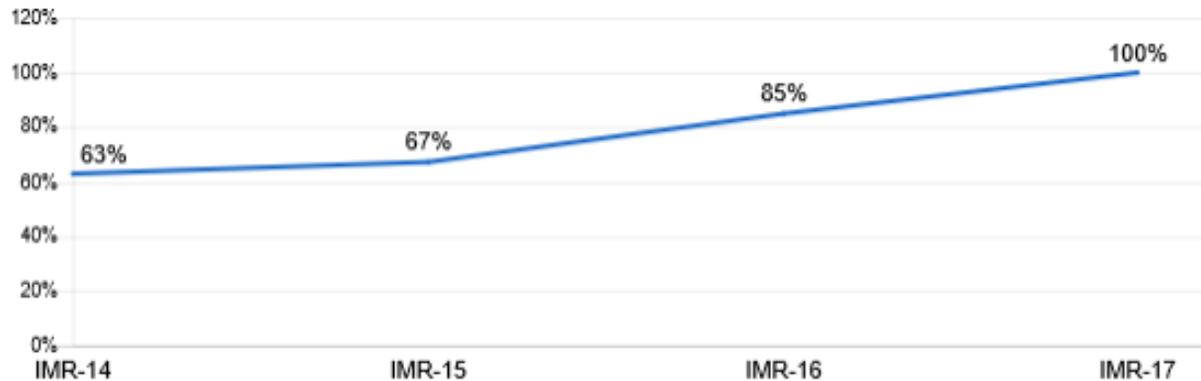


¹ All paragraphs in this section are in self-assessment and monitored by APD.

Section 3 Crisis intervention Paragraphs 110 – 137



Operational Compliance over Time



Action Plan for Operational Compliance

Mental Health Response Advisory Committee (MHRAC):

- The Crisis Intervention Team (CIT) 40-hour training continues to include the role of law enforcement and the Health Insurance Portability and Accountability Act of 1996 (HIPAA).
- The client list maintained by the Crisis Intervention Unit continues to be shared weekly with the University of New Mexico and Albuquerque Street Connect.
- APD continues to collect the CASA-required data which is then de-identified and reported out via the CIU Data Books. The IMR18 Data Book was presented at the July MHRAC meeting.

Section Accomplishments

Mental Health Response Advisory Committee:

- Albuquerque Fire and Rescue's Home Engagement and Alternative Response Team (HEART) is now receiving the Crisis Intervention Division (CID) client list monthly to reduce duplication of effort between AFR and APD's intervention efforts.
- There were no reported policy violations regarding confidentiality during this reporting period.

Behavioral Health Training:

- A 2-hour behavioral health-related training was delivered during this reporting period after the training was reviewed by MHRAC. 96% of officers attended the training in addition to sixty-six (66) telecommunicators.
- Training slides have been added to the new ECIT certification class; which clarifies the ECIT officer's role during mental health interactions.

Crisis Intervention Certified Responders and Crisis Intervention Unit:

- The ECIT response rate to clear identified behavioral health calls during the reporting period was:

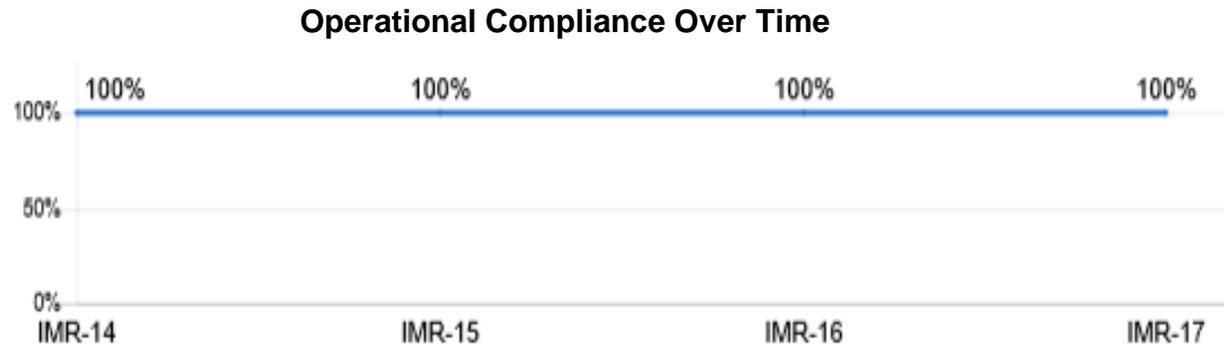
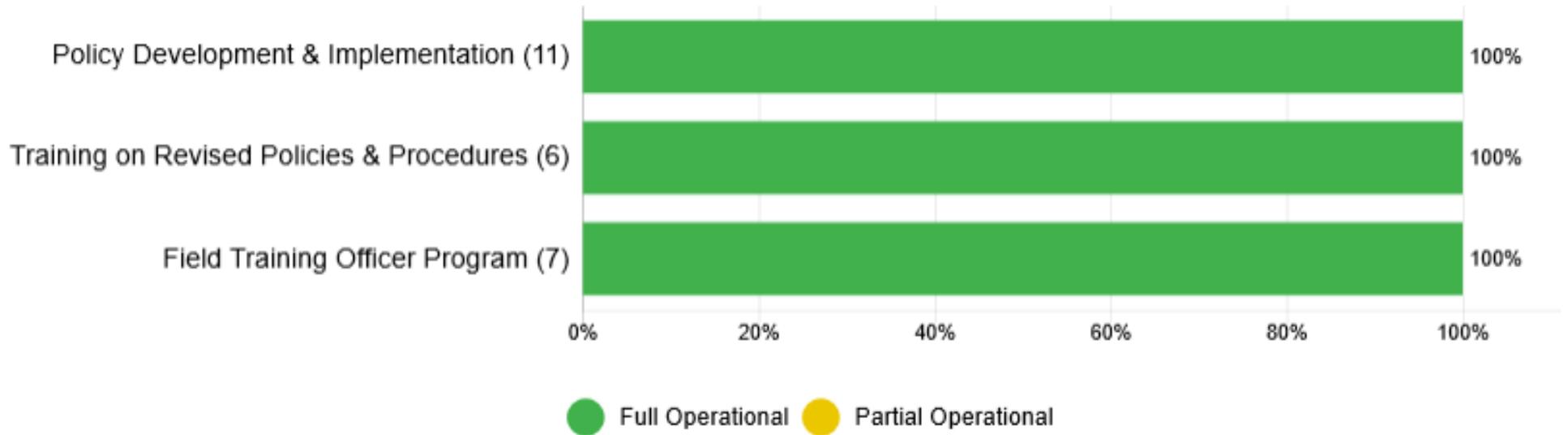
February	March	April	May	June	July
81%	80%	81%	80%	84%	80%

- In this reporting period, CID supervisors randomly reviewed twenty-eight (28) behavioral health calls to ensure that ECIT officers are taking a leading role in interactions with individuals in a behavioral health crisis. Twenty-four (24) of these calls had an ECIT officer respond and twenty-three (23) or 96% of which had an ECIT officer take the lead on the interaction.
- The 2022 CIT Annual Report was released during this reporting period and presented to MHRAC. The data book is available at https://www.cabq.gov/police/documents/ciu_2022_annual_report_final.pdf and is being utilized to determine the content of behavioral

health instruction for APD officers. Initial data collected also helps identify high utilizers of police services who may have behavioral health needs for follow-up.

- In IMR18, there were zero tactical activations involving individuals who were barricaded and suicidal, consistent with APD Policy 2-20 Hostage Situations, Barricaded Individuals, and Tactical Threat Assessments.

Section 4: Policies and Training Paragraphs 138 – 161²



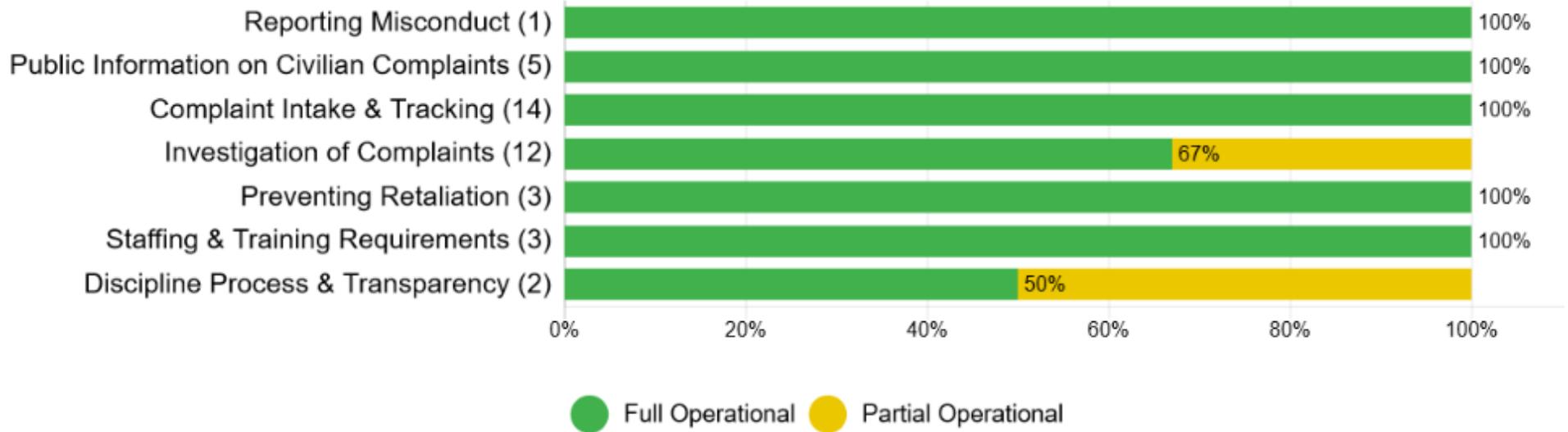
² All paragraphs in this section are in self-assessment and monitored by APD.

Section Accomplishments

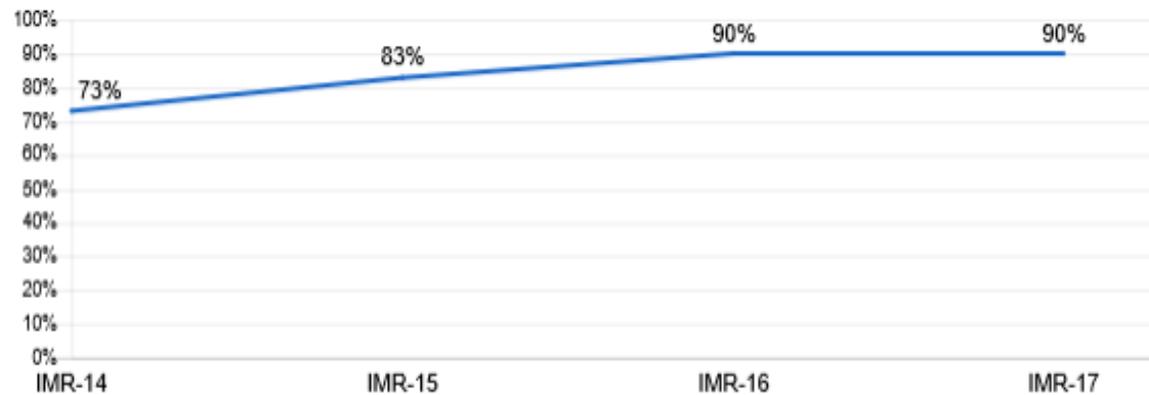
- APD ensures Department policy reflects the core values and clear direction for both officers and professional staff in order to deliver effective and constitutional policing.
- The Policy and Procedures Review Board (PPRB) reviews policies on an annual basis and any new policy six months after implementation.
- APD submits CASA-related policies and other special orders to the Monitor and DOJ for review, comment, and approval before publication.
- The CASA-related SOPs published during this reporting period include:

SOP Number	SOP Title	Publication Date
1-97	Data Analysis Division	2/1/2023
1-9	Compliance and Oversight Division	2/2/2023
1-1	Personnel Code of Conduct	2/14/2023
1-94	Training Division	2/24/2023
2-1	Uniforms	3/8/2023
3-46	Discipline System	4/27/2023
3-41	Complaints Involving Department Personnel	5/12/2023
1-42	Bomb Squad	7/25/2023

Section 5: Misconduct & Adjudication Paragraphs 162 - 202



Operational Compliance Over Time



Action Plan for Operational Compliance

Investigation of Complaints

- Paragraph 183: The IMT indicated in sustained progress for APD after reviewing a stratified random sample of IAPS investigations. The Department continues to require supervisory reviews at the 10, 20, and 40-day mark of the investigation.
- Paragraph 190: At the end of the last reporting period, IAPS upgraded the misconduct investigative administrative process to include new Case Disciplinary and Case Review trackers, to ensure CASA requirements and timelines are met.
- Paragraph 190: APD continues to ensure that fair and consistent disciplinary action is taken for sustained violations in accordance with policy, the employee's disciplinary history, and applicable mitigating and aggravating factors through the use of standardized forms or templates.
- Paragraph 191: APD calculates whether prior offenses are within specified time periods and whether prior offenses count for purposes of progressive discipline.
- Paragraph 191: APD investigations include a clear timeline that delineates the date of the incident, date of receipt of the complaint, date of assignment, date investigation is completed, date of notice of intent to discipline, and extension dates, if applicable. These metrics are additionally monitored by the Case Disciplinary Tracker.
- Paragraph 191: As recommended by the IMT, APD updates retention cards to reflect the date of imposed discipline and the current violation(s) under review.

Accomplishments

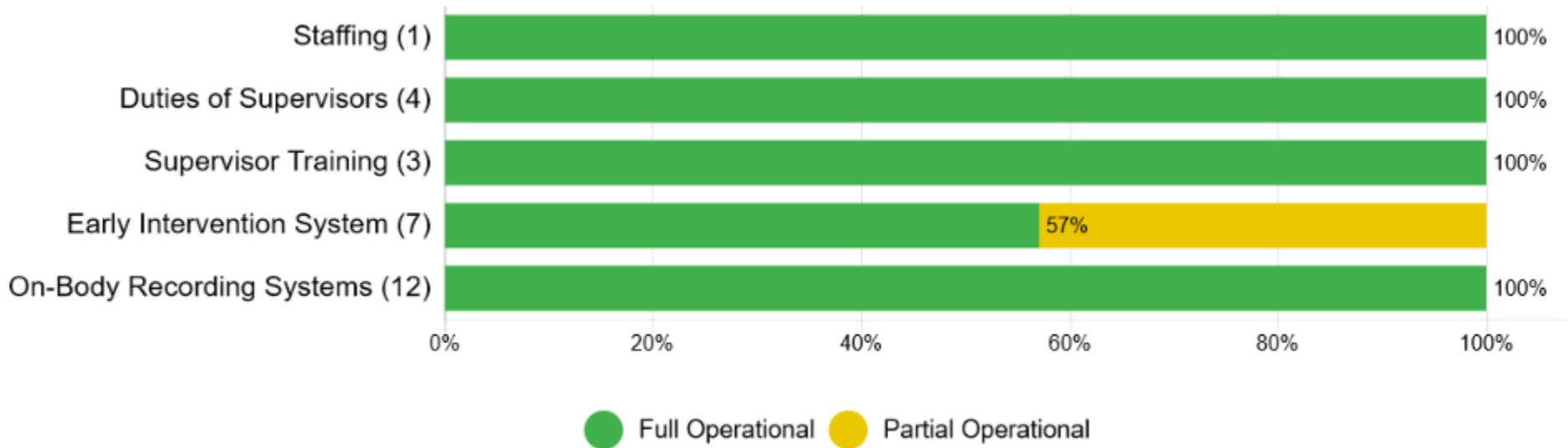
Investigation of Complaints:

- Paragraph 190: With the creation of the Case Disciplinary Tracker, APD is able to standardize, report, and adapt to fulfill monitor recommendations to meet the needs of the CASA.

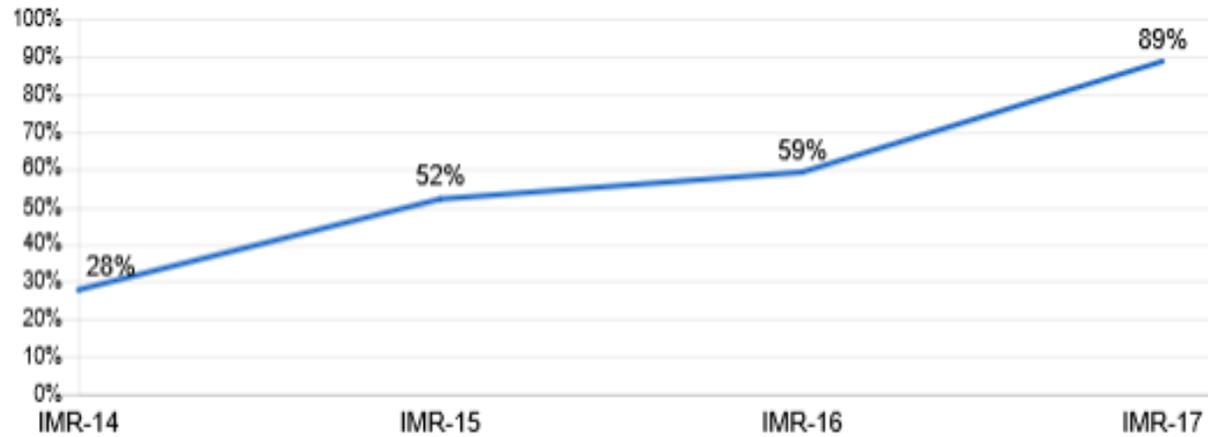
Discipline:

- Paragraph 201: In order to 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, APD uses the Disciplinary Matrix Deviation Report in order to track all final discipline that may have deviated from SOP 3-46 Discipline System. The report provides real-time data and the data can be generated on demand.

Section 6: Staffing & Supervision Paragraphs 203 - 231



Operational Compliance Over Time



Action Plan for Operational Compliance

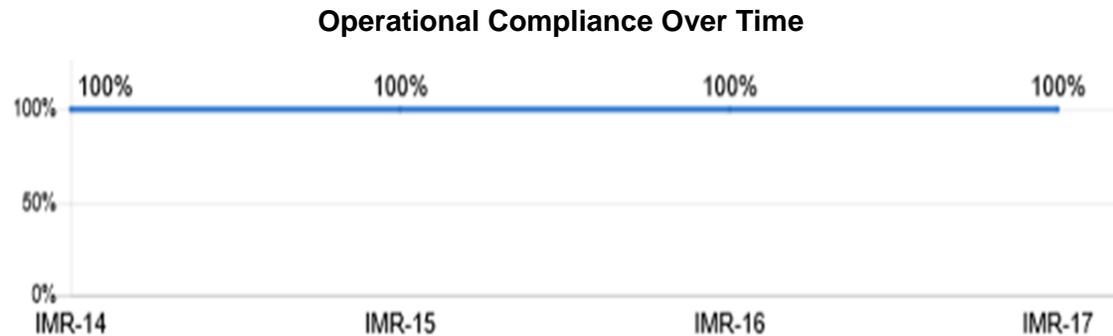
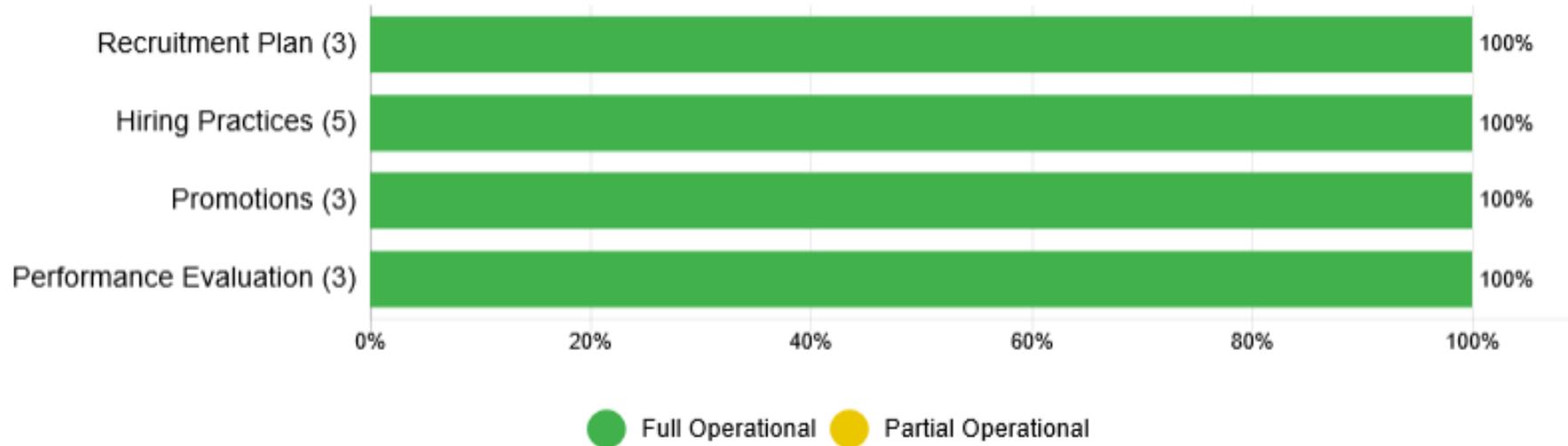
Early Intervention System:

- APD continues to work with the Early Intervention System (EIS) vendor to ensure accurate peer group comparisons are made.
- APD receives a monthly tort claim report from the City's Risk Management Department. The report has now been integrated into the APD database that supports the EIS. Tort claims have been included in the EIS since early 2023.
- The PEMS Unit is following up with supervisors to ensure thorough reviews are being implemented for every Early Intervention System alert that is generated.
- The EIS continues to maintain all information about officers indefinitely.
- An Early Intervention System lesson plan has been developed, the Parties have approved the training, and training of officers will be completed by the end of 2023.

Accomplishments

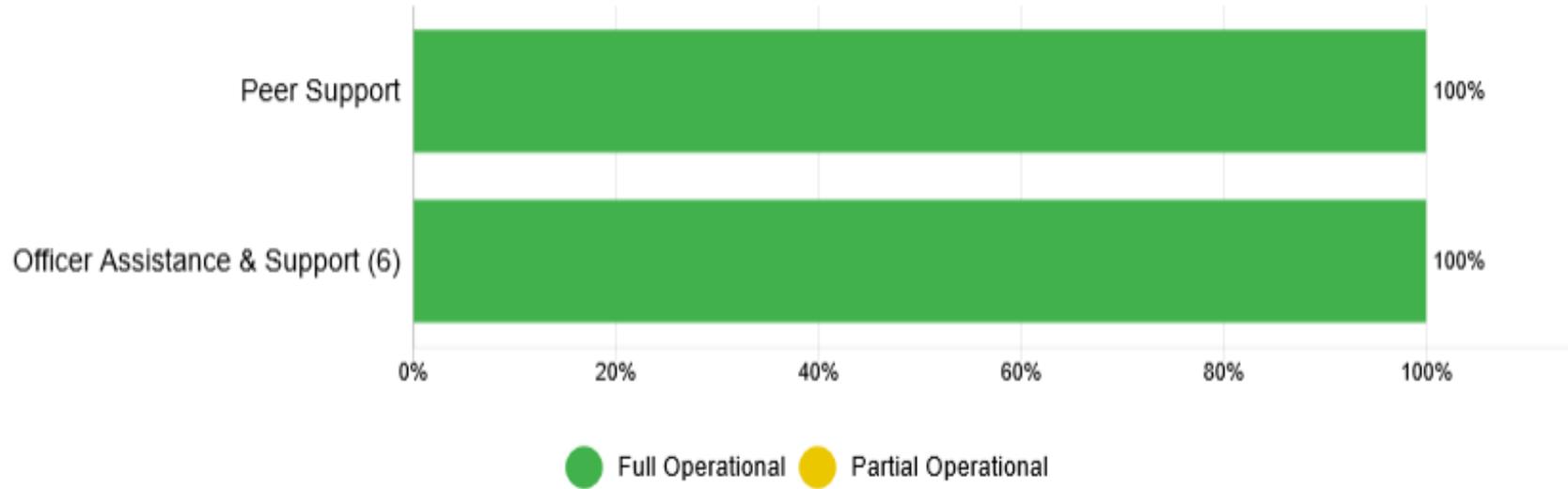
- A First Line Supervisor Course was held in March 2023 in which fifteen (15) participants were mandated to attend and all participants passed.
- All other paragraphs in this section are in operational compliance.

Section 7: Recruitment, Selection, & Promotions Paragraphs 232 – 246³



³ All paragraphs in this section are in self-assessment and monitored by APD.

Section 8: Officer Assistance & Support Paragraphs 247 – 253⁴

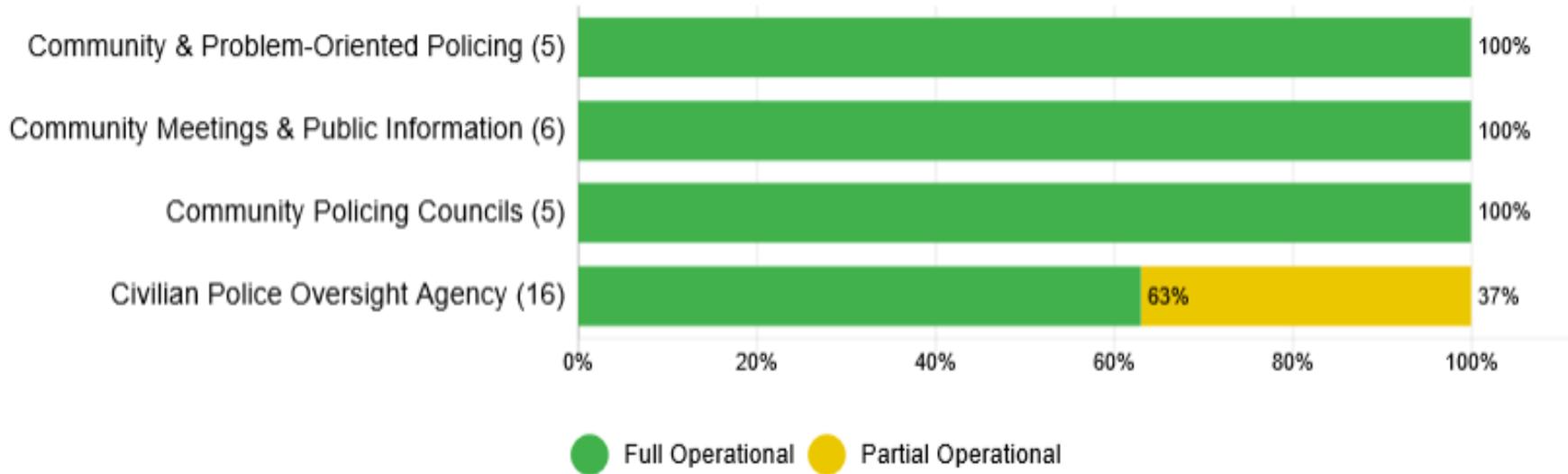


Operational Compliance Over Time

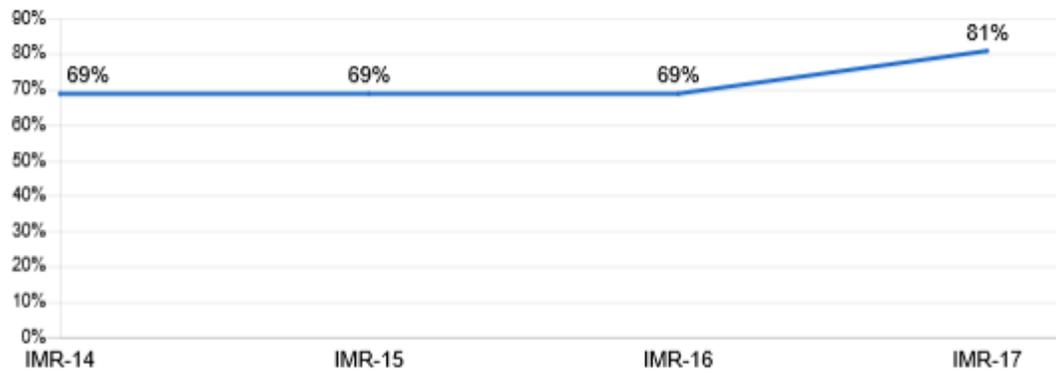


⁴ All paragraphs in this section are in self-assessment and monitored by APD.

Section 9: Community Engagement & Oversight Paragraphs 255-293



Operational Compliance Over Time



Action Plan for Operational Compliance

- APD continues to prioritize community-oriented policing strategies in collaboration with community partners, such as the Community Policing Councils (CPC).
 - The Proactive Response Teams (PRT) divide their time between team-initiated activity and dispatched enforcement. The PRTs' continue to foster community and business relationships.
 - APD continues to analyze the Community Event Tracker to improve upon the data collected and determine communities that APD can serve and assist. For example, APD developed a process to create a unique identifier for each event to ensure accurate data is collected.
 - In the first half of 2023, APD attended 641 different community events.
 - APD area commands continue to create and post monthly newsletters, upcoming events, and crime statistics on its website as required by paragraph 264.
-

Section Accomplishments

- APD officers facilitated the Raising Highly Capable Kids Program in the San Jose community for Spanish-speaking parents. The 13-week Spanish language program provided resources to assist parents with challenges that come from parenting youth. A graduation ceremony was held for the thirty-seven (37) parents who completed the program.
- APD partnered with community stakeholders to develop and build a low-rider bike program that fostered relationships with the youth.
- The APD hosted six (6), four (4) day summer camps "Camp Fearless" for youth ages 8-13. One hundred ninety-seven (197) youth attended.
- The one-week Junior Police Academy was held at the APD Police Academy for youth ages 14-17. Twenty-one (21) youths attended.
- In March 2023, the Ambassador Program added "youth" to one of the community groups it serves.
- The Ambassador Program held a Meet and Greet at a locally owned business in the Nob Hill District. The meet and greet was an opportunity for community members to meet APD Ambassadors.
- Ambassadors partnered with the ABQ Pride Board for an LGBTQ+ Town Hall. Approximately fifteen (15) community members attended in person and the Facebook Live Stream has had 1.4k views.
- The APD Native American Ambassadors hosted the second Tribal and Metro Public Safety Summit. Approximately 80 law enforcement personnel from eleven (11) tribal agencies, and five (5) metropolitan agencies, federal partners, and the U.S. Attorney's Office attended the summit.

Appendix A: Completed Action Items

Paragraph #	Action Item	CASA Section	Completed Date	Status
47	Complete Step 5 (Operational Application) of the 7-Step Curriculum Development for Performance Evaluation Supervisor Employee Work Plan Training	UOF Internal Controls & Accountability	02/01/23	Complete
47	Obtain a close-out memo regarding the Performance Evaluation Supervisor Training (EWP) held on September 12, 2022 through November 15, 2022	UOF Internal Controls & Accountability	02/01/23	Complete
78	Identify how many cases were reviewed by the Primary Force Review Board (FRB) monthly to the end of the reporting period (September 2022 - January 2023)	UOF Internal Controls & Accountability	02/01/23	Complete
205 206	Obtain a close-out memo for the 2022 Supervisor Training for Force Investigations	Staffing & Supervision	02/01/23	Complete
49	Draft a special order to require select department personnel to complete training for the level one UOF investigations pilot.	UOF Internal Controls & Accountability	02/02/23	Complete
114	Produce a memo with IAPS on policy violations relating to confidentiality in SOP 2-19.	Crisis Intervention	02/02/23	Complete
127 129	Document how CIU distributes data during this monitoring period to influence training, officer deployment, and any time data is provided to another agency surrounding their mental health programs	Crisis Intervention	02/03/23	Complete
209	Complete annual Supervisor training through the end of 2022 (100 hrs)	Staffing & Supervision	02/03/23	Complete
224 225 226 230	Analyze scorecards for January 2023 completed by the Performance Metrics Unit.	Staffing & Supervision	02/03/23	Complete
131	Collaborate with SOD to produce a memo detailing any tactical deployments against individuals who are suicidal in their homes.	Crisis Intervention	02/06/23	Complete
212 213 214 215 216 217 218 219	Create a COB status memo updating the status of the Early Intervention System (EIS) for the end of the reporting period	Staffing & Supervision	02/06/23	Complete
213	Have Early Intervention System (EIS/PEMS) operational with thresholds with all indicators	Staffing & Supervision	02/06/23	Complete

Paragraph #	Action Item	CASA Section	Completed Date	Status
214	Implement rolling thresholds in EIS/PEMS for officers who received intervention for uses of force	Staffing & Supervision	02/06/23	Complete
49 52	Conduct a staffing analysis	UOF Internal Controls & Accountability	02/08/23	Complete
203	Obtain copies of scorecards for August 1, 2022, to January 31, 2023 (2nd part of the reporting period)	Staffing & Supervision	02/09/23	Complete
212 213 214 215 216 217 218 219	Create user guides for Benchmark Course of Action / Command Initiated Assessment forms	Staffing & Supervision	02/09/23	Complete
203 205 206 215	Hold a meeting with the Compliance Commander, Compliance Deputy Chief, Data Analytics Director, Department Contract Attorney, DOJ, and IMT to discuss Paragraph 215 and how it relates to overall supervision paragraphs (Zoom Meeting has been scheduled on Friday, February 10, 2023, at 2:00 p.m. (MST))	Staffing & Supervision	02/10/23	Complete
205	Obtain command-initiated assessments from Supervisors when they have identified a performance need for the monitoring period (August 31, 2022, to January 31, 2022)	Staffing & Supervision	02/10/23	Complete
205	Obtain command-initiated assessments from Supervisors when they have identified a performance need for Quarter 4 (October, November and December 2022)	Staffing & Supervision	02/10/23	Complete
205	Obtain any and all command-initiated assessments generated by the Force Review Boards (Primary and Secondary) for the monitoring period (August 31, 2022, to January 31, 2022)	Staffing & Supervision	02/10/23	Complete
205	Obtain any and all command-initiated assessments generated by the Force Review Boards (Primary and Secondary) for Quarter 4 (October, November, and December 2022)	Staffing & Supervision	02/10/23	Complete
206	Supply the PMU Inspection Data for 8-1 that includes the CAD entry indicating that the Sergeant for that shift logged onto the CAD	Staffing & Supervision	02/10/23	Complete
206	Supply copies of all the daily worksheet schedules for day shift and night shift for the first day of the month for August 1 through January 31, 2023	Staffing & Supervision	02/10/23	Complete
215	Deputy Chief of Compliance to conduct a sit-down meeting with Risk Management for discussion of tort claims	Staffing & Supervision	02/10/23	Complete
47	Step 7 (Performance Evaluation Supervisor (EWP) Training: Revision	UOF Internal Controls & Accountability	02/13/23	Complete
47	Step 6 (Performance Evaluation Supervisor (EWP) Training) : Evaluation	UOF Internal Controls & Accountability	02/13/23	Complete
201	Evaluate deviation rate from old data tracking sheet for IMR 17	Misconduct Intake, Investigations & Adjudication	02/13/23	Complete
24 29	Obtain a signed copy of the ECW out-of-policy memo.	UOF Internal Controls & Accountability	02/14/23	Complete

Paragraph #	Action Item	CASA Section	Completed Date	Status
49	Draft a special order that outlines previously trained officers of the level one pilot, are no longer subject to the pilot program and are subject to standard level one procedures.	UOF Internal Controls & Accountability	02/15/23	Complete
24 29	Obtain Taser Recert Status Memo update from the last site visit through January 31, 2023, from the Academy.	UOF Internal Controls & Accountability	02/17/23	Complete
49	Complete training for officers new to the VA and SE prior to ADP BID taking place	UOF Internal Controls & Accountability	02/17/23	Complete
212 213 214 215 216 217 218 219	Complete a draft department memorandum addressing Benchmark Analytics Data-Driven Assessment	Staffing & Supervision	02/17/23	Complete
41 43 44 48 50 51 56 58 59 60 71	Submit IAFD Remedial Action Report Q1 report 2023 to Deputy Superintendent/Compliance Commander	UOF Internal Controls & Accountability	02/22/23	Complete
215	Deputy Chief of Compliance to conduct a follow-up meeting with Risk Management and additional members for discussion of tort claims	Staffing & Supervision	02/23/23	Complete
25 27 29	ECW Training Documentation provided to IMT.	UOF Internal Controls & Accountability	02/24/23	Complete
205	Obtain the number of IAR files opened by Sergeants and Lieutenants for violations against 2-57 and the status of IARS	Staffing & Supervision	02/24/23	Complete
212 213 214 215 216 217 218 219	Publish a department order regarding the department memorandum addressing Benchmark Analytics Data-Driven Assessment	Staffing & Supervision	02/24/23	Complete
224 230	Provide OBRD Monthly and Pilot Scorecards to IMT for the Aug, 22 - Jan, 23 reporting period.	Staffing & Supervision	02/27/23	Complete
25 27 29	COB documentation and ECW quarterly scorecards were submitted to IMT.	UOF Internal Controls & Accountability	02/28/23	Complete
17 18 19	Submitted final 2022 Firearms Qual documentation and field check requirements to IMT.	UOF Internal Controls & Accountability	03/01/23	Complete
41 43 44 48 50 51 56 58 59 60 71	Submit IAFD Quarterly Q1 Report 2023 to City Legal	UOF Internal Controls & Accountability	03/01/23	Complete

Appendix B: Quality Assurance Dashboard



Internal Affairs Force Division

Quality Assurance Dashboard

Quick Links

- [Call-Out Review Form](#)
- [Sergeant Review Form](#)
- [Command Review Form](#)

CALL-OUT REVIEWS

IAFD Call-Out Scorecard

Metric	TEAM 1	TEAM 2	TEAM 3	TEAM 4	TEAM 5	Overall	Legend
1 # of Call-Outs Reviewed	11	21	9	8	6	55	
2 Criminal Conduct Identified	100%	100%	100%	100%	100%	100%	95-100%
3 IAR Initiated	100%	100%	100%	100%	100%	100%	85-94%
4 Evidence Collected	100%	100%	100%	100%	100%	100%	≤ 84%
5 Interviews Conducted	100%	100%	100%	100%	100%	100%	
6 Identified Involved Officers	100%	100%	100%	100%	100%	100%	
7 Documented Involved Officers	100%	100%	100%	100%	100%	100%	
8 No Leading Questions	100%	100%	100%	100%	100%	100%	
9 Injuries Addressed	100%	95%	100%	100%	100%	99%	
10 Canvassed for Witnesses	91%	95%	89%	100%	100%	95%	
11 Identified Witnesses	100%	100%	100%	100%	100%	100%	
12 Interviewed Witnesses	100%	100%	100%	100%	100%	100%	
13 Encouraged Witness Statements	91%	100%	89%	100%	100%	96%	
14 APD Witness Statements	100%	100%	100%	100%	100%	100%	
15 APD Admonishments	100%	100%	100%	100%	100%	100%	
16 Data as of 7/1/23							

Collaboration powered by Smartsheet | Report Abuse

QA SNAPSHOT

Total Call-Out Reviews Completed

55

Total Call-Outs Found Deficient

0

How Many Call-Outs With Points

5

Appendix C: IMR17 Recommendations

Section Number	Paragraph Number	Recommendation
1	47	4.7.34a: Continue to document the audit process through PEMS and ensure that assessments and corrective actions are timely, accurate, reliable, and appropriate.
1	54	4.7.41a: Enhance command oversight to ensure additional review is ordered when needed.
1	54	4.7.41b: Ensure command oversight to avoid dropped cases.
1	63	4.7.50a: IAFD command should carefully review IMR-17 (and previous IMRs as well) for issues related to lack of operational compliance with Paragraph 63; and
1	63	4.7.50b: Conduct problem solving processes designed to address and ameliorate identified issues with systems and oversight related to this paragraph using the PINS process.
1	63	4.7.50c: Establish problem-solving discussions with involved command elements (and the monitoring team if desired) to clarify, organize, set goals and timelines for actions designed to address the monitoring team's non-compliance findings related to CASA requirements relating to use of force.
1	69	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.
1	69	4.7.56b: To date, there is a paucity of evidence that APD force investigators have completed industry-standard IA investigations into serious uses of force by APD personnel without input or oversight by EFIT.
1	71	4.7.58a: APD should conduct a detailed performance review of IAFD process and practice, and revise policy, training and supervision processes to control IAFD operations until IAFD meets compliance standards for paragraph 71.
1	71	4.7.58b: APD should build the capacity to routinely and reliably conduct IAFD investigations without the routine assistance of EFIT.
1	73	4.7.60a: Conduct a data-based evaluation of the causes of completed investigations that did not use the "preponderance of the evidence" standard, and determine if the issues are caused by policy, training, or implementation issues.
1	73	4.7.60b: Once the problems with compliance are identified, develop planning processes (Goals-Objectives-Measures-Analysis-Plans-Processes) designed to overcome extant problems.
1	78	4.7.65a: FRB should focus attention on uses of force and analyze trend data to inform decisions and ensure policy and training are properly addressing performance in the field.
1	78	4.7.65b: APD should maintain enough trained personnel, at the correct level and positions, to serve on the FRB and Secondary FRB. The number of trained personnel should be sufficient to maintain the number of FRB meetings that accommodates the needs of the department in sustaining Secondary Compliance and achieving Operational Compliance.
1	79	4.7.66a: APD's must ensure the use of force investigation backlog is reconciled, and the complete data required by Paragraph 79 should be incorporated into a final 2020 and 2021 Annual Use of Force Report.

Section Number	Paragraph Number	Recommendation
1	79	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.
1	79	4.7.66c: APD should maintain an auditing process for reports of Level 1 uses of force and Low-Level Control Tactics to ensure proper categorization is taking place. Data collected from these audits should feed the Annual Use of Force reports, and when appropriate be referred to IA and the Academy.
1	79	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.
5	183	4.7.169a: CPOA should ensure that all interviews are complete, including the investigator identifying themselves and all parties on the record, including the date, time, and location, and ask pertinent questions designed to solicit all pertinent information.
5	190	4.7.176a: APD and CPOA should require all pertinent information to be obtained during interviews and properly documented, so that it may be considered in determining the appropriate conclusion.
5	191	4.7.177a: CPOA should refocus their efforts related to this paragraph by conducting a quantitative analysis of the reasons that cause any case to be delayed past 90 days.
5	191	4.7.177b: Once causes for these delays are identified, develop recommendations for changes to policy, staffing, procedure, or practice that are designed to eliminate such delays.
5	191	4.7.177c: All investigations should include a clear timeline that delineates the date of the incident, date of receipt of the complaint, date of assignment, date of extension if applicable, date investigation is completed, dates the review period begins and ends, and date of notice of intent to discipline where applicable.
5	198	4.7.184a: CPOA should adequately staff its investigative responsibilities, using effective measures of workload, the time needed to complete the "average" CPOA investigation, and the time needed to assess and perform quality control processes.
5	198	4.7.184b: A comprehensive staffing study should be conducted to establish realistic expectations on the number of investigations an investigator can complete appropriately. That number should be utilized in establishing mandatory staffing levels to enable the CPOA to complete their investigations within the allotted time requirements.
5	201	4.7.187a: 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.
5	201	4.7.187b: 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.
5	201	4.7.187c: The explanation of time limitations on the chart of sanctions, 3-46-4B2, and the explanation of prior-related offenses, 3-46-3K, should be uniformly understood, documented, and followed in DAP calculations.
5	201	4.7.187d: Calculate whether prior offenses come within the time periods specified in the disciplinary regulation, it is important that APD continue its efforts to update retention cards to accurately reflect the date of imposition of prior discipline and the date of the incident (conduct) of the current violation(s) under review. 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.

Section Number	Paragraph Number	Recommendation
5	201	4.7.187e: Calculate whether prior offenses count for purposes of progressive discipline, the current sustained allegations should continue to be accurately labeled regarding the "group", that is, the category, consistent with Appendix II of SOP 3-46.
5	201	4.7.187f: When an NDCA is imposed, the investigative packet should include an NDCA form setting forth the measure that was taken such as coaching, review of policy, additional training, etc.
6	215, 216, 218	4.7.204a: Continue to collect data so that operational compliance can be determined.