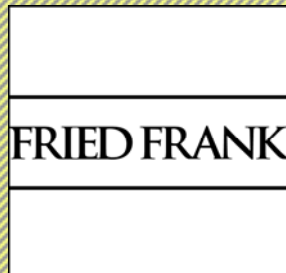
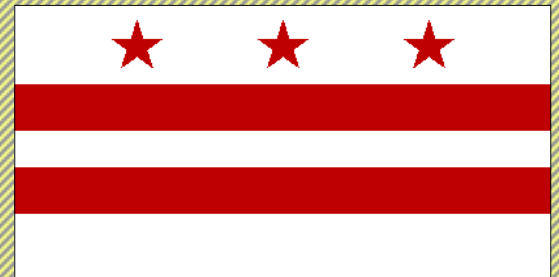


Twelfth Quarterly Report of the Independent Monitor for the Metropolitan Police Department



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April 29, 2005

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Executive Summary

This report is the Twelfth Quarterly Report of the Office of the Independent Monitor (“OIM”), which covers the period January 1, 2005 through March 31, 2005. This report marks the end of the OIM’s third year of monitoring compliance by the District of Columbia (“the City”) and the Metropolitan Police Department (“MPD”) with the Memorandum of Agreement (“MOA”) they jointly entered into with the Department of Justice (“DOJ”) on June 13, 2001. The OIM was established in March 2002 to monitor the City’s and MPD’s compliance with the MOA. Paragraph 179 of the MOA requires the OIM to “issue quarterly reports detailing the City’s and MPD’s compliance with and implementation of this Agreement” and to issue additional reports at its own discretion.

This report, like our Tenth and Eleventh Quarterly Reports, contains detailed assessments of whether MPD and the City are in substantial compliance with the full range of the MOA’s requirements. As explained in our prior reports, the parties have agreed to specific standards for measuring substantial compliance with each of the substantive provisions of the MOA. The parties also have agreed that, while MPD’s and the City’s compliance with the substantive provisions of the MOA will be measured, where feasible, based on objective standards (generally requiring at least 95% compliance), the evaluation of MPD’s achievement of substantial compliance also will include a subjective component involving assessments made by the OIM (or DOJ, where DOJ review and approval are required) and supported by appropriate analysis and explanation. For ease of reference, a matrix of the objective substantial compliance standards is included at Appendix C of this Report.

In our Tenth and Eleventh Quarterly Reports, we provided substantial compliance evaluations with respect to virtually all of the substantive requirements of the MOA. With this report, we begin tracking MPD’s and the City’s progress toward meeting the substantial compliance standards in those areas in which we have previously found that substantial compliance has not been achieved. We also will continue to monitor those areas in which we have found MPD and the City to be in substantial compliance with the MOA’s requirements to ensure that substantial compliance is maintained continuously for two years, as required by paragraph 182 of the MOA.

This quarter, our monitoring focused on the following substantive areas of the MOA.

Canine “Bite” Incidents

This quarter, MPD obtained final approval of its Canine Teams General Order and promptly published the approved order. In connection with our continuing review of the appropriateness of uses of force involving MPD’s canine units, we closely reviewed all investigations of uses of force by canine units completed by the Force Investigation Team (“FIT”) during calendar years 2003 and 2004. Our overall conclusion based upon the detailed review of these 27 canine cases from 2003 and 2004 is that MPD handlers appear to be using canines under appropriate circumstances and in appropriate ways. We have seen no evidence that canines are permitted to bite subjects under circumstances not warranting such a use of force and no evidence that MPD handlers permitted canines to “chew” or otherwise used canines to punish suspects. On the contrary, virtually all of the bite incidents we reviewed indicate that the canine and handler performed, whether the canine was on-lead or off-lead, in a manner consistent with its training and with the principles of the Handler-Controlled Alert Methodology.

UFIR Quality

We performed a detailed review of 50 Use of Force Incident Reports (“UFIRs”) filed with FIT during the period October 1, 2004 through January 31, 2005 -- the months for which MPD has reported exceptionally high UFIR completion rates. We found that MPD’s recently high UFIR completion rates are undercut by the fact that virtually all of the UFIRs returned by officers during this period contained relevant data fields that were incomplete or totally empty. For example, more than half of the UFIRs filed with FIT between October 1, 2004 and January 31, 2005 were missing a supervisor’s signature designed to indicate that the UFIR had been reviewed and approved. Our review of UFIRs this quarter bolstered our consistent findings over the past several quarters that the overall quality of the UFIRs returned by MPD officers, and counted as completed by FIT, is quite poor.

Use of Force Review Board

The OIM participated in two meetings with MPD command staff to discuss our recommendations for improving the Use of Force Review Board’s (“UFRB’s”) operations and deliberative process. The first of these meetings included Chief Charles Ramsey, who was receptive to our

suggestions. The second meeting was with members of the Compliance Monitoring Team (“CMT”), including the Assistant Chief heading the Office of Professional Responsibility (“OPR”), and was a more detailed discussion of specific alternatives for reforming the structure and operations of the UFRB. MPD reports that it has finalized recommendations with respect to the UFRB for Chief Ramsey’s review, and MPD hopes to implement improvements to the UFRB in the coming quarter. The OIM remains prepared to provide additional technical assistance and training in this area as MPD implements reforms to the UFRB.

Chain of Command and Office of Internal Affairs (“OIA”) Investigations

Although, as discussed in previous quarterly reports, MPD has devoted significant attention toward improving the quality of its chain of command investigations, there remains significant room for additional improvement. Of the cases reviewed this quarter, which were drawn from investigations opened between July 1, 2004 and September 30, 2004, we found that only 56.2% of the investigations were complete and that a sufficient investigation had been conducted in only 67.6% of the cases.*

In light of the steps MPD has taken to improve the quality and timeliness of its internal investigations, including revising and distributing investigation templates in May 2004 and issuing a teletype requiring documentation of special circumstances justifying delays in completion of investigations, we had hoped by now to observe more steady improvements in the completeness and sufficiency of these investigations. These anticipated improvements have not yet materialized.

* As discussed in our prior reports, the completeness and sufficiency statistics we report each quarter are linked to timeliness. If an investigation is not finished in a timely manner, it almost never will be counted as complete and, in most cases, it will be insufficient as well – almost by definition, if an investigation is still pending at the time of our review, it will not be complete or sufficient. In response to a request from MPD seeking completeness and sufficiency data on a standalone basis for those cases that have been concluded within the 90-day period, we will report this data starting next quarter as a measure of quality of MPD internal investigations that are finished within the required 90-day period.

Advertisement of Community Outreach Meetings

This quarter, we canvassed six patrol service areas (“PSAs”) in the Fifth, Sixth, and Seventh Districts, which, according to the calendars posted on MPD’s Web site, were scheduled to conduct MPD community outreach meetings during a particular week. The purpose of the canvass was to evaluate the extent to which MPD is advertising community outreach meetings by distributing notices to public areas within the PSAs, including libraries, schools, grocery stores, and community centers. We found no evidence of such advertising in any of the six PSAs we canvassed.

PPMS

On March 1, 2005, DOJ, MPD, and the City executed Joint Modification No. 3 to the MOA, which establishes a new timeline for development of the Personnel Performance Management System (“PPMS”) and relieves MPD from being in violation of the MOA. This third modification to the MOA is the product of a great deal of effort by MPD, including by Chief Ramsey personally, the City, DOJ, and the PPMS vendor, IBM/Motorola. MPD reports that IBM/Motorola resumed work on the PPMS project on March 7, 2005.

Basic Dog Patrol Class

We monitored two sessions of MPD’s Basic Patrol Dog Class, which is a fourteen-week course designed to train and certify MPD handlers and new canines in the Handler-Controlled Alert Methodology. The training began in early February. We found that the new canines and their handlers appeared to be progressing well in the areas of obedience, tracking, agility, criminal apprehension, and stress control. The Canine Unit instructors, including the new instructor primarily responsible for this Basic Patrol Dog Class, were knowledgeable about and committed to the Handler-Controlled Alert Methodology and appeared to be providing effective training. The OIM, along with representatives from DOJ, will monitor the final evaluation session for this class of canines and handlers, which is scheduled for the last week of April 2005. The performance of the handlers and canines will be judged by outside experts, and the new instructor will be rated based on the success of the new canine teams in achieving certification.

Conclusion

MPD has achieved substantial compliance in several key areas of the MOA, including the development of the core use of force policies that are central to the MOA. These policies include MPD's Use of Force General Order, Handling of Service Weapons General Order, Canine Teams General Order, and Oleoresin Capsicum Spray General Order. With the significant exception of the percentage of officers attending in-service training, we have found that MPD has achieved substantial compliance with the MOA's requirements related to the development and implementation of each of these policies. In particular, we have found MPD's canine program to be in substantial compliance with almost all of the MOA's requirements with respect to canine units.

Significant work remains, however, in many other important areas of the MOA, including improving the quality and completeness of UFIRs, the UFRB's performance, and the quality and timeliness of MPD's chain of command and OIA investigations. PPMS and the field training officer program remain in the early stages of their development and the Specialized Mission Units General Order still has not been implemented.

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Appendix A: Acronyms

Appendix B: Summary of Results of the OIM’s Review of the
Investigations Samples

Appendix C: Matrix of Objective Substantial Compliance Standards

Introduction

This report is the Twelfth Quarterly Report of the Office of the Independent Monitor (“OIM”). The OIM has now completed its third year of monitoring compliance by the District of Columbia (“the City”) and the Metropolitan Police Department (“MPD”) with the Memorandum of Agreement (“MOA”) they jointly entered into with the Department of Justice (“DOJ”) on June 13, 2001. The OIM was established in March 2002 to monitor the City’s and MPD’s compliance with the MOA. Paragraph 179 of the MOA requires the OIM to “issue quarterly reports detailing the City’s and MPD’s compliance with and implementation of this Agreement” and to issue additional reports at its own discretion.

This report, like our Tenth and Eleventh Quarterly Reports, contains detailed assessments of whether MPD and the City are in substantial compliance with the full range of the MOA’s requirements. As explained in our prior reports, the parties have agreed to specific standards for measuring substantial compliance with each of the substantive provisions of the MOA. The parties also have agreed that, while MPD’s and the City’s compliance with the substantive provisions of the MOA will be measured, where feasible, based on objective standards (generally requiring at least 95% compliance), the evaluation of MPD’s achievement of substantial compliance also will include a subjective component involving assessments made by the OIM (or DOJ, where DOJ review and approval are required) and supported by appropriate analysis and explanation. For ease of reference, a matrix of the objective substantial compliance standards is included at Appendix C of this Report.

In our Tenth and Eleventh Quarterly Reports, we provided substantial compliance evaluations with respect to virtually all of the substantive requirements of the MOA. This report builds on our findings from the tenth and eleventh quarters by tracking MPD’s and the City’s progress toward meeting the substantial compliance standards in those areas in which we have previously found that substantial compliance has not been achieved. We also will continue to monitor those areas in which we have found MPD and the City to be in substantial compliance with the MOA’s requirements to ensure that substantial compliance is maintained continuously for two years, as required by paragraph 182 of the MOA.

Although this quarter we make findings across the spectrum of the MOA's requirements, our monitoring activity for the first quarter of 2005 focused on the following areas: (1) in-service use of force training, (2) canine "bite" incidents, (3) Use of Force Incident Report ("UFIR") quality, (4) the Use of Force Review Board ("UFRB"), (5) chain of command and Office of Internal Affairs ("OIA") investigations, (6) Office of the Attorney General ("OAG") notification to MPD's Office of Professional Responsibility ("OPR") of civil claims against MPD personnel, (7) advertising of community outreach meetings, (8) the Personnel Performance Management System ("PPMS"), (9) the Basic Dog Patrol Class, and (10) the current status of MPD's specialized mission units ("SMUs").

Finally, this quarter saw the departure of Lisa Graybill, one of the original members of the DOJ team that oversaw the City pattern and practice investigation as well as the formulation of the MOA. We at the OIM will miss Lisa's energy and commitment to the principles of sound police practices that are the underpinning of the MOA. We wish her well in her new endeavors.

Compliance Assessment

This report is presented in the same format as our two most recent quarterly reports, in which we began providing comprehensive assessments of MPD’s status in satisfying the objective substantial compliance standards agreed upon by the parties. In each section of this report, we summarize the requirements imposed by each section of the MOA (“Requirements”). We then provide our status report and assessment of MPD’s progress toward compliance with those requirements as well as the current status of our monitoring activity in each of the substantive areas of the MOA (“Status and Assessment”). Next, we include sections in which we assess whether MPD and the City at this point are in substantial compliance with the substantive provisions of the MOA, as defined by the objective standards agreed to by the parties (“Substantial Compliance Evaluation”). Finally, as in all of our quarterly reports, where appropriate, we include recommendations for MPD and the City based on our observations made during the quarter (“Recommendations”).¹ For ease of reference, we have attached an updated matrix containing the objective substantial compliance standards at Appendix C to this report.

I. General Use of Force Policy Requirements (MOA ¶¶ 36-52)

A. General Use of Force Policy (MOA ¶¶ 36-40)

1. Requirements

MPD is required to complete the development of an overall Use of Force Policy. The policy must comply with applicable law and be consistent with current standards in the policing profession. In particular, the Use of Force Policy must include provisions that:

- Define and describe the different types of force and the circumstances under which the use of each type of force is appropriate;

¹ Paragraph 166 of the MOA requires that the “Monitor shall offer the City and MPD technical assistance regarding compliance with this Agreement.” The “Recommendations” sections of the OIM’s quarterly reports are designed to fulfill this responsibility. The recommendations do not impose additional obligations upon MPD or the City beyond those contained in the MOA.

- Encourage officers to use advisements, warnings, and verbal persuasion when appropriate and in general seek the goal of de-escalation;
- Prohibit officers from unholstering, drawing, or exhibiting a firearm unless the officer reasonably believes that a situation may develop such that the use of deadly force would be authorized;
- Establish that officers must, wherever feasible, identify themselves as police officers and issue a warning before discharging a firearm;
- Require that, immediately following the use of force, officers must examine persons who have been subjected to the use of force and obtain medical care for them, if necessary; and
- Provide specific advice to officers that the use of excessive force will subject them to MPD disciplinary action and potential civil liability and criminal prosecution.

2. Status and Assessment

a. Policy Development

On September 17, 2002, DOJ approved MPD's revised Use of Force General Order, which is a keystone of the MOA. MPD had originally committed to begin implementing the revised Use of Force General Order during the week of October 6, 2002, with intensive training to follow immediately thereafter. We found that MPD's initial effort to roll out the Use of Force General Order was not as effective as it could have been due to poor coordination in the training of officers in MPD's new use of force policy.² MPD, however, acted quickly to remedy the deficiencies in its initial training efforts related to implementation of the Use of Force General Order, including, in particular, by creating and conducting a special "sergeants and above" training program for supervisors. We found that the "sergeants and above" training program played a significant role in remedying some of MPD's prior implementation failures.³

² OIM Third Quarterly Report at 4.

³ OIM Fourth Quarterly Report at 5.

b. In-Service Use of Force Training

As discussed in previous reports, we have consistently found MPD's in-service training regarding the use of force continuum, the Use of Force General Order, the UFIR, and weapon safety and security to be both consistent with the MOA and delivered by knowledgeable and professional instructors.⁴ Thus, in our Tenth Quarterly Report, we found that MPD's in-service use of force training properly and effectively implements its use of force policies.⁵

Last quarter, we began our evaluation of the percentage of MPD's active duty police officers who have attended and successfully completed in-service use of force training. Upon completion of the in-service training program, each officer is required to take and pass an in-service training examination. Only officers who attend all of the courses that comprise MPD's in-service training program, including the in-service firearms training that covers the use of force-related policies, are permitted to sit for the examination. The examination results are entered into a database that identifies each officer, the date on which the officer sat for the in-service training examination, and the officer's test score.

The OIM obtained printouts of the databases of in-service training test scores for the 2003 in-service program (In-Service Program #11009), which began October 14, 2002 and ended August 15, 2003, and the 2004 in-service program (In-Service Program #11011), which began October 27, 2003 and ended September 17, 2004. A total of 2,716 MPD officers took the 2003 in-service training examination, and 2,132 officers sat for the 2004 in-service training examination.

We also obtained full rosters of all sworn MPD personnel as of June 30, 2004 and December 31, 2004. As of the end of December 2004, MPD had a total of 3,773 sworn officers on its rolls. Because MPD requires officers above the rank of sergeant to attend a special management training program, rather than the regular in-service training, we adjusted the roster to remove all 243 sworn members above the rank of sergeant as of December 2004. We also adjusted the total number of sworn officers required to attend in-service training to exclude sworn members on extended sick leave or subject to non-contact orders

⁴ See, e.g., OIM Seventh Quarterly Report at 48-49.

⁵ OIM Tenth Quarterly Report at 9.

(110) and new recruits (244). After these adjustments, we arrived at 3,176 sworn MPD officers at the rank of sergeant or below who should have attended MPD's in-service training, including in-service use of force training, during the 2004 training cycle (In-Service Program #11011).

After we distributed this report to the parties in draft form, MPD advised us that certain groups of officers may attend in-service training programs other than the in-service training programs, identified above, for which MPD provided us test records in response to our document requests. MPD, therefore, advised us that our preliminary calculations with respect to attendance rates for in-service training may not have been accurate because the overall number of sworn officers required to attend training programs for which we had been provided records may be lower than the adjusted numbers discussed above. Accordingly, we are reserving until next quarter our findings in this area.

Since receiving MPD's comments to the draft of this report, we have repeated our request that MPD provide us with attendance records related to all in-service use of force training programs in which MPD officers of all ranks are required to participate. In the coming quarter, we will meet with supervisors from MPD's Institute of Police Science ("IPS") to discuss our requests further so that we will be able to report findings with respect to MPD's compliance with the requirements of paragraph 37 of the MOA in the coming quarter.

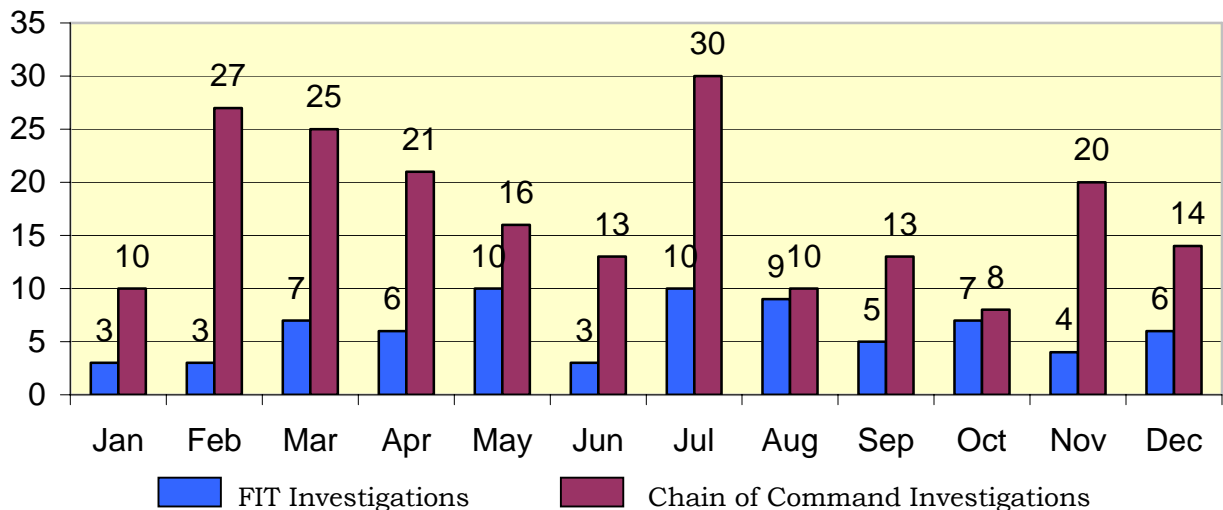
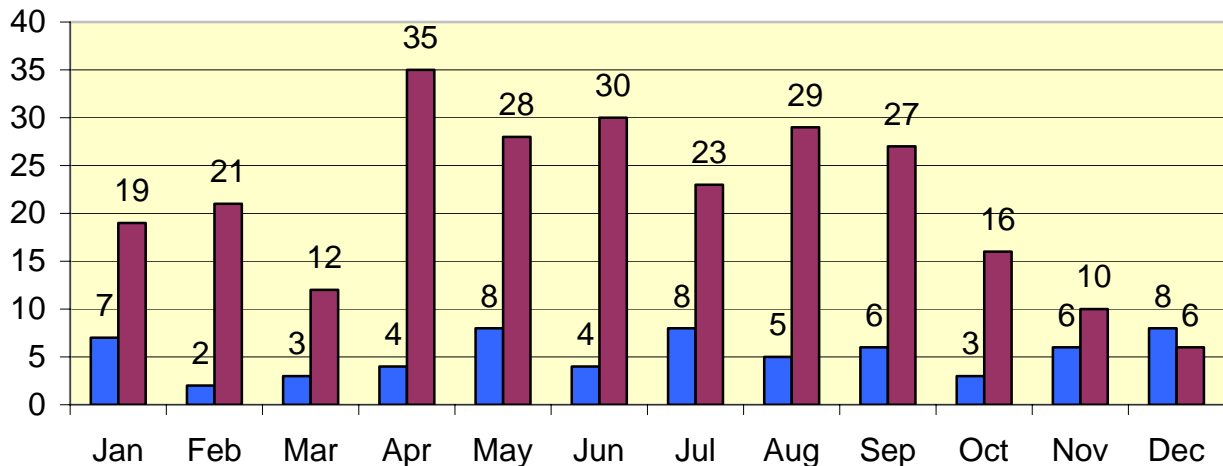
c. Use of Force Statistics

We continue to assess the extent to which actual uses of force by MPD officers are consistent with the Use of Force General Order. For example, as reflected in the charts below, we now have accumulated two years of statistics reflecting MPD use of force incidents on a citywide basis.⁶ As discussed last quarter, the total number of use of force incidents involving MPD officers declined significantly in 2004. In 2004, MPD reported a total of 270 use of force incidents, compared to 320 in 2003 -- a decrease of 15.6%. However, reported incidents of more serious uses of force -- *i.e.*, those uses of force investigated by the Force Investigation Team ("FIT") as opposed to those uses of force investigated

⁶ The data reflected in these charts were obtained from FIT; therefore, their accuracy depends upon the quality of MPD's use of force reporting practices. A use of force of which FIT is unaware will not be reflected in the tables shown above.

by the chain of command -- increased by 14.1% from 64 in 2003 to 73 in 2004.⁷

**MPD Citywide Uses of Force January through December 2003
and January through December 2004**



The significant decrease in the total number of use of force incidents reported by MPD in 2004, as compared to 2003, is encouraging.⁸ These statistics do not explain, however, why, in a year in

⁷ OIM Eleventh Quarterly Report at 7.

⁸ This quarter, MPD reported use of force statistics with respect to only the month of January 2005. MPD reported a total of 15 use of force incidents, 8 serious

which MPD experienced a significant *decrease* in the total number of use of force incidents, it also experienced an almost equally significant *increase* in the total number of more serious uses of force. Also, these figures alone do not measure what impact, if any, the MOA's reforms have had on the total number of use of force incidents involving MPD officers or the frequency with which such uses of force are unjustified or inconsistent with MPD's use of force policies.

These statistics also do not measure uses of force by MPD officers that may go unreported to the chain of command or to FIT. This quarter, we began examining whether MPD officers are underreporting use of force incidents. We have begun compiling and analyzing information gleaned from arrest reports, prisoner injury reports, police activity logs, and other sources for the period October through December 2004. We will compare this information with the information contained in UFIRs filed by MPD during the same period -- a period in which MPD reported very high UFIR completion rates.⁹ We believe this analysis, which we intend to complete in the coming quarter, will be valuable in assessing further whether MPD has properly and effectively implemented its revised Use of Force General Order.

3. Substantial Compliance Evaluation

The substantial compliance standards under MOA paragraph 37 require that at least 95% of officers receive training in MPD's use of force policies. Our review with respect to the attendance rates related to MPD's in-service use of force training is ongoing. Accordingly, we are not yet prepared to make findings with respect to MPD's compliance with the requirements of paragraph 37 of the MOA.

Subject to the completion of our evaluation of the percentage of officers attending training covering MPD's use of force policies, MPD and the City currently are in substantial compliance with the other requirements of MOA paragraphs 37 through 40 relating to the development and implementation of a general use of force policy. MPD has developed and obtained DOJ approval of a revised Use of Force General Order that includes the provisions required by the MOA. We

Footnote continued from previous page

uses of force investigated by FIT, and 7 less serious uses of force investigated by the chain of command.

⁹ See OIM Eleventh Quarterly Report at 27.

find that MPD has effectively distributed the Use of Force General Order and that MPD's in-service training program properly and effectively implements the use of force policies. The rough statistics, described above, appear to reflect an encouraging decrease in the overall number of use of force incidents in 2004 as compared to the previous year.

The OIM, however, will continue monitoring uses of force by MPD officers to evaluate officer compliance with MPD's use of force-related policies both in terms of reporting use of force incidents and using force only when force is justified and only at levels appropriate under the circumstances. We also will continue monitoring attendance rates for in-service use of force training, which is a critical component of the implementation of MPD's revised use of force policies.

B. Use of Firearms Policy (MOA ¶¶ 41-43)

1. Requirements

MPD is required to complete its development of a Use of Firearms Policy. The policy must comply with applicable law and be consistent with current standards in the law enforcement field. In particular, the Use of Firearms Policy must:

- Prohibit officers from possessing or using unauthorized ammunition and require officers to obtain service ammunition through official MPD channels;
- Specify the number of rounds that officers are authorized to carry;
- Establish a single, uniform reporting system for all firearms discharges;
- Require that, when a weapon is reported to have malfunctioned during an officer's attempt to fire, it promptly be taken out of service and an MPD armorer evaluate the functioning of the weapon;
- Require that MPD document in writing the cause of a weapon's malfunction -- *i.e.*, whether an inherent malfunction, a malfunction due to poor maintenance, or a malfunction caused by the officer's use of the weapon; and
- Provide that the possession or use of unauthorized firearms or ammunition may subject officers to disciplinary action.

In addition to these specific requirements relating to the Use of Firearms Policy, the MOA requires the Mayor to submit to the Council for the District of Columbia a request to permit MPD's Chief of Police to determine the policy for MPD officers to carry firearms when they are off duty while in the District of Columbia, including any appropriate restrictions applicable to situations in which an officer's performance may be impaired.

2. Status and Assessment

On August 19, 2002, DOJ approved MPD's Handling of Service Weapons General Order, which MPD distributed in early October 2002. As discussed in our previous reports, we have consistently found MPD's in-service firearms training and pistol re-certification programs to be consistent with the MOA and conducted by knowledgeable and professional instructors.¹⁰ MPD's in-service firearms training fairly, accurately, and properly summarizes the principles of the Handling of Service Weapons General Order.

On June 4, 2002, the District of Columbia City Council approved an amendment, entitled the "Off-Duty Service Pistol Authorization Amendment Act of 2002," that permits MPD's Chief of Police to designate his own policy as to when off-duty officers are required to carry their service pistols in the City. This measure was signed into law and became effective on October 1, 2002.

On April 1, 2004, MPD issued a special order entitled Carrying Service Firearms While Off-Duty in the District of Columbia. MPD circulated this special order to DOJ and the OIM on April 5, 2004. On June 10, 2004, DOJ provided MPD with several recommendations concerning the special order as a form of technical assistance. The MOA does not require that the Carrying Service Firearms While Off-Duty in the District of Columbia Special Order be approved by DOJ.

3. Substantial Compliance Evaluation

The substantial compliance standards under MOA paragraph 41 require that at least 95% of officers receive training in MPD's firearms policy. As discussed above, our review of the percentage of MPD officers who have attended MPD's in-service training, including training on the Handling of Service Weapons General Order, is ongoing.

¹⁰ See, e.g., OIM Eleventh Quarterly Report at 87-89.

Subject to the completion of our evaluation of the percentage of officers attending training covering MPD's use of force policies, which includes training related to the use of firearms, we have found that MPD and the City are currently in substantial compliance with the other requirements of MOA paragraphs 41 through 43 relating to the use of firearms policy. MPD has developed and obtained DOJ approval of a Handling of Service Weapons General Order that includes the provisions required by the MOA and has issued a special order governing Carrying Service Firearms While Off-Duty in the District of Columbia. We find that MPD has effectively distributed the Handling of Service Weapons General Order and that MPD's in-service training program properly and effectively implements the use of firearms policy.

Finally, as we reported last quarter, we are aware of no incidents in which a failure to fire or a weapon discharge is alleged to be the result of a weapon malfunction.¹¹ Accordingly, we find that MPD currently is in substantial compliance with MOA paragraph 43's requirements regarding the treatment of weapons that are reported to have malfunctioned.

C. Canine Policies and Procedures (MOA ¶¶ 44-46)

1. Requirements

The MOA requires MPD to develop a Canine Teams Policy that:

- Limits the high-risk deployment of canines -- off-leash deployments, use during searches, and other situations where there is a significant risk of a canine biting a suspect -- to cases where the suspect is either wanted for a serious felony or is wanted for a misdemeanor and is reasonably suspected to be armed;
- Requires supervisory approval for all canine deployments -- either a Canine Unit supervisor or a field supervisor;¹²
- Ensures that suspects are advised through a loud and clear announcement that a canine will be deployed, that the suspect should surrender, and that the suspect should remain still when approached by a canine; and

¹¹ *Id.* at 11.

¹² The MOA makes clear that the approving supervisor cannot serve as the canine handler in the deployment. MOA at ¶ 45.

- Ensures that, in all circumstances where a canine is permitted to bite or apprehend a suspect,
 - The handler calls the canine off as soon as the canine can be safely released, and
 - MPD ensures that any individual bitten by a canine receives immediate and appropriate medical treatment.

2. Status and Assessment

a. Canine Policy and Manual

On November 22, 2004, DOJ approved MPD's revised Canine Teams General Order.¹³ Last quarter, however, MPD reported that, while it was preparing to distribute the approved general order, it determined that the definition of "tactical use of a canine" contained in the general order should be clarified to encompass instances of on-lead tracking of suspects.¹⁴ On December 6, 2004, MPD submitted a revised draft Canine Teams General Order to DOJ that included revised definitions of the terms "tactical use of canine" and "non-tactical use of canine." DOJ provided MPD with its final approval of the Canine Teams General Order this quarter, on February 17, 2005, and MPD published the order on February 18, 2005.¹⁵

MPD has not yet finalized its Canine Operations Manual. MPD provided DOJ a draft of this manual on November 27, 2002, and DOJ returned comments related to the manual on September 30, 2003. MPD reports that it has delayed making revisions to the manual pending the completion and approval of the Canine Teams General Order in order to ensure that the manual and the general order are consistent. MPD also reports that, with the publication this quarter of the DOJ-approved

¹³ On September 17, 2002, DOJ approved MPD's Canine Teams General Order, which MPD issued on October 7, 2002. In response to deficiencies identified internally and by the OIM, MPD submitted a revised Canine Teams General Order to DOJ on June 4, 2003. See OIM Fifth Quarterly Report at 10-11.

¹⁴ Memorandum of Agreement Progress Report, dated January 13, 2005 ("MPD January 2005 Progress Report"), at 27.

¹⁵ Memorandum of Agreement Progress Report, dated April 8, 2005 ("MPD April 2005 Progress Report"), at 10.

Canine Teams General Order, it plans to submit the revised Canine Operations Manual to DOJ in the coming quarter.¹⁶

b. Canine “Bite” Incidents

In our Fourth Quarterly Report, we observed that 17 of the 110 apprehensions involving a canine unit from the third quarter of 2001 through the end of the first quarter of 2003 included a bite or other significant contact with a canine. We reported that this 15.5% bite-to-apprehension ratio was consistent with the ratios experienced in other major city police departments.¹⁷ Police practices experts have indicated that a bite-to-apprehension ratio of less than 30% is generally acceptable.¹⁸ DOJ has pointed out that many effectively run canine programs have a bite-to-apprehension ratio of no more than 10%.¹⁹ DOJ, however, shares the view of our police practices experts that a bite-to-apprehension ratio of up to 20% is acceptable for MPD.

In 2003, there were 88 apprehensions recorded involving a canine unit, 16 of which involved a bite to the suspect or other significant contact with a canine. We found that this bite-to-apprehension ratio of 18% in calendar year 2003 was within the range that our police practices experts believe to be acceptable.²⁰ Although our review of the 13 completed FIT investigations related to these bite incidents found that the uses of force were generally consistent with the requirements of the MOA and with MPD policy, we identified several points of concern that we recommended MPD address through the training of canines and handlers. Specifically, we recommended that MPD’s canine in-service training program emphasize (1) the importance of accurate and complete canine deployment reports; (2) close handler control over canines during confrontations with suspects; and (3) reasonable efforts to obtain a

¹⁶ *Id.* at 13.

¹⁷ OIM Fourth Quarterly Report at 14-16. As discussed in our Fourth Quarterly Report, since canine programs and the environments in which those programs are run vary from city to city, we do not mean to suggest that there is a single “appropriate” national bite-to-apprehension ratio.

¹⁸ *See, e.g., Kerr v. City of West Palm Beach*, 875 F.2d 1546 (11th Cir. 1989) (“These experts indicated that less than thirty percent of apprehensions should, on average, result in a bite.”).

¹⁹ Letter from William R. Yeomans to Charles H. Ramsey (June 13, 2001).

²⁰ OIM Eighth Quarterly Report at 12.

suspect's compliance -- including consideration that a suspect may not understand English -- prior to the release of a canine.²¹

During the Tenth Quarter, we again reviewed canine-involved apprehensions.²² We found that, from January 1, 2004 through August 31, 2004, MPD's canine units were involved in 37 apprehensions, 7 of which included a bite to the suspect or other significant contact with a canine. This 19% bite-to-apprehension ratio is within the range our police practices experts consider acceptable, although it is at the high end of the range. Four of these bites occurred during on-lead tracks, while 3 occurred when the canine had been released and was off-lead.

This quarter, in connection with our continuing review of the appropriateness of uses of force involving MPD's canine units, we closely reviewed all FIT investigations of uses of force by canine units completed during calendar years 2003 and 2004. FIT completed 16 investigations into uses of force involving canines in 2003 and 11 such investigations in 2004. We reviewed these investigations to determine, among other things: the reported offense that served as the basis for the deployment of a canine unit, the source of approval for the canine deployment, the type of deployment, whether the canine was on- or off-lead at the time of the force incident, the subject's age, the FIT investigator's or the UFRB's determination as to whether the force applied was justified, and the nature and circumstances of the injury to the suspect.

Thirteen of the 16 canine cases from 2003 and 10 of the 11 canine cases from 2004 involved injuries to the suspect while the canine was deployed off-lead. In 1 of the 4 cases in which the suspect was injured while the canine was deployed on-lead, the suspect's injury did not appear to have been caused directly by the canine. In each of the remaining 3 cases of on-lead bites, the suspect appeared to have provoked the bite by punching, pushing, or kicking the canine. These findings indicate that MPD handlers maintain proper control over their canines while on-lead.

Two of the 16 cases from 2003 and 1 of the 11 cases from 2004 involved injuries to the suspect that were not caused directly by a

²¹ *Id.* at 12-13.

²² OIM Tenth Quarterly Report at 15.

canine.²³ None of the injuries to suspects were described as severe; and, in all but one of the cases, the bite wounds sustained by suspects were located on the suspects' arms, legs, hands, or buttocks. All of the use of force incidents involving canines from 2003 and 2004 were found by the FIT investigator or by the UFRB to be justified.

Our overall conclusion based upon the detailed review of these 27 canine cases from 2003 and 2004 is that MPD handlers do not appear to be using canines inappropriately or abusively. We have seen no evidence that MPD handlers permitted canines to "chew" on suspects or otherwise used canines to punish suspects. On the contrary, virtually all of the bite incidents we reviewed indicate that the canine, whether on-lead or off-lead, and the handler performed in a manner consistent with their training and with the principles of the Handler-Controlled Alert Methodology.²⁴

3. Substantial Compliance Evaluation

With DOJ's final approval this quarter of MPD's revised Canine Teams General Order, we find that MPD currently is in compliance with MOA paragraphs 45 and 46 relating to canine policies and procedures.

In our Tenth Quarterly Report, we found that MPD is in substantial compliance with the MOA's provisions relating to supervisor authorization for canine deployments.²⁵ Although we have found that, to a very high degree, canine deployments are supported by either prior supervisor approval or documented exigent circumstances, in the Tenth Quarter we observed that, during the period January 1, 2004 through August 31, 2004, nearly half of all canine deployments were authorized

²³ Four of the canine cases from 2003 and 3 from 2004 involved suspects below the age of eighteen. In the coming quarter, the OIM will continue to review the circumstances of canine bite incidents involving juvenile suspects.

²⁴ The sole exception is a 2003 bite incident in which the suspect sustained a bite wound on his chest. In that case, the canine was deployed off-lead during an open seek. The canine alerted on the suspect, who attempted to comply with the handler's command that he raise his hands. The canine, which remained off-lead, appeared to have interpreted the suspect's hand movements as a threatening gesture and reacted by biting the suspect on the chest. Although the UFRB found the force in this case to be justified, it does not appear that the handler maintained adequate control over the canine throughout the incident by, for example, placing the canine on-lead before ordering the suspect to show his hands.

²⁵ OIM Tenth Quarterly Report at 15-16.

by non-Canine Unit supervisors.²⁶ The MOA and MPD policy are clear that canine handlers must first seek deployment authorization from Canine Unit supervisors before seeking such authorization from a non-Canine Unit supervisor. Accordingly, we will continue to monitor this area to assess MPD's continued substantial compliance.

We also find that MPD is in substantial compliance with the MOA's requirement that canine bite incidents be consistent with the principles of the Handler-Controlled Alert Methodology upon which MPD's canine policy is premised. MPD's bite-to-apprehension ratio has remained consistently below 20%. Moreover, our detailed review this quarter of all FIT investigations of canine bite incidents from 2003 and 2004 found that, with the possible exception of one of these 27 cases, the canine, whether on-lead or off-lead, and the handler performed in a manner consistent with their training and with the principles of the Handler-Controlled Alert Methodology -- a compliance rate of 96.3%.

Finally, training is a critical component in the assessment of MPD's compliance with the MOA provisions related to the canine program. As discussed in previous quarterly reports, the canine unit training sessions we have observed in the past indicate that MPD's training in this area fairly, accurately, and properly conveys the principles and requirements of the MOA and of MPD policy.²⁷ This quarter, we monitored two sessions of the Basic Patrol Dog Class for new canines that have recently been purchased by MPD. Our observations with respect to the Basic Patrol Dog Class also are discussed in Section VI.B.1 below.

4. Recommendations

Now that DOJ has approved the revised Canine Teams General Order, we recommend that MPD complete and distribute the Canine Operations Manual as soon as possible.

D. Oleoresin Capsicum Spray Policy (MOA ¶¶ 47-50)

1. Requirements

The MOA requires MPD to develop an Oleoresin Capsicum ("OC") Spray Policy. The policy must comply with applicable law and be

²⁶ *Id.* at 13.

²⁷ *See, e.g.*, OIM Eleventh Quarterly Report at 89-90.

consistent with current standards in the policing profession. In particular, the OC Spray Policy must:

- Prohibit officers from using OC spray unless the officer has legal cause to detain the suspect, take the suspect into custody, or maintain the suspect in custody and unless the suspect is actively resisting the officer;
- Prohibit officers from using OC spray to disperse crowds or smaller groups of people, including its use to prevent property damage, unless the acts being committed endanger public safety and security;
- Prohibit the use of OC spray on children and the elderly, except in exceptional circumstances;
- Require that officers provide a verbal warning prior to the use of OC spray, unless such warning would endanger the officer or others, stating that its use is imminent unless the resistance ends; and, whenever feasible, permit a reasonable period for the warning to be heeded;
- Limit the use of OC spray to a person's head and torso; prohibit spraying from less than three feet away (except in exceptional circumstances); and limit the spray to two, one-second bursts; and
- Decontaminate persons sprayed with OC spray within twenty minutes after spraying, and transport them to a hospital for treatment if they complain of continuing adverse effects or state that they have a pre-existing medical condition that may be aggravated by the spray.

2. Status and Assessment

MPD obtained DOJ approval for its Oleoresin Capsicum Spray General Order in September 2002. MPD began distribution of the Oleoresin Capsicum Spray General Order, along with other use of force-related policies, during the week of October 6, 2002.

Last quarter, we found that MPD is in substantial compliance with MOA paragraphs 47 through 50 relating to OC Spray Policy.²⁸ This

²⁸ OIM Eleventh Quarterly Report at 22.

quarter, we did not specifically monitor the areas of OC spray use and training. In future quarters, however, we will continue to review MPD's in-service training relating to OC spray as well as internal use of force investigations into use of force incidents involving OC spray in order to evaluate MPD's continuing substantial compliance in this area.

3. Substantial Compliance Evaluation

MPD currently is in substantial compliance with MOA paragraphs 47 through 50 which relate to OC Spray Policy.

4. Recommendations

We have no specific recommendations in the area of OC spray use and policy this quarter.

E. Implementation Schedule (MOA ¶¶ 51-52)

As discussed above, MPD has obtained DOJ approval for its Use of Force General Order, Handling of Service Weapons General Order, Oleoresin Capsicum Spray General Order, and Canine Teams General Order. MPD also has issued a special order relating to Carrying Service Firearms While Off-Duty in the District of Columbia in accordance with MOA paragraph 42, although DOJ approval of that special order is not required under the MOA. MPD has obtained DOJ approval prior to implementing any revisions or changes to these central use of force-related policies, as required by paragraph 52 of the MOA.²⁹ Accordingly, MPD now is in substantial compliance with MOA paragraphs 51 and 52 related to the implementation of use of force policies and procedures.

²⁹ This quarter, OIM met with representatives from DOJ and MPD regarding the substantial compliance standard relating to paragraph 52 of the MOA. DOJ and MPD agreed that the definition of substantial compliance under paragraph 52 should be clarified to require that MPD obtain DOJ approval prior to implementing any change to the Department's use of force-related policies and procedures. The substantial compliance definitions referenced in Appendix C have been clarified accordingly.

II. Incident Documentation, Investigation, and Review (MOA ¶¶ 53-84)

A. Use of Force Reporting Policy and Use of Force Incident Report (MOA ¶¶ 53-55)

1. Requirements

The MOA requires MPD to develop a Use of Force Reporting Policy and a Use of Force Incident Report (“UFIR”). The MOA mandates that the reporting policy require:

- Notification of an officer’s supervisor immediately following any use of force or after the lodging of any allegation of excessive use of force;
- An officer to fill out a UFIR immediately after he or she uses force, including the drawing *and* pointing of a firearm at another person or in such a person’s direction;
- An officer’s supervisor to respond to the scene upon receiving notification that force has been used or that an allegation of excessive force has been received;
- Immediate notification to FIT in every instance involving deadly force,³⁰ the serious use of force,³¹ or any use of force potentially reflecting criminal conduct by an officer;³²

³⁰ “Deadly force” is defined in paragraph 15 of the MOA as “any use of force likely to cause death or serious physical injury, including but not limited to the use of a firearm or a strike to the head with a hard object.”

³¹ “Serious use of force” is defined in paragraph 33 of the MOA as “lethal and less-than-lethal actions by MPD officers including: (i) all firearm discharges by an MPD officer with the exception of range and training incidents and discharges at animals; (ii) all uses of force by an MPD officer resulting in a broken bone or an injury requiring hospitalization; (iii) all head strikes with an impact weapon; (iv) all uses of force by an MPD officer resulting in a loss of consciousness, or that create a substantial risk of death, serious disfigurement, disability or impairment of the functioning of any body part or organ; (v) all other uses of force by an MPD officer resulting in a death; and (vi) all incidents where a person receives a bite from an MPD canine.”

³² “Use of force indicating potential criminal conduct by an officer” is defined in paragraph 35 of the MOA to include “strikes, blows, kicks or other similar uses of force against a handcuffed subject.”

- Immediate notification to the United States Attorney for the District of Columbia in all such instances; and
- Recording the data captured on UFIRs into MPD's PPMS.

The precise language of the UFIR was the subject of substantial discussion and negotiation between MPD and DOJ subsequent to the execution of the MOA. As a result of this dialogue, the parties agreed upon the following language for inclusion in relevant force-related General Orders:

In all uses of force requiring a Use of Force Incident Report, the member shall immediately notify his/her supervisor of the use of force, intentional or unintentional, exercised by the member, any accusation of excessive force made against the member, or immediately following the drawing of and pointing a firearm at or in the direction of another person, and shall promptly complete the Use of Force Incident Report.³³

The parties also agreed upon certain language regarding the process of compelling an officer to complete a UFIR following a declination by the United States Attorney's Office ("USAO") and/or issuance of an authorized Reverse-Garrity warning. A "Reverse-Garrity" warning is a statement given to an officer, typically following a declination to prosecute issued by the USAO, requiring the officer to answer questions relating to his or her official duties but precluding the use of statements made by the officer against him in any criminal prosecution.

2. Status and Assessment

a. Use of Force Incident Report

(1) UFIR Completion

DOJ provided final approval of the UFIR on September 17, 2002, and MPD's UFIR completion requirements went into effect in early October 2002. MPD has proposed a revised and simplified UFIR and has submitted the proposed revisions to DOJ. MPD submitted a revised and

³³ MPD January 2003 Progress Report at 9.

reformatted UFIR to DOJ on November 20, 2002, and MPD and DOJ have engaged in several rounds of discussions over an extended period regarding the revised UFIR since that time. On September 24, 2004, DOJ provided MPD with a written response to MPD's April 9, 2004 submission regarding the revised and updated UFIR. MPD reports that DOJ has agreed to MPD's proposal that officers will not be required to complete a UFIR based on receipt of a complaint of excessive force where the involved officer maintains that no force was used. Such incidents will be processed as citizen complaints rather than treated as reportable uses of force.³⁴ On December 1, 2004, MPD submitted for DOJ approval the final version of the revised UFIR as well as a special order outlining the procedures for completing a UFIR.³⁵ This submission included a draft Special Order outlining the procedures for completing a UFIR. This quarter, DOJ provided recommendations regarding revisions to the Special Order on January 26, 2005. MPD reports that it anticipates returning to DOJ a final revised package related to the UFIR in the coming quarter.³⁶

As reflected in the chart below and in our previous quarterly reports, low UFIR completion rates have been a lingering and persistent problem for MPD.³⁷ In recent months beginning last quarter, however, MPD has reported exceptionally high UFIR completion rates after discounting UFIRs not completed due to pending review by the USAO. This recent trend of very high UFIR completion rates included a 100% completion rate for January 2005, the only month this quarter for which MPD provided use of force and UFIR completion statistics.

³⁴ MPD January 2005 Progress Report at 15. DOJ, however, has made clear its "expectation that should an officer fail to complete a UFIR, and later be found to have used force as a result of an investigation initiated by a citizen complaint, appropriate action will be taken regarding the officer's failure to follow MPD policy." Letter from Tammie M. Gregg to Captain Matthew Klein (September 24, 2004).

³⁵ MPD January 2005 Progress Report at 15.

³⁶ MPD April 2005 Progress Report at 16.

³⁷ *See, e.g.*, OIM Eleventh Quarterly Report at 25-26.

	Total uses of force investigated by FIT	Total uses of force investigated by chain of command	<i>Total uses of force as reported by FIT</i>	Total number of UFIRs completed as reported by FIT	Uses of force in which no UFIR completed due to pending AUSA review	Percentage of uses of force resulting in completion of UFIR	Percentage of UFIRs completed, not including uses of force in which USAO review is pending
July 1, 2003 - July 31, 2003	8	23	31	13	7	41.99%	54.17%
Aug. 1, 2003 - Aug. 31, 2003	5	29	34	15	6	44.12%	53.58%
Sept. 1, 2003 - Sept. 30, 2003	6	27	33	23	6	69.70%	79.31%
Oct. 1, 2003 - Oct. 31, 2003	3	16	19	15	0	78.95%	78.95%
Nov. 1, 2003 - Nov. 30, 2003	6	10	16	10	3	62.50%	76.92%
Dec. 1, 2003 - Dec. 31, 2003	8	6	14	9	3	64.29%	81.82%
Jan. 1, 2004 - Jan. 31, 2004	3	10	13	9	1	69.23%	75.00%
Feb. 1, 2004 - Feb. 29, 2004	3	27	30	13	2	43.33%	46.42%
Mar. 1, 2004 - Mar. 31, 2004	7	25	32	3	7	9.38%	12.00%
Apr. 1, 2004 - Apr. 30, 2004	6	21	21	14	2	66.67%	73.68%
May 1, 2004 - May 31, 2004	10	16	26	4	5	15.38%	19.05%
June 1, 2004 - June 30, 2004	3	13	16	4	1	25.00%	26.67%
July 1, 2004 - July 31, 2004	10	30	40	25	4	62.50%	69.44%
Aug. 1, 2004 - Aug. 31, 2004	9	10	19	8	7	42.11%	72.73%
Sept. 1, 2004 - Sept. 30, 2004	5	13	18	10	4	55.56%	71.43%
Oct. 1, 2004 - Oct. 31, 2004	7	8	15	9	6	60.00%	100.00%
Nov. 1, 2004 - Nov. 30, 2004	4	20	24	21	3	87.50%	100.00%
Dec. 1, 2004 - Dec. 31, 2004	6	14	20	14	5	70.00%	93.33%
Jan. 1, 2005 - Jan. 31, 2005	8	7	15	10	5	66.67%	100.00%

The UFIR completion rates reported by FIT for the four months between October 1, 2004 and January 31, 2005 are encouraging. These UFIR completion figures do not, however, capture use of force incidents that may occur, but go unreported. As discussed in Section I.A.2 above, this quarter we began an assessment of the extent to which MPD officers may fail to report use of force incidents. This review -- which involves comparing arrest reports, prisoner injury reports, police activity logs, and other information with the use of force incidents actually reported to FIT during the period October 1, 2004 through December 31, 2004 -- is

ongoing. We discuss our recent review of the quality of these UFIRs below.

(2) Pointing a Weapon at or in the Direction of a Person

On December 10, 2003, MPD proposed to DOJ a modification to the MOA's requirement that officers complete a UFIR "immediately following the drawing and pointing of a firearm at, or in the direction of, another person" ³⁸ MPD believes that, because the MOA does not include the pointing of a weapon within its definition of "use of force," reporting such incidents through the UFIR is not appropriate and has caused substantial concern within the ranks of MPD officers. DOJ maintains that, under certain circumstances, the pointing of a weapon may in fact constitute a use of force and should be reported as such.

Accordingly, MPD has developed a draft MPD Reportable Incident Form ("RIF") that would, if DOJ accepts its use, replace the UFIR as the mechanism for tracking "pointing" incidents. ³⁹ DOJ responded to MPD's proposal on February 27, 2004 and raised several process concerns, including the need to ensure adequate supervisory review of completed RIFs. MPD responded by preparing for DOJ's review a draft teletype directive intended to ensure that such supervisory review is comparable to the review required to be performed for completed UFIRs. On September 24, 2004, DOJ commented on MPD's submission. On December 1, 2004, MPD responded to DOJ's comments and replaced its draft teletype directive with a draft special order, which MPD believes over time will prove to be a more effective means of communicating the procedures associated with the RIF, as well as the procedures relating to the UFIR. ⁴⁰ DOJ returned comments regarding the RIF to MPD on January 26, 2005. ⁴¹

(3) UFIR Quality

For the past several quarters, the OIM has reviewed all UFIRs in MPD's central UFIR files, which are maintained at FIT's offices, and we have identified specific deficiencies in the thoroughness and

³⁸ MOA at ¶ 53.

³⁹ MPD January 2005 Progress Report at 16.

⁴⁰ *Id.* at 17.

⁴¹ Letter from Tammie M. Gregg to Inspector Matthew Klein (January 26, 2005).

completeness of a significant proportion of the UFIRs. In our past quarterly reports, we have included a running chart itemizing on a monthly basis the various common deficiencies we have found with respect to the quality and completeness of the UFIRs returned by officers.⁴²

This quarter, we performed a detailed review of 50 UFIRs filed with FIT during the period October 1, 2004 through January 31, 2005 -- the months for which MPD has reported exceptionally high UFIR completion rates. We found that MPD's recent high UFIR completion rates are undercut by the fact that virtually all of the UFIRs returned by officers during this period contained relevant data fields that were incomplete or totally empty. For example, more than half of the UFIRs filed between October 1, 2004 and January 31, 2005 were missing a supervisor's signature, indicating that the UFIR had been reviewed and approved. Our review of UFIRs this quarter bolstered our consistent findings over the past several quarters that the overall quality of the UFIRs returned by MPD officers, and counted as completed by FIT, is quite poor.

We raised our findings with respect to the lack of quality of the UFIRs on file with FIT during our March 2005 monthly meeting with representatives from DOJ, MPD and the City. During this meeting, we suggested that MPD and DOJ continue to consider ways to further simplify the UFIR to make the form more user-friendly and less burdensome to complete, thereby making it easier for officers to fill out UFIRs completely and in a timely fashion. MPD reported that it is already in the process of working internally and with DOJ to improve the UFIR.

We encourage MPD to complete its further revision of the UFIR in the near future. The UFIR is a central component of the MOA and a critical reporting device intended to permit MPD to accurately track and monitor individual use of force incidents and trends in uses of force within the Department. In order to fulfill the intended purpose of the UFIR under the MOA, officers must be willing and able to complete UFIRs fully, accurately, and on a timely basis.

⁴² See, e.g., OIM Eleventh Quarterly Report at 29.

(4) Specialized Mission Unit After-Action Report

On March 5, 2003, MPD sent a letter to DOJ proposing an amendment to the UFIR reporting requirement as it relates to certain incidents involving MPD's SMUs during which multiple officers point their service weapons. MPD believes that the UFIR requirement as it relates to such incidents may give rise to delays that adversely affect operational efficiency because it requires multiple officers each taking time to complete a UFIR. As an alternative to the requirement that each officer prepare a UFIR documenting the pointing of a weapon, MPD proposed that the unit manager complete a single "After-Action Documentation Report." DOJ responded to MPD's proposal on August 25, 2003 by suggesting certain revisions to the draft After-Action Report. On December 31, 2003, MPD submitted to DOJ a revised draft "Specialized Mission Unit After-Action Report" ("SMUAAR") incorporating DOJ's comments and a revised Specialized Mission Unit General Order including policies and procedures related to the SMU After-Action Report.

On March 30, 2004, DOJ provided final approval of MPD's Specialized Mission Unit General Order and outlined its remaining concerns with respect to the After-Action Report.⁴³ MPD requested a delay in the requirement that the Specialized Mission Unit General Order be implemented within 14 business days after DOJ's approval of the order. This request arose from MPD's concern that implementation of the Specialized Mission Unit General Order prior to the resolution of outstanding issues related to the SMUAAR might lead to confusion among officers in the field. Accordingly, MPD requested that implementation of both the Specialized Mission Unit General Order and the SMUAAR be required to take place within 14 business days after DOJ's approval of the SMUAAR.⁴⁴ DOJ granted MPD's request, and, on April 9, 2004, MPD responded to DOJ's concerns regarding the SMUAAR.

On September 24, 2004, DOJ provided MPD with its final comments regarding the SMUAAR, and MPD responded on December 1, 2004. On January 26, 2005, DOJ approved MPD's request that the SMUAAR be used to document incidents involving the execution of a

⁴³ Letter from Tammie M. Gregg to Captain Matthew Klein (March 30, 2004).

⁴⁴ E-mail from Maureen O'Connell to Tammie Gregg, Lisa Graybill, and Sarah Gerhart (March 31, 2004).

high-risk warrant under certain criteria outlined in the Specialized Mission Unit General Order.⁴⁵ MPD reports, therefore, that it is “very close” to receiving final DOJ approval for the SMUAAR.⁴⁶

b. United States Attorney Notification Log

The United States Attorney Notification Log is maintained at FIT’s offices and consists of a handwritten series of entries recording the date and time of each notification made by MPD to the USAO regarding a use of force incident involving an MPD officer. Each quarter, we review the USAO log, and this quarter we again found that MPD makes timely notifications to the USAO within 24 hours of a deadly or serious use of force incident.⁴⁷

3. Substantial Compliance Evaluation

MPD is not currently in substantial compliance with MOA paragraph 53 related to use of force reporting and the UFIR. MPD has obtained DOJ approval for the original UFIR, and MPD is currently working with DOJ to gain approval for a revised and updated version of the UFIR that MPD hopes will simplify the form, improve UFIR completion rates, and improve the quality of the information included in UFIRs returned by MPD officers. MPD must continue to devote significant attention to improving the quality of UFIRs to substantially comply with the MOA. MPD also is continuing to work with DOJ to gain approval for its proposed RIF for tracking firearms pointing incidents and for the SMUAAR, but such approval has not yet been granted.

MPD is in substantial compliance with the MOA’s requirements, found in paragraph 54, regarding the timely notification of the USAO of deadly and serious uses of force.

MPD is not in substantial compliance with paragraph 55 of the MOA, which requires that all data captured in the UFIRs be entered into MPD’s PPMS. As discussed in detail in Section V.B of this report, PPMS remains in the early stages of development and no UFIR data has been entered into that system. MPD does appear, however, to be currently

⁴⁵ MPD April 2005 Progress Report at 19.

⁴⁶ *Id.*

⁴⁷ MOA at ¶ 54.

satisfying paragraph 55's requirement that all hard copies of completed UFIRs be centrally maintained.⁴⁸

4. Recommendations

We recommend that MPD continue to devote significant attention to revising and simplifying the UFIR, as well as to training and supervising officers in the proper completion of UFIRs. Although MPD has reported very high UFIR completion rates in recent months, our review of the UFIRs on file with FIT from the period October 1, 2004 through January 31, 2005 has found that most of these UFIRs are missing important information required by the form.

B. Investigating Use of Force and Misconduct Allegations (MOA ¶¶ 56-84)

1. Use of Force Investigations (MOA ¶¶ 56-67)

a. Requirements

(1) FIT Use of Force Investigations

The provisions of the MOA that address use of force investigations take as their point of departure the January 1999 creation of FIT as the entity within MPD charged with investigating all firearms discharges by MPD. The MOA creates a protocol for handling the investigation of use of force by MPD and the manner in which such investigations are to be coordinated. At the core of the protocol is the requirement to transfer responsibility for MPD criminal investigations involving officer use of force from MPD district violent crime units or other MPD district supervisors to FIT.⁴⁹

MPD is required to notify and consult with the USAO -- and vice versa -- in each instance in which there is an incident involving deadly force, a serious use of force, or any other use of force suggesting potential criminal misconduct by an officer. All such investigations are handled by FIT rather than by any other unit of MPD. Even while the

⁴⁸ Paragraph 55 of the MOA states that hard copies of the UFIRs shall be maintained centrally by OPR. OPR maintains the UFIRs at FIT's offices, which is satisfactory under the MOA.

⁴⁹ Consistent with this approach, the MOA requires that MPD train and assign a sufficient number of personnel to FIT to fulfill the duties and responsibilities assigned to it by the MOA. MOA at ¶ 63.

criminal investigation is pending, the MOA requires FIT's investigation of the officer's use of force to proceed in all such cases, although the compelled interview of the subject officers may be delayed in cases where the USAO has not declined prosecution.⁵⁰

FIT is required to respond to the scene of every such incident described above and to conduct all such investigations, whether the investigation results in criminal charges, administrative sanctions, or both. No officers from any unit other than FIT are permitted to participate in the investigation. The MOA requires FIT's administrative (non-criminal) use of force investigations to be completed within ninety days of a decision by the USAO not to prosecute, unless special circumstances prevent their timely completion.⁵¹

The MOA contains various requirements governing FIT's investigation process and the preparation of an investigation report by FIT. For example, the report prepared by FIT must include:

- A description of the use of force incident and other uses of force identified during the investigation;
- A summary and analysis of all relevant evidence; and
- Proposed findings, which include:
 - A determination of whether the use of force under investigation was consistent with MPD policy and training;
 - A determination of whether proper tactics were used; and
 - A determination of whether alternatives requiring lesser uses of force were reasonably available.

(2) Other Use of Force Investigations

All use of force investigations, other than those specifically assigned to FIT, may be investigated by chain of command supervisors in MPD districts. In the alternative, the Chief of Police or his designee may

⁵⁰ This deferral of the interview of subject officers is designed to avoid the risk that such compelled interviews might taint the criminal investigation. See *Garrity v. State of New Jersey*, 385 U.S. 493, 87 S. Ct. 616 (1967).

⁵¹ In such cases, the reasons for failing to observe the ninety-day requirement must be documented.

assign investigations to chain of command supervisors from another district. In the absence of special circumstances, these use of force investigations, like FIT's investigations, must be completed within ninety days and must contain all of the elements prescribed above for FIT investigation reports. Once such investigations are complete, the investigation report must be submitted to the unit commander, who must review it to ensure completeness and to ensure that its findings are supported by the evidence. The unit commander has the power to order additional investigation if necessary. Once the investigation is complete, the investigation file is forwarded to the UFRB.⁵²

(3) Use of Force Review Board

Subject to approval by DOJ, MPD is required by the MOA to develop and implement a policy to enhance the UFRB as the review body for use of force investigations. The policy developed by MPD must:

- Ensure that the UFRB conducts prompt reviews of all use of force investigations;⁵³
- Establish the membership of the UFRB;
- Establish timeliness rules for the review of investigations;
- Authorize the UFRB to recommend discipline for violations of MPD policies, recommend further training where appropriate, and authorize the UFRB to direct MPD district supervisors to take non-disciplinary action to encourage officers to modify their behavior;
- Require the UFRB to assign to FIT or return to the original investigating unit any incomplete or improperly conducted use of force investigations; and

⁵² In the event there is evidence of criminal misconduct, the Unit Commander must suspend the use of force investigation and notify FIT and the USAO.

⁵³ Recognizing that the UFRB might be overwhelmed by reviewing all use of force investigations, DOJ and MPD agreed to modify the MOA to require the UFRB to conduct timely reviews only of use of force investigations investigated by FIT I or FIT II. Additionally, according to DOJ, it agreed to allow non-FIT force reviews, with some exceptions, to be conducted by chain of command officers (and conclude at the Assistant Chief level) so long as FIT continues to review all non-FIT use of force incidents in an effort to identify incidents that should be referred to the UFRB.

- Empower the UFRB to recommend to the Chief of Police investigative standards and protocols for all use of force investigations.

In addition to these requirements, the UFRB must conduct annual reviews of all use of force investigations to identify patterns and problems in such investigations. The UFRB must issue a report summarizing the findings of its review to the Chief of Police.

b. Status and Assessment

(1) FIT Manual

DOJ approved MPD's revised Force Investigation Team Organizational Plan and Operations Manual on December 31, 2003.

(2) FIT Use of Force Investigations

The OIM reviews all preliminary and final use of force investigation reports prepared by FIT. Last quarter, we performed a statistical analysis with respect to the 42 FIT I investigations completed between January 1, 2004 and December 31, 2004.⁵⁴ The results of this analysis confirm our consistent findings that FIT performs thorough and high quality investigations.⁵⁵ We found that 97.4% of the FIT I investigations finished in 2004 were "complete"⁵⁶ and that 100% of these investigations were "sufficient."⁵⁷

We identified two significant areas, however, where the FIT investigations did not meet the 95% or better objective standard for substantial compliance.⁵⁸ First, although FIT investigations are generally

⁵⁴ FIT I investigations are investigations of uses of "deadly force," including but not limited to the use of a firearm or strike to the head with a hard object. See MOA at ¶ 15.

⁵⁵ OIM Eleventh Quarterly Report at 35-37.

⁵⁶ Our police practices experts rated an investigation "complete" if it reflected the performance of all of the substantive investigative steps and contained all of the documentation required by both the MOA and by generally accepted police practices.

⁵⁷ Our police practices experts rated an investigation "sufficient" if the evidence and analysis reflected in the investigation file were adequate to support a reasonable and defensible conclusion, even in cases where certain investigative procedures or analysis had not been completed.

⁵⁸ OIM Eleventh Quarterly Report at 37.

completed on a timely basis in a much higher percentage of cases than chain of command and OIA investigations, there is room for improvement. We found that 79.0% of the 2004 FIT I investigations were either completed within 90 days or contained documented special circumstances justifying a delay in completion of the investigations.⁵⁹ Second, we found that witness canvasses were conducted in only 90.3% of the cases in which, based on our reviews, it appeared that a canvass should have been performed.⁶⁰

In the coming quarter, we will review all FIT I and FIT II investigations completed during the first quarter of 2005.

(3) Other Use of Force Investigations

Beginning with our Sixth Quarterly Report, we have reported on our reviews of statistical samples of chain of command and OIA use of force and misconduct investigations. This quarter, we reviewed a seventh sample of such investigations opened between July 1, 2004 and September 30, 2004. The results generated by our reviews of these six samples of misconduct and non-FIT use of force investigations are summarized in Section II.B.2.b(1) below and in Appendix B.

(4) Use of Force Review Board

On January 31, 2003, DOJ approved MPD's Use of Force Review Board General Order. In light of the facts of particular cases coming before it, the UFRB is charged with reviewing use of force investigation files in order to make determinations as to whether the force at issue was justified and to identify training needs, equipment upgrades, or policy modifications that may be necessary. The UFRB typically meets once a month and is comprised of five members of MPD's command staff, three of whom are permanent members and two seats which rotate among commanders from the districts, with a designated chairperson. The UFRB is supported by a staff person who is a sergeant assigned to FIT.

In our Tenth Quarterly Report, we concluded that the UFRB's meetings are not being conducted in a manner commensurate with the

⁵⁹ MOA at ¶ 62.

⁶⁰ *Id.* at ¶ 81.f.

importance of the UFRB's function.⁶¹ Last quarter, we reported several specific deficiencies in the UFRB's performance, including:

- Inadequate time being reserved in the UFRB members' schedules for the monthly use of force review meetings.
- Inadequate focus by the UFRB members during the deliberations due to distractions such as cell phone calls and e-mail.
- Lack of an organized review of the cases structured to methodically address each of the critical decision points confronting each involved officer as the fact pattern reflected in the investigation unfolded. While the UFRB's deliberations in certain cases touched upon many of the critical decision points at issue, the UFRB did so in a haphazard and somewhat random manner that failed to ensure that, as a deliberative body, it thoroughly considered each of the tactical and force decisions made by each involved officer.
- Inadequate time devoted to deliberations with respect to each case. Again this quarter, we observed that many of the UFRB's reviews lasted little more than a minute or two and constituted nothing more than a poll of the UFRB members to determine whether there was unanimous agreement with the FIT investigator's recommendation as to the ultimate determination of whether or not the force used was justified.
- Lack of an organized and methodical effort by the UFRB to identify patterns and problems with respect to uses of force and training issues and to prescribe recommendations to address such issues.

This quarter, we monitored a session of the UFRB during which it reviewed FIT investigations from both January and February 2005. While the individual members of the UFRB appear to review the FIT investigations closely and seem to take their responsibilities seriously, we observed that the UFRB continues to suffer from the same structural defects, outlined above, that we have reported for the past several quarters.

⁶¹ OIM Tenth Quarterly Report 33-34.

This quarter, the OIM participated in two meetings with MPD command staff to discuss our recommendations for improving the UFRB's operations and deliberative process. The first of these meetings included Chief Ramsey, who was very receptive to our suggestions. The second meeting was with members of the Compliance Monitoring Team ("CMT") and the Assistant Chief heading OPR and was a more detailed discussion of specific alternatives for reforming the structure and operations of the UFRB. MPD reports that it has finalized recommendations with respect to the UFRB for Chief Ramsey's review, and MPD hopes to implement improvements to the UFRB in the coming quarter.⁶² The OIM remains prepared to provide additional technical assistance and training in this area as MPD implements reforms to the UFRB.

c. Substantial Compliance Evaluation

MPD is in substantial compliance with MOA paragraph 57 relating to the development and implementation of a plan for allocation of responsibility for MPD investigations of uses of force. On December 31, 2003, DOJ approved the Force Investigation Team Organizational Plan and Operations Manual, which, for the reasons discussed below, we find that MPD has effectively implemented.

Paragraphs 58 and 60 of the MOA relate to MPD consultations with the USAO regarding investigations of deadly and serious uses of force and uses of force indicating potential criminal misconduct by an MPD officer. As discussed in Section II.A.3 above, MPD is in substantial compliance with the MOA's requirements, found in paragraph 54, regarding the timely notification of the USAO of deadly and serious uses of force. MPD also currently is in substantial compliance with MOA paragraphs 58 and 60 requiring that MPD's use of force investigators avoid taking compelled statements from subject officers until after a letter of declination is issued by the USAO.⁶³

We have found that MPD currently is in substantial compliance with the provisions of MOA paragraph 61 relating to FIT responses to serious and deadly uses of force and uses of force indicating potential criminal misconduct by an officer and requiring the exclusion of investigators from involved officers' districts from such investigations.

⁶² MPD April 2005 Progress Report at 7.

⁶³ Paragraph 59 of the MOA does not impose any substantive requirements on MPD or the City.

We also have found that MPD currently is in substantial compliance with MOA paragraph 61's requirement that FIT forward policy and training recommendations to the proper authority.

MPD is not yet in substantial compliance with MOA paragraphs 62 and 63, which establish requirements related to the timeliness and quality of FIT investigations. Although we found that over 95% of the FIT I investigations we reviewed contained all of the documentation and findings required by MOA paragraphs 62 and 63, only 79% of these FIT investigations were completed within 90 days or contained documented special circumstances justifying a period greater than 90 days.⁶⁴

MPD is in substantial compliance with MOA paragraph 64's requirement that the chain of command be excluded from investigating serious or deadly uses of force or uses of force indicating potential criminal misconduct by an MPD officer.⁶⁵

The OIM's substantial compliance evaluations with respect to MOA paragraphs 65 and 66, which relate to chain of command investigations of uses of force, are provided below in Section II.B.2.c.

MPD remains out of substantial compliance with MOA paragraph 67, which relates to the UFRB's review of use of force investigations. Although MPD obtained DOJ approval of its Use of Force Review Board General Order, we continue to find that MPD has failed to implement that general order adequately. The UFRB currently is not conducting sufficiently deliberative and thorough reviews of use of force cases, and our monitoring in this area will continue in the coming quarters.

2. Investigations of Misconduct Allegations (MOA ¶¶ 68-84, 98-104)

a. Requirements

The MOA establishes a set of procedures for handling the following types of allegations of misconduct against MPD officers:

⁶⁴ OIM Eleventh Quarterly Report at 35-37.

⁶⁵ In the coming quarter, we will provide a substantial compliance evaluation with respect to paragraph 64's requirement that investigations directed by MPD's Chief of Police or his designee to be removed from a particular district's chain of command are reassigned either to FIT or another district.

- Allegations for which an officer has been arrested or charged criminally;
- Allegations where an officer has been named as a party in a civil lawsuit
 - relating to the officer's conduct while on duty or otherwise acting in an official capacity; or
 - relating to the officer's conduct while off duty, and otherwise not acting in an official capacity, where allegations against the officer involve physical violence, threats of physical violence, racial bias, dishonesty, or fraud;
- Allegations of unlawful discrimination;
- Allegations of unlawful searches and stops;
- Allegations of unlawful seizures;
- Allegations of retaliation or retribution against officers or other persons; and
- Allegations of all uses of physical violence -- including but not limited to strikes, blows, and kicks -- that is engaged in for a punitive purpose or that is directed against a subject who is not offering resistance.⁶⁶

With respect to allegations in the above categories that are criminal, MPD's OPR is required to conduct the investigation rather than chain of command supervisors in MPD's districts. In these categories of cases, MPD is required to notify the USAO within twenty-four hours of the receipt of such allegations, and MPD and the USAO are required, in the absence of extraordinary circumstances, to consult with each other following such notification.⁶⁷ In addition to criminal allegations, the

⁶⁶ The same procedures apply whatever the source of the information to MPD -- whether by self-referral from the officer, reporting by other MPD personnel, or complaint from a source outside MPD.

⁶⁷ The MOA makes clear that a key reason for this consultation requirement is to avoid potential complications for a criminal investigation and potential prosecution posed by administratively-compelled interviews of officers. MOA at ¶ 71.

MOA requires that MPD assign for investigation outside the chain of command allegations involving:

1. Incidents where charges made by an officer for disorderly conduct, resisting arrest, or assault on a police officer are found by a prosecutor or a judge to be without merit; and
2. Incidents where evidence has been suppressed because of a constitutional violation involving potential misconduct by an MPD officer or where a judicial officer either has made a finding of misconduct against an officer or has requested MPD to conduct an investigation into such an allegation.

In addition to establishing protocols for the assignment of such investigations, the MOA establishes procedures that must be followed in the conduct of such investigations. These procedures for MPD internal investigations require that:

- Interviews of complainants, involved officers, and material witnesses be tape-recorded or videotaped whenever the investigation involves the serious use of force or a serious physical injury;
- Complainants and other witnesses be interviewed individually rather than in groups, and at locations and times convenient for them;
- All appropriate MPD officers and supervisors be interviewed;
- All necessary evidence be collected, analyzed, and preserved; and
- Inconsistencies in statements gathered from officers and other witnesses during the investigation be identified and reported.

Furthermore, the MOA sets forth a series of milestones for the implementation of this overhauled system for conducting misconduct investigations. These include the following:

- MPD must develop a plan (subject to approval by DOJ) under which OPR would become responsible for the *criminal misconduct* allegations described in the bulleted points listed at the beginning of this section, which would include provision for sufficient personnel and adequate procedures to implement this objective;

- MPD must develop a plan (subject to approval by DOJ) to reallocate responsibility for MPD *administrative complaint investigations* from chain of command supervisors to MPD's OPR;⁶⁸
- The District of Columbia is required to provide the funds necessary to provide for the full implementation of these plans and sufficient resources for administrative complaint investigations to be completed within ninety days of the receipt of a complaint by MPD;⁶⁹
- MPD must develop a plan (subject to DOJ approval) to ensure that all MPD officers responsible for conducting investigations receive adequate training in a wide range of subjects;
- Within 180 days of approval of the above plan, the training of MPD officers responsible for conducting investigations must take place; and
- MPD must develop a manual (subject to DOJ approval) for conducting all MPD misconduct investigations.

The foregoing plans must be implemented fully, with all necessary positions filled, by the various deadlines set forth in Joint Modification No. 1 to the MOA, dated September 30, 2002.

In addition, the MOA sets forth a series of requirements for evaluating and resolving allegations of misconduct against MPD officers. These include establishing that a preponderance of the evidence standard should be applied in such investigations; that all relevant evidence should be considered and weighed, including the credibility of all witnesses;⁷⁰ and that the cases be resolved in one of several prescribed ways. Based on the investigation, the possible dispositions

⁶⁸ See paragraph 72 of the MOA for a list of the misconduct allegations covered by this provision.

⁶⁹ In cases where the allegations are referred to the USAO, the ninety days is measured from the date of the declination.

⁷⁰ The MOA makes clear that there should be no presumption that an officer's statement is entitled to greater weight than the statement of a civilian. MOA at ¶ 99.

are “unfounded,” “sustained,” “insufficient facts,” or “exonerated.”⁷¹ Misconduct investigations require the preparation of a written report, which should include a description of the alleged misconduct, summary and analysis of all relevant evidence, and proposed findings and analysis. Except in cases of unusual complexity, such investigations must be completed within ninety days after the allegations have been received. Each investigation should be reviewed by a unit commander to determine the existence of any underlying problems and training needs, and the unit commander shall implement any appropriate non-disciplinary actions.

b. Status and Assessment

(1) Investigation Reviews

In the fifth quarter of the OIM’s monitoring, we began reviewing use of force and misconduct investigations performed by MPD’s OIA and the district chains of command, and the results of our reviews were first presented in the OIM’s Sixth Quarterly Report.⁷² The statistical sampling methodology we use in selecting the investigation files to be reviewed each quarter was developed by the OIM, in consultation with MPD and DOJ. The OIM, working closely with our statistical analysis experts at PricewaterhouseCoopers LLP, has developed standardized review procedures that allow us to efficiently review MPD investigation files and to report their findings in a consistent manner.

This quarter, the OIM completed its review of a seventh statistical sample of 77 non-FIT use of force and misconduct investigations, which was drawn from investigations opened between July 1, 2004 and September 30, 2004.⁷³ To date, we have reviewed a total of 718 of these investigations opened between the effective date of the MOA, June 13,

⁷¹ Although the meanings of “sustained” and “insufficient facts” are self-evident, the other dispositions may not be. “Unfounded” refers to cases in which the investigation found no facts to support the allegation; “exonerated” refers to cases where the conduct allegedly took place but did not violate MPD policies, procedures, or training.

⁷² OIM Sixth Quarterly Report at 25-30.

⁷³ Although our sample this quarter included 77 internal MPD investigations, we actually were able to review only 76 of the selected case files. For the first time since we began reviewing samples of OIA and chain of command cases nearly two years ago, MPD was unable to locate and produce a requested case file for our review. In other words, MPD has failed to locate only one out of the 718 investigative files we have requested over the past two years.

2001, and September 30, 2004.⁷⁴ Each of our seven samples has been drawn proportionately from all of MPD's districts, and each sample is comprised of investigations opened at least 90 days prior to the beginning of the reporting period to ensure that MPD has had the maximum time authorized under the MOA, absent special circumstances, to complete the investigation.

This quarter, the OIM met with MPD to discuss the specific criteria the OIM uses to determine the sufficiency and completeness ratings we assign to each of the internal investigations comprising the quarterly samples. In response to a request from MPD, we have agreed to provide MPD with a memorandum, as a form of technical assistance, detailing the specific deficiencies we identified with respect to each of the individual investigations we rated as not "complete" or not "sufficient."⁷⁵

Summary of Results of OIM's Reviews of the Investigations Samples

For reporting purposes, we have divided the results of the OIM's reviews of MPD's non-FIT use of force and misconduct investigations into the following four categories: (1) administration and management of the investigations, (2) conduct of the investigations, (3) unit commander review of the investigations, and (4) the overall ratings regarding the completeness and sufficiency of the investigations. The OIM's specific findings with respect to each of these areas are discussed below.⁷⁶

1. Administration and Management of the Investigations

Again this quarter, we found that over 95% of the chain of command investigations were free of the types of conflicts of interest that

⁷⁴ Our first sample, which covered investigations opened from June 13, 2001 through March 31, 2003, included 244 investigations. With the exception of this quarter's sample and the sample drawn during our eighth quarter of monitoring, which included 78 and 79 investigations, respectively, each of our subsequent samples have captured 80 investigations with at least 10 drawn from each district. These population sizes are large enough to generate statistically reliable data with respect to these types of MPD investigations as a whole.

⁷⁵ The definitions of "complete" and "sufficient" as applied to our reviews of MPD internal investigations are found above at footnotes 54 and 55.

⁷⁶ We have included at Appendix B to this report a detailed summary of the reviewers' questions and the results generated by our investigations reviews for all six statistical samples analyzed through this quarter.

would cast doubt on the integrity of the investigations.⁷⁷ We also found that over 95% of the cases we have reviewed this quarter were investigated by the proper MPD entity.⁷⁸ The consistency with which MPD observes these requirements reflects favorably on the institutional integrity of MPD's system of internal investigations.

In prior quarters, we consistently found that over 95% of MPD's investigative reports for completed investigations include the MOA-mandated elements, including (1) a description of the use of force incident or misconduct alleged, (2) a summary of relevant evidence gathered, and (3) proposed findings and supporting analysis.⁷⁹ This quarter all of the completed cases we reviewed included a report prepared by the investigator, 99.1% included a summary of all relevant evidence gathered and 92.8% contained proposed findings and supporting analysis.⁸⁰

Similar to the previous two quarters, we found that only 47.9% of the cases we reviewed this quarter were completed within the 90-day window required by the MOA. The MOA specifically provides that chain of command investigations may be completed outside of the 90-day window only where there exist documented "special circumstances" justifying the delay.⁸¹ This quarter, only 55.1% of the investigations reviewed either were completed within 90 days or contained documented special circumstances justifying the delay, which is approximately the same level of compliance we reported last quarter (56.1%). Timeliness has been the single most significant barrier to MPD's achievement of substantial compliance with respect to its MPD's internal investigations.

2. Conduct of the Investigations

We found again this quarter that MPD investigators generally conduct sound investigations. For example, this quarter we found that investigators employed appropriate investigative techniques, such as

⁷⁷ MOA at ¶ 80.

⁷⁸ *Id.* at ¶¶ 57, 61, 64, 68, 72, 79, 80.

⁷⁹ *Id.* at ¶ 65.

⁸⁰ These figures are an improvement over the statistics we reported last quarter and are consistent with MPD's sustained high level of compliance in these areas. See Appendix B.

⁸¹ MOA at ¶¶ 65, 74.

avoiding group interviews (100.0%)⁸² and interviewing all appropriate MPD personnel (89.6%).⁸³ Moreover, this quarter's results indicate that investigators generally documented and addressed inconsistencies among officers and witnesses (94.7%)⁸⁴ and addressed all apparent misconduct (91.8%).⁸⁵ This quarter, we found that MPD investigators avoided giving automatic preference to an officer's statement over a citizen's statement in 96.8% of the cases we reviewed -- which, in light of the 98.0%, 94.5%, 93.4%, and 97.7% rates that we observed over the seventh, eighth, ninth, and eleventh quarters, respectively, indicates that the 71.6% rate we reported for the tenth quarter was aberrational.⁸⁶

3. Unit Commander Review of the Investigations

Our past reviews have consistently shown that MPD unit commanders review chain of command investigations to ensure both their completeness and that their findings are supported by the evidence in approximately 95% or better of the cases.⁸⁷ This quarter, we found that 97.9% of the cases we reviewed had been reviewed by a unit commander.

4. OIM Reviewers' Overall Ratings Regarding the Completeness and Sufficiency of the Investigations

Although, as discussed in previous quarterly reports, MPD has devoted significant attention toward improving the quality of its chain of command investigations, there remains significant room for additional improvement. Of the cases reviewed this quarter, we found that only 56.2% of the investigations were complete and that a sufficient investigation had been conducted in only 67.6% of the cases.⁸⁸

⁸² *Id.* at ¶ 81.c.

⁸³ *Id.* at ¶ 81.e.

⁸⁴ *Id.* at ¶ 81.g.

⁸⁵ *Id.* at ¶ 82.

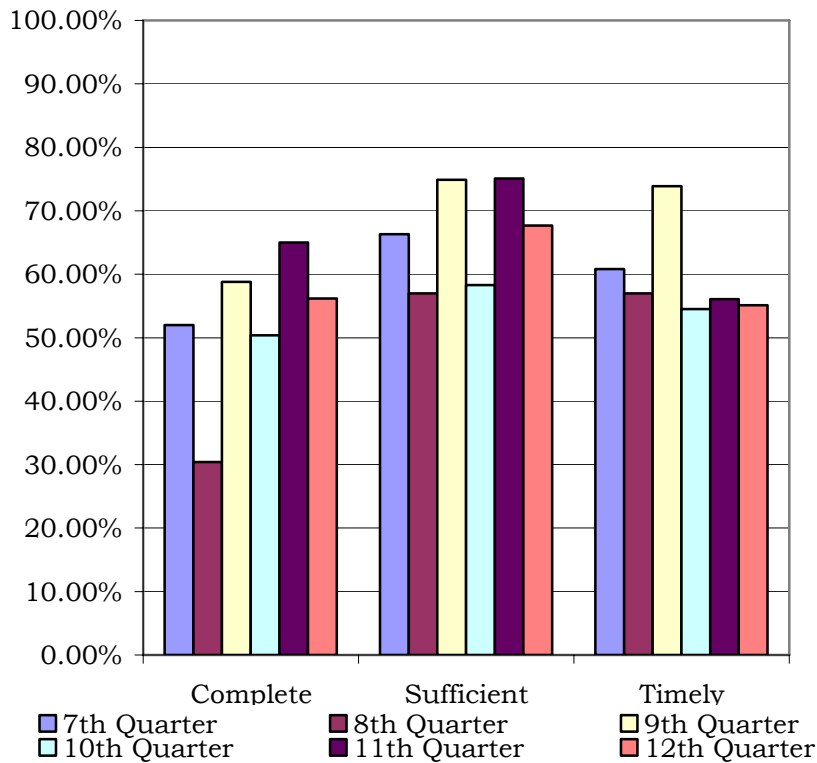
⁸⁶ *Id.* at ¶ 99.

⁸⁷ *Id.* at ¶ 66.

⁸⁸ As discussed in our prior reports, the completeness and sufficiency statistics we report each quarter are linked to timeliness. If an investigation is not finished in a timely manner, it almost never will be counted as complete and, in most cases, it will be insufficient as well – almost by definition, if an investigation is still pending at the time of our review, it will not be complete or sufficient. In

In light of the steps MPD has taken to improve the quality and timeliness of its internal investigations, including revising and distributing investigation templates and issuing a teletype requiring documentation of special circumstances justifying delays in completion of investigations, we had hoped by now to observe steady improvements in the completeness and sufficiency of these investigations. As reflected in the below chart, however, these anticipated improvements have not yet materialized.

Comparison of Quarterly Results



Footnote continued from previous page

response to a request from MPD seeking completeness and sufficiency data on a standalone basis for those cases that have been concluded within the 90-day period, we will report this data starting next quarter as a measure of quality of MPD internal investigations that are finished within the required 90-day period.

(2) OIA Investigations

Last quarter, the OIM performed a statistical analysis designed to specifically assess the timeliness and quality of internal investigations performed by OIA, broken out from the larger category of non-FIT use of force and misconduct investigations, which includes both OIA and chain of command investigations. We developed these statistics by combining the results of our reviews of OIA investigations conducted during the ninth and tenth quarters in order to obtain a population size sufficient to support statistical analysis.

The results of our analysis of OIA cases last quarter reflected that the quality and timeliness of OIA's investigations, considered in isolation from the chain of command investigations, are poor. We found that only 26.1% of OIA's investigations were completed within 90 days and only 40.2% were either completed within 90 days or contained documented special circumstances justifying in excess of 90 days for completion. We also found that only 32.7% of the OIA investigations we reviewed over those two quarters were complete and only 34.3% were sufficient.⁸⁹

This quarter, approximately a third (32.7%) of the cases comprising our sample were investigations performed by OIA. Of these cases, approximately 55.0% were complete and 59.4% were sufficient. Clearly, the quality and timeliness of OIA investigations must also improve significantly in order for MPD to achieve substantial compliance with respect to its internal investigations of alleged misconduct and lesser uses of force.

(3) Serious Misconduct Investigations General Order

MPD submitted its Serious Misconduct Investigations General Order to DOJ on July 23, 2002. DOJ replied with detailed comments on September 13, 2002, to which MPD responded on November 22, 2002. On January 31, 2003, DOJ responded with a small number of additional comments and commended MPD "for its efforts to revise this MPD [general order] consistent with the MOA and other applicable standards."⁹⁰ MPD submitted a revised draft to DOJ on March 7, 2003. DOJ responded to the revised draft order on August 25, 2003. MPD

⁸⁹ OIM Eleventh Quarterly Report at 49-50.

⁹⁰ Letter from Tammie M. Gregg to Inspector Joshua A. Ederheimer (January 31, 2003).

responded to DOJ's comments and submitted a further revised order on September 30, 2003. DOJ approved the Serious Misconduct General Order on December 31, 2003.

(4) Chain of Command Investigations Manual

Pursuant to paragraph 83 of the MOA, MPD submitted a draft Chain of Command Investigations Manual to DOJ on October 25, 2002. DOJ provided comments on the manual on March 26, 2003. Paragraph 83 requires that, among other things, the manual "provide investigative templates to assist investigators." Because MPD wanted to include these investigative templates in the PPMS, final templates had to be submitted to PPMS development vendors by January 12, 2004. In order to facilitate the templates' inclusion in the PPMS development process, DOJ agreed to provide an expedited review of the draft administrative investigative templates that MPD submitted on December 30, 2003. On January 7, 2004, DOJ provided its preliminary approval of the templates subject to MPD's acceptance of certain suggested changes to the templates. On January 12, 2004, MPD provided the final revised templates to DOJ and the PPMS development contractor, IBM/Motorola. MPD submitted a revised draft of the Chain of Command Investigations Manual to DOJ for approval on February 26, 2004. DOJ returned comments on the Chain of Command Investigations General Order and Chain of Command Investigations Manual on June 29, 2004, and MPD is currently reviewing those comments.⁹¹

In response to the recommendations contained in the OIM's April 9, 2004 memorandum entitled "Technical Assistance Related to MPD's Chain of Command Investigations," MPD revised its misconduct investigation template and created a "preliminary" misconduct investigation template. These templates were submitted for DOJ's review on June 7, 2004, and DOJ returned comments on September 24, 2004. MPD is currently considering DOJ's comments.⁹²

(5) Chain of Command Misconduct Investigations General Order

Pursuant to paragraph 83 of the MOA, MPD submitted its draft Chain of Command Misconduct Investigations General Order to DOJ on

⁹¹ MPD April 2005 Progress Report at 12.

⁹² *Id.*

November 1, 2002. DOJ responded with a number of substantive comments on January 31, 2003. MPD provided an updated draft of this general order to DOJ on December 31, 2003. MPD then submitted a revised version of the Chain of Command Misconduct Investigations General Order to DOJ on February 26, 2004. DOJ provided comments on the draft order on June 29, 2004, and MPD currently is reviewing those comments in conjunction with DOJ's comments regarding the Chain of Command Misconduct Investigations Manual and related investigative templates.⁹³

(6) Corporation Counsel Notification to OPR of Civil Claims

Paragraph 75 of the MOA requires that "[t]he Corporation Counsel's Office shall notify OPR whenever a person files a civil claim against the City alleging misconduct by an officer or other employee of MPD."⁹⁴ After substantial delay in implementing this required notification procedure, on September 7, 2004 MPD's General Counsel sent a letter to the City's Deputy Attorney General and the Claims Manager of the City's Office of Risk Management ("DCORM") requesting their assistance in providing MPD with notice once a month of any claims or lawsuits filed that allege misconduct by an officer or employee of MPD.⁹⁵

This quarter, we monitored communications between MPD's Office of the General Counsel ("OGC") and OPR regarding civil complaints alleging misconduct on the part of MPD officers and employees. On a monthly basis, MPD's OGC forwards a report to OPR containing the following information referenced in the September 7, 2004 protocol: the claim or civil action number, the name of the claimant or plaintiff, the date of the incident giving rise to the allegation, a brief summary of the allegation, and the name of the MPD employee whose alleged actions gave rise to the complaint. Notably missing from the report forwarded by MPD's OGC, however, are the date the claim or civil action was filed and the name and contact information for the City's Office of the Attorney General ("OAG") or DCORM staff member assigned to the case.

⁹³ *Id.* at 13.

⁹⁴ We note that, on May 26, 2004, Mayor Anthony Williams signed an order renaming the "Office of Corporation Counsel for the District of Columbia" the "Office of the Attorney General for the District of Columbia."

⁹⁵ MPD October 2004 Progress Report at 21.

Upon receipt of the report, an OPR sergeant reviews the information related to each case identified in the report to determine whether an OPR case tracking number has been assigned. If not, the case is given an OPR case number, and the matter is assigned to an OPR investigator for monitoring.

In the coming quarter, we will continue our monitoring in this area by seeking to review communications from the City's OAG and DCORM to MPD's OGC in order to evaluate the completeness of the information provided by the City to MPD pursuant to the September 7, 2004 protocol.

(7) Officer Reporting of Arrests and Misconduct

Paragraph 76 of the MOA requires MPD officers to promptly notify MPD if (1) the officer is arrested or criminally charged for any conduct; (2) the officer is named as a party in any civil action involving his or her conduct while on duty; and (3) the officer is named as a party in any civil suit regarding off-duty conduct that alleges physical violence, racial bias, dishonesty, or fraud by the officer.

This quarter, we reviewed the "Arrest of Sworn Members" log maintained by OPR, which reflects that 29 MPD officers were arrested in 2004, one of whom was arrested twice. The log does not indicate whether the involved officers self-reported their arrests, as required by paragraph 76 of the MOA. During interviews we conducted this quarter, OPR officials stated that officer arrests come to their attention through (1) officer self-reporting; (2) notification of officer arrests by supervisors or district commanders from the district in which the arrest occurred, if in the City; and (3) notifications from outside jurisdictions of arrests occurring in those jurisdictions. OPR also reported that the FBI also periodically (every 3 to 4 years) conducts criminal history checks on all MPD officers. In the coming quarter, we will continue our monitoring in this area by requesting additional documentation from OPR related to officer self-reporting of arrests and monitoring in-service training to determine whether such training covers the requirements of paragraph 76.

OPR reported that historically it has received notice of civil actions related to on-duty conduct by an officer when the involved officer submits a request for legal representation. The OPR official we interviewed could not recall OPR ever receiving a notification of a civil action against an officer concerning off-duty conduct. Our monitoring

with respect to officer self-reporting of civil actions also will continue in the coming quarter.

(8) Use of Force and Misconduct Investigator Training

As discussed in Section VI.B.2 below regarding MPD's training curricula and lesson plans, MPD's lesson plan entitled "Administrative Misconduct Investigation Policy and Procedures Using the Preponderance of the Evidence Standard" is pending final DOJ approval of the Chain of Command Misconduct Investigations General Order and Chain of Command Investigations Manual. This quarter, MPD obtained DOJ approval for other lesson plans relevant to investigator training under paragraph 84 of the MOA, such as Cultural Diversity and Sensitivity Awareness and Interview and Interrogation.⁹⁶

c. Substantial Compliance Evaluation

MPD is not in substantial compliance with MOA paragraphs 68 and 78, which require that OPR be responsible for investigations of allegations of criminal misconduct and that MPD develop a DOJ-approved plan that allocates sufficient personnel and establishes procedures for the performance of timely misconduct investigations. DOJ approved the Serious Misconduct General Order on December 31, 2003. Although we have found that, in over 95% of the misconduct cases we have reviewed, the correct MPD entity conducted the investigation, we have found that the timeliness and quality of OIA's internal investigations are quite poor.

We find that MPD currently is not in substantial compliance with the provisions of MOA paragraphs 66 and 69 related to the prompt notification of the USAO when chain of command investigations reveal evidence of criminal misconduct on the part of an officer. Such cases are relatively rare -- over the past four quarters we have identified two cases involving potential criminal misconduct by an officer. In neither of these cases, however, did the unit commander notify FIT and the USAO, as required by paragraph 66 of the MOA.

We find that MPD currently is in substantial compliance with the requirements in MOA paragraphs 72, 73, and 79 that OPR conduct investigations of certain categories of alleged officer misconduct and that

⁹⁶ MPD April 2005 Progress Report at 30-31.

allegations of excessive force involving the use of deadly force be assigned to FIT for investigation.⁹⁷ MPD has obtained DOJ approval for both the Serious Misconduct Investigations General Order and the Office of Internal Affairs Operations Manual (on March 26, 2003). Our reviews of FIT investigations and six samples of non-FIT MPD investigations have consistently found that, in greater than 95% of cases, the appropriate MPD investigative unit conducted the investigation.

MPD is not currently in substantial compliance with MOA paragraphs 65, 74, and 103, which require that all administrative investigations of officer misconduct be completed within 90 days, absent special circumstances, and that each investigation of officer misconduct contain a final report that includes certain fundamental elements such as a description of the alleged incident, a summary and analysis of the evidence, and proposed findings. As reflected in the statistics reported above, significantly fewer than 90% of MPD's misconduct investigations are timely. This quarter, however, we find that MPD is in substantial compliance with the MOA's requirement that chain of command and OIA investigations include a final report prepared by the investigator. MPD has achieved compliance rates of greater than 95% in this area in three of the last four quarters, including a 100% compliance rate this quarter. Moreover, the final investigator's reports that we reviewed have consistently included the required elements described above at a rate exceeding 95%.

We reserve judgment until next quarter with respect to whether the City is in substantial compliance with MOA paragraph 75, which requires the City's Office of Corporation Counsel (now the Office of the Attorney General) to notify OPR of civil claims against the City alleging misconduct by an MPD officer or employee. MPD's OGC appears to be effectively relaying the information it receives from the City to OPR. In the coming quarter, we will continue to monitor this area in order to evaluate the quality, completeness, and timeliness of the information forwarded by the City to MPD's OGC.

⁹⁷ Paragraph 73 of the MOA also requires that OPR be assigned to investigate all incidents in which MPD receives written notice from a prosecuting agency in a criminal case where (i) a court has suppressed evidence because of a constitutional violation involving potential officer misconduct or (ii) there has been any other judicial finding of officer misconduct or judicial request for investigation into potential officer misconduct. Our review of such communications between MPD and the USAO is ongoing.

Our review with respect to MPD's compliance with MOA paragraphs 76 and 77 is ongoing. These provisions require MPD officers to report both when (1) an officer is arrested or accused in a civil suit of misconduct and (2) an officer observes potential misconduct by other officers. As discussed above, we will be seeking additional information from MPD regarding self-reporting by officers of arrests and civil suits, and we are exploring monitoring methodologies and information that will permit us to evaluate MPD's compliance with paragraph 77's requirements related to the reporting of observed misconduct by other officers.

MPD is in substantial compliance with MOA paragraph 80, which requires that MPD prohibit any officer who has a potential conflict of interest from participating in the conduct or review of that investigation. We have consistently found that greater than 95% of the MPD investigations we have reviewed have been free of apparent or potential conflicts of interest.

Paragraphs 81.a through 81.g of the MOA establish substantive requirements for MPD internal investigations. We find that MPD's misconduct investigations substantially comply with the requirements of paragraph 81 of the MOA. For example, MPD investigators have consistently avoided group interviews in nearly 100% of the completed cases we have reviewed in the past five quarters. In each of the previous three quarters, we found that MPD investigators have consistently interviewed all appropriate MPD officers, including supervisors, in either nearly or more than 95% of the completed cases.⁹⁸ In the last five samples we reviewed, we found that MPD investigators always (100%) interview complainants and witnesses at convenient times and sites, where practicable and appropriate. MPD investigations have been slightly less consistent with respect to the requirement that investigators address and document inconsistencies among officers and other witnesses -- over the past six samples, we have found MPD's compliance in this area to be 100%, 91.6%, 100%, 93.1%, 93.3%, and 94.7%, which averages to a 95.5% compliance rate that is sufficient for MPD to be found in substantial compliance.

MPD's completed investigations also substantially comply with MOA paragraph 82's requirements that investigators adequately address

⁹⁸ This quarter, we found that MPD investigators interviewed all appropriate MPD officers in 89.6% of the cases reviewed, which is a lower rate than we have observed in most quarters.

the conduct of each officer involved in the incident and adequately address all apparent misconduct. Over the previous three quarters, MPD investigations have averaged above 95% in meeting the requirements in these areas.⁹⁹

MPD is not in substantial compliance with MOA paragraphs 83 and 84, which require the development of a DOJ-approved manual for conducting all MPD misconduct investigations. MPD has not yet obtained DOJ's final approval for its Chain of Command Misconduct Investigations Manual or revised Chain of Command Investigation Templates.

MPD is not in substantial compliance with the portion of MOA paragraph 84 that establishes training requirements for MPD use of force and misconduct investigators. MPD has not obtained DOJ approval for all of the lesson plans referred to in paragraph 84, and currently there is no plan in place to ensure that all of MPD's use of force and misconduct investigators are adequately trained.

MPD has substantially complied with MOA paragraph 98's requirement that misconduct investigation findings be based upon a preponderance of the evidence standard. We have found that virtually all of MPD's completed internal investigations reviewed over the five most recent quarters have applied the preponderance of the evidence standard.

MPD appears at this time to be in compliance with MOA paragraph 99's requirement that misconduct investigators avoid giving automatic preference to an officer's statement over that of another witness. MPD's compliance generally has been good in this area -- 98.0%, 94.5%, 93.4%, 97.7%, and 96.8%, respectively, over the seventh, eighth, ninth, eleventh, and twelfth quarters. Although, in the tenth quarter, we found only 71.6% of the completed cases we reviewed to be free of this sort of prohibited preference for statements by officers, in light of the consistently high compliance rates we have observed in other quarters, it appears that the tenth quarter results were aberrational.

We find that MPD is not currently in substantial compliance with the requirements of MOA paragraphs 100 and 101 that all investigations

⁹⁹ This quarter, we found MPD's compliance with both of these requirements to have dipped below 95%, as reflected in Appendix B. We will continue to monitor MPD's compliance with the requirements of paragraph 82 of the MOA.

of allegations of misconduct result in a disposition of either “unfounded,” “sustained,” “insufficient facts,” or “exonerated.” Over the most recent five quarters, we have found 87.0%, 89.8%, 87.7%, 93.0%, and 91.5% of MPD’s completed investigations to satisfy this requirement. Although MPD is not yet in substantial compliance with the requirement that each misconduct investigation result in one of the above four dispositions, we have found that, in over 95% of MPD’s completed misconduct investigations, the basis for closing the case was for reasons other than the withdrawal of the complaint or the unavailability of the complainant, as required by paragraph 101.

MPD is currently in substantial compliance with MOA paragraph 102’s requirement that each misconduct investigation include a final report containing a description of the alleged misconduct, a summary of the relevant evidence gathered during the investigation, and proposed findings and analysis supporting the findings. Over the four most recent samples of misconduct investigations, we have found that 99.1%, 82.4%, 98.4%, and 100.0% of MPD’s completed investigations contain a final report prepared by the investigator. In light of MPD’s consistently high compliance rates over three of the last four quarters, it appears that the 82.4% compliance rate observed in the tenth quarter was aberrational. We also have found that the final reports, when present in the investigative files, consistently contain each of the required elements at a rate above 95%.¹⁰⁰

MPD is not currently in substantial compliance with the MOA’s requirements related to unit commander review of chain of command investigations, found at paragraphs 66 and 104. Although we find that unit commanders have consistently reviewed chain of command investigations at a rate greater than 95% across our samples, in light of the various deficiencies we have identified in many of these investigations we cannot find that unit commanders are effectively ensuring that the investigations are complete and that the findings are supported by the evidence with the frequency required under the MOA.

¹⁰⁰ As reflected in Appendix B, our case reviews performed during the eleventh quarter found significantly lower compliance rates with respect to the requirements that the investigative reports contain a summary of relevant evidence gathered and proposed findings with supporting analysis -- 76.2% and 88.6%, respectively. In light of the higher compliance rates in these areas that we observed in other quarters, including this quarter, we continue to find MPD to be in substantial compliance with these requirements.

Our overall evaluation is that MPD's non-FIT use of force and misconduct evaluations do not currently substantially comply with the MOA requirements in this area. This quarter, for example, we found that only 55.1% of these administrative investigations were completed within the MOA-mandated 90-day window or included documented special circumstances justifying a delay in completion of the investigation. Moreover, only 56.2% of these investigations were "complete" and 67.7% were "sufficient."¹⁰¹

d. Recommendations

We recommend that MPD continue working with DOJ to obtain approval for its Chain of Command Misconduct Investigations Manual and revised Chain of Command Investigations Templates. We also recommend that MPD continue to work toward improving the timeliness and quality of its chain of command investigations. While MPD appears to have taken several steps over the past year to implement the recommendations contained in the OIM's technical assistance and to improve the investigations performed by MPD's chain of command, we are disappointed that those efforts do not yet appear to have had a significant impact on the timeliness and quality of these investigations.

III. Receipt, Investigation, and Review of Misconduct Allegations (MOA ¶¶ 85-97)

A. Requirements

This section of the MOA addresses the procedures designed to help members of the public aggrieved by the actions of MPD officers lodge complaints concerning officer conduct. It relates to MPD's role in facilitating the filing of such complaints and also to MPD's responsibility to coordinate with the Office of Police Complaints ("OPC") to ensure that the respective roles and responsibilities of MPD and OPC are clearly defined and that the agencies are working properly together.

¹⁰¹ As discussed in our prior reports, the completeness and sufficiency statistics we report each quarter are linked to timeliness because, if an investigation is not finished in a timely manner, it almost never will be counted as complete and, in most cases, it will be insufficient as well. In response to a request from MPD, in the coming quarter we will report statistics with respect to the sufficiency of cases that were not still pending at the time of our review.

More specifically, the MOA requires the following:

- The development of a plan, in consultation with DOJ, that defines the roles and responsibilities of -- and the relationship between -- MPD and OPC with regard to
 - Receiving, recording, investigating, and tracking complaints;
 - Conducting community outreach and education regarding making complaints against officers;
 - Exchanging information between MPD and OPC; and
 - Defining the responsibilities of the MPD official who serves on the Police Complaints Board (“PCB”).
- The provision of sufficient qualified staff, funds and resources for OPC to carry out its responsibilities as defined both by the MOA and the law creating OPC;¹⁰²
- The development of a plan to ensure that the investigative staff of OPC is adequately trained, including training in a wide range of MPD policies and procedures;
- The development of a manual, in consultation with DOJ, for conducting OPC complaint investigations, which should include timelines and investigative templates;
- The development and implementation of an effective program to inform citizens of their right to lodge complaints against MPD officers, which must include, among other things, the distribution of complaint forms, fact sheets, informational posters, and public service announcements, in English, Spanish, and any other languages appropriate for particular areas, which describe MPD and OPC complaint processes;
- The broad availability of complaint forms and informational materials at OPC, MPD headquarters, and various other MPD locations; through the Internet; and to community groups and community centers; and

¹⁰² District of Columbia Law 12-208.

- Throughout the term of the MOA, the implementation of an extensive Community Outreach and Public Information campaign.¹⁰³

The MOA also sets forth various methods designed to facilitate the filing of complaints against officers. These methods include:

- Requiring officers to provide their names and identification numbers to any person who requests them;
- Requiring that MPD provide the means for citizens to file complaints by all available methods, including in person, in writing, or by telephone, facsimile, or electronic mail;
- Requiring the establishment of a hotline, operated by OPC, that will be appropriately publicized by the City and MPD and that will be audited to ensure its proper operation; and
- Ensuring that responsibility for receiving all complaints filed directly with MPD belongs to MPD's OPR, which must establish filing and tracking systems and coordinate with OPC.

B. Status and Assessment

1. Coordination and Cooperation Between MPD and OPC Generally (MOA ¶ 85)

MPD and OPC originally signed a Memorandum of Understanding ("MOU") between the two agencies on September 28, 2002. In April 2003, MPD advised the OIM that it would issue a revised MOU by June 30, 2003. MPD and OPC did not meet this deadline. On

¹⁰³ The program must include at least the following elements: one open meeting per quarter in each of the patrol service areas for the first year of the MOA and one meeting in each patrol service area semi-annually in subsequent years. The purpose of these meetings is to inform the public about the provisions of the MOA and the various methods of filing a complaint against an officer. At least one week before such meetings, the City shall publish notice of the meeting as follows: (i) in public areas, including libraries, schools, grocery stores, and community centers; (ii) taking into account the diversity in language and ethnicity of the area's residents; (iii) on the City and MPD Web sites; and (iv) in the primary languages spoken by the communities located in such areas. In order to enhance interaction between officers and community members in daily policing activities, the open public meetings must include presentations and information on MPD and its operations.

October 7, 2003, MPD and OPC submitted a revised draft MOU to DOJ. This draft did not resolve a then-outstanding issue between MPD and OPC related to the duties of the MPD member of the PCB. On December 3, 2003, DOJ advised MPD and OPC of its concern regarding the delay in finalizing the MOU. On December 31, 2003, MPD requested that DOJ proceed with its review of the draft MOU prior to the resolution of this outstanding issue. On May 3, 2004, MPD and OPC notified DOJ that the parties had agreed to the revised “MPD member recusal” section of the MOU, which was the remaining outstanding issue. On May 25, 2004, DOJ provided the parties with comments on the draft MOU.

During the third quarter of 2004, DOJ also suggested that OPC request MPD’s assistance with the timely scheduling of all officer interviews, including both initial interviews and any rescheduled interviews. MPD and OPC agreed to modify the MOU further to provide for MPD taking a more active role in assisting OPC with the rescheduling of MPD officers who fail to appear for OPC interviews or other proceedings. MPD agreed to include additional language in the MOU on this point and submitted a revised draft of the MOU to DOJ on September 24, 2004.

On December 22, 2004, DOJ provided its final approval for the revised MOU; and, on January 28, 2005, MPD and OPC signed the new MOU.¹⁰⁴

a. Complaints Filed with MPD on MPD Forms Involving OPC Subject Matter

In prior quarters, we found that MPD’s OPR had failed to notify OPC of formal complaints lodged with MPD that involve allegations that could have been filed (at the complainant’s election) with OPC.¹⁰⁵ Paragraph 94 of the MOA and Section III.B.7 of the revised MOU require that OPR notify OPC of any complaints filed with MPD that allege harassment; use of unnecessary or excessive force; use of insulting, demeaning, or humiliating language; or discriminatory treatment.¹⁰⁶ The

¹⁰⁴ MPD April 2005 Progress Report at 22-23.

¹⁰⁵ OIM Fifth Quarterly Report at 31.

¹⁰⁶ MOA at ¶ 94; MOU at Section III.B.7. The MOU requires OPR to notify OPC of complaints within the categories identified in paragraph 94 of the MOA as well as the additional category of complaints alleging “retaliation.” The MOA and revised MOU require OPR to provide notice to OPC “[w]ithin 24 hours, or the next business day.”

revised MOU also requires that MPD provide OPC with quarterly reports that include, among other things, (1) a statistical summary of complaints filed with MPD that include at least one allegation that falls within OPC jurisdiction and (2) a description of the final disposition of complaints received by MPD that could have been filed with OPC.¹⁰⁷ Now that the parties have signed the revised MOU, we will begin monitoring MPD's compliance with the requirements of MOA paragraph 94 and MOU Sections III.B.7 and III.B.9 in the coming quarter.

b. Complaints Filed with OPC that Exceed OPC's Jurisdiction

The revised MOU requires OPC to review complaints that do not fall within the agency's statutory authority within one week of receipt of the complaint and to ensure that such cases are transmitted to MPD within three business days after that review.¹⁰⁸ This quarter, OPC referred 16 citizen complaints to MPD because they did not fall within OPC's investigative jurisdiction. Of these 16 cases, OPC transmitted 14 within ten business days, which is an 83% compliance rate -- a dramatic increase over last quarter's 33% compliance rate.

c. Weekly Notice to MPD of Formal OPC Complaints

The MOU requires OPC to notify MPD of formal citizen complaints filed with OPC, except those pending review by the USAO, on a weekly basis.¹⁰⁹ We reviewed 36 formal complaints lodged with OPC this quarter to assess OPC's compliance with this requirement. OPC met the weekly notification requirement in 27 of the 36 cases, which is a compliance rate of 75%. OPC's rates of compliance with this provision of the MOU for the prior four quarters were 90%, 76%, 86%, and 84%, respectively.

d. Interviews of Witness Police Officers

The revised MOU contains detailed provisions relating to requests by OPC for an officer's appearance at interviews, mediation, preliminary hearing conferences, and evidentiary hearings.¹¹⁰ The new MOU also

¹⁰⁷ MOU at Section III.B.9.

¹⁰⁸ *Id.* at Section III.C.1.

¹⁰⁹ *Id.* at Section III.C.4.

¹¹⁰ *Id.* at Sections III.I.1-3.

limits the circumstances under which an officer's appearance may be rescheduled.¹¹¹

This quarter, MPD officers failed to appear for 57 of the 157 interviews for which the officer received a one-week notice of the interview. Thus, this quarter, MPD officers failed to appear for approximately 36% of OPC interviews. The OIM will continue to monitor this area closely as MPD and OPC implement the revised MOU.

e. MPD Documents Requested by OPC

Under the MOU, MPD must respond to an OPC document request within ten business days from the date of receipt of OPC's written request.¹¹² This quarter, we reviewed data reflecting a total of 463 document requests directed by OPC to MPD. MPD failed to produce the requested documents within ten business days in response to 376 of the 463 requests, which is a compliance rate of only 19% -- the same as last quarter. The OIM also will continue to monitor this area as MPD and OPC implement the revised MOU.

**2. Public Information and Outreach
(MOA ¶¶ 87-91, 94)**

a. Citizen Complainants

On January 31, 2003, DOJ approved the communications plan developed by MPD's Office of Corporate Communications. In our Third Quarterly Report, we reported that MPD had finalized and begun distributing community outreach materials, including flyers and posters explaining the citizen complaint process.¹¹³ On September 8, 2004, MPD advised DOJ and the OIM that it had changed the e-mail address for citizen complaints and that MPD intends to update its citizen complaint promotional materials to reflect this change.¹¹⁴ MPD's Web site contains information concerning the citizen complaint process, including

¹¹¹ *Id.* at Section III.J.2.

¹¹² *Id.* at Section III.D.3.

¹¹³ OIM Third Quarterly Report at 43.

¹¹⁴ MPD October 2004 Progress Report at 17.

instructions on how to file a complaint with both OPR and OPC, as well as downloadable complaint forms.¹¹⁵

On February 10, 2005, DOJ approved the Citizen Complaint General Order. The following day, however, MPD advised DOJ of several “process issues” related to the general order, which MPD reports it is working to resolve. MPD intends to submit a revised Citizen Complaint General Order to DOJ in the coming quarter.¹¹⁶

b. Community Meetings

The MOA requires that, after the first year of the MOA, MPD hold at least one community outreach and public information meeting semi-annually in each of the patrol service areas (“PSAs”) in the City.¹¹⁷ The MOA also requires that, at least one week before such meetings, the City publish notice of the meeting in public areas, including “libraries, schools, grocery stores, [and] community centers,”¹¹⁸ and on the Internet. Notices related to community outreach and public information meetings must be in the primary languages spoken in the communities located in the particular PSAs.¹¹⁹

Over the past several quarters, we have monitored community meetings held in PSAs in MPD districts throughout the City. We have observed a range in the quality of these community meetings -- from lively sessions with broad participation by MPD officers and members of the community, to meetings that failed to take place at the times and locations advertised on MPD’s community calendar Web site.

This quarter, we monitored community outreach meetings in the First, Second, and Fifth Districts. All three of the community meetings we monitored this quarter were well attended by community members and representatives from MPD. Topics covered during the meetings included crime, traffic congestion and control, probationers and parolees, and procedures for filing police complaints. The two First District meetings we observed included presentations by a representative from the OPC regarding the police complaints process.

¹¹⁵ http://mpdc.dc.gov/serv/citizencomplaints/file_complaint.shtm.

¹¹⁶ MPD April 2005 Progress Report at 8.

¹¹⁷ MOA at ¶ 91.

¹¹⁸ *Id.*

¹¹⁹ *Id.*

This quarter, we canvassed six PSAs in the Fifth, Sixth, and Seventh Districts which, according to the calendars posted on MPD's Web site, were scheduled to conduct community outreach meetings during a particular week. The purpose of the canvass was to evaluate the extent to which MPD is advertising community outreach meetings by distributing notices to public areas within the PSAs, including libraries, schools, grocery stores, and community centers. We found no evidence of such advertising in any of the six PSAs we canvassed.

We also found that MPD's Web site contained some faulty information. For example, in the case of PSA 605, members of the church identified on the Web site as the location for the community outreach meeting were unaware that any such meeting had been scheduled there. After investigating, we learned that, despite the posting on MPD's Web site, no meeting in fact was scheduled at that location, the contact information for the MPD community outreach coordinator for PSA 605 was incorrect, and due to the recent PSA re-organization the church referenced on the Web site as the location for the community meeting actually no longer was included within PSA 605 -- it is now in PSA 607.

The chart below reflects the MPD community meetings we have monitored over the ninth, tenth, eleventh, and twelfth quarters.

Community Outreach Meetings Monitored By OIM

PSA	Quarter Monitored	Did Meeting Take Place as Scheduled?	Was Meeting Properly Advertised?
301	Ninth	Yes	Did not monitor advertisement
402	Ninth	Yes	Did not monitor advertisement
404	Ninth	Did not monitor meeting; only advertisement	No
405	Ninth	Did not monitor meeting; only advertisement	No
206	Tenth	Yes	Meeting terminated for lack of community attendance
306	Tenth	Yes	Did not monitor advertisement, but meeting well attended
703	Tenth	No	No
705	Tenth	No	No
501	Eleventh	Yes	Did not monitor advertisement, but meeting well attended
107 North	Eleventh	Yes	Yes
107 South	Eleventh	Yes	Yes
504	Twelfth	Did not monitor meeting; only advertisement	No
605	Twelfth	No	No
702	Twelfth	Did not monitor meeting; only advertisement	No
703	Twelfth	Yes	No
704	Twelfth	Did not monitor meeting; only advertisement	No
705	Twelfth	Did not monitor meeting; only advertisement	No

3. Receipt of Complaints by OPC (MOA ¶¶ 92-95)

As noted in our Third and Fourth Quarterly Reports, on or about December 11, 2002, the OPC hotline required by paragraph 93 of the MOA became operational. We noted in our Fourth Quarterly Report that, while OPC recorded calls as required by the MOA, it had not yet developed the necessary auditing procedures to ensure “that callers are being treated with appropriate courtesy and respect, that complainants

are not being discouraged from making complaints, and that all necessary information about each complaint is being obtained, although OPC does check this last requirement through its general auditing of all complaints it receives.”¹²⁰

In July 2003, OPC proposed a modification to the requirement under paragraph 93 of the MOA that OPC tape record all conversations on the hotline and develop an auditing procedure that includes monthly reviews of a random sample of tape recordings.¹²¹ In light of the infrequency with which the OPC hotline is used and the availability of viable quality control alternatives, on March 31, 2004, the OIM recommended that DOJ and the City agree to amend paragraph 93 of the MOA to replace that provision’s hotline-specific tape recording and auditing requirements with a citizen complainant survey procedure.¹²² In addition, we suggested that DOJ and the City consider making survey-based audit procedures applicable to all complaints received by OPC from the general public, regardless of the medium through which the complaints are made.

In the fourth quarter of 2004, OPC stated that it had reconsidered its proposal to replace paragraph 93’s recording requirement with a survey-based audit procedure. OPC resumed the recording of hotline calls on January 1, 2005, stating that it had developed an auditing procedure to meet the requirements of paragraph 93 of the MOA.¹²³

This quarter, we monitored OPC’s progress in implementing the hotline recording-based audit procedure. At the time of our review, the recording of hotline calls was not automatic. The OPC investigator answering the hotline call must activate the Dictaphone recording software prior to picking up the call, and the investigator controls whether the recording equipment is on or off. OPC acknowledged experiencing some frustration with the recording technology currently in

¹²⁰ Letter from Tammie M. Gregg to Inspector Joshua A. Ederheimer (January 31, 2003).

¹²¹ Letter from Tammie M. Gregg to Deputy Director Thomas Sharp (August 25, 2003).

¹²² Memorandum from Michael R. Bromwich to Philip K. Eure, Thomas Sharp, and Tammie M. Gregg regarding Office of Citizen Complaint Review’s proposed Modification of MOA ¶ 93 (March 31, 2004).

¹²³ Letter from Thomas E. Sharp to Tammie M. Gregg (December 30, 2004).

use and suggested that an upgrade is being considered for the fall of 2005.

OPC also has prepared an auditing protocol for the review of citizen calls placed to the hotline. The OIM currently is reviewing OPC's protocol, and we will provide OPC with any recommendations we have with respect to the protocol in the coming quarter. According to the protocol, if the hotline receives 10 or fewer calls in a month, then all calls placed to the hotline will be reviewed. The OPC hotline received 2 calls in January 2005 and 6 calls in February 2005. In the coming quarter, the OIM also will review OPC's auditing process with respect to the hotline calls it has received.

4. OPC Investigation of Complaints (MOA ¶¶ 86, 96-97)

In our Eighth and Eleventh Quarterly Reports, we reported our findings with respect to the review of two statistical samples of investigations performed by OPC of citizen complaints alleging misconduct on the part of MPD officers. The review we completed last quarter found that OPC investigations were of a very high quality: 100% of the OPC investigations we reviewed last quarter were both complete and sufficient.¹²⁴

Although OPC's investigations are very thorough and complete, OPC has requested that the OIM provide technical assistance regarding suggestions we may have for the further improvement of the agency's investigations. This quarter, the OIM participated in a teleconference with the Director and Deputy Director of OPC in which we relayed our observations and recommendations based on the two samples of OPC investigative files we reviewed. We appreciate OPC's interest in further refining and improving the quality of the agency's investigations.

C. Substantial Compliance Evaluation

We find that the City and MPD are not yet in substantial compliance with MOA paragraph 85, which requires the development of a plan delineating the roles and responsibilities of OPC and MPD. This quarter, MPD and OPC made significant progress in this area by finalizing and signing the DOJ-approved revised MOU. Although compliance with certain areas of MOU at times has been quite good,

¹²⁴ Eleventh Quarterly Report at 71.

neither MPD nor OPC has achieved a consistent compliance rate of 95% or better with the current provisions of the MOU regarding referral of complaints filed with OPC that fall outside OPC's jurisdiction, weekly notice to MPD of formal OPC complaints, the scheduling and attendance of MPD officers at OPC interviews, and MPD's responses to OPC document requests. We will continue monitoring MPD's and OPC's progress in implementing the revised MOU.

The OIM finds that the City does not currently appear to be in substantial compliance with MOA paragraph 86, which requires the City to provide OPC with sufficient qualified staff, funds, and resources to perform its functions under the MOA and District of Columbia law. Our review of the timeliness of OPC investigations last quarter reflects that OPC investigators are not yet approaching the 135-day requirement agreed to by OPC and DOJ this quarter. We will continue to evaluate the factors contributing to the long delays in completing OPC investigations, such as the backlog of cases and possibly inadequate staff resources. The quality of the investigations that OPC completes, however, is quite high.

The OIM is continuing to consider monitoring strategies to assess MPD's compliance with MOA paragraph 87, which requires MPD officers to provide their names and identification numbers to any person requesting that information, including working with OPR's internal audit function. Accordingly, we cannot make a substantial compliance assessment with respect to this provision at this time.

The OIM is continuing to consider monitoring strategies to assess MPD's compliance with MOA paragraphs 88 through 90 and 92, which relate to MPD's program for providing the public with information on the process for filing complaints regarding the performance of MPD officers, including working with OPR's internal audit function. Accordingly, we cannot make a substantial compliance assessment with respect to these provisions at this time.

We find that MPD currently is not in substantial compliance with MOA paragraph 91, which requires that each of MPD's PSAs hold public meetings on at least a semi-annual basis and that such meetings be advertised adequately at least a week in advance. Although many of the PSA community outreach meetings we have monitored have been excellent examples of cooperation between a law enforcement agency and the citizenry consistent with the principles of community policing, the frequency and advertisement of these meetings varies greatly by district and currently is inadequate when considered on a citywide basis.

We reserve our judgment with respect to the City's compliance with MOA paragraph 93, which requires the establishment of a citizen complaint hotline operated by OPC and audited through a tape recording procedure. The City had previously established the hotline, and the tape recording-based audit procedure required by paragraph 93 was implemented this quarter. We will continue our review with respect to OPC's hotline auditing procedures in the coming quarter.

MPD is not in compliance with MOA paragraph 94, which requires the development of policies and procedures related to the handling of citizen complaints filed with MPD. MPD has not finalized the Citizen Complaint General Order.

The City is in substantial compliance with MOA paragraph 95, which requires that OPC's offices be located separate from any building occupied by MPD personnel.

We find that the City is in substantial compliance with MOA paragraph 96, which relates to the training of OPC investigators.

We cannot find at this time that the City is in substantial compliance with respect to MOA paragraph 97, which requires OPC to develop and obtain DOJ approval of an investigations manual. Although this quarter DOJ found that OPC's revised Investigations Manual satisfies MOA paragraph 97, we have not had the opportunity to monitor OPC's implementation of the procedures contained in the manual.¹²⁵

D. Recommendations

We reiterate our recommendation from last quarter that MPD devote attention to the scheduling and advertisement of the PSA community outreach meetings across MPD's districts. Although several of the community outreach meetings that we have monitored have been excellent examples of cooperation between law enforcement and the citizenry, the frequency and advertisement of these meetings varies greatly from district to district.

¹²⁵ Letter from Tammie M. Gregg to Philip K. Eure and Thomas E. Sharp (January 26, 2005).

IV. Discipline and Non-Disciplinary Action (MOA ¶ 105)

A. Requirements

The MOA, as modified by the MOA Modification, requires that, by the week of November 17, 2002, subject to approval by DOJ, MPD must revise and update its policy governing officer discipline.¹²⁶ Specifically, the policy must:

- Prescribe when non-disciplinary action is appropriate;
- Prescribe when district-level discipline or corrective action is appropriate;
- Establish a formal and centralized system for documenting and tracking discipline and corrective action; and
- Develop a procedure for providing written notice to complainants regarding the most significant aspects of the handling of their complaints, including but not limited to disposition.

B. Status and Assessment

1. Disciplinary Policy

On May 19, 2003, MPD submitted its draft Disciplinary Policy to DOJ. The submission of this policy followed a lengthy delay on the part of MPD. As originally negotiated by MPD and DOJ, MPD's Disciplinary General Order was due to be completed by October 11, 2001. On September 30, 2002, as part of a major renegotiation of MOA deadlines, MPD and DOJ revised the due date of this general order to November 22, 2002. On November 22, 2002, MPD notified DOJ that it would not be able to meet the revised deadline and committed to submit the general order by December 31, 2002 -- the end of that quarter. On December 31, 2002, however, MPD notified DOJ that it would not meet that deadline either. MPD stated that the reason for this missed deadline was its desire to engage the FOP in a dialogue regarding the draft order before it is submitted to DOJ.

¹²⁶ MPD disciplinary policy is General Order 1202.1 (Disciplinary Procedures and Processes).

On August 25, 2003, DOJ provided MPD with comments on the draft Disciplinary General Order. DOJ noted that, “[a]lthough the [general order] was not timely submitted pursuant to the renegotiated deadline contained in the parties’ September 30, 2002 Joint Modification to the MOA, we appreciate and commend the efforts of MPD and the local FOP in working collaboratively to resolve their differences and to identify issues for collective bargaining.”¹²⁷ In its August 25, 2003 letter to MPD, DOJ also noted that the draft Disciplinary General Order “does not specifically ‘establish a centralized and formal system for documenting and tracking all forms of discipline and corrective action’ as required by MOA paragraph 105.”¹²⁸ On July 29, 2004, MPD responded to DOJ by explaining that the Disciplinary Process General Order cannot be finalized by MPD until its negotiations with the FOP over disciplinary procedures are complete.¹²⁹ On November 5, 2004, MPD advised DOJ that negotiations with the FOP were at an impasse and that the parties were involved in a mediation process with no definitive timeline that would permit MPD to estimate when it might be able to finalize the Disciplinary Process General Order.

This quarter, MPD reports that its negotiations with the FOP have been completed and that, on February 24, 2005, the FOP ratified a new collective bargaining agreement (“CBA”).¹³⁰ In light of this breakthrough, MPD reports that its Policy and Program Development Unit is now reviewing the new CBA to identify whether any modifications to the draft Disciplinary Process General Order are necessary.¹³¹

2. Disciplinary Systems and Procedures

During the ninth quarter, the OIM conducted a substantial review of MPD’s systems and procedures related to the administration and tracking of disciplinary and training recommendations flowing from the UFRB’s review of use of force cases.¹³² The purpose of this review was to

¹²⁷ Letter from Tammie Gregg to Captain Matthew Klein regarding “Disciplinary General Order” (August 25, 2003).

¹²⁸ *Id.*

¹²⁹ Letter from Maureen O’Connell to Tammie Gregg regarding “MOA Paragraph 105, Disciplinary Process” (July 29, 2004).

¹³⁰ MPD April 2005 Progress Report at 12.

¹³¹ *Id.*

¹³² OIM Ninth Quarterly Report at 50-55.

test the extent to which MPD is effective in disciplining officers found responsible for unjustified uses of force and in training officers found to be in need of remedial training to correct identified failures to properly implement MPD policy or employ sound police practices. Where officers are found to have acted outside of MPD policy, to have used unjustified levels of force, or to be in need of remedial training, it is critical that MPD's disciplinary and training systems effectively and efficiently address these issues to conform officer conduct to the requirements of MPD policy and the MOA.

Although MPD has established the UFRB as a body for the review of investigations involving uses of force, as reported above, we have identified significant deficiencies on the part of the UFRB in fulfilling its role as a "quality control mechanism" by conducting comprehensive reviews of each use of force incident and by identifying "patterns/problems" suggesting the need for improved training or policy modifications.¹³³ We have found that, where the UFRB recommended discipline or remedial training, MPD had inadequate internal control mechanisms in place to ensure that the recommended discipline was imposed or corrective action was administered. Finally, we also found MPD lacked a centralized and formal system for tracking discipline and remedial training.¹³⁴

In the coming quarter, the OIM will revisit the area of MPD's disciplinary systems and procedures and report on what improvements, if any, MPD has made since our last comprehensive review of MPD's disciplinary process three quarters ago.

C. Substantial Compliance Evaluation

MPD is not in substantial compliance with MOA paragraph 105 regarding disciplinary and non-disciplinary actions. MPD has not finalized the Disciplinary Process General Order, although, with the recent CBA, we hope that MPD will have a revised disciplinary order ready for submission to DOJ for approval in the near future.

D. Recommendations

This quarter the OIM provided MPD additional technical assistance in this area, including our suggestions for the improvement of the

¹³³ MOA at ¶ 67.

¹³⁴ *Id.* at ¶ 105.

operations of the UFRB. We encourage MPD to continue exploring ways in which to improve the performance of the UFRB. We also encourage MPD to take all possible measures to finalize the Disciplinary Process General Order.

V. Personnel Performance Management System (MOA ¶¶ 106-117)

A. Requirements

Under the MOA, MPD is committed to developing and implementing a computer database that will facilitate the management and supervision of MPD personnel. The computer database, referred to in the MOA as the Personnel Performance Management System, or PPMS, is intended to:

- Promote civil rights integrity and best professional police practices;
- Manage the risks of police misconduct;
- Evaluate and audit the performance of MPD officers, units, and groups;
- Promote accountability and proactive management; and
- Identify, manage, and control at-risk officers, conduct, and situations.

In addition to describing the objectives PPMS shall achieve, the MOA specifies the information that must be captured to ensure that PPMS achieves these objectives. This information includes the following:

- All uses of force that must be reported on MPD's UFIR forms or that are the subject of an MPD criminal or administrative investigation;
- All police canine deployments;
- All officer-involved shootings and firearms discharges, whether on or off duty, and all other lethal uses of force;
- All reviews of use of force, including all decisions on whether the use of force was within MPD policy;

- All vehicle pursuits and traffic collisions;
- All complaints regarding MPD officers, whether made to MPD or OPC;
- Chronologies and results of investigations, adjudications, and discipline relating to any of these matters;
- All commendations received by MPD about an officer's performance;
- All criminal, civil, and administrative proceedings initiated on the basis of MPD operations and the actions of MPD personnel; and
- With respect to each MPD officer, that officer's:
 - Educational history,
 - Military service and discharge status,
 - Assignment and rank history,
 - Training history,
 - All management and supervisory actions taken pursuant to review of PPMS information, and
 - All instances in which a prosecution declination or a motion to suppress was based upon concerns about the officer's credibility or on evidence of a Constitutional violation by the officer.

The MOA also requires MPD to develop, subject to DOJ approval, a "Data Input Plan" to facilitate the entry of historical data into PPMS, as well as detailed requirements for how the information -- historical and contemporary -- must be put into the system and the ways in which it must be retrievable. Furthermore, the MOA requires MPD to develop a detailed protocol for the use of the computerized management system.

While PPMS is under development, MPD is required to utilize existing information and databases to achieve the purposes established for PPMS. In addition, OPR is charged with the responsibility of operating PPMS, as well as for developing and overseeing MPD-wide risk assessments.

Related to, but separate from, the development of PPMS, MPD is required to enhance its new Performance Evaluation System (“PES”). This enhancement must ensure that each sworn MPD employee’s performance be evaluated, at a minimum, according to certain specified criteria. These criteria include civil rights integrity and community policing; adherence to law, including civil rights laws and laws designed to protect the rights of suspects; and the performance of supervisors in identifying at-risk behavior among their subordinates.

B. Status and Assessment

1. PPMS

Under the MOA, a Request for Proposal (“RFP”) related to PPMS originally was scheduled to be issued by August 13, 2001, with a contractor to be selected by March 13, 2002, and a beta version of the system to be ready for testing by March 13, 2003. It became clear relatively early on that MPD would not be able to meet those deadlines. On September 30, 2003, DOJ and MPD agreed to Joint Modification No. 2 to the MOA, which discharged both MPD and the City from breach status with respect to the PPMS-related provisions of the MOA and established a revised timetable for PPMS development that provided for a beta version of PPMS to be available by June 25, 2004 and full implementation of PPMS to be complete by February 25, 2005.¹³⁵

Last year, MPD suffered a significant setback with respect to the development of PPMS.¹³⁶ By teleconference on March 8, 2004, MPD notified DOJ that a loan for PPMS development that MPD expected to receive from the City’s Office of the Chief Technology Officer would not be forthcoming until MPD could establish that it would receive a sufficient budgetary allocation in fiscal year 2005 to re-pay the loan.¹³⁷ Because the City’s budget for fiscal year 2005 had not yet been approved and funding allocations with respect to PPMS had not yet been made, MPD was forced to suspend the PPMS development project when existing funds were exhausted as of the end of March 2004.¹³⁸

¹³⁵ Joint Modification No. 2 to June 13, 2001 Memorandum of Agreement (September 30, 2003).

¹³⁶ OIM Eighth Quarterly Report at 54-55.

¹³⁷ Letter from Captain Matthew Klein to Chief Shanetta Cutlar (March 15, 2004).

¹³⁸ On two previous occasions, DOJ expressed in writing its concerns relating to the possibility that MPD would experience a funding shortfall that would impact the

This quarter, on March 1, 2005, DOJ, MPD, and the City executed Joint Modification No. 3 to the MOA, which establishes a new timeline for PPMS development and relieves MPD from breach status in this area of the MOA. This third modification to the MOA is the product of a great deal of effort by MPD, including by Chief Ramsey personally, the City, DOJ, and the PPMS vendor, IBM/Motorola. MPD reports that IBM/Motorola resumed work on the PPMS project on March 7, 2005.¹³⁹ The chart below reflects some of the key benchmarks for PPMS development under third modification to the MOA.

MOA ¶	Deliverable Under the MOA	Deadline
114.c	PPMS Protocol due to DOJ <ul style="list-style-type: none"> • Submit General Order • Submit Standard Operating Procedures 	May 30, 2005 August 30, 2005
114.d	DOJ and OIM Beta-Testing Begins	November 3, 2005
114.e	PPMS computer program and hardware operational <ul style="list-style-type: none"> • Phase I PPMS rollout complete • Phase II PPMS rollout complete 	January 19, 2006 August 31, 2006

2. Performance Evaluation System (MOA ¶ 118)

On May 2, 2003, DOJ provided comments on MPD's Enhanced Performance Evaluation System Protocol. On September 30, 2003, MPD provided DOJ with a "status report" concerning DOJ's comments, to which DOJ responded on October 6, 2003. On March 5, 2004, MPD provided DOJ with another update regarding its efforts to revise the PES, which identified the primary outstanding tasks related to the PES as (1) staffing of the Performance Management System pursuant to the

Footnote continued from previous page

development of PPMS. Letter from Shanetta Y. Brown Cutlar to Chief Charles Ramsey (March 26, 2003); Letter from Tammie M. Gregg to Captain Matthew Klein (August 21, 2003).

¹³⁹ MPD April 2005 Progress Report at 33-35.

pertinent general order and (2) revision of the manuals containing officer and sergeant performance evaluation standards.¹⁴⁰

On July 1, 2004, MPD submitted revised materials related to the PES for DOJ's review. On September 10, 2004, MPD requested that DOJ expedite its review of these materials in order to have the revised standards available for officer and sergeant performance evaluations during this cycle. DOJ attempted to accommodate MPD's request and, on September 24, 2004, sought additional information from MPD regarding its Performance Management System to facilitate DOJ's review. MPD responded to DOJ's request for information on September 29, 2004. On November 29, 2004, however, MPD advised DOJ that it was necessary to issue the special order governing FY 2005 performance evaluations along with instructional materials and standards prior to receiving DOJ's comments or approval.¹⁴¹ MPD reports that the FY 2005 materials, although not approved by DOJ, incorporated comments provided previously by DOJ regarding the PES.

On December 15, 2004, DOJ returned comments to MPD's July 1, 2004 submission, which MPD is currently reviewing. MPD has agreed to respond to DOJ's comments by the end of the coming quarter in order to help ensure that MPD's Enhanced Performance Evaluation System Protocol is finalized and implemented in time for the fiscal year 2006 rating period.¹⁴²

C. Substantial Compliance Evaluation

With the exception of MOA paragraphs 114.a and 114.b, which relate to the issuance of an RFP for PPMS development and the selection of a contractor for the project, MPD and the City are plainly not in substantial compliance with the PPMS development and implementation requirements of paragraphs 107 through 117 of the MOA.¹⁴³ Although MPD has devoted significant effort to preparing plans for PPMS development and implementation -- including the Joint Application Development Report and Consolidated Fit Gap Analysis Document, draft

¹⁴⁰ MPD January 2005 Progress Report at 36.

¹⁴¹ MPD April 2005 Progress Report at 37.

¹⁴² *Id.*

¹⁴³ Paragraph 106 of the MOA contains no substantive provisions.

PPMS Protocol,¹⁴⁴ and plans for compliance with MOA paragraphs 113 and 117 -- MPD has not yet obtained DOJ approval of these materials.

This quarter, the parties executed a third modification to the MOA establishing a revised timetable for PPMS development and implementation. The OIM will monitor MPD's progress in meeting the deadlines established under the third modification to the MOA.

MPD is not in substantial compliance with MOA paragraph 118 concerning its PES. MPD has not yet obtained DOJ approval of its draft Enhanced Performance Evaluation System Protocol.

D. Recommendations

We reiterate our recommendation that MPD continue working with DOJ to finalize the materials related to its PES as soon as possible.

VI. Training (MOA ¶¶ 119-148)

A. Requirements

The training provisions in the MOA specifically address management oversight, curriculum development, instructor training, firearms training, and canine training.

1. Management Oversight

Regarding management oversight, MPD is required to centrally coordinate the review of all use of force training to ensure quality assurance, consistency, and compliance with applicable law.¹⁴⁵ MPD's Director of Training is responsible for overseeing the full scope of MPD's training program as it relates to the terms of the MOA, including:

- Ensuring the quality of all use of force training across MPD;

¹⁴⁴ MPD's Joint Application Development Report and Consolidated Fit Gap Analysis Document (1) summarizes the 14 joint application development workshops held by MPD in the fall of 2003, which were collaborative meetings with anticipated PPMS end-users to identify system requirements, and (2) describes MPD's plans to ensure that PPMS is customized to satisfy MPD's and the MOA's requirements.

¹⁴⁵ To ensure compliance with applicable law, training materials are to be reviewed by MPD's General Counsel or some other appropriate legal advisor. MOA at ¶ 120.

- Developing and implementing appropriate use of force training curricula;
- Selecting and training MPD trainers;
- Developing and implementing all in-service training and roll call curricula;
- Developing tools to evaluate all training;
- Developing a protocol, subject to DOJ approval, to enhance its existing Field Training program;¹⁴⁶ and
- Conducting needs assessments to ensure that use of force training is tailored to the needs of the officers being trained.

In addition, MPD's Curriculum Development Specialist ("CDS") is required to review, revise, and implement, subject to DOJ approval, all use of force-related training material to ensure that the materials are consistent (as to content and format), properly to incorporate applicable law and policy into such training materials, to incorporate specific training objectives and suggestions on how most effectively to present use of force training materials, and to determine whether training aids are being used appropriately. The CDS's responsibilities also extend to reviewing, at least on a quarterly basis, all force-related training for quality assurance and consistency. More generally, MPD is required to keep its updated training materials in a central, commonly accessible file and to maintain updated and complete training records as to every MPD officer.

2. Curriculum

The MOA prescribes various features of MPD's training programs that address the content of MPD training. First, all force-related training must incorporate critical thinking and decision-making skills and must include training in cultural diversity and community policing. More specifically with respect to use of force training, MPD's use of force training must include the following elements:

- MPD's use of force continuum;

¹⁴⁶ The protocol is required to address specific aspects of the Field Training program, which are set forth in paragraph 121 of the MOA.

- MPD's use of force reporting requirements;
- The Fourth Amendment and other constitutional requirements applicable to police officers; and
- Examples of use of force and ethical dilemmas, with a preference for interactive exercises for resolving them.

Training on these topics should involve concrete use of force experiences and examples, and dialogue on these issues with trainees is to be encouraged.

Supervisory and leadership training must focus not only on these elements, but also on command accountability and responsibility, interpersonal skills, theories of motivation and leadership, and techniques designed to promote proper police practices and integrity. Priority in supervisory and leadership training must be accorded to MPD's new policies on use of force, use of canines, the UFRB, and the revised policies and practices relating to administrative misconduct investigations. Supervisory and leadership training on these issues is required, with re-training to take place on an annual basis.

The training provisions of the MOA specifically address two aspects of existing MPD training -- Role Play and Range 2000 training. Training materials relating to these aspects of MPD must be reviewed to ensure their consistency with law and MPD policy. In addition to other specific requirements, the MOA requires that a standardized curriculum, lesson plans, and instructional guidelines for these aspects of MPD training be developed. MPD is required to videotape student officers during Role Play training exercises to better focus discussions during the critique portion of the course.

Finally, the MOA sets forth specific requirements regarding training with respect to aspects of the MOA itself. MPD is required to distribute copies of the MOA to all officers and employees and explain its terms. Further, as MPD adopts new policies and procedures mandated by the MOA, it must incorporate them into in-service and new recruit training.

3. Instructors

The MOA establishes various requirements relating to the training and competence of instructors. First, MPD was required to conduct an assessment to determine the sufficiency, competence, and standards for evaluating training personnel and, on the basis of that assessment, to

develop a plan for addressing training instructor needs to DOJ for its approval.

Second, subject to DOJ's approval, MPD was required to develop and implement eligibility and selection criteria for all training positions, including Academy, Field Training, and formal training. These criteria are equally applicable to existing personnel in training positions and to candidates for training positions. MPD also was required to develop an instructor certification program relating to the competency of its instructors. Further, MPD was required to create and implement a formal instructor training course and to provide regular retraining on subjects including adult learning skills, leadership, and teaching and evaluation, among others. Consistent with its focus, the MOA specifically requires MPD to ensure adequate management supervision of use of force training instructors to ensure the training they provide is consistent with MPD policy, law, and proper police practices.

4. Firearms Training

The MOA requires mandatory semi-annual firearms training and re-qualification, including the successful completion of the Range 2000 and Role Play courses. MPD must revoke the police powers of all officers who do not properly re-qualify. MPD was required to create and implement, subject to DOJ approval, a checklist containing prescribed elements that must be completed for each student officer by a firearms instructor. In addition, firearms training materials must be reviewed and integrated into an overall training curriculum. Finally, MPD must, at least every three months, consult with Glock, the manufacturer of MPD officer service weapons, to obtain the most current information on cleaning, maintenance, and other factors that may affect the proper use of the weapon.

5. Canine Training

The MOA requires MPD to develop and implement a comprehensive canine training curriculum, which includes the identification of the mission, goals, and objectives of the Canine Unit. MPD was required to have all its canines certified in the "new handler-controlled alert methodology" and to ensure that the canines are re-certified on an annual basis and receive refresher training. MPD must monitor and oversee its canine handlers to ensure they are capable of implementing the canine policies that have been adopted by MPD.

B. Status and Assessment

1. Canine Training

This quarter, we monitored two sessions of MPD's Basic Patrol Dog Class, which is a fourteen-week course designed to train and certify MPD handlers and new canines in the Handler-Controlled Alert Methodology. The training began in early February. We found that the new canines and their handlers appeared to be progressing well in the areas of obedience, tracking, agility, criminal apprehension, and stress control. The Canine Unit instructors, including the new instructor primarily responsible for this Basic Patrol Dog Class, were knowledgeable about and committed to the Handler-Controlled Alert Methodology and appeared to be providing effective training. The OIM, along with representatives from DOJ, will monitor the final evaluation session for this class of canines and handlers, which is scheduled for the last week of April 2005. The performance of the handlers and canines will be judged by outside experts, and the new instructor will be rated based on the success of the new canine teams in achieving certification.

2. Curriculum and Lesson Plans

The MOA provides for DOJ review and approval of all force-related training material, including curriculum and lesson plans.¹⁴⁷ MPD originally submitted the eleven lesson plans that comprise its use of force curriculum to DOJ on July 24, 2002. DOJ provided MPD with comments on certain of these lesson plans on November 25, 2002, and MPD submitted revised lesson plans to DOJ on March 9, 2003. DOJ provided additional comments on MPD's use of force lesson plans on May 16, 2003, and MPD returned revised drafts of certain of the use of force-related lesson plans to DOJ on February 23, 2004.

Eight of MPD's use of force lesson plans were approved by DOJ prior to the beginning of this quarter. This quarter, DOJ approved two additional lesson plans: Officer Street Survival and Use of Force Continuum (with Manual). The only use of force-related lesson plan still pending final DOJ approval is Pistol Qualification.¹⁴⁸ The status of MPD's force-related plans is reflected in the chart below.¹⁴⁹

¹⁴⁷ MOA at ¶ 122.

¹⁴⁸ DOJ approved MPD's Pistol Qualification Lesson Plan on September 30, 2003. See Letter from Tammie Gregg to Captain Mathew Klein, dated Sept. 30, 2003.

Status of MPD Use of Force Lesson Plans

ASP Tactical Baton Training Program	Approved by DOJ 09-30-03
Close Quarter Combat	Approved by DOJ 09-30-03
Controlled F.O.R.C.E.	Approved by DOJ 09-30-03
Ground Fighting	Approved by DOJ 09-30-03
Handcuffing	Approved by DOJ 09-30-03
Krav/Maga	Approved by DOJ 09-30-03
OC Spray	Approved by DOJ 09-30-04
Officer Street Survival	Approved by DOJ 03-24-05
Pistol Qualification	Pending DOJ Approval
Use of Force Continuum (with Manual)	Approved by DOJ 03-24-05
Verbal Judo	Approved by DOJ 09-24-04

MPD's IPS also has developed 16 lesson plans to address the requirements of MOA paragraphs 84, 98, and 129. Paragraphs 84 and 98 establish requirements relating to the training of MPD investigators in connection with the performance of MPD's internal use of force and misconduct investigations, and paragraph 129 establishes training requirements for all MPD supervisors -- officers with the rank of sergeant and above. During this quarter, MPD received final DOJ approval for its Interview and Interrogation and Cultural Diversity and Sensitivity Awareness Lesson Plans. The status of MPD's 16 lesson plans comprising MPD's curriculum for the in-service training of supervisors and investigators is summarized in the chart below.¹⁵⁰

Footnote continued from previous page

MPD, however, has made revisions to this lesson plan and has submitted the revised lesson plan to DOJ for approval.

¹⁴⁹ MPD April 2005 Progress Report at 29-30.

¹⁵⁰ *Id.* at 30-31.

Status of MPD In-Service Supervisor and Investigator Lesson Plans

Administrative Misconduct Investigation Policy and Procedures Using the Preponderance of Evidence Standard	Pending DOJ approval of the Chain of Command Misconduct Investigations General Order and Chain of Command Investigations Manual
Arrest, Custody, and Restraint Procedures	Approved by DOJ 09-30-04
Bias-Related Hate Crimes	Approved by DOJ 05-16-03
Canine Policies and Procedures	Pending as of DOJ Approval of Canine Teams General Order on 02-17-05
Command Accountability	Approved by DOJ 11-25-02
Communication and Interpersonal Relationship Skills	Approved by DOJ 11-25-02
Crime Scene Preservation	Approved by DOJ 05-16-03
Cultural Diversity and Sensitivity Awareness	Approved by DOJ 02-10-05
Defensive Tactics	Approved by DOJ 05-16-03
Ethics, Integrity, and Professionalism	Approved by DOJ 11-25-02
Interview and Interrogation	Approved by DOJ 03-24-05
Theories of Motivation and Leadership	Approved by DOJ 11-25-02
Use of Force and Use of Force Continuum (with Manual)	Approved by DOJ 03-24-05
Use of Force Incident Report Form	Pending DOJ Approval of Revised UFIR
Use of Force Review Board	Approved by DOJ 09-30-04
Verbal Judo Re-certification	Approved by DOJ 11-25-02

On December 31, 2003, MPD issued its Semi-Annual Use of Force Curriculum Review, which was prepared by the CDS.¹⁵¹ On March 30, 2004, DOJ returned comments on the review, which raised concerns regarding its lack of detail and requested that OIM review MPD's semi-annual use of force reviews in a future quarterly report.¹⁵² Another semi-annual review was due to DOJ on June 30, 2004, but MPD requested a delay in the submission of that report.¹⁵³ On July 30, 2004, MPD submitted to DOJ a Semi-Annual Use of Force Curriculum Review prepared by the CDS at IPS. On September 24, 2004, DOJ responded that it is "pleased to note that the July 30, 2004 Compliance Memo is a

¹⁵¹ MOA at ¶ 119.

¹⁵² MPD October 2004 Progress Report at 29.

¹⁵³ *Id.*

significant improvement over the last document, and we commend MPD on the obvious effort that went into this version.”¹⁵⁴ Our review last quarter of the July 30, 2004 Semi-Annual Use of Force Curriculum Review found that the report is detailed and provides clear assessments of the lesson plans and courses reviewed by the CDS.¹⁵⁵

On December 30, 2004, MPD submitted its most recent Semi-Annual Use of Force Curriculum Review, which summarizes the various changes IPS has made to the use of force curriculum during the past six months.¹⁵⁶ In its response regarding the December 2004 Semi-Annual Review, DOJ stated: “We are again pleased to note that the current Compliance Memo provides a thorough policy review and update on the use of force curriculum”¹⁵⁷ Based on our independent review of the MPD’s December 2004 report, we concur with DOJ’s positive assessment.

3. Instructors

MPD submitted a draft of its Enhanced Field Training Officer Program Protocol to DOJ on December 6, 2002.¹⁵⁸ Although DOJ provided comments to the draft Protocol on September 30, 2003, MPD has experienced significant delays revising the Protocol in response to DOJ’s comments. MPD submitted its revised Enhanced Field Training Officer Program Protocol to DOJ on September 27, 2004. On December 9, 2004, DOJ approved the Enhanced Field Training Officer Program Protocol.¹⁵⁹

During the seventh quarter, the OIM performed a detailed review of MPD’s FTO program. We found that significant improvement in the FTO program is necessary, including completion of the Enhanced Field Training Officer Program Protocol and establishment and application of

¹⁵⁴ Letter from Tammie M. Gregg to Captain Matthew Klein regarding “Semi-Annual Review of Use of Force Curriculum, MOA Paragraphs 119, 122 and 142” (September 24, 2004).

¹⁵⁵ OIM Tenth Quarterly Report at 86.

¹⁵⁶ MPD January 2005 Progress Report at 32.

¹⁵⁷ Letter from Tammie M. Gregg to Inspector Matthew Klein regarding “Semi-Annual Review of Use of Force Curriculum, MOA Paragraphs 119, 122 and 142 (February 2, 2005).

¹⁵⁸ MOA at ¶ 121.f.

¹⁵⁹ MPD January 2005 Progress Report at 31.

formal selection criteria for field training officers (“FTOs”).¹⁶⁰ In particular, we found that the existing protocol being used by FTOs in the field training program to train probationary patrol officers (“PPOs”) was disjointed and out of date.

At that time, we also found that MPD did not appear to have established selection criteria for FTOs as required by paragraphs 121.f and 135 of the MOA and that master patrol officers (“MPOs”) designated to serve as FTOs generally are selected based on interviews conducted and controlled at the district level. Accordingly, we concluded that, without formal criteria governing the selection of FTOs, the qualifications of personnel selected to be FTOs risked significant variation by district and would be inconsistent with the substantive requirements of paragraph 135 of the MOA.¹⁶¹ In the ninth quarter, we reported that MPD had not made any significant progress with respect to its FTO program and strongly encouraged MPD to finalize the Enhanced Field Training Officer Program Protocol and to develop and apply formal criteria for the selection of FTOs as required by paragraphs 121.f and 135 of the MOA.¹⁶²

During the Tenth Quarter, we met with MPD’s Assistant Chief of Human Services and with representatives from IPS to discuss various specific deficiencies in MPD’s FTO program and to recommend remedies. In response to the issues discussed during the meeting, the Director of IPS identified several steps intended to improve coordination between IPS and MPD officers who currently serve as MPOs primarily responsible for the field training and supervision of PPOs pending DOJ’s approval of the Enhanced Field Training Officer Program Protocol. Specifically, MPD intends to develop the following measures to enhance its current FTO program:

- Include MPOs in the development of Daily Roll Call training.

¹⁶⁰ OIM Seventh Quarterly Report at 50-51.

¹⁶¹ Paragraph 135 of the MOA requires that the FTO selection criteria “address, inter alia, knowledge of MPD policies and procedures, interpersonal and communication skills, cultural and community sensitivity, teaching aptitude, performance as a law enforcement officer, with particular attention paid to allegations of excessive force and other misconduct, history, experience as a trainer, post-Academy training received, specialized knowledge, and commitment to police integrity.”

¹⁶² OIM Ninth Quarterly Report at 64.

- Include MPOs in the development and implementation of the 2005 In-Service Program.
- Offer enhanced instructor training to MPOs.
- Allow MPOs to serve as adjunct faculty at IPS.
- Provide limited first line supervisor training to MPOs.
- Explore the implementation of the Automated, Daily, Observation Reports and Evaluation (“A.D.O.R.E.”) software program for the citywide monitoring of field training activity.¹⁶³

This quarter, we monitored the status of MPD’s implementation of the DOJ-approved Enhanced Field Training Officer Program Protocol as well as the enhancements described above. We found that MPD still has not implemented a comprehensive plan for the selection of FTOs. MPD reports that it is currently taking the initial step of ensuring that a lieutenant or above is assigned to serve as the FTO Program Coordinator for each district.¹⁶⁴ MPD’s planned implementation of the FTO Protocol is scheduled to continue through the summer of 2005. MPD reports that IPS staff members are currently reviewing the implementation schedule.¹⁶⁵

C. Substantial Compliance Evaluation

MPD is in substantial compliance with MOA paragraph 119, which requires MPD to perform semi-annual reviews of all use of force training components to ensure quality assurance, consistency, and compliance with applicable law and MPD policy. The OIM and DOJ both found the CDS’s most recent Semi-Annual Use of Force Curriculum Review, dated December 30, 2004, to contain substantial detail and clear assessments of the lesson plans reviewed.

MPD is not in substantial compliance with MOA paragraph 120, which requires MPD’s OGC to review all MPD training materials. Last

¹⁶³ MPD January 2005 Progress Report at 31.

¹⁶⁴ MPD April 2005 Progress Report at 32.

¹⁶⁵ *Id.*

quarter, we found that several MPD lesson plans had not been reviewed by MPD's OGC. We will revisit this area in the coming quarter.

MPD is not yet in substantial compliance with MOA paragraphs 121.a, 121.e, 121.g, and 123, which relate to Director of Training and CDS oversight of the quality of all use of force training, establishment of procedures for evaluating all training, and the performance of regular needs assessments related to use of force training. Although significant progress has been made, MPD has not yet completed implementation of its use of force training program.

MPD is not in substantial compliance with MOA paragraphs 121.b and 122, which relate to the development and implementation of a use of force training curriculum. Again, MPD has made significant progress but has not yet obtained DOJ approval for one of its 11 use of force-related lesson plans.

MPD is not in substantial compliance with MOA paragraphs 121.c and 121.f, which establish standards related to MPD's FTO program. This quarter, DOJ approved the Enhanced Field Training Officer Program Protocol, but it has not yet been implemented.

MPD is not in substantial compliance with MOA paragraphs 84, 98, 121.d, and 129 concerning the development and implementation of all in-service training and roll call curricula, including training programs for MPD supervisors and investigators. MPD has not obtained DOJ approval for 3 of its 16 in-service training lesson plans, not including use of force-related lesson plans.

MPD is not in substantial compliance with the requirements of MOA paragraphs 124 and 125, which relate to the maintenance of MPD's lessons plans, training records, and other training materials. We reviewed these areas in connection with our evaluation of MPD's disciplinary tracking systems two quarters ago and found that remedial training ordered by the UFRB was not consistently administered to subject officers. We will revisit this area in the coming quarter.

MPD is not in substantial compliance with MOA paragraphs 126 and 127, which relate to MPD's use of force training curriculum. MPD has not yet obtained DOJ approval for all elements of its use of force training curriculum.

This quarter, MPD achieved substantial compliance with MOA paragraph 128 concerning the training of MPD recruits, officers, supervisors, and managers in cultural diversity and community policing

by obtaining DOJ approval of its Cultural Diversity and Sensitivity Awareness Lesson Plan. We will continue to monitor MPD's cultural diversity and sensitivity in-service training to evaluate MPD's implementation of this lesson plan.

MPD is in substantial compliance with MOA paragraphs 130 and 131, which require that MPD training instructors engage students in meaningful dialogue, use "real life" experiences in use of force training, and conduct use of force training in an efficient and productive manner. For nearly two years, following a brief false start at the beginning of its revised use of force training, we have consistently found MPD's use of force instructors to be knowledgeable, professional, and engaging and to make effective use of pedagogical techniques such as using "real life" situations to illustrate principles related to the use of force.

MPD is in substantial compliance with the requirements related to role play and the Range 2000 course contained in MOA paragraphs 132.a through 132.c. In our Ninth Quarterly Report, we noted that, at the time of our monitoring during that quarter, MPD did not have the capacity to videotape the role play component of firearms and use of force in-service training, and we stated that we would revisit this area.¹⁶⁶ This quarter, we confirmed that MPD is now videotaping role play sessions in connection with its in-service use of force training at the Federal Law Enforcement Training Center.

The OIM reserves until next quarter its substantial compliance evaluation with respect to MOA paragraph 133, which requires distribution and explanation of the terms of the MOA to all MPD officers and employees and timely updates to in-service training. As discussed in Section I.A.2 above, we have not completed our review of MPD's attendance rates for in-service training.

MPD is not in substantial compliance with MOA paragraphs 134 and 135, which require the development of a DOJ plan for addressing the needs of training instructors and the development and implementation of eligibility and selection criteria for all academy, field training, and formal training (other than roll call) positions. MPD has not obtained DOJ approval for or implemented these required items.

MPD is in substantial compliance with MOA paragraphs 136 and 137, which relate to the establishment of an instructor training and

¹⁶⁶ OIM Ninth Quarterly Report at 63.

certification program. MPD has selected the MPCTC to train MPD's police instructors. We have found the MPCTC program to be comprehensive and to satisfy the requirements of MOA paragraphs 136 and 137.

MPD is not currently in compliance with MOA paragraphs 138 and 139, which require MPD to exercise adequate management supervision over its training instructors to ensure that MPD's training is consistent with MPD policy, the law, and proper police practices and that the training is conducted in accordance with approved lesson plans. Although we have consistently found MPD's instructors to be knowledgeable and professional, MPD has not yet obtained DOJ approval of all of the use of force-related lesson plans comprising its training curriculum, and therefore MPD cannot be found to have satisfied these provisions at this time.

The OIM reserves judgment with respect to whether MPD is in substantial compliance with MOA paragraphs 140 and 142, which relate to officer completion of firearms training and re-certification. As discussed in Section I.A.2.b above, our review of attendance rates for MPD's in-service training is ongoing.

MPD is in substantial compliance with MOA paragraphs 141 and 143 regarding firearms instructors and the presentation of firearms instruction. We have consistently found MPD's firearms instructors to be highly competent and professional.

MPD appears to be in substantial compliance with MOA paragraph 144 regarding regular consultations with Glock representatives.

MPD is not currently in compliance with MOA paragraphs 145, 147, and 148, which require the development and implementation of a comprehensive canine training curriculum and lesson plans, assurance that MPD handlers are capable of implementing MPD's canine policy, and certification of MPD's canine instructors. This quarter, MPD obtained DOJ approval of its Canine Teams General Order, which is a necessary step in fulfilling the requirements of these provisions of the MOA. As indicated above, the OIM's review of MPD's Basic Patrol Dog Class is ongoing.

MPD currently is in substantial compliance with MOA paragraph 146's requirement that 100% of its canines be "professionally bred." MPD's monitoring with respect to this provision's requirements related to the re-certification and refresher training of canines is ongoing.

D. Recommendations

We encourage MPD to implement the Enhanced Field Training Officer Program Protocol as quickly as possible and to begin applying formal criteria for the selection of FTOs.

VII. Specialized Mission Units (MOA ¶¶ 149-159)

A. Requirements

The MOA recognizes that, from time to time, MPD may use both temporary and permanent specialized mission units (“SMUs”) to achieve various legitimate law enforcement objectives. As to such SMUs, the MOA establishes the following requirements:

- Pre-screening procedures must be employed to ensure that only officers suited to participate in such SMUs are permitted to participate. Participating officers must
 - o be current on firearms certification and training, and
 - o have a satisfactory record relating to the use of force, be adequately trained, be generally fit for service in a patrol unit, and match the needs of the SMU.
- MPD must disqualify from participation in such SMUs (i) officers against whom there have been filed numerous credible complaints for excessive use of force and (ii) officers who are otherwise known to have used questionable force frequently in the past;
- Advance notice of which officers will be participating in such SMUs must be provided to unit supervisors to permit enhanced supervision or tailoring of activities;
- MPD must establish adequate supervision and clear lines of supervision and accountability for such SMUs and must ensure that supervisory officers who volunteer for such units maintain their other supervisory responsibilities;
- Adequate specialized training (including training in relevant legal issues) must be provided to officers serving in such units; and

- All SMU participants must be closely and continually monitored. Such monitoring must encompass a review of any complaints filed against officers participating in SMU activities.

Further, the MOA requires that MPD develop a plan, subject to approval of DOJ, to limit the total number of hours that may be worked by a participating officer during any twenty-four-hour period and during any seven-day period. These limitations are designed to prevent officer fatigue.

B. Status and Assessment

1. SMU Special Requirements

On March 30, 2004, DOJ approved MPD's revised Specialized Mission Unit General Order.¹⁶⁷ MPD, however, requested and received leave to delay implementation of the approved policy to allow time for outstanding issues related to the Specialized Mission Unit After-Action Report to be resolved.

This quarter, even though the Specialized Mission Unit General Order has not been implemented, we met with supervisors from several SMUs and reviewed SMU standard operating procedures ("SOPs") to assess MPD's current status with respect to MOA's requirements regarding pre-screening mechanisms for SMU participants;¹⁶⁸ development of a pool of seasoned and competent officers with exemplary records and up-to-date training who are interested in participating in an SMU;¹⁶⁹ implementation of specific tracking of enforcement actions, complaints, and misconduct investigations involving SMU members;¹⁷⁰ and provisions for specialized training.¹⁷¹

In addition, we interviewed supervisors from the following citywide SMUs: Major Narcotics Strike Force, Emergency Response Team ("ERT"), and the Warrant Squad. We also interviewed the supervisor for the Fifth District's Focused Mission Unit.

¹⁶⁷ MPD April 2005 Progress Report at 11.

¹⁶⁸ MOA at ¶ 150.

¹⁶⁹ *Id.* at ¶ 152.

¹⁷⁰ *Id.* at ¶ 158.

¹⁷¹ *Id.* at ¶ 156.

We found that only the ERT's SOPs contained a written description of the candidate criteria and selection process to be used in screening MPD officers for assignment to the SMU. The ERT's SOPs, dated November 24, 2004, describe that unit's selection process as "rigorous and demanding" and requires that "[c]andidates must undergo a background investigation, to include a review of personal history, time and attendance records, and supervisory interviews." The ERT SOPs also require candidates to "demonstrate proficiency in firearms," undergo agility and endurance tests, complete an essay, and appear before a selection panel. The ERT commander reported that there have been no transfers into the unit since 1999.

Neither the Warrant Squad nor the Major Narcotics Strike Force has written selection criteria for members. Commanders of both units reported that candidates for assignment to the units are subjected to a screening process involving a review of past performance, including disciplinary history, and an interview. The District Commander is responsible for the selection of personnel assigned to the Fifth District's Focused Missions Unit.

None of the SMUs we reviewed maintains a special file of performance records or disciplinary actions for each member. Records of adverse disciplinary actions with respect to members of SMUs are maintained at the Department Discipline Review Office, which is the central repository for records of adverse disciplinary actions taken against any MPD officer. None of the SMUs employs special tracking of misconduct allegations directed at members of the units.

Only the ERT reported requiring members to participate in extensive special training beyond the Department-wide requirement of 40 hours of annual in-service training and annual pistol re-certification. ERT members train two days each week and a full week every six months. The Warrant Squad commander reported that officers in that unit have received training in entry and special investigative techniques from the United States Marshals Service. The Major Narcotics Strike Force has, from time to time, received special training regarding drug law enforcement operations from the Drug Enforcement Agency and the Federal Bureau of Investigation.

Our substantive monitoring with respect to SMUs will continue once implementation of the Specialized Mission Unit General Order has begun. The OIM has a pending request to MPD that we receive a list of

all officers assigned to all SMUs within one week of DOJ's final approval of the Specialized Mission Unit General Order.¹⁷² This list will be useful in facilitating our further review of MPD's compliance with MOA paragraphs 149 through 158.

2. Limitation on Work Hours

On February 23, 2004, MPD submitted to DOJ a draft general order entitled Limitation on Work Hours, which is intended to address the requirement under MOA paragraph 159 that MPD limit the total number of hours an officer may work in order to prevent officer fatigue. On June 10, 2004, DOJ provided MPD with comments to this draft general order, and MPD responded later that month. DOJ returned comments to the draft general order on October 29, 2004. Despite MPD's decision not to adopt certain of DOJ's recommendations, DOJ has advised MPD that the draft Limitations on Work Hours General Order satisfies the requirements of paragraph 159 of the MOA.¹⁷³ MPD published this general order on January 6, 2005.¹⁷⁴

C. Substantial Compliance Evaluation

MPD is not in substantial compliance with MOA paragraphs 149-158, which relate to SMUs. Although MPD obtained DOJ approval for its Specialized Mission Unit General Order earlier this year, the order has not yet been implemented.

MPD is not in substantial compliance with MOA paragraph 159 regarding limitations on the total number of hours officers may work in a 24-hour period and in a 7-day week. This quarter, MPD published the Limitations on Work Hours General Order. In the coming quarters, we will evaluate MPD's implementation of this general order.

D. Recommendations

We strongly encourage MPD to implement the Specialized Mission Unit General Order as soon as possible so that the OIM can begin its monitoring in this area. We also remind MPD that the OIM has a pending request to MPD that we receive a list of all officers assigned to all

¹⁷² OIM Fourth Quarterly Report at 75.

¹⁷³ Letter from Tammie M. Gregg to Inspector Klein (December 21, 2004).

¹⁷⁴ MPD January 2005 Progress Report at 9.

SMUs within one week of DOJ's final approval of the Specialized Mission Unit General Order.

VIII. Public Information (MOA ¶ 160)

A. Requirements

The MOA requires MPD to prepare quarterly reports, to be issued publicly, that include statistics relating to the use of force by MPD officers. The aggregate statistics must be broken down:

- By geographic areas of the City;
- By race-ethnicity of the subject of the use of force;
- By weapon used; and
- By enforcement action taken in conjunction with the use of force.

In addition, these public reports must include information about use of force investigations that have been conducted and information regarding the disposition of excessive use of force allegations.

B. Status and Assessment

In our Fourth Quarterly Report, we found that MPD had made significant improvements with respect to the public reporting of use of force data and that the 2002 FIT Annual Report, published in April 2003, “meets almost all of the MOA’s requirements.” We suggested, however, that, in future reports, MPD should clarify the different types of non-lethal force discussed to make the statistics more understandable to the public.¹⁷⁵

Last quarter, we reviewed MPD’s Web site for updated reports containing use of force statistics. We were able to find only the following outdated reports: (1) MPD Firearm Discharge Statistics 2003, Statistics as of February 2004; (2) MPD Less Lethal Use of Force Statistics 2003, Statistics as of March 31, 2003; (3) MPD Firearm Discharge Statistics 2003, Statistics as of March 31, 2003; (4) MPD Less Lethal Use of Force Statistics 2003, Statistics as of September 30, 2003; (5) MPD Firearm Discharge Statistics 2003, Statistics as of September 30, 2003; and

¹⁷⁵ OIM Fourth Quarterly Report at 76-77.

(6) MPD Less Lethal Use of Force Statistics 2003, Statistics as of February 2003.¹⁷⁶

This quarter, MPD provided us with Use of Force Quarterly Statistics Reports for each of the quarters of 2004, which we reviewed for compliance with the requirements of paragraph 160 of the MOA. We also met with the FIT personnel responsible for compiling these statistics to discuss the reports. During our review of the reports, we identified several discrepancies in the statistics, which we shared with FIT. For example, some of the information contained in the summary sections of the reports did not correspond with data contained in the body of the reports. We also discussed with FIT our concern that the presentation of some of the information contained in the reports was difficult to follow.

The Use of Force Quarterly Statistics Reports generated by FIT reflect a good faith effort to include all of the information required by paragraph 160 of the MOA. MPD has delayed posting the reports on its Web site in order to correct the discrepancies we identified and to rework certain of the data into more user-friendly formats.

C. Substantial Compliance Evaluation

MPD is not in substantial compliance with MOA paragraph 160 regarding public reporting of use of force information.

IX. Monitoring, Reporting, and Implementation (MOA ¶¶ 161-193)

A. Requirements

The MOA requires MPD to designate an MPD Compliance Coordinator whose responsibility is to serve as the liaison among MPD, the Independent Monitor, and DOJ. The Compliance Coordinator's responsibilities include:

- Coordinating MPD compliance and implementation activities relating to the MOA;
- Facilitating the provision of data, documents and access to other MPD personnel for both the Independent Monitor and DOJ;

¹⁷⁶ OIM Eleventh Quarterly Report at 104.

- Ensuring the proper maintenance of relevant documents and records relating to the MOA; and
- Working with the leadership of MPD to delegate compliance tasks to appropriate MPD personnel.

In addition to fulfilling these functions, the City and MPD are required to file with DOJ and the Independent Monitor a status report describing all steps taken during the reporting period designed to comply with each provision of the MOA.

B. Status and Assessment

1. Compliance Monitoring Team

Throughout the monitorship, we have been consistently impressed by -- and are grateful for -- the professionalism, efficiency, and responsiveness of MPD's CMT.

2. Full and Unrestricted Access to Staff, Facilities, and Documents

As we have reported previously, MPD continues to provide us with full and unrestricted access to MPD staff, facilities, and documents. Among other groups, MPD's CMT, OIA, FIT, IPS, and OPR deserve particular recognition. We have never had a problem with MPD or any of its personnel in this regard.

3. MPD Quarterly MOA Progress Reports

MPD published its quarterly MOA Progress Report on April 8, 2005. The OIM appreciates MPD's timely issuance of this report, which we found to be well written, well organized, and generally informative. Once again, we found MPD's Progress Report to be extremely useful in preparing this quarterly report.

C. Substantial Compliance Evaluation

MPD and the City currently are in substantial compliance with MOA paragraph 167, which requires that the OIM be afforded full and unrestricted access to all MPD and City staff, facilities, and documents. We have never experienced anything less than full and complete cooperation from MPD and the City.

MPD is in substantial compliance with MOA paragraph 173, which requires the assignment of a compliance coordinator. MPD's CMT has been highly effective in coordinating MPD compliance activities in connection with the MOA; facilitating access to MPD employees and the provision to the OIM of data and documents; ensuring that documents and records related to the MOA are maintained; and assisting MPD personnel in their compliance tasks.

MPD and the City are in substantial compliance with MOA paragraph 175, which requires the submission of quarterly progress reports to the OIM. The parties' quarterly reports are timely and very useful in the preparation of the OIM's reports.

The City and MPD also are in substantial compliance with the provision of MOA paragraph 176 requiring maintenance of all records documenting compliance with the terms of the MOA and all documents required by or developed pursuant to the MOA. MPD and the City both have been willing and generally able to produce for the OIM all material we have requested in connection with our monitoring activity. We have not evaluated the second provision of the paragraph 176 requiring the maintenance of officer training records during an officer's employment and for three years thereafter. This is an area we will evaluate in the future.

Conclusion

MPD has achieved substantial compliance in several key areas of the MOA, including the development of the core use of force policies that are central to the MOA. These policies include MPD's Use of Force General Order, Handling of Service Weapons General Order, Canine Teams General Order, and Oleoresin Capsicum Spray General Order. With the exception of the percentage of officers attending in-service training, we have found that MPD has achieved substantial compliance with the MOA's requirements relating to the development and implementation of each of these policies. In particular, we have found MPD's canine program to be in substantial compliance with almost all of the MOA's requirements with respect to canine units.

Significant work remains, however, in many other important areas of the MOA, including improving the quality and completeness of UFIRs, the UFRB's performance, and the quality and timeliness of MPD's chain of command and OIA investigations. PPMS and the FTO program remain in the early stages of their development and the Specialized Mission Units General Order has not yet been implemented.



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Independent Monitor

April 29, 2005

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Appendix A (Acronyms)

AUSA	Assistant United States Attorney
CBA	collective bargaining agreement
CCRB	Citizen Complaint Review Board (<i>see</i> PCB below)
CDS	Curriculum Development Specialist
CMT	Compliance Monitoring Team
DCORM	District of Columbia Office of Risk Management
DOJ	Department of Justice
ERT	Emergency Response Team
FIT	Force Investigation Team
FOP	Fraternal Order of Police
FTO	field training officer
IPS	Institute of Police Science
MOA	Memorandum of Agreement among the District of Columbia, MPD, and DOJ
MOU	Memorandum of Understanding between MPD and OPC
MPD	Metropolitan Police Department
MPO	master patrol officer
OAG	Office of Attorney General
OC	Oleoresin Capsicum
OCCR	Office of Citizen Complaint Review (<i>see</i> OPC below)
OGC	Office of General Counsel
OIA	Office of Internal Affairs
OIM	Office of the Independent Monitor

OPC	Office of Police Complaints (formerly the Office of Citizen Complaint Review, or OCCR)
OPR	Office of Professional Responsibility
PCB	Police Complaints Board (formerly the Citizen Complaint Review Board, or CCRB)
PES	Performance Evaluation System
PPMS	Personnel Performance Management System
PPO	probationary patrol officer
PSA	patrol service area
RFP	Request for Proposal
RIF	Reportable Incident Form
SMU	specialized mission unit
SMUAAR	Specialized Mission Unit After-Action Report
SOP	standard operating procedure
UFIR	Use of Force Incident Report
UFRB	Use of Force Review Board
USAO	United States Attorney's Office

Appendix B

Summary of Results of the OIM's Review of the Investigations Samples

1. Specific questions and results related to the administration and oversight of MPD investigations are summarized below.

- *Did the proper authority investigate the allegation? [MOA ¶¶ 57, 61, 64, 68, 72, 79, 80]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	100.0%	96.6%	100.0%	100.0%	100.0%	96.5%
NO:	0.0%	3.4%	0.0%	0.0%	0.0%	3.5%

- *Was the supervisor/official responsible for the investigation involved in the incident? [MOA ¶ 80]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	0.0%	3.4%	0.0%	0.0%	0.0%	10.7%
NO:	100.0%	96.6%	100.0%	100.0%	100.0%	89.3%

- *Did the supervisor/official responsible for the investigation have an apparent or potential conflict of interest related to the misconduct investigation? [MOA ¶ 80]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	0.0%	3.4%	0.0%	0.0%	0.0%	4.2%
NO:	100.0%	96.6%	100.0%	100.0%	100.0%	95.8%

- *Does the file include a report prepared by the investigator? [MOA ¶¶ 62, 65, 74, 102]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	64.9%	69.4%	99.1%	82.4%	98.5%	100.0%
NO:	35.1%	30.6%	0.9%	17.6%	1.5%	0.0%

- Does the investigator's report include [MOA ¶¶ 62, 65, 74, 102]:
 - A description of the use of force incident or alleged misconduct?

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	100.0%	100.0%	100.0%	100.0%	98.1%	99.2%
NO:	0.0%	0.0%	0.0%	0.0%	1.9%	0.8%

- A summary of relevant evidence gathered?

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	100.0%	98.0%	100.0%	97.5%	76.2%	99.1%
NO:	0.0%	2.0%	0.0%	2.5%	23.8%	0.9%

- Proposed findings and analysis supporting findings?

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	100.0%	98.0%	96.7%	98.9%	88.6%	92.8%
NO:	0.0%	2.0%	3.3%	1.1%	11.4%	7.2%

- If the complaint was made at a location other than OPR, was it received by OPR within 24 hours or the next business day?
[MOA ¶ 94]

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	38.9%	61.6%	33.1%	29.6%	43.8%	79.9%
NO:	61.1%	38.4%	66.9%	70.4%	56.2%	20.1%

- Was the investigation completed within 90 days? [MOA ¶¶ 62, 65, 74, 103]

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	48.4%	53.7%	66.9%	52.5%	52.5%	47.9%
NO:	51.6%	46.3%	33.1%	47.5%	47.5%	52.1%

- *If not completed within 90 days, were special circumstances for the delay explained? [MOA ¶¶ 62, 65, 74]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	32.0%	5.5%	23.1%	8.5%	7.7%	17.8%
NO:	68.0%	94.5%	76.9%	91.5%	92.3%	82.2%

2. Specific questions and results related to the conduct of MPD investigations are summarized below.

- *Were group interviews avoided? [MOA ¶ 81.c]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	96.3%	100.0%	100.0%	100.0%	98.3%	100.0%
NO:	3.7%	0.0%	0.0%	0.0%	1.7%	0.0%

- *Were all appropriate MPD officers, including supervisors, interviewed? [MOA ¶ 81.e]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	98.0%	84.7%	99.3%	96.2%	94.1%	89.6%
NO:	2.0%	15.3%	0.7%	3.8%	5.9%	10.4%

- *If practicable and appropriate, were interviews of complainants and witnesses conducted at sites and times convenient to them? [MOA ¶ 81.b]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	96.6%	100.0%	100.0%	100.0%	100.0%	100.0%
NO:	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%

- *Were inconsistencies among officers and/or witnesses documented and addressed? [MOA ¶ 81.g]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	100.0%	91.6%	100.0%	93.1%	93.3%	94.7%
NO:	0.0%	8.4%	0.0%	6.9%	6.7%	5.3%

- *Was the conduct of each officer involved in the event adequately addressed for its propriety? [MOA ¶ 82]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	93.9%	93.7%	98.1%	97.8%	99.0%	89.2%
NO:	6.1%	6.3%	1.9%	2.2%	1.0%	10.8%

- *Was all apparent misconduct adequately addressed? [MOA ¶ 82]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	94.5%	85.3%	98.3%	98.1%	99.0%	91.8%
NO:	5.5%	14.7%	1.7%	1.9%	1.0%	8.2%

- *Did the investigator avoid giving automatic preference to an officer's statement over a citizen's statement? [MOA ¶ 99]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	98.0%	94.5%	93.4%	71.6%	97.7%	96.8%
NO:	2.0%	5.5%	6.6%	28.4%	2.3%	3.2%

- *Was the basis for closing the investigation without further investigation something other than the withdrawal of the complaint or the unavailability of the complainant? [MOA ¶ 101]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	100.0%	100.0%	98.6%	98.0%	98.1%	97.9%
NO:	0.0%	0.0%	1.4%	2.0%	1.9%	2.1%

- *Were the findings based upon a preponderance of the documented evidence? [MOA ¶ 98]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	98.6%	100.0%	100.0%	100.0%	100.0%	98.5%
NO:	1.4%	0.0%	0.0%	0.0%	0.0%	1.5%

- *Did all allegations of misconduct addressed by the investigation result in a finding of either unfounded, sustained, insufficient facts, or exonerated? [MOA ¶ 100]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	98.0%	87.0%	89.8%	87.7%	93.0%	91.5%
NO:	2.0%	13.0%	10.2%	12.3%	7.0%	8.5%

3. Specific questions and results related the unit commanders' review of MPD investigations are summarized below.

- *Did the unit commander review the investigation to ensure its completeness and that the findings are supported by the evidence? [MOA ¶ 66]*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	100.0%	95.3%	100.0%	94.7%	100.0%	97.9%
NO:	0.0%	4.7%	0.0%	5.3%	0.0%	2.1%

4. Below is a summary of the OIM reviewers' overall findings with respect to the completeness and sufficiency of MPD investigations.

- *Was the investigation complete?*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	52.0%	30.4%	58.8%	50.4%	65.0%	56.2%
NO:	48.0%	69.6%	41.2%	49.6%	35.0%	43.8%

- *Was the investigation sufficient?*

	Quarter					
	7th	8th	9th	10th	11th	12th
YES:	66.3%	57.0%	74.9%	58.3%	75.1%	67.6%
NO:	33.7%	43.0%	25.1%	41.7%	24.9%	32.4%

MOA SUBSTANTIAL COMPLIANCE MATRIX

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	I. INTRODUCTION			
1	In January 1999, District of Columbia Mayor Anthony A. Williams and Chief Charles H. Ramsey requested the Department of Justice to review all aspects of the Washington Metropolitan Police Department's use of force. This unprecedented request indicated the City and the Chief's commitment to minimizing the risk of excessive use of force in the Washington Metropolitan Police Department (MPD) and to promoting police integrity. Because of the unusual genesis of the investigation—at the request of the agency to be investigated—the Department of Justice agreed that, parallel with its pattern or practice investigation, it would provide MPD with technical assistance to correct identified deficiencies during the course of the investigation. The Department of Justice conducted the investigation requested by the City, and analyzed every reported use of force and citizen complaint alleging excessive use of force during the period from 1994 to through early 1999. The Department of Justice also examined MPD's policies, practices, and procedures related to use of force.	NA	NA	NA
2	In addition to conducting an investigation, the Department of Justice has provided MPD with on-going technical assistance recommendations regarding its use of force policies and procedures, training, investigations, complaint handling, canine program, an early warning system. Based upon these recommendations, MPD has begun to implement necessary reforms in the manner in which it investigates, monitors, and manages use of force issues.	NA	NA	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
3	The Department of Justice, the District of Columbia, and the District of Columbia Metropolitan Police Department, share a mutual interest in promoting effective and respectful policing. They join together in entering this agreement in order to minimize the risk of excessive use of force, to promote the use of the best available practices and procedures for police management, and to build upon recent improvements MPD has initiated to manage use of force issues. The parties acknowledge that additional reforms may be appropriate in order to identify and to prevent discriminatory law enforcement. The parties are currently reviewing officer communications on Mobile Data Terminals to identify unlawful or otherwise inappropriate conduct. Based upon the outcome of this review, MPD agrees to implement appropriate reforms.		<ol style="list-style-type: none"> 1. Implementation of systems to monitor Mobile Data Terminal communications. 2. Preparation of regular assessments related to the monitoring of MDT communications. 3. Implementation of appropriate reforms to address unlawful or inappropriate conduct identified by monitoring MDT communications. 	<ol style="list-style-type: none"> 1. Review MPD program for monitoring MDT communications. 2. Review MPD assessments related to the monitoring of MPD. 3. Review diversity and profiling training materials. 4. Review training records. 5. Review MPD policies and reforms implemented in response to unlawful or inappropriate conduct identified by the monitoring of MDT communications.
4	This agreement is effectuated pursuant to the authority granted DOJ under the Violent Crime Control and Law Enforcement Act of 1994 (42 U.S.C. §14141) to seek declaratory or equitable relief to remedy a pattern or practice of conduct by law enforcement officers that deprive individuals of rights, privileges or immunities secured by federal law.	NA	NA	NA
5	Nothing in this Agreement is intended to alter the lawful authority of MPD police officers to use reasonable and necessary force, effect arrests and file charges, conduct searches or make seizures, or otherwise fulfill their law enforcement obligations to the people of the District of Columbia in a manner consistent with the requirements of the Constitution and laws of the United States and the District of Columbia.	NA	NA	NA
6	Nothing in this Agreement is intended to: (a) alter the existing collective bargaining agreements between the City and MPD employee bargaining units; or (b) impair the collective bargaining rights of employees in those units under law.	NA	NA	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
7	This Agreement constitutes the entire integrated agreement of the parties. With the exception of the latest working drafts and correspondence resulting from the technical assistance described in paragraph 2, no prior drafts or prior or contemporaneous communications, oral or written, shall be relevant or admissible for purposes of determining the meaning of any provisions herein in any litigation or any other proceeding.	NA	NA	NA
8	This Agreement is binding upon the parties hereto, by and through their officials, agents, employees, and successors. This Agreement is enforceable only by the parties. No person or entity is intended to be a third party beneficiary of the provisions of this Agreement for purposes of any civil, criminal, or administrative action, and accordingly, no person or entity may assert any claim or right as a beneficiary or protected class under this Agreement. This Agreement is not intended to impair or expand the right of any person or organization to seek relief against the District Columbia for its conduct or the conduct of MPD officers. This Agreement does not constitute an admission, adjudication, or finding on the merits in any action or proceeding. This Agreement does not authorize, nor shall it be construed to authorize, access to any City or MPD documents, except as expressly provided by this Agreement, by persons or entities other than DOJ, the City, and the Independent Monitor.	NA	NA	NA
9	The term “actively resisting” means the subject is making physically evasive movements to defeat the officer’s attempt at control, including bracing, tensing, pushing, or verbally signaling an intention not to be taken into or retained in custody, provided that the intent to resist has been clearly manifested.	NA	NA	NA
10	The term “CCRB” means the Citizen Complaint Review Board.	NA	NA	NA
11	The term “City” means the City of the District of Columbia.	NA	NA	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
12	The term “complaint” means any complaint by a member of the public regarding MPD services, policy or procedure, claims for damages (which allege officer misconduct) or officer misconduct; and any allegation of possible misconduct made by an MPD officer. All complaints shall be recorded on the complaint form described in paragraph 88. A complaint may be initiated by any of the methods set forth in paragraph 92. For purposes of this Agreement, the term “complaint” does not include any allegation of employment discrimination.	NA	NA	NA
13	The term “complainant” means any person who files a complaint against an officer or MPD.	NA	NA	NA
14	The term “consult” means an exchange of information in a timely manner between the parties intended to consider the parties’ respective positions. This exchange of information shall include, but not be limited to, preliminary investigative files, reports, statements, photographs, and radio runs, as such items become available.	NA	NA	NA
15	The term “deadly force” means any use of force likely to cause death or serious physical injury, including but not limited to the use of a firearm or a strike to the head with a hard object.	NA	NA	NA
16	The term “Department” means the Washington Metropolitan Police Department.	NA	NA	NA
17	The terms “document” and “record” include all “writings and recordings” as defined by Federal Rules of Evidence Rule 1001(1).	NA	NA	NA
18	The term “DOJ” means the United States Department of Justice and its agents and employees.	NA	NA	NA
19	The term “effective date” means the day this Agreement is signed by all the parties.	NA	NA	NA
20	The term “FIT” means the Force Investigation Team.	NA	NA	NA
21	The term “including” means “including, but not limited to.”	NA	NA	NA
22	The term “Independent Monitor” or “Monitor” as used in this document means the Monitor established by Section X of this Agreement, and all persons or entities associated by the Monitor to assist in performing the monitoring tasks.	NA	NA	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
23	The term “MPD” means the Chief of Police of the Department and all employees under his or her command.	NA	NA	NA
24	The term “MPD employee” means any employee under the command of the Chief of Police, including civilian employees.	NA	NA	NA
25	The term “MPD unit” means any officially designated organization of officers within MPD, including Regional Operation Centers, Districts, Divisions, Groups, Patrol Service Areas, Teams, and specialized units.	NA	NA	NA
26	The term “manager” means an MPD supervisor at the rank of lieutenant or above.	NA	NA	NA
27	The term “non-deadly force” means any use of force that is neither likely nor intended to cause death or serious physical injury.	NA	NA	NA
28	The term “non-disciplinary action” refers to action other than discipline taken by an MPD supervisor to enable or encourage an officer to modify his or her performance. It may include: oral or written counseling; training; increased field supervision for a specified time period; referral to Police/Fire Clinic; referral to the Employee Assistance Program; a change of an officer’s partner; or a reassignment or transfer.	NA	NA	NA
29	The term “OCCR” refers to the Office of Citizen Complaint Review.	NA	NA	NA
30	The term “OPR” refers to the Office of Professional Responsibility.	NA	NA	NA
31	The term “police officer” or “officer” means any law enforcement officer employed by MPD, including supervisors and managers.	NA	NA	NA
32	The term “PPMS” means Personnel Performance Management System.	NA	NA	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
33	The term “serious use of force” means lethal and less-than-lethal actions by MPD officers including: (i) all firearm discharges by an MPD officer with the exception of range and training incidents and discharges at animals; (ii) all uses of force by an MPD officer resulting in a broken bone or an injury requiring hospitalization; (iii) all head strikes with an impact weapon; (iv) all uses of force by an MPD officer resulting in a loss of consciousness, or that create a substantial risk of death, serious disfigurement, disability or impairment of the functioning of any body part or organ; (v) all other uses of force by an MPD officer resulting in a death; and (vi) all incidents where a person receives a bite from an MPD canine.	NA	NA	NA
34	The term “supervisor” means sergeant or above (or anyone acting in those capacities) and non-sworn personnel with oversight responsibility for other officers and managers.	NA	NA	NA
35	The term “use of force” means any physical coercion used to effect, influence or persuade an individual to comply with an order from an officer. The term shall not include unresisted handcuffing. The term “use of force indicating potential criminal conduct by an officer” shall include all strikes, blows, kicks or other similar uses of force against a handcuffed subject.	NA	NA	NA
	II. GENERAL USE OF FORCE POLICY REQUIREMENTS			
	A. General Use of Force Policy			
36	DOJ acknowledges that MPD has initiated a number of important use of force policy reforms. The provisions in this section build upon MPD’s ongoing initiatives.	NA	NA	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
37	MPD shall complete development of a Use of Force Policy that complies with applicable law and current professional standards. The policy shall emphasize the goal of de-escalation and shall encourage officers to use advisements, warnings, and verbal persuasion when appropriate. The policy shall advise that the use of excessive force shall subject officers to discipline and possible criminal prosecution and/or civil liability.	<ol style="list-style-type: none"> 1. Development and distribution of appropriate use of force policy. 2. Proper training on use of force policy. 3. Proper implementation of use of force policy. 	<ol style="list-style-type: none"> 1. Development and DOJ approval of use of force policy. 2. Distribution of approved use of force policy to MPD officers. 3. Training fairly, accurately, and properly summarizes principles of use of force policy. 4. ≥95% of MPD officers trained in approved use of force policy. 5. Use of force by MPD officers is consistent with principles and standards contained in the use of force policy in ≥95% of cases reviewed 	<ol style="list-style-type: none"> 1. DOJ approved use of force policy. 2. Monitor in-service and new recruit training. 3. Review all FIT I and FIT II investigations. 4. Review sample of chain of command and OPR use of force investigations. 5. Review UFIRs.
38	The policy shall define and describe the types of force and the circumstances under which use of such force is appropriate. The policy shall prohibit officers from unholstering, drawing, or exhibiting a firearm unless the officer reasonably believes that a situation may escalate to the point where deadly force would be authorized.	Same as ¶ 37 above.	Same as ¶ 37 above.	Same as ¶ 37 above.
39	The policy shall require officers, when feasible, to identify themselves as police officers and to issue a warning before discharging a firearm.	Same as ¶ 37 above.	Same as ¶ 37 above.	Same as ¶ 37 above.
40	The policy shall require officers, immediately following a use of force, to inspect subjects for injury resulting from the use of force, and to obtain any necessary medical care.	Same as ¶ 37 above.	Same as ¶ 37 above.	Same as ¶ 37 above.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	B. Use of Firearms Policy			
41	MPD shall complete development of a Use of Firearms policy that complies with applicable law and current professional standards. The policy shall prohibit officers from possessing or using unauthorized firearms or ammunition and shall inform officers that any such use may subject them to disciplinary action. The policy shall establish a single, uniform reporting system for all firearms discharges. The policy shall prohibit officers from obtaining service ammunition from any source except through official MPD channels, and shall specify the number of rounds MPD authorizes its officers to carry.	<ol style="list-style-type: none"> 1. Development and distribution of appropriate use of firearms policy. 2. Proper training on use of firearms policy. 3. Proper implementation of use of firearms policy. 	<ol style="list-style-type: none"> 1. Development and DOJ approval of use of firearms policy. 2. Distribution of approved use of firearms policy to MPD officers. 3. Training fairly, accurately, and properly summarizes principles of use of firearms policy. 4. ≥95% of MPD officers trained in approved use of firearms policy. 5. Use of firearms by MPD officers is consistent with principles and standards contained in the Handling of Service Weapons General Order in ≥95% of cases reviewed. 	<ol style="list-style-type: none"> 1. Review FIT investigations involving use of firearms. 2. Review chain of command investigations related to dog shootings. 3. Monitor in-service and new recruit training. 4. Monitor firearms qualification and requalification records. 5. Monitor armorer's records for cases where officer claims weapon malfunction. 6. Monitor misconduct cases related to failures to qualify and requalify. 7. Monitor disciplinary actions for failures to follow requirements of Handling of Service Weapons General Order. 8. Review UFIRs.
42	Within 30 days from the effective date of this agreement, the Mayor of the District of Columbia shall submit a request to the City Council for the District of Columbia for an amendment to Section 206.1 of Title 6A of the District of Columbia Municipal Regulations. The requested amendment shall permit the Chief of Police to determine the policy concerning the off-duty carrying of firearms by MPD officers while in the District of Columbia, including, but not limited to appropriate prohibitions regarding the carrying and or use of firearms in situations where an officer's performance may be impaired.	<ol style="list-style-type: none"> 1. Submission of request for amendment permitting Chief of Police to set policy for off-duty carrying of firearms. 2. Chief of Police establishes off-duty carrying of firearms while in DC, including limitations. 	<ol style="list-style-type: none"> 1. Submission of amendment request by the Mayor. 2. Development and implementation of off-duty carrying of firearms policy. 3. Training fairly, accurately, and properly summarizes principles of off-duty carrying of firearms policy. 4. Carrying and use of off-duty firearms by MPD officers is consistent with principles and standards contained in off-duty carrying of firearms policy in ≥95% of cases reviewed. 	<ol style="list-style-type: none"> 1. Review training in off-duty carrying policy. 2. Review allegations of violation of off-duty carrying policy. 3. Review of disciplinary actions related to violation of off-duty carrying policy. 4. Review FIT investigations to determine whether discharges and shootings involved authorized weapons.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
43	The policy shall require that when a weapon reportedly incurably malfunctions during an officer's attempt to fire, the weapon shall be taken out of service and an MPD armorer shall evaluate the functioning of the weapon as soon as possible. The policy shall require that, following the evaluation by the armorer, MPD shall document in writing whether the weapon had an inherent malfunction and was removed from service, malfunctioned because it was poorly maintained, or if the malfunction was officer-induced and a determination of the causes.	<ol style="list-style-type: none"> 1. Weapons that incurably malfunction promptly taken out of service. 2. MPD armorer promptly evaluates weapon and documents findings. 3. MPD properly documents weapon malfunctions and removal of weapons from service. 	<ol style="list-style-type: none"> 1. Armorer completes analysis within 30 days, absent document special circumstances, in ≥95% of cases involving alleged malfunction of weapon. 2. MPD properly and completely documents weapon malfunctions and reasons for malfunction in ≥95% of cases. 3. Weapons taken out of service are properly disposed of in ≥95% of cases of incurable malfunctions. 4. If the malfunction was officer-induced, proper remedial or disciplinary action was taken in ≥95% of cases. 5. Weapon taken out of service and armorer notified in ≥95% of cases where FIT investigations finds malfunction to be the cause of a weapon discharge. 	<ol style="list-style-type: none"> 1. Review armory records. 2. Interview Glock representatives. 3. Review FIT investigations. 4. Review misconduct investigations and disciplinary records relating to officer-induced firearms malfunctions. 5. Review UFRB cases. 6. Monitor new recruit and in-service firearms training.
	C. Canine Policies and Procedures			
44	DOJ acknowledges that MPD has implemented an interim canine policy via teletype and has initiated significant improvements in its canine operations, including the introduction of a new handler-controlled alert curriculum and the use of new canines.	NA	NA	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
45	The policy shall limit off-leash canine deployments, searches and other instances where there is otherwise a significant risk of a canine bite to a suspect, to instances in which the suspect is wanted for a serious felony or is wanted for a misdemeanor and is reasonably suspected to be armed. MPD shall continue to require canine officers to have approval from an immediate supervisor (sergeant or higher) before the canine can be deployed. If the handler is unable to contact a canine unit supervisor, approval must be sought from a field supervisor before the canine can be deployed. The approving supervisor shall not serve as a canine handler in the deployment. MPD shall continue to issue a loud and clear announcement that a canine will be deployed and advise the suspect to surrender and remain still if approached by a canine.	<ol style="list-style-type: none"> 1. Development and distribution of appropriate canine policy. 2. Proper training on canine policy. 3. Proper implementation of canine policy. 	<ol style="list-style-type: none"> 1. Development and DOJ approval of canine policies. 2. Distribution of canine policy to appropriate units. 3. Training fairly, accurately, and properly summarizes principles of Canine Policy. 4. ≥95% of canine unit deployments and bite incidents are consistent with principles and standards contained in the canine policy. 	<ol style="list-style-type: none"> 1. Canine policies and general orders. 2. Monitor in-service, new recruit, and canine training. 3. Review FIT I and FIT II investigations. 4. Review canine deployment reports in canine database. 5. Interview canine unit officers.
46	The policy shall also require that in all circumstances where a canine is permitted to bite or apprehend a suspect by biting, the handler shall call off the dog at the first possible moment the canine can be safely released. Whenever a canine-related injury occurs, immediate medical treatment must be sought either by rescue ambulance, transportation to an emergency room, or admission to a hospital.	Same as ¶ 45.	Same as ¶ 45.	Same as ¶ 45.
	D. Oleoresin Capsicum Spray Policy			
47	MPD shall complete development of an Oleoresin Capsicum Spray (OC Spray) policy that complies with applicable law and current professional standards. The policy shall prohibit officers from using OC Spray unless The officer has legal cause to detain, take into legal custody or to maintain in custody a subject who is, at a minimum, actively resisting The officer. The policy shall prohibit officers from using OC Spray to disperse crowds or others unless those crowds or others are committing acts of public disobedience endangering public safety and security.	<ol style="list-style-type: none"> 1. Development and distribution of appropriate OC spray policy. 2. Proper training on OC spray policy. 3. Proper implementation of OC spray policy. 	<ol style="list-style-type: none"> 1. Development and DOJ approval of OC spray policy. 2. Distribution of OC spray policy. 3. Training fairly, accurately, and appropriately summarizes principles of OC spray policy. 4. ≥95% of uses of OC spray by MPD officers are consistent with principles and standards contained in the OC spray policy. 	<ol style="list-style-type: none"> 1. Review OC spray policies and general orders. 2. Monitor in-service and new recruit training. 3. Review all FIT investigations. 4. Review samples of chain of command and OPR investigations.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
48	The policy shall provide that, absent exceptional circumstances, officers shall not use OC spray on children and elderly persons. The policy shall prohibit officers from using OC spray to prevent property damage except when its use meets the standard defined in paragraph 47 above.	Same as ¶ 47.	Same as ¶ 47.	Same as ¶ 47.
49	The policy shall require officers to issue a verbal warning to the subject unless a warning would endanger the officer or others. The warning shall advise the subject that OC spray shall be used unless resistance ends. The policy shall require that prior to discharging the OC spray, officers permit a reasonable period of time to allow compliance with the warning, when feasible.	Same as ¶47.	Same as ¶ 47.	Same as ¶ 47.
50	The policy shall require officers to aim OC spray only at a person's face and upper torso. The policy shall require officers to utilize only two, one second bursts and to do so from at least 3 feet away from the subject, unless exceptional circumstances require otherwise. The policy shall require that, absent exceptional circumstances, officers shall decontaminate every sprayed subject with cool water or a decontamination solution within 20 minutes after the application of the spray. Officers shall transport sprayed subjects to the hospital for treatment when they complain of continued effects after having been contaminated, or they indicate that they have a pre-existing medical condition (e.g., asthma, emphysema, bronchitis, heart ailment, etc.) that may be aggravated by OC Spray. The policy shall prohibit officers from keeping any sprayed subject in a face down position, in order to avoid positional asphyxia.	Same as ¶ 47.	Same as ¶ 47.	Same as ¶ 47.
	E. Implementation Schedule			
51	MPD shall complete development of the policies and procedures referenced in this section within 30 days from the effective date of the agreement. In developing the final policies and procedures, MPD shall build upon the latest working drafts and correspondence exchanged between DOJ and MPD during the course of the investigation.	1. Development and distribution of required policies and procedures.	1. Development and DOJ approval of all required policies. 2. Distribution of all required policies.	1. MPD policies and general orders.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
52	Prior to implementation of the policies and procedures referenced in this section, MPD shall submit them to DOJ for approval. In the event MPD revises any of the policies, procedures, or forms referenced in this section during the term of this agreement, it shall obtain approval from DOJ prior to implementation of the revised policy or form.	1. Ensure future revisions of policies, procedures, forms are approved by DOJ.	1. MPD obtains DOJ approval of all required policies, procedures or forms.	1. Communications between DOJ and MPD.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	III. INCIDENT DOCUMENTATION, INVESTIGATION, AND REVIEW			
	A. Use of Force Reporting Policy and Use of Force Incident Report			
53	MPD shall complete development of a Use of Force Reporting policy and Use of Force Incident Report. The policy shall require officers to notify their supervisor immediately following any use of force or receipt of an allegation of excessive use of force and to complete a Use of Force Incident Report. Additionally, the policy shall require officers to complete a Use of Force Incident Report immediately following the drawing of and pointing of a firearm at, or in the direction of, another person. The policy shall require supervisors, upon notification of a use of force or allegation of excessive force, to respond to the scene. In every incident involving deadly force, as defined by paragraph 15, a serious use of force, as defined by paragraph 33, or any use of force indicating potential criminal conduct by an officer, as defined by paragraph 35, the supervisor shall ensure that the Force Investigation Team (FIT) is immediately notified.	<ol style="list-style-type: none"> 1. Development and distribution of use of force reporting policy. 2. Development of UFIR. 3. Training on use of force reporting policy and appropriate completion of UFIR. 4. Notification of supervisors by officers 5. Supervisors report to incident scene. 6. Appropriate and timely notification of FIT. 7. Officers fill out UFIR as required by policy. 	<ol style="list-style-type: none"> 1. Development and distribution of DOJ-approved use of force reporting policy. 2. Development of UFIR. 3. Training on use of force reporting policy fairly, accurately, and appropriately summarizes principles of policy and properly instructs on completion of UFIR. 4. ≥95% of officers have received training on new use of force policy. 5. Proper and timely notification of supervisors occurs in ≥95% of cases where there is use of force or allegation of use of force. 6. Supervisors as soon as possible report to incident scene in ≥95% of cases in which they are notified of use of force. 7. FIT notified within one hour in ≥95% of cases involving use of deadly or serious force or allegation of use of such force. 8. UFIRs completed for ≥95% of use of force incidents. 9. ≥95% of UFIRs contain all required information 	<ol style="list-style-type: none"> 1. Review use of force policies and general orders. 2. Review UFIRs. 3. Monitor in-service and new recruit training. 4. Monitor supervisor training. 5. Review all FIT I and FIT II investigations. 6. Review samples of chain of command and OPR investigations. 7. Review all UFIRs. 8. Officer interviews regarding UFIRs completion. 9. Monitor FIT rollouts.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
54	MPD shall notify the Office of the United States Attorney for the District of Columbia (USAO) immediately, in no case later than the next business day, following a deadly use of force or a serious use of force by an MPD officer or following any use of force indicating potential criminal conduct by an officer.	1. Prompt notification of USAO by MPD in specified categories of cases.	1. Prompt notification (no later than next business day) in $\geq 95\%$ of cases involving deadly use of force, serious use of force, or use of force indicating potential criminal misconduct by officer.	1. Review AUSA Notification Log. 2. Review all FIT I and FIT II investigative reports.
55	Data captured on the reports described above in paragraph 53 shall be entered into MPD's Personnel Performance Management System (PPMS). Hard copies of these reports shall be maintained centrally by the Office of Professional Responsibility.	1. Entry of required information into PPMS. 2. Maintenance of hard copies of UFIRs at OPR.	1. Information from UFIRs accurately entered into PPMS with $\geq 95\%$ level of accuracy and completeness. 2. Hard copies of $\geq 95\%$ of all completed UFIR reports maintained in hard copy form at OPR.	1. Review PPMS data. 2. Review UFIRs. 3. Review FIT investigations.
	B. Investigating Uses of Force and Misconduct Allegations			
	1. Use of Force Investigation			
56	MPD created the Force Investigation Team (FIT) to conduct fair, impartial and professional reviews of firearm discharges. The provisions in this section build upon the investigative techniques employed by FIT and expand FIT's role within MPD.	NA	NA	NA
57	Within 60 days from the effective date of this Agreement, MPD shall fully implement its plan, subject to approval of DOJ, to reallocate responsibility for MPD criminal investigations of officer use of force from District Violent Crime Unit supervisors or other District supervisors to the Force Investigation Team (FIT). The plan shall include procedures to address the rights and responsibilities of officers and supervisors in carrying out their duties, including the preparation of both preliminary investigative files and complete investigative files.	1. Reallocation of criminal use of force investigations from Violent Crime Unit supervisors to FIT. 2. Development of procedures to address rights and responsibilities in carrying out use of force investigative responsibilities.	1. 100% transfer of criminal investigations of MPD officers in use of force cases to FIT. 2. Development and implementation of procedures that adequately address use of force investigative responsibilities of officers and supervisors, including preparation of investigative files. 3. DOJ approval of FIT policies, procedures, and manuals.	1. Review FIT investigations. 2. Review samples of chain of command and OPR use of force and misconduct investigations. 3. Review FIT manuals and other MPD policies and general orders relating to the investigation of uses of force. 4. Review FIT training materials.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
58	MPD shall consult with the USAO regarding the investigation of an incident involving deadly force, a serious use of force, or any other force indicating potential criminal misconduct by an officer. If the USAO indicates a desire to proceed criminally based on the on-going consultations with MPD, or MPD requests criminal prosecutions in these incidents, any compelled interview of the subject officers shall be delayed, as described in paragraph 60. However, in order to ensure the collection of all relevant information, all other aspects of the investigation shall proceed. The USAO shall respond to a written request by MPD for charges, declination, or prosecutorial opinion within three business days, by either filing charges, providing a letter of declination, or indicating the USAO's intention to continue further criminal investigation.	<ol style="list-style-type: none"> 1. Development and distribution of policies requiring consultation with the USAO in all investigations involving <ul style="list-style-type: none"> • use of deadly force • use of serious force • any other use of force reflecting potential criminal misconduct of an officer. 2. Development and distribution of policies regarding delay of compelled statements by officers potentially subject to prosecution. 3. Development and distribution of policies requiring continuation of other aspects of investigation. 	<ol style="list-style-type: none"> 1. Development and DOJ approval of policies requiring <ul style="list-style-type: none"> • consultation with USAO • delay of compelled interviews • continuation of investigations while case pending at USAO. 2. Prescribed consultation with USAO takes place in $\geq 95\%$ of cases. 3. Delay of compelled statements takes place in 100% of cases in which USAO or MPD seeks to have case pursued criminally. 4. Aspects of investigations not related to appropriately delayed compelled statements proceed in $\geq 95\%$ of cases. 	<ol style="list-style-type: none"> 1. Review MPD policies and general orders. 2. Review USAO notification log. 3. Review FIT investigations. 4. Interview AUSAs. 5. Review disciplinary records.
59	In every incident involving deadly force, a serious use of force, or any use of force indicating potential criminal misconduct by an officer, the USAO shall notify and consult with the Chief of Police or the appropriate OPR official whenever possible, unless doing so would compromise the investigation, or is otherwise prohibited by law, rule, or regulation.	N/A	N/A	N/A

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
60	MPD and the USAO jointly acknowledge the need to continue consultation throughout the course of an investigation; and recognize the investigative process may ultimately proceed to an administrative conclusion and/or criminal charges. MPD agrees that it will not compel or order a subject officer to make a statement if the USAO has not yet issued a written criminal declination, for all incidents subject to the notice and consultation provisions described in paragraphs 58 and 59.	<ol style="list-style-type: none"> 1. Development and distribution of policies regarding investigations involving potential criminal misconduct of an officer, including provisions regarding the notification of and consultation with USAO and delay of compelled statements by officers potentially subject to prosecution. 2. Development and distribution of policies barring compelled officer statements in such criminal investigations without USAO declination. 	<ol style="list-style-type: none"> 1. See ¶ 58 above. 	<ol style="list-style-type: none"> 1. Review MPD policies and general orders. 2. Review USAO notification log. 3. Review FIT investigations. 4. Interview AUSAs.
61	FIT shall respond to the scene of every incident involving deadly force, a serious use of force, or any use of force indicating potential criminal misconduct by an officer. In each of these incidents, FIT shall conduct the investigation of the use of force. That investigation may result in criminal charges, administrative action or both. Investigators from the involved officers' District shall not conduct the investigation. Based upon its review of use of force incidents from throughout MPD, FIT shall forward policy and training recommendations to the Chief of Police or his designee.	<ol style="list-style-type: none"> 1. FIT response to the scene of every incident involving deadly force, a serious use of force, or use of force indicating potential criminal misconduct by an officer. 2. FIT investigation of all such incidents. 3. Investigators from involved officers' district barred from investigation. 4. FIT forwards policy and training recommendations to MPD. 	<ol style="list-style-type: none"> 1. ≥95% FIT response and investigation of incidents involving deadly force, serious use of force, or use of force indicating potential criminal misconduct by an officer. 2. Investigators from involved districts properly excluded from ≥95% of FIT investigations. 3. Periodic policy and training recommendations from FIT, at least annually. 4. MPD implementation of appropriate FIT policy and training recommendations. 	<ol style="list-style-type: none"> 1. Review FIT investigations. 2. Review FIT training materials re conduct of investigations involving deadly force, serious use of force, or use of force indicating potential criminal misconduct by an officer. 3. Review FIT policy and training recommendations. 4. Review MPD and IPS consideration and implementation of FIT policy and training recommendations.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
62	FIT shall complete its administrative use of force investigations within 90 days from the criminal declination described in paragraph 60, absent special circumstances which must be documented, and shall continue to conduct investigations in accordance with paragraphs 81 and 82, below. At the conclusion of each use of force investigation, the investigator shall prepare a report on the investigation, which shall be made a part of the investigation file. The report shall include a description of the use of force incident and any other uses of force identified during the course of the investigation; a summary and analysis of all relevant evidence gathered during the investigation; and proposed findings and analysis supporting the findings. The proposed findings shall include the following: 1) a determination of whether the use of force is consistent [with] MPD policy and training; 2) a determination of whether proper tactics were employed; and 3) a determination whether lesser force alternatives were reasonably available.	<ol style="list-style-type: none"> 1. FIT investigations complete within 90 days of declination, absent documented special circumstances. 2. FIT reports containing required documentation and information, including <ul style="list-style-type: none"> • Description of all uses of force identified during investigation • Summary and analysis of all relevant evidence • Proposed findings <ul style="list-style-type: none"> ○ Whether use of force consistent with MPD policy ○ Whether proper tactics employed; ○ Whether lesser force alternatives available. 	<ol style="list-style-type: none"> 1. ≥95% of FIT investigations completed within 90 days of declination, absent documented special circumstances. 2. ≥95% of FIT reports contain required documentation and information, as specifically set forth in this paragraph. 	<ol style="list-style-type: none"> 1. Review FIT investigations.
63	Within 120 days from the effective date of this Agreement, MPD shall train and assign a sufficient number of personnel to FIT to fulfill the requirements of this Agreement.	<ol style="list-style-type: none"> 1. Sufficient training and staffing to accomplish FIT's responsibilities under the MOA. 	<ol style="list-style-type: none"> 1. ≥95% FIT response and investigation of incidents involving deadly force, a serious use of force, or use of force indicating potential criminal misconduct by an officer. 2. ≥95% of FIT investigations complete within 90 days of declination, absent documented special circumstances. 3. ≥95% of FIT reports containing required documentation and statement of proposed findings. 	<ol style="list-style-type: none"> 1. Review FIT investigations. 2. Review FIT training materials and sessions. 3. Review FIT policies and manuals. 4. Review personnel needs assessment.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
64	Chain of command district supervisors may investigate all use of force incidents except for those incidents involving a serious use of force, serious physical injury, or any use of force indicating potential criminal conduct by an officer. At the discretion of the Chief of Police or designee, any incident that may be investigated by chain of command district supervisors may be assigned for investigation to FIT or to chain of command supervisors from a district other than the district in which the incident occurred. No supervisor who was involved in the incident shall be responsible for the investigation of the incident.	<ol style="list-style-type: none"> 1. Incidents involving serious uses of force, serious physical injury, or potential criminal conduct by an officer shall not be investigated by chain of command. 2. Involved supervisors shall not be responsible for investigation of incidents involving serious uses of force, serious physical injury, or potential criminal conduct by an officer. 3. Chief of Police or designee shall have the discretion to assign any investigation to FIT or to the chain of command of a district other than the district in which the incident occurred. 	<ol style="list-style-type: none"> 1. ≤5% of investigations involving serious uses of force, serious physical injury, or potential criminal conduct by an officer conducted by chain of command. 2. ≤5% of investigations of incidents involving serious uses of force, serious physical injury, or potential criminal conduct by an officer participated in by supervisor involved in incident. 3. 100% of investigations directed by the Chief or designee to be removed from a district's chain of command are reassigned to FIT or another district. 	<ol style="list-style-type: none"> 1. Review samples of chain of command investigations. 2. Review all FIT investigations. 3. Review MPD investigations policies and general orders.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
65	Chain of command use of force investigations shall be completed within 90 days following the use of force incident, absent special circumstances which must be documented, and shall be conducted in accordance with paragraphs 81 and 82, below. At the conclusion of each use of force investigation, the investigator shall prepare a report on the investigation, which shall be made a part of the investigation file. The report shall include a description of the use of force incident and any other uses of force identified during the course of the investigation; a summary and analysis of all relevant evidence gathered during the investigation; and proposed findings and analysis supporting the proposed findings. The proposed findings shall include the following: 1) a determination of whether the use of force is consistent and MPD policy and training; 2) a determination of whether proper tactics were employed; and 3) a determination whether lesser force alternatives were reasonably available.	<ol style="list-style-type: none"> Chain of command investigations completed within 90 days, absent documented special circumstances. Chain of Command investigation reports contain required documentation and information, including <ul style="list-style-type: none"> Description of all uses of force identified during investigation Summary and analysis of all relevant evidence Proposed findings <ul style="list-style-type: none"> Whether use of force consistent with MPD policy; Whether proper tactics employed; Whether lesser force alternatives available. 	<ol style="list-style-type: none"> ≥90% of chain of command investigations completed within 90 days of use of force or contain documented special circumstances justifying the delay. ≥95% of chain of command investigation reports contain required documentation and statement of proposed findings, as specifically set forth in this paragraph. 	<ol style="list-style-type: none"> Review samples of chain of command investigations.
66	Upon completion of a chain of command use of force investigation, the investigator shall forward the investigation to the Unit Commander, who shall review the investigation to ensure that it is complete and that the findings are supported by the evidence. The Unit Commander shall order additional investigation when necessary. When the Unit Commander determines the investigation is complete and the findings are supported by the evidence, the investigation file shall be forwarded to the Use of Force Review Board (UFRB). Whenever there is evidence of criminal wrongdoing, the Unit Commander shall suspend the investigation immediately and notify FIT and the USAO.	<ol style="list-style-type: none"> Completed chain of command investigations forwarded to Unit Commanders. Unit Commanders review chain of command investigations for completeness and adequacy of the evidence. Unit Commanders order additional investigation where necessary. Unit Commanders forward completed investigations to FIT. Unit Commanders suspend investigations indicating criminal wrongdoing and refer such cases to FIT and USAO. 	<ol style="list-style-type: none"> ≥95% of chain of command cases processed in accordance with this paragraph. FIT and USAO notified of ≥95% of chain of command cases involving potential criminal wrongdoing. 	<ol style="list-style-type: none"> Review samples of chain of command investigations. Review USAO logs. Review UFRB docket and dispositions.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
67	<p>Within 60 days from the effective date of this Agreement, MPD shall complete the development and implementation of a policy to enhance the UFRB, subject to approval by DOJ. The policy shall require the UFRB to conduct timely reviews of all use of force investigations. The policy shall set forth the membership of the UFRB and establish timelines for UFRB review of use of force investigations. The policy shall authorize the UFRB to recommend discipline for violations of MPD's policies and training. The policy shall authorize the UFRB to direct District supervisors to take non-disciplinary action to enable or encourage an officer to modify his or her performance. The policy shall require the UFRB to act as a quality control mechanism for all use of force investigations, with the responsibility to assign to FIT, or return to the investigating unit, all incomplete or mishandled use of force investigations. The policy shall provide the UFRB the authority and responsibility to recommend to the Chief of Police, or his designee, investigative protocols and standards for all force investigations. The policy shall require the UFRB to conduct annual reviews of all use of force cases examined to detect patterns/problems and to issue a report to the Chief of Police with findings and recommendations.</p>	<ol style="list-style-type: none"> 1. Development of UFRB policy that: <ul style="list-style-type: none"> • Requires timely reviews of all use of force investigations. • Sets forth UFRB membership and establishes timelines for reviews. • Requires UFRB to perform quality control for use of force investigations. • Requires UFRB annual reviews and reports. 2. UFRB acting in conformity with these provisions, including <ul style="list-style-type: none"> • Performing timely reviews. • Serving quality control function in use of force investigations. 3. UFRB conducts annual reviews of all use of force cases. 	<ol style="list-style-type: none"> 1. Development and implementation of UFRB policy with required provisions as set forth in this paragraph. 2. UFRB reviews use of force investigations within 90 days of completion of investigations. 3. UFRB files reflect quality control function. 4. UFRB recommends meaningful investigative protocols consistent with best police practices. 5. UFRB's annual reviews reflect meaningful effort to <ul style="list-style-type: none"> • detect patterns and problems • formulate findings and recommendations. 	<ol style="list-style-type: none"> 1. Review UFRB policies and procedures. 2. Review UFRB docket and case index. 3. Review samples of UFRB dispositions. 4. Monitor UFRB hearings. 5. Review UFRB annual reports.
	2. Investigations of Misconduct Allegations			
68	<p>The Office of Professional Responsibility shall be responsible for the investigation of allegations of criminal misconduct set forth in the categories in paragraph 72, (a) through (i) below. Within 60 days from the date of this Agreement, MPD shall develop a plan, subject to approval of DOJ, to allocate sufficient personnel and establish procedures to accomplish this new responsibility.</p>	<ol style="list-style-type: none"> 1. MPD staffing plan and procedures for OPR misconduct investigations. 	<ol style="list-style-type: none"> 1. Development and implementation of staffing plan and procedures for OPR misconduct investigations. 2. OPR conducts or supervises timely investigations of allegations of criminal misconduct 	<ol style="list-style-type: none"> 1. Review OPR policies and procedures. 2. Review FIT investigations. 3. Review samples of misconduct investigations. 4. Review OPR personnel needs assessment.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
69	MPD shall notify the USAO immediately, in no case later than the next business day, following the receipt or discovery of any allegations of criminal misconduct referred to in paragraphs 72 and 73. In every incident involving allegations of criminal misconduct referred to in paragraphs 72 and 73, the USAO shall notify and consult with the Chief of Police or the appropriate OPR official whenever possible, unless doing so would compromise the investigation, or is otherwise prohibited by law, rule, or regulation.	1. Prompt notification of USAO by MPD in specified categories of cases.	1. Prompt notification (no later than next business day) in $\geq 95\%$ of cases involving potential criminal misconduct by officer.	1. Review USAO Notification Log 2. Review FIT investigations 3. Review samples of misconduct investigations. 4. Review OPR personnel needs assessment.
70	MPD shall consult with the USAO regarding the investigation of an incident involving allegations of criminal misconduct in the categories of matters described in paragraphs 72 and 73. If the USAO indicates a desire to proceed criminally based on the on-going consultations with MPD, or MPD requests criminal prosecutions in these incidents, any compelled interview of the subject officers shall be delayed, as described in paragraph 71. However, in order to ensure the collection of all relevant information, all other aspects of the investigation shall proceed. The USAO shall respond to a written request by MPD for charges, declination, or prosecutorial opinion within three business days, by either filing charges, providing a letter of declination, or indicating the USAO's intention to continue further criminal investigation.	1. Development and distribution of policies requiring consultation with the USAO in all investigations involving specified allegations of criminal misconduct 2. Development and distribution of policies requiring delay of compelled statements by officers potentially subject to prosecution. 3. Development and distribution of policies requiring continuation of other aspects of investigation.	1. Development and DOJ approval of policies requiring <ul style="list-style-type: none"> consultation with USAO delay of compelled interviews continuing of investigation while case pending at USAO. 2. Prescribed consultation with USAO takes place in $>95\%$ of cases. 3. Delay of compelled statements takes place in 100% of cases in which USAO or MPD seeks to have case pursued criminally. 4. Remainder of investigation proceeds in $>95\%$ of cases in which certain compelled statements are delayed.	1. Review MPD policies and general orders. 2. Review USAO notification log. 3. Review samples of misconduct investigations. 4. Discussions with USAO.
71	MPD and the USAO jointly acknowledge the need to continue consultation throughout the course of an investigation; and recognize the investigative process may ultimately proceed to an administrative conclusion and/or criminal charges. MPD agrees that it will not compel or order a subject officer to make a statement if the USAO has not yet issued a written criminal declination, for all incidents involving allegations of criminal misconduct in the categories of matters described in paragraphs 72 and 73.	Same as ¶ 70.	Same as ¶ 70.	Same as ¶ 70.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
72	Within 60 days from the date of this Agreement, MPD shall develop a plan, subject to approval of DOJ, to reallocate responsibility for MPD administrative complaint investigations of misconduct complaints from chain-of-command District supervisors to OPR with respect to the following:	1. Development and approval of MPD plan re allocation of responsibility for misconduct investigations between the chain of command and OPR.	1. Development and implementation of plan with required provisions. 2. OPR investigations opened in ≥95% of the cases described in ¶¶ 72(a)-(j).	1. Review MPD policies and procedures defining jurisdiction over misconduct investigations. 2. Review Corporation Counsel dockets. 3. Review JSOC logs. 4. Review samples of OPR and chain of command misconduct investigations.
a	all referrals pursuant to paragraphs 76 and 77;			
b	all civil suits alleging any misconduct by an officer while acting in an official capacity;			
c	all civil suits against an officer for off-duty conduct (while not acting in an official capacity) that alleges physical violence, threats of physical violence, or racial bias;			
d	all criminal arrests of or filing of criminal charges against an officer;			
e	all allegations of unlawful discrimination (e.g., on the basis of race, ethnicity, gender, religion, national origin, sexual orientation, or disability), including improper ethnic remarks and gender bias, but excluding employment discrimination;			
f	all allegations of unlawful search and stops;			
g	all allegations of unlawful seizure (including false imprisonment and false arrest);			
h	any act of retaliation or retribution against an officer or person; and			
i	all allegations of strikes, blows, kicks, or other similar uses of force against a compliant subject or administered with a punitive purpose; and			
j	OPR shall assign for investigation outside of the District Chain of Command all allegations of misconduct related to the types of misconduct covered by “a” to i” of this paragraph; and	1. OPR shall not refer misconduct referred to in 72(a)-(i) to chain of command.	1. ≥95% of specified cases are investigated by OPR rather than chain of command.	1. Review samples of misconduct investigations.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	OPR shall assign to FIT all allegations of excessive force by an officer involving a use of deadly force, as defined in paragraph 15, a serious use of force, as defined in paragraph 33, or any use of force indicating potential criminal conduct by an officer, as defined in paragraph 35.	1. OPR refers to FIT allegations of excessive force involving use of deadly force, use of serious force or use of force indicating criminal conduct.	1. 100% of cases involving allegations of excessive force use of deadly force, use of serious force or use of force indicating criminal conduct are investigated by FIT.	1. Review samples of OPR and chain of command use of force and misconduct investigations. 2. Review all FIT investigations. 3. Review UFRB dispositions. 4. Monitor UFRB hearings.
73	OPR shall also assign for administrative investigation outside of the District chain of command the following:	1. Investigations by entity other than chain of command in cases where: a. a person is charged with resisting arrest and the prosecutor or court dismisses the charge based upon officer credibility b. MPD receives written notification that (i) evidence is suppressed for a constitutional violation, or (ii) other judicial finding of misconduct. 2. MPD makes written requests to prosecutors' offices for notification of these cases.	1. ≥95% of specified cases assigned for investigation outside the chain of command. 2. Record maintained of MPD written requests for notice from USAO.	1. Review samples of chain of command and OPR investigations. 2. Review MPD written requests for notice from USAO.
a	all incidents in which both (i) a person is charged by an officer with assault on a police officer, resisting arrest, or disorderly conduct, and (ii) the prosecutor's office notifies MPD either that it is dismissing the charge based upon officer credibility or a judge dismissed the charge based upon officer credibility;			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
b	all incidents in which MPD has received written notification from a prosecuting agency in a criminal case that there has been (i) an order suppressing evidence because of any constitutional violation involving potential misconduct by an MPD officer, or (ii) any other judicial finding of officer misconduct made in the course of a judicial proceeding or any request by a federal or District of Columbia judge or magistrate that a misconduct investigation be initiated pursuant to some information developed during a judicial proceeding before a judge or magistrate. MPD shall request that all prosecuting agencies provide them with written notification whenever the prosecuting agency has determined that any of the above has occurred.			
74	All administrative investigations of misconduct allegations conducted pursuant to paragraphs 72 and 73 shall be completed within 90 days from MPD receiving the complaint, or within 90 days from the criminal declination described in paragraph 71, where applicable, absent special circumstances which must be documented. At the conclusion of each such investigation, the investigator shall prepare a report on the investigation, which shall be made a part of the investigation file. The report shall include a description of the misconduct incident and any other misconduct identified during the course of the investigation; a summary and analysis of all relevant evidence gathered during the investigation; and proposed findings and analysis supporting the findings.	<ol style="list-style-type: none"> 1. OPR and chain of command investigations completed within 90 days of complaint or declination, absent documented special circumstances. 2. OPR and chain of command investigative reports contain required documentation, including <ul style="list-style-type: none"> • description of all misconduct identified during investigation • summary and analysis of all relevant evidence • proposed findings and analysis. 	<ol style="list-style-type: none"> 1. ≥90% of OPR investigations complete within 90 days of declination, absent documented special circumstances. 2. ≥95% of OPR reports containing required documentation and information, as specifically set forth in this paragraph. 	<ol style="list-style-type: none"> 1. Review samples of chain of command and OPR investigations.
75	The Corporation Counsel's Office shall notify OPR whenever a person files a civil claim against the City alleging misconduct by an officer or other employee of MPD.	<ol style="list-style-type: none"> 1. Corporation counsel notification of OPR of civil suits alleging MPD employee misconduct. 	<ol style="list-style-type: none"> 1. ≥95% notification of OPR of civil suits alleging MPD employee misconduct. 	<ol style="list-style-type: none"> 1. Review Corporation Counsel case logs. 2. Review OPR case logs. 3. Review samples of OPR and chain of command misconduct investigations.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
76	MPD shall continue to require all officers promptly to notify MPD of the following: the officer is arrested or criminally charged for any conduct; the officer is named as a party in any civil suit involving his or her conduct while on duty (or otherwise while acting in an official capacity); or the officer is named as a party in any civil suit regarding off-duty conduct (while not acting in an official capacity) that alleges any of the following: physical violence, threats of physical violence, racial bias, dishonesty, or fraud by the officer. Officers shall report this information either directly to OPR or to a supervisor who shall report the information to OPR.	1. Development and distribution of policy requiring prompt notification by officers of specified occurrences.	1. Development and DOJ approval of policies or general orders requiring prompt notification by officers of delineated occurrences. 2. MPD documentation of proper notifications in $\geq 95\%$ of such cases	1. Review policies, procedures, and general orders. 2. Review internal records related to notifications from officers. 3. Review training regarding these reporting obligations.
77	MPD shall require officers to report to MPD without delay: any conduct by other officers that reasonably appears to constitute (a) an excessive use of force or improper threat of force; (b) a false arrest or filing of false charges; (c) an unlawful search or seizure; (d) unlawful discrimination; (e) an intentional failure to complete use of force reports required by MPD policies and in accordance with procedures; (f) an act of retaliation for complying with any MPD policy or procedure; or (g) an intentional provision of false information in an MPD or OCCR investigation or in any official report, log, or electronic transmittal of information. Officers shall report such alleged misconduct by fellow officers either directly to OPR or to a supervisor who shall report the information to OPR. This requirement applies to all officers, including supervisors and managers who learn of evidence of possible misconduct through their review of an officer's work. Failure to voluntarily report as described in this paragraph shall be an offense subject to discipline if sustained.	1. Development and distribution of policy requiring prompt notification by officers of suspected officer misconduct.	1. Development and DOJ approval of policy or general order requiring prompt notification by officers of suspected officer misconduct. 2. Distribution of policy or general order regarding reporting of suspected officer misconduct. 3. Implementation of new recruit and in-service training regarding the reporting of suspected officer misconduct. 4. Such acts of misconduct reported in $\geq 95\%$ of cases in which evidence comes to officer or supervisor's attention.	1. Review FIT investigations. 2. Review samples of misconduct investigations. 3. Review citizen complaints and OCCR investigations. 4. Review civil suits filed against MPD officers. 5. Review new recruit and in-service training regarding these reporting obligations. 6. Review disciplinary files.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
78	The City shall in fiscal year 2002 provide all necessary funds to fully implement paragraphs 68 and 74. Misconduct investigation responsibilities shall be transitioned as positions are filled. Prior to positions being filled, investigation responsibilities shall be transitioned commensurate with available resources. Positions shall be filled and investigation responsibility transition shall be completed by December 31, 2002.	<ol style="list-style-type: none"> 1. City must provide all available funds to permit OPR to conduct all investigations of specified criminal misconduct and to complete such investigations within 90 days. 2. Transition of investigations to OPR completed by December 31, 2002. 	<ol style="list-style-type: none"> 1. Transition of investigations to OPR completed by December 31, 2002 2. Devotion of resources sufficient for OPR to conduct and complete specified investigations within 90 days. 3. ≥95% of OPR investigations complete within 90 days of declination, absent documented special circumstances. 	<ol style="list-style-type: none"> 1. Review OPR staffing levels. 2. Review OPR needs assessments. 3. Interviews with OPR investigators.
79	OPR shall continue to review all misconduct complaints as they are received. OPR shall determine whether a misconduct complaint meets the criteria (set forth in paragraphs 72 and 73) for being assigned for investigation outside of the District Chain of Command.	<ol style="list-style-type: none"> 1. OPR review misconduct allegations and determine whether assignment to chain of command appropriate. 	<ol style="list-style-type: none"> 1. OPR review of all misconduct complaints received. 2. ≥95% of cases referred to appropriate investigative body. 	<ol style="list-style-type: none"> 1. Review OPR case assignment documents. 2. Review OPR case assignment policies and procedures. 3. Review samples of misconduct investigations.
80	MPD shall prohibit any officer who has a potential conflict of interest related to a pending misconduct investigation from participating in any way in the conduct or review of that investigation.	<ol style="list-style-type: none"> 1. Development and distribution of policy prohibiting officers with a potential conflict from participating in the investigation. 	<ol style="list-style-type: none"> 1. Development and DOJ approval of policy or general order prohibiting officers with a potential conflict of interest from participating in the investigation. 2. ≥95% of misconduct investigations reflect no conflicts of interest. 	<ol style="list-style-type: none"> 1. Review policies, general orders, and manuals. 2. Review samples of misconduct investigations.
81	In conducting administrative misconduct investigations (whether conducted by FIT, Chain of Command, or OPR, following a criminal declination, where applicable) MPD shall, subject to and in conformance with applicable law, at a minimum:	<ol style="list-style-type: none"> 1. MPD investigations shall involve, at a minimum, the items specified in ¶¶ 81(a)-(g). 	<ol style="list-style-type: none"> 1. ≥95% of misconduct investigations follow procedures specified in ¶¶ 81(a)-(g). 	<ol style="list-style-type: none"> 1. Review investigative policies, general orders and manuals. 2. Review FIT investigations. 3. Review samples of OPR and chain of command misconduct investigations. 4. Interviews with citizen complainants.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
a	tape record or videotape interviews of complainants, involved officers, and material witnesses in investigations involving a serious use of force or serious physical injury (if a complainant or non-officer witness refuses to be tape recorded or videotaped, then MPD shall prepare a written narrative of the statement to be signed by the complainant or non-officer witness);			
b	whenever practicable and appropriate, interview complainants and witnesses at sites and times convenient for them, including at their residences or places of business;			
c	prohibit group interviews;			
d	notify the supervisors of the involved officers of the investigation, as appropriate;			
e	interview all appropriate MPD officers, including supervisors;			
f	collect, preserve, and analyze all appropriate evidence, including canvassing the scene to locate witnesses and obtaining complainant medical records, where appropriate; and			
g	identify and report in writing all inconsistencies in officer and witness interview statements gathered during the investigation.			
82	In conducting misconduct investigations, MPD shall continue to assess the propriety of all officer conduct during the incident in which the alleged misconduct occurred. If during the course of an investigation the investigator has reason to believe that misconduct occurred other than that alleged, the investigator also shall investigate the additional potential misconduct to its logical conclusion.	1. Development and distribution of policy requiring that evidence of misconduct other than that alleged be investigated.	1. Development and DOJ approval of policy requiring that evidence of misconduct other than the allegation that prompted the investigation also be investigated. 2. In $\geq 95\%$ of cases indicating evidence of unalleged misconduct, such misconduct is investigated.	1. Review policies, general orders and manuals. 2. Review FIT investigations. 3. Review samples of misconduct investigations. 4. Review OCCR investigations.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
83	Within 120 days from the effective date of this Agreement, MPD shall develop a manual, subject to approval by DOJ, for conducting all MPD misconduct investigations. The manual shall include timelines and shall provide investigative templates to assist investigators in gathering evidence, conducting witness interviews, and preparing investigative reports.	1. Development and distribution of manual, approved by DOJ, regarding conduct of misconduct investigations including <ul style="list-style-type: none"> • Timelines • Investigative templates • Guidance re witness interviews • Guidance re investigative reports 	1. Development and distribution of DOJ approved misconduct investigations manual. 2. In-service training that appropriately and completely trains MPD personnel regarding the Misconduct Investigations Manual.	1. Review misconduct investigations manual, including related templates. 2. Monitor investigator training.
84	Within 90 days from the effective date of this Agreement, MPD shall develop a plan, subject to approval by DOJ, to ensure that all MPD investigators (whether conducting use of force investigations or misconduct investigations) receive adequate training to enable them to carry out their duties. All MPD investigators shall receive training and re-training in MPD policies and procedures, including, but not limited to, use of force and use of force reporting, canine deployment, transporting individuals in custody, restraints, arrests, report writing; investigative and interview techniques, including examining and interrogating witnesses, and collecting and preserving evidence; cultural sensitivity; ethics; integrity; and professionalism. MPD shall provide specialized training to investigators who conduct shooting investigation. The training shall occur within 180 days of the approval of the plan.	1. Development and distribution of a DOJ approved plan for training investigators including in the following areas: <ul style="list-style-type: none"> • use of force and use of force reporting; • canine deployment; • transporting individuals in custody; • restraints, arrests; • report writing; • investigative and interview techniques, including examining and interrogating witnesses, and collecting and preserving evidence; • cultural sensitivity; • ethics; • integrity; and • professionalism. 	1. Development and distribution of a DOJ approved plan for investigator training. 2. Development of in-service training and re-training programs focusing on use of force investigations, including in the delineated areas. 3. Certification of attendance at investigative training on at least annual basis by $\geq 95\%$ of all MPD officers and supervisors who conduct misconduct and use of force investigations.	1. Review of in-service training programs and curricular materials. 2. Review in-service training attendance records. 3. Review investigator training records.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	IV. RECEIPT, INVESTIGATION, AND REVIEW OF MISCONDUCT ALLEGATIONS			
	A. Coordination and Cooperation Between MPD and OCCR			
85	Within 60 days from the effective date of this Agreement, the City and MPD shall develop a written plan, in timely consultation with DOJ, that clearly delineates the roles and responsibilities of OCCR and MPD regarding the receipt, investigation, and review of complaints. At minimum, the plan shall specify each agency's responsibility for receiving, recording, investigating, and tracking complaints; each agency's responsibility for conducting community outreach and education regarding complaints; how, when, and in what fashion the agencies shall exchange information, including complaint referrals and information about sustained complaints; and the role and responsibilities of MPD official serving on the Citizen Complaint Review Board (CCRB).	1. Development of a plan, in consultation with DOJ, that delineates the roles and responsibilities of OCCR and MPD in the receipt, investigation and review of complaints.	1. Development and implementation of a DOJ approved written policy that, at a minimum, specifies: <ul style="list-style-type: none"> • each agency's responsibility for receiving, recording, investigating and tracking complaints; • each agency's responsibility for community outreach and education; • exchange of information and referrals; • role and responsibilities of MPD officials on the CCRB. 2. Operations and activities of MPD and OCCR consistent with written plan. 3. ≥95% of cases handled consistently with allocation of roles and responsibilities specified in written plan.	1. Review MPD policies, general orders, and manuals related to conduct of misconduct investigations. 2. Review OCCR policies and manuals related to the investigation of citizen complaints. 3. Review agreements and MOUs between MPD and OCCR. 4. Review samples of MPD misconduct investigations. 5. Review samples of OCCR investigations.
86	The City shall provide OCCR sufficient qualified staff, funds, and resources to perform the functions required by this Agreement and by District of Columbia Law 12-208 creating OCCR, including the conduct of timely, thorough, and independent investigations of alleged police misconduct; the conduct of mediation; the conduct of hearings; and the operation of a professional office.	1. Sufficient resources to OCCR to conduct timely, thorough and independent misconduct investigations, mediation, hearings, and operation of a professional office.	1. ≥90% OCCR investigations completed within 135 days absent documented special circumstances. 2. Development and implementation by OCCR of systems and procedures for conducting investigations, mediation, and hearings.	1. Review OCCR policies and procedures. 2. Review samples of OCCR investigations. 3. Review OCCR docket. 4. Monitor OCCR mediation and hearings. 5. Review CCRB decisions.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	B. Public Information and Outreach			
87	MPD shall continue to require all officers to provide their name and identification number to any person who requests it.	1. All officers provide name and identification numbers to persons who request the information	1. Officers provide names and identification numbers in $\geq 95\%$ of instances in which request is made.	1. Review citizen complaints. 2. Review chain of command use of force and misconduct investigations. 3. Interviews with MPD officers. 4. Monitoring of citizen complaint process.
88	Within 90 days of this agreement, the City and MPD shall develop and implement an effective program to inform persons that they may make complaints regarding the performance of any officer. This program shall, at minimum, include the development and distribution of complaint forms, fact sheets, informational posters, and public service announcements describing both the OCCR and MPD complaint processes. The City shall make such materials available in English, Spanish, and other appropriate languages.	1. Development and implementation of effective program to inform persons of right to make complaints regarding officer performance. 2. Program includes distribution of complaint forms, facts sheets, informational posters, and public service announcements describing OCCR and MPD complaint processes. 3. Such materials are available in English, Spanish, and other appropriate languages.	1. Development and distribution of complaint forms, fact sheets, informational posters, and public service announcements at $\geq 95\%$ of MPD facilities, including HQs, District Stations, District substations, libraries, the MPD Web site, etc. 2. A placard (which includes the phone number of MPD's Office of Professional Responsibility) posted at each of above-listed facilities and describes the complaint process. 3. Materials available at above locations in English, Spanish, and other appropriate languages. 4. Materials of sufficient quality to inform persons of their right to make complaints against police officers and processes for doing so. 5. $\geq 95\%$ of MPD officers understand the complaint process.	1. Review MPD and OCCR complaint forms, facts sheets, informational posters, public service announcements. 2. Visits to HQs, District facilities, District substations, libraries, and MPD Web site. 3. Monitor in-service training. 4. Interview MPD officers. 5. Discussions with MPD's public relations office. 6. Monitor community outreach meetings.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
89	Within 120 days of the effective date of this agreement, the City shall make complaint forms, and informational materials available at OCCR, MPD Headquarters, all MPD District stations and sub-stations, libraries, the internet, and upon request, to community groups and community centers. At each MPD District station and sub-station, MPD shall permanently post a placard describing the complaint process and include the phone number of MPD's Office of Professional Responsibility.	Same as ¶ 89.	Same as ¶89.	Same as ¶ 89.
90	MPD shall require all officers to carry informational brochures and complaint forms in their vehicles at all times while on duty. MPD shall require all officers to inform persons who object to an officer's conduct that persons have a right to make a complaint. MPD shall prohibit officers from discouraging any person from making a complaint.	<ol style="list-style-type: none"> 1. All officers required to carry informational brochures and complaint forms in their vehicles at all times while on duty. 2. All officers required to inform persons who object to an officer's conduct that persons have a right to make a complaint. 3. MPD prohibits officers from discouraging persons who wish to make a complaint. 	<ol style="list-style-type: none"> 1. ≥95% officers carry informational brochures and complaint forms in vehicles while on duty. 2. Development and implementation of MPD policy requiring officers to inform persons who object to an officer's conduct that persons have a right to make a complaint. 3. Development and implementation of MPD policy prohibiting officers from discouraging persons who wish to make a complaint. 	<ol style="list-style-type: none"> 1. Review citizen complaints. 2. Review sample of OCCR investigations. 3. Review sample of chain of command use of force and misconduct investigations. 3. Discussions with MPD officers. 4. Review policies, training curricula and lesson plans. 5. Conduct complaint process testing. 6. Interview citizen complainants.
91	For the term of this agreement, MPD shall conduct a Community Outreach and Public Information program for each MPD District. The program shall require the following:	<ol style="list-style-type: none"> 1. Establishment of a Community Outreach and Public Information program for each MPD District with all of the requirements set forth in ¶¶ 91a-b. 	<ol style="list-style-type: none"> 1. Establishment of a Community Outreach and Public Information program for each MPD District with all of the requirements set forth in ¶¶ 91a-b. 	<ol style="list-style-type: none"> 1. Review policies and publications related to the Community Outreach and Public Information programs in each of the MPD districts. 2. Monitor community outreach open meetings with the public. 3. Review records documenting the convening of such meetings.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
a	to continue at least one open meeting per quarter in each of the patrol service areas for the first year of the Agreement, and one meeting in each patrol service area semi-annually thereafter, to inform the public about the provisions of this Agreement, and the various methods of filing a complaint against an officer. At least one week before such meetings the City shall publish notice of the meeting (i) in public areas, including libraries, schools, grocery stores, community centers; (ii) taking into account the diversity in language and ethnicity of the area's residents; (iii) on the City and MPD website; and (iv) in the primary languages spoken by the communities located in such area.	<ol style="list-style-type: none"> 1. At least one open meeting per quarter in each of the patrol service areas during the first year of the MOA. 2. At least one meeting in each patrol service area semi-annually thereafter to advise the public about the provisions of the MOA and the methods of filing a complaint. 3. Publication of notice of such meetings at least one week in advance made in the manner described by ¶ 91a. 	<ol style="list-style-type: none"> 1. Semi-annual public meetings in ≥95% of the patrol service areas held. 2. ≥95% of public meetings preceded by at least one week notice and made in the manner and locations described by ¶ 91.a, including taking into account language and ethnicity of area residents. 	Same as ¶ 91.
b	the open public meetings described above shall continue to include presentations and information on MPD and MPD operations in order to enhance interaction between officers and community members in daily policing activities.	<ol style="list-style-type: none"> 1. Open public meetings include presentations and information on MPD and MPD operations to enhance interaction between officers and community members. 	<ol style="list-style-type: none"> 1. ≥95% of semi-annual public meetings in each of the patrol service areas include information re MPD and MPD operations. 	Same as ¶ 91.
	C. Receipt of Complaints			
92	Within 90 days from the effective date of this Agreement, MPD shall make it possible for persons to initiate complaints with MPD in writing or verbally, in person, by mail, by telephone (or TDD), facsimile transmission, or by electronic mail. MPD shall accept and investigate anonymous complaints and complaints filed by persons other than the alleged victim of misconduct. MPD shall ask anonymous and third-party complainants for corroborating evidence. MPD shall not require that a complaint be submitted in writing or on an official complaint form to initiate an investigation.	<ol style="list-style-type: none"> 1. Within 90 days, MPD able to receive citizen complaints in writing, in person, by mail, by telephone (or TDD), by fax, or by e-mail. 2. MPD accepts and investigates anonymous complaints and complaints by persons other than the alleged victim. 3. MPD asks anonymous and third-party complainants for corroborating evidence. 4. MPD does not require complaints be in writing or on an official complaint form. 	<ol style="list-style-type: none"> 1. Establishment of citizen complaint infrastructure to receive complaints in writing, in person, by mail, by telephone (or TDD), by fax, or by e-mail. 2. Development and implementation of a DOJ approved complaint policy providing that MPD accept anonymous complaints and complaints by persons other than the alleged victim; ask anonymous and third-party complainants for corroborating evidence; and not require complaints be in writing or on an official complaint form. 	<ol style="list-style-type: none"> 1. Review MPD policies and procedures. 2. Conduct citizen complaint surveys. 3. Conduct citizen complaint process testing.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
93	Within 120 days from the effective date of this Agreement, the City shall institute a 24-hour toll-free telephone hotline for persons to call to make a complaint regarding officer conduct. The hotline shall be operated by OCCR. They City and MPD shall publicize the hotline telephone number on informational materials and complaint forms. The City shall tape record all conversations on this hotline and shall notify all persons calling the hotline of the tape recording. The City shall develop an auditing procedure to assure that callers are being treated with appropriate courtesy and respect, that complainants are not being discouraged from making complaints, and that all necessary information about each complaint is being obtained. This procedure shall include monthly reviews of a random sample of the tape recordings.	<ol style="list-style-type: none"> 1. Within 120 days, implementation of a 24-hour toll-free hotline for receipt of complaints regarding officer conduct. 2. Hotline operated by OCCR. 3. Hotline calls tape recorded and persons calling the hotline notified of tape recording. 4. Development of auditing procedure to ensure calls are handled in the manner prescribed in ¶ 93, including monthly reviews of random samplings of tape recordings. 	<ol style="list-style-type: none"> 1. Implementation of citizen complaint hotline operated by OCCR. 2. ≥95% of hotline calls tape recorded and tape recording disclosed to callers. 3. Development and implementation of auditing procedure, including monthly reviews of random samplings of tape recordings. 	<ol style="list-style-type: none"> 1. Conduct citizen complaint surveys. 2. Conduct hotline testing. 3. Review hotline tape recordings. 4. Review OCCR hotline auditing procedures and monthly hotline reviews.
94	Within 60 days from the effective date of this Agreement, MPD's Office of Professional Responsibility (OPR) shall be responsible for receiving all complaints filed directly with MPD. MPD shall assign and record a control system number for each complaint immediately. All complaints made at MPD locations other than OPR shall be forwarded to OPR within 24 hours, or the next business day. Within 24 hours, or the next business day OPR shall notify OCCR of any complaint alleging any of the following: harassment; use of unnecessary or excessive force; use of insulting, demeaning, or humiliating language; or discriminatory treatment.	<ol style="list-style-type: none"> 1. Within 60 days, OPR responsible for receiving all complaints filed directly with MPD. 2. Immediate assignment of a control system number for each complaint. 3. Complaints submitted to all MPD locations forwarded to OPR within 24 hours or by the next business day. 4. Within 24 hours or by the next business day, OPR shall notify OCCR of complaints alleging: harassment; unnecessary or excessive use of force; use of insulting, demeaning or humiliating language; and discriminatory treatment. 	<ol style="list-style-type: none"> 1. Development and implementation of policies and procedures related to OPR's handling of complaints filed directly with MPD. 2. ≥95% of complaints filed with MPD immediately assigned CS number. 3. ≥95% of complaints submitted to MPD forwarded to OPR within 24 hours or by the next business day. 4. OCCR notified of ≥95% cases involving complaints involving allegations described in ¶ 94 within 24 hours or by the next business day. 	<ol style="list-style-type: none"> 1. Review OPR policies and procedures. 2. Monitor OPR complaint receipt processes. 3. Review OPR and OCCR complaint files and records. 4. Review samples of misconduct investigations. 5. Conduct complaint process testing.
95	The City shall continue to locate OCCR offices separate from any building occupied by other MPD personnel.	<ol style="list-style-type: none"> 1. OCCR offices located separately from any building occupied by other MPD personnel.. 	<ol style="list-style-type: none"> 1. OCCR offices maintained separately from buildings occupied by MPD personnel. 	<ol style="list-style-type: none"> 1. Visit OCCR offices.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	D. OCCR Misconduct Investigations			
96	Within 90 days from the effective date of this Agreement, the City shall develop and implement a plan, in timely consultation with DOJ and the Monitor, to ensure that the investigative staff of OCCR receive adequate training to enable them to carry out their duties. OCCR investigative staff shall receive training and re-training in MPD policies and procedures, including, but not limited to, use of force and use of force reporting, canine deployment, transporting individuals in custody, restraints, arrests, report writing; investigative and interview techniques, including examining and interrogating witnesses, and collecting and preserving evidence; cultural sensitivity; ethics; integrity; and professionalism.	<ol style="list-style-type: none"> 1. Within 90 days, development and implementation of a plan regarding the training of OCCR investigative staff. 2. OCCR staff shall receive training in the areas described in ¶ 96. 	<ol style="list-style-type: none"> 1. Timely development and implementation of a plan regarding the training of OCCR investigative staff. 2. ≥95% of OCCR investigative staff fully trained in areas described in ¶ 96. 	<ol style="list-style-type: none"> 1. Review policies, procedures and lesson plans related to training of OCCR investigators. 2. Monitor OCCR training. 3. Review personnel files of OCCR investigators. 4. Review attendance roster for OCCR training. 5. Review MOU.
97	Within 90 days from the effective date of this Agreement, the City shall develop a manual, in timely consultation with DOJ, for conducting all OCCR complaint investigations. The manual shall include timelines and provide investigative templates to assist investigators in gathering evidence, conducting witness interviews, and preparing investigative reports.	<ol style="list-style-type: none"> 1. Within 90 days, development of a manual regarding the conduct of OCCR complaint investigations that includes the items described in ¶ 97. 	<ol style="list-style-type: none"> 1. Timely development of a DOJ approved manual regarding OCCR complaint investigations including all of the items described in ¶ 97 	<ol style="list-style-type: none"> 1. Review OCCR complaint investigations manual.
	E. Evaluating and Resolving MPD Misconduct Allegations			
98	MPD shall continue to make findings based on a “preponderance of the evidence” standard. Within 90 days, MPD shall develop a policy and training implementing this standard.	<ol style="list-style-type: none"> 1. Development of policy and training implementing the “preponderance of the evidence” standard applicable to MPD misconduct investigations. 	<ol style="list-style-type: none"> 1. Development of DOJ approved policy implementing the “preponderance of the evidence” standard applicable to MPD misconduct investigations. 2. MPD investigators trained to use the “preponderance of the evidence” standard applicable to MPD misconduct investigations. 3. MPD investigators make findings based on “preponderance of the evidence” standard. 	<ol style="list-style-type: none"> 1. Review MPD policies, procedures, and manuals related to misconduct investigations. 2. Review training curricula and lesson plans related to misconduct investigations. 3. Review of samples of MPD misconduct investigations.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
99	In each misconduct investigation, MPD shall consider all relevant evidence including circumstantial, direct and physical evidence, as appropriate, and make credibility determinations, if feasible. There shall be no automatic preference for an officer's statement over a person's statement. MPD shall make efforts to resolve inconsistent statements between witnesses.	<ol style="list-style-type: none"> 1. MPD misconduct investigations consider all relevant evidence and make credibility determinations if feasible. 2. MPD investigators do not give automatic preference to an officer's statement over a person's statement. 3. MPD investigators make efforts to resolve inconsistent statements between witnesses. 	<ol style="list-style-type: none"> 1. ≥95% of misconduct investigations consider all relevant evidence and make credibility determinations if feasible. 2. ≥95% of misconduct investigations do not involve automatic preference of officer's statement over citizen's statement. 3. ≥95% of misconduct investigations demonstrate, where appropriate, effort to resolve inconsistent statements between witnesses. 	<ol style="list-style-type: none"> 1. Review samples of misconduct investigations.
100	MPD shall resolve each allegation in a misconduct investigation by making one of the following dispositions:	<ol style="list-style-type: none"> 1. MPD resolves each allegation of misconduct by making one of the dispositions defined in ¶¶ 100a-d. 	<ol style="list-style-type: none"> 1. ≥95% of misconduct investigations resolved with a disposition of unfounded, sustained, insufficient facts, or exonerated. 	<ol style="list-style-type: none"> 1. Review samples of misconduct investigations.
a	"Unfounded," where the investigation determined no facts to support that the incident complained of actually occurred;			
b	"Sustained," where the person's allegation is supported by sufficient evidence to determine that the incident occurred and the actions of the officer were improper;			
c	"Insufficient Facts," where there are insufficient facts to decide whether the alleged misconduct occurred;			
d	"Exonerated," where a preponderance of the evidence shows that the alleged conduct did occur but did not violate MPD policies, procedures, or training.			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
101	MPD shall not close any misconduct investigation without rendering one of the dispositions identified above. [100 a. “unfounded” b. “sustained” c. “insufficient facts” d. “exonerated.”] Withdrawal of a complaint or unavailability of the complainant or the victim of the alleged misconduct to make a statement shall not be a basis for closing for an investigation without further attempt at investigation. MPD shall investigate such matters to the extent reasonably possible to determine whether or not the allegations can be resolved.	<ol style="list-style-type: none"> 1. MPD shall not close any misconduct investigation without rendering one of the dispositions identified in ¶¶ 100a-d. 2. Withdrawal of complaint or unavailability of complainant or victim shall not be a basis for closing an investigation without further reasonable attempt at investigation to determine whether allegations can be resolved. 	<ol style="list-style-type: none"> 1. ≥95% of closed investigations include disposition of unfounded, sustained, insufficient facts or exonerated. 2. ≥95% of closed cases involving withdrawal of complaint or unavailability of complainant demonstrate further reasonable investigation and attempt to resolve allegations. 	<ol style="list-style-type: none"> 1. Review sample of misconduct investigations. 2. Interviews with citizen complainants.
102	At the conclusion of each misconduct investigation, the individual responsible for the investigation shall prepare a report on the investigation, which shall be made a part of the investigation file. The report shall include a description of the alleged misconduct and any other misconduct issues identified during the course of the investigation; a summary and analysis of all relevant evidence gathered during the investigation; and proposed findings and analysis supporting the findings.	<ol style="list-style-type: none"> 1. At the conclusion of each misconduct investigation, the responsible individual shall prepare a report that shall be included in the investigation file. 2. The final investigation report shall contain: <ul style="list-style-type: none"> • A description of the alleged misconduct and any other misconduct issues identified during the course of the investigation; • A summary and analysis of all relevant evidence gathered during the investigation; and • Proposed findings and analysis supporting the findings. 	<ol style="list-style-type: none"> 1. ≥95% of completed investigations include final report containing: <ul style="list-style-type: none"> • A description of the alleged misconduct and any other misconduct issues identified during the course of the investigation; • A summary and analysis of all relevant evidence gathered during the investigation; and • Proposed findings and analysis supporting the findings. 	<ol style="list-style-type: none"> 1. Review sample of misconduct investigations.
103	MPD shall complete all misconduct investigations within 90 days after receiving the allegations unless the complexity of the case dictates otherwise, or within 90 days from a criminal declination, where applicable.	<ol style="list-style-type: none"> 1. All misconduct investigations shall be completed within 90 days after receipt of the allegations or from a criminal declination, unless complexity of the case dictates otherwise. 	<ol style="list-style-type: none"> 1. ≥90% of misconduct investigations completed within 90 days after receipt of the allegations or from a criminal declination, unless file indicates complexity of case dictated otherwise. 	<ol style="list-style-type: none"> 1. Review sample of misconduct investigations.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
104	MPD shall require its Unit Commanders to evaluate all misconduct investigation to identify underlying problems and training needs. After such evaluations, the Unit Commander shall implement appropriate non-disciplinary actions, if any, or make a recommendation to the proper MPD entity to implement such actions. Sustained misconduct allegations will be handled pursuant to the disciplinary policy described in paragraph 105.	<ol style="list-style-type: none"> 1. Unit Commanders shall evaluate all misconduct investigations to identify underlying problems and training needs. 2. After such evaluations, Unit Commanders shall implement or recommend appropriate non-disciplinary actions, if any. 3. Sustained misconduct allegations shall be handled pursuant to the disciplinary procedures described in ¶ 105. 	<ol style="list-style-type: none"> 1. Development and implementation of DOJ approved policies and procedures requiring Unit Commanders to evaluate all misconduct investigations to identify underlying problems and training needs. 2. Development and implementation of DOJ approved policies and procedures requiring Unit Commanders to implement or recommend appropriate non-disciplinary actions following evaluations of misconduct investigations. 3. Development and implementation of disciplinary policies and procedures related to sustained misconduct allegations that are consistent with ¶ 105. 	<ol style="list-style-type: none"> 1. Review policies and procedures related to Unit Commander evaluation of misconduct investigations. 2. Review Unit Commander evaluations of misconduct investigations. 3. Review Unit Commander directives and referrals regarding non-disciplinary actions taken in response to evaluations of misconduct investigations. 4. Discussions with Unit Commanders. 5. Review disciplinary policies and procedures.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	V. DISCIPLINE AND NON-DISCIPLINARY ACTIONS			
105	Within 120 days from the effective date of this Agreement, MPD shall revise and update its disciplinary policy, General Order 1202.1 (Disciplinary Procedures and Processes), subject to the approval of DOJ. The policy shall describe the circumstances in which non-disciplinary action is appropriate. The policy shall describe the circumstances in which District-level discipline or corrective action is appropriate. The policy shall establish a centralized and formal system for documenting and tracking all forms of discipline and corrective action, whether imposed centrally or at the District level. It shall also specify the procedure for notifying complainants in writing of the resolution, including significant dates, general allegations and the disposition.	<p>1. Within 120, revise and update disciplinary policy that:</p> <ul style="list-style-type: none"> • Describes circumstances in which non-disciplinary action is appropriate. • Describes circumstances in which District-level discipline or corrective action is appropriate. • Establishes a centralized and formal system for documenting and tracking all forms of discipline and corrective action, whether imposed centrally or at District level. • Specifies the procedure for notifying complainants in writing of the resolution, including significant dates, the general allegations and the disposition. 	<p>1. Development and implementation of DOJ approved revised and updated disciplinary policies and procedures that:</p> <ul style="list-style-type: none"> • Describes circumstances in which non-disciplinary action is appropriate. • Describes circumstances in which District-level discipline or corrective action is appropriate. • Establishes a centralized and formal system for documenting and tracking all forms of discipline and corrective action, whether imposed centrally or at District level. • Specifies the procedure for notifying complainants in writing of the resolution, including significant dates, the general allegations and the disposition. 	<p>1. Review disciplinary policies and procedures.</p> <p>2. Review sample of misconduct investigations.</p> <p>3. Review MPD disciplinary records.</p> <p>4. Review officer personnel files, including district level records.</p> <p>5. Interviews of citizen complainants.</p>

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	VI. PERSONNEL PERFORMANCE MANAGEMENT SYSTEM			
106	PPMS: The computerized data shall be used regularly and affirmatively by MPD to promote civil rights integrity and best professional police practices; to manage the risk of police misconduct, and potential liability thereof; and to evaluate and audit the performance of MPD officers of all ranks, and MPD units, sub-units, and shifts. It shall be used to promote accountability and proactive management and to identify, manage, and control at-risk officers, conduct, and situations. This system shall be a successor to, and not simply a modification of, MPD's existing automated systems.			
107	PPMS shall contain information at minimum on the following matters:	NA	NA	NA
a	all uses of force that are required to be reported in MPD "Use of Force Incident Report" forms or otherwise are the subject of a criminal or administrative investigation by the Department;	1. PPMS includes information on all uses of force requiring UFIR or serving as a basis for a criminal/ administrative investigation.	1. Uses of force requiring UFIR entered into PPMS with $\geq 95\%$ level of accuracy and completeness. 2. Uses of force subject to criminal or administrative investigation entered into PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review UFIRs. 2. Review PAMS database. 3. Review FIT investigations. 4. Review samples of chain of command and OPR use of force and misconduct investigations. 5. Review use of force statistics 6. Review canine unit deployment database.
b	all instances in which a police canine is deployed to search for or find a member of the public;	1. PPMS includes information on all canine deployments to search for a member of the public.	1. Canine deployments to search for member of the public entered into PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review canine unit deployment database. 2. Review UFIRs. 3. Review FIT investigations. 4. Review samples of chain of command and OPR use of force and misconduct investigations. 5. Review use of force statistics 6. Review PAMS database.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
c	all officer-involved shootings and firearms discharges, both on-duty and off-duty;	1. PPMS contains information on all off-duty and on-duty shootings and firearms discharges by officers.	1. On- and off-duty shootings and firearms discharges involving officers entered into PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review UFIRs. 2. Review FIT investigations. 3. Review use of force statistics. 4. Review PAMS database.
d	all other lethal uses of force;	1. PPMS contains information on all lethal uses of force.	1. Lethal uses of force correctly entered into PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review canine unit deployment database. 2. Review UFIRs. 3. Review FIT investigations. 4. Review use of force statistics. 5. Review PAMS database.
e	all studies, reviews, or determinations with respect to the criminal, administrative, tactical, strategic, or training implications of any use of force, including all preliminary and final decisions regarding whether a given use of force was or was not within MPD policy;	1. PPMS contains information on all studies, reviews, or determinations with respect to criminal, administrative, tactical, strategic, or training implications of any use of force (including preliminary and final decisions regarding whether a given use of force was or was not within MPD policy).	1. Such studies, reviews, determinations, and decisions entered into PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review use of force statistics. 2. Review MPD studies, reviews, determinations. 3. Review data from disciplinary review board. 4. Review DDRO database. 5. Review data from Personnel Management Office, OPR, OCCR, DDRO, and chain of command databases.
f	all vehicle pursuits and traffic collisions;	1. PPMS includes all vehicle pursuits and traffic collisions.	1. Vehicle pursuits and traffic collisions entered into PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review UFIRs and OPR files. 2. Review FIT investigations. 3. Review PAMS database.
g	all complaints (whether made to MPD or OCCR);	1. PPMS includes information on all complaints made to MPD. 2. PPMS includes information on all complaints made to OCCR.	1. Complaints made to MPD recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 2. Complaints made to OCCR correctly recorded in PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review OCCR database. 2. Review OPR database. 3. Review OCCR complaint records. 4. Review PAMS database.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
h	with respect to the foregoing clauses (a) through (g), the results of adjudication of all investigations (whether criminal or administrative) and a chronology or other complete historical record of all tentative and final decisions or recommendations regarding discipline, including actual discipline imposed or non-disciplinary action taken;	<ol style="list-style-type: none"> 1. PPMS includes information on all results of adjudication of investigations described in (a) through (g). 2. PPMS includes a complete chronology or historical record of all tentative and final decisions or recommendations regarding discipline. 3. PPMS includes information on all actual discipline imposed or non-disciplinary action against MPD officers. 	<ol style="list-style-type: none"> 1. Results of adjudication of investigations described in (a) through (g) recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 2. Chronology or historical record of all tentative and final decisions and recommendations regarding discipline recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 3. Actual discipline imposed or non-disciplinary action taken recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 	<ol style="list-style-type: none"> 1. Review USAO database. 2. Review DDRO database. 3. review data from disciplinary board. 4. Review OPR files. 5. Review OCCR files. 6. Review chain of command files. 7. Review Personnel files. 8. Review PAMS database.
i	all commendations received by MPD about officer performance;	<ol style="list-style-type: none"> 1. PPMS includes information on all commendations on officer performance. 	<ol style="list-style-type: none"> 1. Commendations on officer performance entered into PPMS with $\geq 95\%$ level of accuracy and completeness. 	<ol style="list-style-type: none"> 1. Review personnel files. 2. Review PAMS database.
j	all criminal arrests and investigations known to MPD of, and all charges against, MPD employees;	<p>PPMS includes information on all:</p> <ol style="list-style-type: none"> 1. Criminal arrests of MPD employees; 2. Investigations of MPD employees known to MPD; and 3. Charges against MPD employees. 	<ol style="list-style-type: none"> 1. Criminal arrests recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 2. Investigations known to MPD recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 3. Charges against MPD employees recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 	<ol style="list-style-type: none"> 1. Review USAO database. 2. Review DDRO database. 3. Review OPR files. 4. Review OCCR files. 5. Review chain of command files. 6. Review personnel files. 7. Review PAMS database.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
k	all criminal proceedings initiated, as well as all civil or administrative claims filed with, and all civil lawsuits served upon, the City, or its officers, or agents, resulting from MPD operations or the actions of MPD personnel;	PPMS includes information on all: 1. Criminal proceedings initiated against the City, its officers, or agents resulting from MPD operations or actions of MPD personnel recorded; 2. Civil or administrative filings filed against the City, et al.; and 3. Civil lawsuits served upon the City, et al.	1. Such criminal proceedings against the City, etc. recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 2. Such civil or administrative filings filed against the City, et al., recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 3. Civil lawsuits served upon the City, et al. recorded in PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review civil and criminal court dockets. 2. Review USAO files. 3. Review DDRO records. 4. Review OPR files. 5. Review OCCR files. 6. Review chain of command files. 7. Review PAMS database. 8. Review Corporation Counsel records.
l	assignment, and rank history for each officer;	PPMS includes information on: 1. Assignment of each officer; and 2. Rank history of each officer.	1. Assignment of each officer recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 2. Rank history for each officer recorded in PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review personnel files. 2. Review PAMS database.
m	training history;	1. PPMS includes the training history of each officer..	1. Officers' training history recorded in PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review personnel files. 2. Review training compliance suite. 3. Review canine records. 4. Review PAMS database.
n	all management and supervisory actions taken pursuant to a review of PPMS information, including non-disciplinary actions;	1. Management and supervisory actions taken pursuant to a review of PPMS information (including non-disciplinary actions) recorded in PPMS.	1. Management and supervisory actions taken pursuant to a review of PPMS information (including non-disciplinary actions) recorded in PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review PPMS database. 2. Review DDRO files. 3. Review chain of command files. 4. Review PAMS database.
o	educational history;	1. Educational history recorded in PPMS.	1. Educational history recorded in PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review personnel files. 2. Review outside employment database. 3. Review PAMS database.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
p	military service and discharge status;	1. Military service and discharge status recorded in PPMS.	1. Military service and discharge status recorded in PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review personnel files. 2. Review outside employment database. 3. Review PAMS database. 4. Review military personnel databases.
q	all instances in which MPD is informed by a prosecuting authority that a declination to prosecute any crime was based in whole or in part upon concerns about the credibility of an MPD officer or that a motion to suppress was granted on the grounds of a constitutional violation by an MPD officer; and	PPMS includes information on all: 1. Instances in which MPD is informed by a prosecuting authority that a declination to prosecute any crime was based in whole or in part upon concerns about the credibility of an MPD officer; and 2. Instances in which MPD is informed by a prosecuting authority that a motion to suppress was granted on the grounds of a constitutional violation by an MPD officer.	1. Instances in which MPD is informed by a prosecuting authority that a declination to prosecute any crime was based in whole or in part upon concerns about the credibility of an MPD officer recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 2. Instances in which MPD is informed by a prosecuting authority that a motion to suppress was granted on the grounds of a constitutional violation by an MPD officer recorded in PPMS with $\geq 95\%$ level of accuracy and completeness.	1. Review USAO records. 2. Review Corporation Counsel files. 3. Review criminal case files. 4. Review personnel files. 5. Review DDRO disciplinary records.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
r	PPMS further shall include, for the incidents included in the database, appropriate additional information about involved officers (e.g., name and badge number), and appropriate information about the involved members of the public (including demographic information such as race, ethnicity, or national origin). Additional information on officers involved in incidents (e.g., work assignment, officer partner, field supervisor, and shift at the time of the incident) shall be determinable from PPMS.	<ol style="list-style-type: none"> For incidents included in PPMS, appropriate additional information about all involved officers (including name and badge number) should be recorded in PPMS. For incidents included in PPMS, appropriate information about involved members of the public (including demographic information) recorded in PPMS. Every officer's work assignments, officer partners, field supervisors, and shifts recorded in PPMS. 	<ol style="list-style-type: none"> Appropriate additional information (e.g., name and badge number) recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. Appropriate information about involved members of the public (including demographic information) recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. Officers' work assignments, officer partners, field supervisors, and shifts recorded in PPMS with $\geq 95\%$ level of accuracy and completeness. 	<ol style="list-style-type: none"> Review officer reports. Review FIT reports. Review personnel files. Review PAMS database.
108	MPD shall prepare for the review and approval of DOJ, and thereafter implement, a plan for inputting historical data into PPMS (the "Data Input Plan"). The Data Input Plan shall identify the data to be included and the means for inputting such data (direct entry or otherwise), the specific fields of information to be included, the past time periods for which information is to be included, the deadlines for inputting data, and the responsibility for the input of the data. The Data Input Plan shall include historical data that are up-to-date and complete in PPMS.	<ol style="list-style-type: none"> Development of appropriate Data Input Plan that identifies: <ul style="list-style-type: none"> the data to be included, the means for inputting the data, the specific fields to be included, the past time periods for which information is to be included, the deadlines for including data, and the responsibility for inputting data. Proper training on inputting data according to Data Input Plan. Proper implementation of Data Input Plan. 	<ol style="list-style-type: none"> Development of Data Input Plan that identifies: <ul style="list-style-type: none"> the data to be included, the means for inputting the data, the specific fields to be included, the past time periods for which information is to be included, the deadlines for including data, and the responsibility for inputting data. Submission of plan and approval by DOJ. Data entered into PPMS in accordance with Data Input Plan, including meeting deadlines for entry of data. 	<ol style="list-style-type: none"> Review Data Input Plan. Monitor training regarding inputting data. Monitor implementation of Data Input Plan.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
109	PPMS shall include relevant numerical and descriptive information about each incorporated item and incident, and scanned or electronic attachments of copies of relevant documents. PPMS shall have the capability to search and retrieve (through reports and queries) numerical counts, percentages and other statistical analyses derived from numerical information in the database, listings, descriptive information, and electronic document copies for (a) individual employees, MPD units, and groups of officers, and (b) incidents or items, and groups of incidents or items. PPMS shall have the capability to search and retrieve this information for specified time periods, based on combinations of data fields contained in PPMS (as designated by the authorized user).	<ol style="list-style-type: none"> 1. Relevant numerical and descriptive information (including attachments) about each item/incident included in PPMS. 2. PPMS must be able to run reports/queries that will search for and retrieve the listed information for specified time periods. 	<ol style="list-style-type: none"> 1. All relevant numerical and descriptive information (including attachments) about each item/incident entered into PPMS with $\geq 95\%$ level of accuracy and completeness. 2. PPMS has search capability to run reports/queries that will search for and retrieve the listed information for specified time periods. 	<ol style="list-style-type: none"> 1. Test queries and test requests for reports.
110	Where information about a single incident is entered in PPMS from more than one document (e.g., from a complaint form and a use of force report), PPMS shall use a common control number or other equally effective means to link the information from different sources so that the user can cross-reference the information and perform analyses. Similarly, all personally identifiable information relating to MPD officers shall contain the badge or other employee identification number of the officer to allow for linking and cross-referencing information.	<ol style="list-style-type: none"> 1. PPMS must link different documents and entries related to the incident using a common control number or other equally effective means. 2. PPMS must link all personally identifiable information relating to MPD officers using badge/ID number. 	<ol style="list-style-type: none"> 1. Documents and entries related to a single incident are linked in PPMS via a mechanism such as a common control number at a level of reliability $\geq 95\%$. 2. All personally identifiable information relating to an MPD officer is linked in PPMS via the badge or ID number at a level of reliability $\geq 95\%$. 	<ol style="list-style-type: none"> 1. Review PPMS database.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
111	MPD shall, within 90 days, prepare for the review and approval of DOJ, and thereafter implement, a protocol for using PPMS, including, but not limited to, supervision and auditing of the performance of specific officers, supervisors, managers, and MPD units, as well as MPD as a whole. The City shall submit for the review and approval of DOJ all proposed modifications to the protocol prior to implementing such modifications.	<ol style="list-style-type: none"> 1. Development of appropriate protocol for using PPMS. 2. Proper training on protocol for using PPMS. 3. Proper implementation of protocol for using PPMS, including distribution of protocol and training. 4. DOJ reviews and approves all proposed modifications to the protocol prior to the implementation of such modifications. 	<ol style="list-style-type: none"> 1. Development and DOJ approval of PPMS protocol. 2. Protocol for using PPMS permits: <ul style="list-style-type: none"> • supervision and auditing performance of specific officers, • supervision and auditing performance of MPD units, supervisors and managers, and • supervision and auditing of MPD as a whole. 4. Implementation of PPMS, including establishment of system and training of personnel, permits: <ul style="list-style-type: none"> • supervision and auditing performance of specific officers, • supervision and auditing performance of MPD units, supervisors and managers, and • supervision and auditing of MPD as a whole. 5. City submits for DOJ approval all proposed modifications to the protocol prior to implementing such modifications. 	<ol style="list-style-type: none"> 1. Review data-entry and use of PPMS. 2. Review training sessions on use of PPMS protocol. 3. Review auditing of performance of specific officers, supervisors, managers, and MPD units. 4. Review communications between DOJ and MPD.
112	The protocol for using PPMS shall include the following provisions and elements:			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
a	The protocol shall require that, on a regular basis, but no less than quarterly, managers, and supervisors review and analyze all relevant information in PPMS about officers under their supervision to detect any pattern or series of incidents that indicate that an officer, group of officers, or an MPD unit under his or her supervision may be engaging in at-risk behavior.	1. At least quarterly, managers and supervisors review and analyze all relevant information in PPMS to detect indications that an officer, group of officers, or an MPD unit may be engaging in at-risk behavior.	1. Establishment of a protocol requiring at least quarterly reviews and analysis by managers and supervisors of information in PPMS for indications of at-risk behavior. 2. Quarterly reviews for at risk behavior and their findings are documented.	1. Review PPMS protocol. 2. Review reports related to quarterly reviews for at-risk behavior.
b	The protocol shall provide that when at-risk behavior may be occurring based on a review and analysis described in the preceding subparagraph, appropriate managers, and supervisors shall undertake a more intensive review of the officer's performance.	1. When potential at-risk behavior is identified, appropriate managers and supervisors undertake a more intensive review of the subject officers' performance.	1. Establishment of a protocol requiring intensive reviews of officer performance by appropriate managers and supervisors performed in all cases where potential at risk behavior is identified. 2. Intensive reviews of officer performance where potential at-risk behavior is identified and their findings are documented.	1. Review PPMS protocol. 2. Review reports related to intensive reviews of officer performance where potential at-risk behavior is identified.
c	The protocol shall require that MPD and managers on a regular basis, but no less than quarterly, review and analyze relevant information in PPMS about subordinate managers and supervisors in their command regarding the subordinate's ability to manage adherence to policy and to address at-risk behavior.	1. At least quarterly review by managers of relevant information in PPMS regarding the ability of subordinate managers and supervisors to manage adherence to MPD's policies and to address at-risk behavior.	1. Establishment of a protocol requiring quarterly reviews and analysis of relevant information in PPMS for ≥95% of subordinate managers and supervisors. 2. Quarterly reviews of subordinate managers and supervisors and their findings are documented.	1. Review PPMS protocol. 2. Review quarterly reviews of subordinate managers and supervisors.
d	The protocol shall state guidelines for numbers and types of incidents requiring a PPMS review by supervisors and managers (in addition to the regular reviews required by the preceding subparagraphs), and the frequency of these reviews.	1. Development of guidelines for the numbers and types of incidents requiring a PPMS review by supervisors and managers and the frequency of these reviews.	1. Establishment of a protocol stating guidelines for the number and types of incidents requiring a PPMS review by a manager or supervisor. 2. Establishment of a protocol; stating guidelines as to the frequency of PPMS reviews by managers and supervisors.	1. Review PPMS protocol. 2. Review guidelines re PPMS reviews by managers and supervisors.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
e	The protocol shall state guidelines for the follow-up executive, managerial or supervisory actions (including nondisciplinary actions) to be taken based on reviews of the information in PPMS required pursuant to this protocol.	1. Development of guidelines for the follow-up executive, managerial or supervisory actions (including nondisciplinary actions) to be taken based on reviews of information in PPMS.	1. Establishment of a protocol stating guidelines for the follow-up executive, managerial or supervisory actions (including nondisciplinary actions) to be taken based on reviews of information in PPMS.	1. Review PPMS protocol. 2. Review guidelines re follow-up actions to be taken by executive, managerial or supervisory personnel based on PPMS reviews.
f	The protocol shall require that managers and supervisors use PPMS information, among other relevant information, in determining when to undertake an audit of an MPD unit or group of officers.	1. Managers and supervisors required to use PPMS information, in addition to other relevant information, in determining when to undertake an audit of an MPD unit or group of officers.	1. Establishment of a protocol requiring managers and supervisors required to use PPMS information, in addition to other relevant information, in determining when to undertake an audit of an MPD unit or group of officers. 2. ≥95% of audits of MPD units or groups of officers include use of PPMS information.	1. Review PPMS protocol. 2. Review documentation related to audits or investigations of MPD units or groups of officers.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
g	<p>The protocol shall require that all relevant and appropriate information in PPMS be taken into account for pay grade advancement, promotion, transfer, and special assignment, and in connection with annual personnel performance evaluations. Supervisors and managers shall be required to document in writing their consideration of any sustained criminal or administrative investigation, adverse judicial finding or significant monetary settlement, in determining when such officer is selected for special assignment, or assignment with increased pay, transfer, promotion, and in connection with annual personnel performance evaluations. For purposes of this paragraph, a special assignment shall include, but not be limited to, assignment as a training officer, assignment to any specialized unit or to OPR.</p>	<ol style="list-style-type: none"> 1. Protocol requires that PPMS information be taken into account for: <ul style="list-style-type: none"> • pay grade advancement, • promotion, • transfer, • special assignment (including assignment as a training officer, to any specialized unit, or to OPR), • annual personnel performance evaluations. 2. In connection with the above employment actions, supervisors and managers shall document in writing their consideration of: <ul style="list-style-type: none"> • any sustained criminal or administrative investigation, and • adverse judicial finding or significant monetary settlement, 	<ol style="list-style-type: none"> 1. Establishment and implementation of a protocol requiring that PPMS information be taken into account for: <ul style="list-style-type: none"> • pay grade advancement, • promotion, • transfer, • special assignment (including assignment as a training officer, to any specialized unit, or to OPR), • annual personnel performance evaluations. 2. Establishment and implementation of a protocol requiring supervisors and managers to document in writing consideration of <ul style="list-style-type: none"> • any sustained criminal or administrative investigation, and • adverse judicial finding or significant monetary settlement. 3. In ≥95% of the above employment actions, supervisors and managers document in writing consideration of <ul style="list-style-type: none"> • any sustained criminal or administrative investigation, and • adverse judicial finding or significant monetary settlement. 	<ol style="list-style-type: none"> 1. Review PPMS protocol. 2. Review personnel files. 3. Review PPMS records.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
h	The protocol shall specify that actions taken as a result of information from PPMS shall be based on all relevant and appropriate information, and not solely on the number or percentages of incidents in any category recorded in PPMS.	1. Protocol requires that actions taken as a result of PPMS information shall be based on all relevant and appropriate information, and not solely on the number or percentages of incidents in any category recorded in PPMS.	1. Establishment of a protocol requiring that actions taken as a result of PPMS information shall be based on all relevant and appropriate information, and not solely on the number or percentages of incidents in any category recorded in PPMS. 2. ≥95% of employment or auditing actions that include use of PPMS information reflect consideration of all relevant and appropriate information in addition to PPMS data and avoid selective use of PPMS data.	1. Review PPMS protocol. 2. Review personnel files. 3. Review PPMS records.
i	The protocol shall provide that managers' and supervisors' performance in implementing the provisions of the PPMS protocol shall be taken into account in their annual personnel performance evaluations.	1. Protocol provides that performance of supervisors and managers in implementing PPMS protocol shall be considered in their personnel performance evaluations.	1. Establishment of a protocol requiring that performance of supervisors and managers in implementing PPMS protocol be considered in their personnel performance evaluations. 2. Performance evaluations for ≥95% of supervisors and managers include documented consideration of their performance in implementing the PPMS protocol.	1. Review PPMS protocol. 2. Review managers' and supervisors' personnel files.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
j	The protocol shall provide specific procedures that provide for each MPD officer to be able to review on a regular basis all personally-identifiable data about him or herself in PPMS in order to ensure the accuracy of that data. The protocol also shall provide for procedures for correcting data errors discovered by officers in their review of the PPMS data.	<ol style="list-style-type: none"> 1. Protocol provides specific procedures for officer review on a regular basis of all personally-identifiable information in PPMS to ensure accuracy of data. 2. Protocol establishes procedures for correcting data errors in PPMS discovered by officers. 	<ol style="list-style-type: none"> 1. Establishment of a protocol providing: <ul style="list-style-type: none"> • Procedures for individual officers to regularly review for accuracy information in PPMS related to the individual. • Procedures for correcting data errors in PPMS identified by individual officers. 2. Officers permitted to regularly review all data related to the individual officer. 3. Requests for data changes promptly reviewed and officers receive timely notification of response to request. 4. ≥95% of sustained requests for data changes are made in PPMS. 	<ol style="list-style-type: none"> 1. Review PPMS protocol. 2. Monitor requests for correction of PPMS data.
k	The protocol shall require regular review at no less than quarterly intervals by appropriate managers of all relevant PPMS information to evaluate officer performance citywide, and to evaluate and make appropriate comparisons regarding the performance of all MPD units in order to identify any patterns or series of incidents that may indicate potential liability or other at-risk behavior. These evaluations shall include evaluating the performance over time of individual units, and comparing the performance of units with similar responsibilities.	<ol style="list-style-type: none"> 1. Protocol requires at least quarterly reviews by appropriate managers of PPMS information to: <ul style="list-style-type: none"> • Evaluate officer performance citywide, and • Evaluate and make comparisons regarding the performance of all MPD units to identify indicia of potential liability or at-risk behavior. 	<ol style="list-style-type: none"> 1. Establishment of a protocol requiring at least quarterly reviews by appropriate managers of PPMS information to: <ul style="list-style-type: none"> • Evaluate officer performance citywide, and • Evaluate and make comparisons regarding the performance of all MPD units to identify indicia of potential liability or at-risk behavior. 2. Quarterly reviews of PPMS data performed to evaluate the above issues. 	<ol style="list-style-type: none"> 1. Review PPMS protocol. 2. Review quarterly PPMS reviews of citywide officer performance.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
l	The protocol shall provide for the routine and timely documentation in PPMS of actions taken as a result of such reviews of PPMS information.	1. Protocol provides for the routine and timely documentation in PPMS of actions taken as a result of reviews of PPMS data.	1. Establishment of a protocol requiring the routine and timely documentation in PPMS of actions taken as a result of reviews of PPMS data. 2. ≥95% of actions taken as a result of PPMS information are documented in PPMS within 10 days of the action.	1. Review PPMS protocol. 2. Review PPMS database.
m	The protocol shall require that whenever an officer transfers into a new assignment, the commanding officer shall promptly cause the transferred officer's PPMS record to be reviewed by the transferred officer's watch commander or supervisor.	1. Protocol requires commanding officers to ensure that a transferred officer's PPMS record is reviewed by his new watch commander or supervisor.	1. Establishment of a protocol requiring commanding officers to ensure that a transferred officer's PPMS record is reviewed by his new watch commander or supervisor. 2. ≥95% of transferred officers' PPMS records are reviewed by his new watch commander or supervisor.	1. Review PPMS protocol. 2. Review PPMS database. 3. Review personnel files. 4. Interviews of watch commanders and supervisors.
n	The protocol shall require that all relevant and appropriate information in PPMS shall be considered in connection with the adjudication of misconduct allegations and determinations of appropriate discipline for sustained misconduct allegations.	1. Protocol requires all relevant and appropriate information in PPMS be considered in connection with the adjudication of misconduct allegations and determination of discipline for sustained misconduct allegations.	1. Establishment of a protocol requiring all relevant and appropriate information in PPMS be considered in connection with the adjudication of misconduct allegations and determination of discipline for sustained misconduct allegations. 2. ≥95% misconduct investigations and disciplinary actions reflect consideration of PPMS data.	1. Review PPMS protocol. 2. Review misconduct investigations. 3. Review disciplinary records.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
o	MPD shall train and thereafter hold managers, and supervisors accountable, consistent with their authority, for risk management and for use of PPMS and any other relevant data to address at-risk behavior, to deal with potential or actual police misconduct, and to implement the protocol described above.	<ol style="list-style-type: none"> 1. MPD properly trains managers and supervisors to effectively use PPMS. 2. MPD holds managers and supervisors accountable for risk management and use of PPMS to address at-risk behavior, to deal with misconduct, and to implement the PPMS protocol. 	<ol style="list-style-type: none"> 1. Training fairly, accurately, and properly summarizes principles of use of PPMS. 2. ≥95% of managers and supervisors attend training regarding the use of PPMS. 3. MPD holds managers and supervisors accountable for use of PPMS and implementation of the PPMS protocol. 4. MPD holds managers and supervisors accountable for risk management of officers. 5. ≥95% of managers and supervisors complete training on risk management. 	<ol style="list-style-type: none"> 1. Review PPMS training materials. 2. Review PPMS training courses. 3. Review MPD documents reflecting evaluations of managerial and supervisory performance.
113	The City shall maintain all personally identifiable information about an officer included in PPMS during the officer's employment with MPD and for at least five years thereafter (unless otherwise required by law to be maintained for a longer period). Information necessary for aggregate statistical analysis shall be maintained indefinitely in PPMS. On an ongoing basis, MPD shall enter information in PPMS in a timely, accurate, and complete manner, and maintain the data in a secure and confidential manner.	<ol style="list-style-type: none"> 1. All personally identifiable information about an officer must be included in PPMS during officer's employment with MPD and for 5 years thereafter (unless otherwise required by law). 2. Information necessary for aggregate statistical analysis must be maintained in PPMS indefinitely. 3. MPD must enter information into PPMS in a timely, accurate, and complete manner, and maintain its security and confidentiality. 	<ol style="list-style-type: none"> 1. All personally identifiable information about an officer included in PPMS with a ≥95% level of completeness and accuracy. 2. Personally identifiable information is maintained for 5 years (unless otherwise required by law). 3. Information must be entered into PPMS within 10 days of its availability with a ≥95% level of accuracy and completeness. 4. Information must be kept secure and confidential. 5. Personnel records for ≥95% of MPD officers present in PPMS. 	<ol style="list-style-type: none"> 1. Review PPMS data. 2. Review personnel files. 3. Review misconduct investigation files. 4. Review disciplinary files.
114	PPMS shall be developed and implemented according to the following schedule:			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
a	Within 60 days of the effective date of this Agreement, subject to approval of DOJ, MPD shall issue the Request for Proposal (RFP).	1. Issue PPMS RFP.	2. PPMS RFP issued.	1. Review PPMS RFP.
b	Within 210 days of the issuance of the RFP, MPD shall select the contractor to create the PPMS.	1. According to modification, select contractor by 9/16/03.	1. Contractor timely selected.	1. MPD correspondence regarding selection of contractor.
c	Within three months of the effective date of this Agreement, MPD shall submit the protocol for using PPMS required by paragraphs 111 and 112 hereof to DOJ for approval. MPD shall share drafts of this document with the DOJ and the Monitor to allow the DOJ and the Monitor to become familiar with the document as it develops and to provide informal comments on it. MPD and DOJ shall together seek to ensure that the protocol receives final approval within 30 days after it is presented for approval.	1. Timely submission of PPMS protocol to DOJ and the OIM.	1. Timely submission of PPMS protocol to DOJ and MPD. 2. DOJ approval of PPMS protocol.	1. Review PPMS protocol.
d	Within 12 months of selecting the contractor pursuant to paragraph 114(b), the City shall have ready for testing a beta version of PPMS consisting of: (i) server hardware and operating systems installed, configured and integrated with MPD's existing automated systems; (ii) necessary data base software installed and configured; (iii) data structures created, including interfaces to source data; and (iv) the use of force information system completed, including historic data. The DOJ and the Monitor shall have the opportunity to participate in testing the beta version using use of force data and test data created specifically for purposes of checking the PPMS system.	1. According to modification, City must have beta test version of PPMS (as described) ready on time. 2. DOJ and OIM allowed to test system.	1. Beta test version of PPMS ready on time. 2. DOJ and OIM allowed to participate in beta testing.	1. Monitor beta test version of PPMS.
e	The PPMS computer program and computer hardware shall be operational and fully implemented within 18 months of the selection of the PPMS contractor.	1. According to modification, PPMS must be fully operational on time.	1. PPMS made fully operational on time.	1. Monitor PPMS development and implementation.
115	MPD shall, until such time as PPMS is implemented, and to the full extent reasonable and feasible, utilize existing databases, information and documents for all the purposes set forth herein for use of the PPMS.	1. Use existing databases, information and documents for the purposes set forth for PPMS until PPMS implementation.	1. Data required to be captured by PPMS provisions of MOA are being captured by existing databases, to the extent they are capable of capturing the data..	1. Review PAMS data. 2. Review other databases containing information that will be migrated into PPMS (Training, UPPS/TACIS, LERD, Firearms Testing, Outside Employment, Canine, FIT, DDRO, Medical Services).

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
116	Following the initial implementation of PPMS, and as experience and the availability of new technology may warrant, MPD may propose to add, subtract, or modify data tables and fields, modify the list of documents scanned or electronically attached, and add, subtract, or modify standardized reports and queries. MPD shall submit all such proposals for review and approval by DOJ before implementation.	<ol style="list-style-type: none"> 1. Once PPMS is implemented, development of modifications as needed. 2. All proposed modifications reviewed and approved by DOJ before implementation. 	<ol style="list-style-type: none"> 1. 100% of all proposed modifications are submitted to DOJ for review and approval prior to implementation. 	<ol style="list-style-type: none"> 1. Review PPMS data tables and fields, documents, standardized reports, and queries. 2. Review proposed modifications and communications between MPD and DOJ.
117	OPR shall continue to be responsible for developing, implementing, and coordinating MPD-wide risk assessments. OPR shall be responsible for the operation of PPMS, and for ensuring that information is entered into and maintained in PPMS in accordance with this Agreement. OPR further shall provide assistance to managers and supervisors who are using PPMS to perform the tasks required hereunder and in the protocol adopted pursuant hereto, and shall be responsible for ensuring that appropriate standardized reports and queries are programmed to provide the information necessary to perform these tasks.	<ol style="list-style-type: none"> 1. OPR responsible for development, implementation, and coordination of MPD-wide risk assessments. 2. OPR responsible for timely and accurate entry of information into PPMS. 3. OPR provides necessary substantive and technical assistance to managers and supervisors. 4. OPR responsible for ensuring that standardized reports and queries elicit appropriate information. 	<ol style="list-style-type: none"> 1. PPMS protocol approved by DOJ. 2. OPR training fairly, accurately, and appropriately summarizes principles of PPMS protocol. 3. OPR ensures accuracy of information input into PPMS through systematic quality control and periodic audits. 4. Information in PPMS is ≥95% accurate when compared to source document. 5. Audit and quality control tests demonstrate that PPMS generates accurate and complete information in ≥95% of cases. 	<ol style="list-style-type: none"> 1. Review PPMS protocol. 2. Review OPR training materials regarding PPMS. 3. Conduct sampling to determine accuracy and completeness of data entry. 4. Review source documents for information input into PPMS. 5. Review PPMS quality control tests and audits.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	A. Performance Evaluation System			
118	Within 6 months of the effective date of this Agreement, MPD shall prepare for the review and approval of DOJ, and thereafter implement, a plan to enhance its new Performance Evaluation System to ensure that annual personnel performance evaluations are prepared for all MPD sworn employees that accurately reflect the quality of each sworn employee's performance, including, but not limited to:	<ol style="list-style-type: none"> 1. Development and DOJ approval of appropriate plan to enhance new Performance Evaluation System. 2. Proper training on plan to enhance Performance Evaluation System. 3. Proper implementation of plan to enhance Performance Evaluation System. 4. Preparation of annual evaluations for MPD sworn employees accurately reflecting quality of employee's performance. 	<ol style="list-style-type: none"> 1. Development and DOJ approval of plan to enhance new Performance Evaluation System. 2. Training fairly, accurately, and appropriately summarizes plan to enhance Performance Evaluation System to provide annual evaluations to sworn MPD employees that accurately reflect each employee's performance. 3. ≥95% of sworn MPD employees receive annual evaluations. 4. ≥95% of annual evaluations of sworn MPD employees address civil rights integrity, adherence to law, and, for supervisors, their review of at risk behavior. 5. ≥95% of annual evaluations accurately reflect the performance of sworn MPD personnel relating to civil rights integrity, adherence to law, and, for supervisors, their review of at risk behavior. 	<ol style="list-style-type: none"> 1. Review plan. 2. Monitor training. 3. Audit evaluation process. 4. Review MPD personnel files.
a	civil rights integrity and the employee's community policing efforts;	Same as ¶118.	Same as ¶118.	Same as ¶118.
b	adherence to law, including but not limited to performing duties in a manner consistent with the requirements of the Fourth and Fifth Amendments to the Constitution and the Civil Rights laws of the United States;	Same as ¶118.	Same as ¶118.	Same as ¶118.
c	with respect to managers, and supervisors, their performance in identifying and addressing at-risk behavior in subordinates, including their supervision and review of use of force; arrests, booking, and performance bearing upon honesty and integrity.	Same as ¶118.	Same as ¶118.	Same as ¶118.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	VII. TRAINING			
	A. Management Oversight			
119	Within 30 days of the effective date of this Agreement, MPD shall centrally coordinate and review all use of force training among training components to ensure quality assurance, consistency and compliance with applicable law and MPD policy. MPD shall conduct regular subsequent reviews at least semi-annually and produce a report of such reviews to the Monitor and DOJ. Any substantive changes to use of force training must have prior approval of the Director of Training.	<ol style="list-style-type: none"> 1. Centrally coordinated review of all use of force training components. 2. MPD semi-annual reviews of use of force training and issuance of reports to OIM and DOJ. 3. Director of Training approval of substantive changes. 	<ol style="list-style-type: none"> 1. Performance of a centrally coordinated review of all use of force training components. 2. Performance of semi-annual reviews of use of force training and issuance of reports to the OIM and DOJ within a reasonable time after each review. 3. Formal approval by the Director of Training of all substantive changes to the use of force training. 	<ol style="list-style-type: none"> 1. Review semi-annual use of force training review reports. 2. Review training manuals, curricula, and lessons plans. 3. Monitor training sessions.
120	MPD shall continue to have all training materials reviewed by General Counsel or other legal advisor.	<ol style="list-style-type: none"> 1. Review of all training materials by legal advisor. 	<ol style="list-style-type: none"> 1. All training materials in use by MPD reviewed by legal advisor for consistency and compliance with applicable law and MPD policy. 2. Procedures implemented to provide for legal advisor's review of all new and revised training materials prior to their introduction. 	<ol style="list-style-type: none"> 1. Review semi-annual use of force training review reports. 2. Review records reflecting review by MPD General Counsel or other legal advisor. 3. Interview with MPD General Counsel or other legal advisor.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
121	With respect to MPD- sponsored training, MPD Director of Training shall continue, in coordination with the Curriculum Development Specialist (CDS), and MPD Training Task Force to:	Director of Training, in coordination with the CDS and MPD Training Task force, shall be responsible for:	<ol style="list-style-type: none"> 1. Staffing of Director of Training and Curriculum Development Specialist positions and offices. 2. Procedures for the coordination between Director of Training and the CDS. 3. Policies and procedures for the office of the Director of Training setting forth, defining, and implementing the responsibilities identified in ¶¶ 121a-g. 	<ol style="list-style-type: none"> 1. Review records prepared and maintained by the Director of Training and the Curriculum Development Specialist. 2. Review policies, general orders, directives or procedures re the coordination between Director of Training and the CDS and Training Task Force. 3. Review policies, general orders, directives or procedures re the operations and duties of the office of the Director of Training. 4. Review curricula, reports, evaluations, and assessments prepared and issued by the offices of the Director of Training and Curriculum Development Specialist. 5. Review files of the office of the Director of Training and the Curriculum Development Specialist. 6. Review training records of FTOs. 7. Review records of recruit training assignments. 8. Review instructor training rosters. 9. Monitor instructor certification training. 10. Participate in ride-alongs with FTOs. 11. Review evaluations of probationary officers. 12. Interview probationary officers.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
a	oversee and ensure the quality of all use of force training by all trainers, wherever it occurs: academy, in-service, field, roll call and the firearms range;	1. Oversight of all use of force training.	1. Director of Training oversight of all use of force training and trainers.	Same as ¶ 121.
b	develop and implement use of force training curricula;	1. Development and implementation of use of force training curricula.	1. Director of Training oversight and approval of the development and implementation of use of force training curricula.	Same as ¶ 121.
c	select and train MPD officer trainers;	1. Selection and training of MPD officer trainers.	1. Director of Training oversight and approval of the selection and training of MPD officers. 2. ≥95% FTOs attend training for MPD trainers.	Same as ¶ 121.
d	develop, implement, approve and supervise all in-service training and roll call curricula;	1. Development, implementation, approval and supervision of all in-service and roll call curricula.	1. Director of Training oversight, approval and supervision of the development and implementation of all in-service training and roll call curricula.	Same as ¶ 121.
e	establish procedures for evaluating all training (which shall include an evaluation of instructional content and the quality of instruction;	1. Establish procedures for evaluating training and instruction.	1. Director of Training establishment and approval of training evaluation procedures.	Same as ¶ 121.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
f	MPD shall continue its Field Training program. Within 120 days of the effective date of this Agreement, MPD shall develop a protocol, subject to approval by DOJ, to enhance the Field Training program. The protocol shall address the criteria and method for selecting Field Trainers, the training provided to Field Trainers to perform their duties, the length of time that probationary officers spend in the program, the assignment of probationary officers to Field Trainers, the substance of the training provided by the Field Trainers, and the evaluation of probationary officer performance by Field Trainers.	<ol style="list-style-type: none"> 1. Within 120 days, development of protocol to enhance Field Training program, including: <ul style="list-style-type: none"> • Criteria for selecting Field Trainers. • Training of Field Trainers. • Time probationary officers spend in program. • Assignment of probationary officers to Field Trainers. • Evaluation of probationary officers by Field Trainers. 	<ol style="list-style-type: none"> 1. Timely development of a protocol related to the Field Training program addressing: <ul style="list-style-type: none"> • Criteria for selecting Field Trainers. • Training of Field Trainers. • Time probationary officers spend in program. • Assignment of probationary officers to Field Trainers. • Evaluation of probationary officers by Field Trainers. 2. 100% of probationary officers participate in field training program upon completion of Academy training. 3. 100% of FTOs conducting field training are certified. 	Same as ¶ 121.
g	conduct regular needs assessments to ensure that use of force training is responsive to the knowledge, skills, and abilities of the officers being trained.	<ol style="list-style-type: none"> 1. Regular needs assessments related to use of force training. 	<ol style="list-style-type: none"> 1. Director of Training oversight of regular needs assessments related to use of force training. 	Same as ¶ 121.
122	The CDS shall prioritize his/her efforts to focus on use of force curriculum and instructor development. The CDS shall within 180 days of the effective date of this Agreement, review, revise, provide written approval, and implement, subject to DOJ's approval, all current force-related training material (including curricula and lesson plans), as well as subsequent changes, to ensure:	<ol style="list-style-type: none"> 1. Within 180 days, CDS review, revision and approval of all existing force-related training material, including curricula and lesson plans, to ensure: <ul style="list-style-type: none"> • Consistency in content and format. • Incorporation of current law and policy. • Clear learning objectives and suggestions to trainers. • Appropriateness of training aids. 	<ol style="list-style-type: none"> 1. Timely review, revision and approval by the CDS of all force-related training material in existence at the effective date of the MOA to ensure the requirements of ¶¶ 122a-d are met. 2. Timely review, revision and approval by CDS of all changes in force-related training materials. 	<ol style="list-style-type: none"> 1. Review records prepared and maintained by the CDS. 2. Review of use of force-related training material, including curricula and lesson plans. 3. Monitoring of force-related training courses.
a	internally consistent content and format;			
b	incorporation of current law and policy requirements;			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
c	the presence of clear, behaviorally-anchored learning objectives and suggestions for trainers of how to present material effectively; and			
d	the appropriateness of proposed training aids.			
123	The CDS shall regularly review, at a minimum every quarter, all force related training for quality assurance and consistency and shall regularly audit training classes.	<ol style="list-style-type: none"> 1. CDS regularly reviews, at least quarterly, all use of force related training. 2. Regular audits by the CDS of training classes. 	<ol style="list-style-type: none"> 1. Preparation of quarterly reviews by the CDS of all force-related training concerning quality and consistency of training. 2. Documented regular audits by the CDS of training classes. 	<ol style="list-style-type: none"> 1. Review CDS quarterly reviews of force-related training. 2. Review CDS audits and evaluations of training classes.
124	MPD shall continue to enhance its procedures to provide adequate record keeping of lesson plans and other training material such that the most current, supervisory approved training documents are maintained in a central, commonly accessible file, and are clearly dated.	<ol style="list-style-type: none"> 1. Training program record keeping improved to establish: <ul style="list-style-type: none"> • Central, commonly accessible file for lesson plans and training materials. • Training materials clearly dated. 	<ol style="list-style-type: none"> 1. Establishment of a central, commonly accessible file room for lesson plans and training materials. 2. ≥95% of training materials clearly dated and readily accessible. 	<ol style="list-style-type: none"> 1. Review training materials located in central file. 2. Review training materials, including lesson plans and curricula.
125	MPD shall continue to maintain training records regarding every MPD officer which reliably indicate the training received by each officer. The training records shall, at a minimum include the course, curriculum, instructor, and day and tour delivered for each officer.	<ol style="list-style-type: none"> 1. Maintenance of training records for every MPD officer, which include course, curriculum, instructor, and day and tour delivered. 	<ol style="list-style-type: none"> 1. Maintenance of current and complete training records for ≥95% of MPD officers. 	<ol style="list-style-type: none"> 1. Review samples of training records. 2. Periodic review of Training Management System.
	B. Curriculum			
126	The parties agree that sound critical thinking and decision making skills are critical to reducing use of excessive force and to ensuring officer safety. Accordingly, MPD shall ensure that all force-related training incorporates, in a coherent manner, critical thinking and decision making instruction, applicable law, and MPD policy.	<ol style="list-style-type: none"> 1. MPD force-related training curricula shall incorporate critical thinking and decision making instruction, applicable law and MPD policy. 	<ol style="list-style-type: none"> 1. 100% of force-related training programs and curricula adequately incorporate critical thinking, decision-making instruction, applicable law and MPD policy. 	<ol style="list-style-type: none"> 1. Review force-related training curricula and lesson plans. 2. Monitor training sessions.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
127	MPD shall continue to provide all MPD recruits, officers, supervisors and managers with annual training on use of force, subject to approval by DOJ. Such training shall include and address, inter alia:	1. Annual training on use of force for all recruits, officers, supervisors, and managers, addressing: <ul style="list-style-type: none"> • Use of force continuum. • Use of force reporting requirements. • Fourth Amendment requirements. • Examples of use of force dilemmas and interactive exercises. 	1. ≥95% of active MPD personnel in each of the categories of recruits, officers, supervisors and managers attend annual training on use of force that includes and addresses the issues identified in ¶¶ 127a-d. 2. DOJ approval of annual use of force training.	1. Review force-related training curricula and lesson plans. 2. Monitor training sessions. 3. Review sample of training records.
a	MPD's use of force continuum;			
b	MPD's use of force reporting requirements;			
c	the Fourth Amendment and other constitutional requirements;			
d	examples of use of force and ethical dilemmas faced by MPD officers and, where practicable given the location, type, and duration of the training, interactive exercises for resolving use of force dilemmas shall be utilized.			
128	MPD shall continue to provide recruits, officers, supervisors, and managers with training in cultural diversity and community policing, which shall include training on interactions with persons from different racial, ethnic, and religious groups, persons of the opposite sex, persons of different sexual orientations, and persons with disabilities.	1. Training for recruits, officers, supervisors, and managers in cultural diversity and community policing.	1. ≥95% of active MPD personnel in each of the categories of recruits, officers, supervisors and managers attend annual training re cultural diversity and community policing.	1. Review force-related training curricula and lesson plans. 2. Monitor training sessions. 3. Review sample of training records. 4. Review training class rosters.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
129	MPD shall provide all supervisors, (officers with the rank of sergeant and above) with mandatory supervisory and leadership training which, in addition to the subjects addressed in paragraphs 127 and 128, shall teach command accountability and responsibility, interpersonal relationship skills, theories of motivation and leadership, and techniques designed to promote proper police practices and integrity, including the prevention and detection of use of excessive force, throughout the supervisor's command responsibility and which include proper supervisor/employee communication skills. MPD shall prioritize the topics covered in the initial training to focus on MPD's new use of force policies and procedures, new Canine policies and procedures, the new Use of Force Review Board, and revised administrative and misconduct investigation policies and procedures; MPD shall provide initial training on these topics within 180 days from execution of this Agreement and thereafter shall provide supervisory training on an annual basis.	<ol style="list-style-type: none"> 1. Sergeant and above training addressing: <ul style="list-style-type: none"> • Requirements of ¶¶ 127 and 128. • Command accountability and responsibility. • Interpersonal relationship skills. • Theories of motivation and leadership. • Techniques to promote proper police practices and integrity. 2. Within 180 days, initial training on: <ul style="list-style-type: none"> • New use of force policies and procedures. • New canine policies and procedures. • New Use of Force Review Board. • Revised administrative and misconduct investigation policies and procedures. 3. Annual supervisory training. 	<ol style="list-style-type: none"> 1. ≥95% of active MPD supervisors attend sergeants annual sergeants and above training incorporating the requirements of ¶¶ 127-29. 2. ≥95% of active MPD supervisors attend sergeants and above initial training re new policies and procedures related to use of force, canines, UFRB, and administrative and misconduct investigations. 	<ol style="list-style-type: none"> 1. Review sergeants and above training curricula and lessons plans. 2. Monitor sergeants and above training sessions. 3. Review sample of training records.
130	MPD shall ensure that training instructors engage students in meaningful dialogue regarding "real-life" experiences involving use of force and applicable law and MPD policy when conducting force-related training. Training instructors shall encourage opportunities to explain MPD's use of force policy, reporting requirements and force-related law throughout all use of force training.	<ol style="list-style-type: none"> 1. Training engage students in dialogue re "real life" experiences involving use of force, applicable law and MPD policy. 	<ol style="list-style-type: none"> 1. Training engage students in dialogue re "real life" experiences involving use of force, applicable law and MPD policy. 	<ol style="list-style-type: none"> 1. Review use of force training curricula and lesson plans. 2. Monitor use of force training sessions, including new recruit training.
131	MPD shall ensure that training time is used in an efficient and productive manner and shall take effort to eliminate "down time" of student officers during recruit and in-service training by providing a variety of use of force training activities for students awaiting required one-to-one student-teacher training.	<ol style="list-style-type: none"> 1. Efficient use of training time to eliminate "down time." 	<ol style="list-style-type: none"> 1. Efficient use of training time to eliminate "down time." 	<ol style="list-style-type: none"> 1. Review use of force training curricula and lesson plans. 2. Monitor use of force training sessions.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
132	Role Play and Range 2000 Courses			
a	Within 60 days of the effective date of this Agreement, MPD shall review the Role Play (formerly known as “Simulations”) and the Range 2000 training courses to ensure consistency with the law and MPD policy. MPD shall immediately develop a standardized curriculum, lesson plan and instructional guidelines with a list of each scenario including the title, content, lesson objectives and, for the Range 2000, the possible variations available, and shall include a checklist of items to address when critiquing students to ensure consistent application and efficient training. The curriculum, lesson plan and instructional guidelines shall be reviewed by the CDS and MPD General Counsel to ensure consistency with the law and MPD policy, and submitted to DOJ for approval.	<ol style="list-style-type: none"> 1. Within 60 days, review Role Play and Range 2000 training to ensure consistency with the law and MPD policy. 2. Development of a standardized curriculum, lesson plan and instructional guidelines for Range 2000. 3. Checklist to ensure consistent application and efficient Range 2000 training. 4. CDS and General Counsel review of lesson plan and instructional guidelines to ensure consistency with law and MPD policy. 	<ol style="list-style-type: none"> 1. Timely review of Role Play and Range 2000 training courses and consistency of these courses with law and MPD policy. 2. Development and implementation of a standardized curriculum, lesson plan and instructional guidelines for Range 2000 that include the items required in ¶ 132a. 3. Development and implementation of a checklist for the critiquing of students training on the Range 2000. 4. CDS and General Counsel (or legal advisor) review of Range 2000 curriculum, lesson plan and instructional guidelines. 	<ol style="list-style-type: none"> 1. Review Role Play and Range 2000 curriculum, lesson plans, instructional guidelines and evaluation checklists. 2. Monitor Role Play and Range 2000 training sessions. 3. Monitor the office of the CDS. 4. Review evidence of CDS and General Counsel (or legal advisor) review.
b	MPD shall allow sufficient time to ensure that every student officer participates in one or more Role Plays. Within 180 days of the effective date of this Agreement, MPD shall begin videotaping students in order to replay their decisions and actions during the critique portion of the courses. MPD shall have instructors challenge students to comply with applicable legal standards and MPD policy. Videotapes shall not be subject to the retention policy described in paragraph 176.	<ol style="list-style-type: none"> 1. Every student officer participates in one or more role plays during training session. 2. Within 180 days, MPD shall videotape students on course and use videotapes to critique students. 	<ol style="list-style-type: none"> 1. Every student officer participates in one or more Role Plays during training session. 2. Timely implementation of procedures for videotaping students participating in Role Plays and using videotapes to critique students. 	<ol style="list-style-type: none"> 1. Review Role Play curriculum, lesson plans, instructional guidelines and evaluation checklists. 2. Monitor Role Play training sessions. 3. Review sample of videotapes.
c	MPD shall add additional simulations to comport with the training needs assessment and deficiencies identified in use of force investigations, which can either be created by MPD or obtained from other local and federal law enforcement agencies.	<ol style="list-style-type: none"> 1. Add simulations to comport with training needs assessment and deficiencies identified in use of force investigations. 	<ol style="list-style-type: none"> 1. Review by the Director of Training and CDS of training needs assessments and results of use of force investigations. 2. Modification of simulation programs to reflect needs assessment and deficiencies identified in use of force investigations. 	<ol style="list-style-type: none"> 1. Review Role Play curriculum, lesson plans, instructional guidelines and evaluation checklists. 2. Monitor Role Play training sessions. 3. Review needs assessments. 4. Review use of FIT and chain of command use of force investigations to inform training.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
133	MPD shall, within 120 days, provide copies and explain the terms of this Agreement to all MPD officers and employees in order to ensure that they understand the requirements of this Agreement and the necessity for strict compliance. After MPD has adopted new policies and procedures in compliance with this Agreement, MPD shall provide timely in-service training to MPD officers regarding the new policies and procedures and the relevant provisions of this Agreement. MPD shall incorporate training on these policies and procedures into recruit training at the Academy.	<ol style="list-style-type: none"> 1. Within 120 days, provide copies of the MOA to all MPD officers. 2. Timely in-service training regarding new policies and procedures and relevant provisions of the MOA. 3. Incorporate policies and procedures into new recruit training. 	<ol style="list-style-type: none"> 1. Timely distribution of MOA and explanatory materials to ≥95% of current and new MPD officers and employees. 2. Development of in-service training program regarding policies and procedures related to the MOA. 3. ≥95% of MPD officers attend in-service training regarding policies and procedures related to the MOA. 4. Development and implementation of new recruit training program regarding policies and procedures related to the MOA. 	<ol style="list-style-type: none"> 1. Conduct officer surveys and/or focus groups. 2. Monitor in service and new recruit training curricula and review lesson plans. 3. Monitor in service and new recruit training. 4. Review training class rosters. 5. Monitor videotapes, Q&A sessions and other training regarding the MOA.
	C. Instructors			
134	Within 60 days, MPD shall assess (a) whether there is sufficient staff at the Training Academy; (b) what instructor training is needed in light of the courses currently being taught and those to be taught in the future; and (c) the appropriate standards for the evaluation of instructor performance by supervisors. Based on this assessment, MPD shall develop a plan for addressing training instructor needs. MPD shall submit this assessment and development plan to DOJ for approval.	<ol style="list-style-type: none"> 1. Within 60 days, MPD assess: <ul style="list-style-type: none"> • Sufficiency of staff at Training Academy. • Instructor training necessary in light of current and future courses. • Standards for evaluation of instructor performance. 2. Develop plan for addressing training instructor needs. 	<ol style="list-style-type: none"> 1. Timely assessment regarding sufficiency of training staff, instructor training, and standards for the evaluation of instructors. 2. Development of a plan for addressing training instructor needs. 	<ol style="list-style-type: none"> 1. Review training/instructor assessment and plan.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
135	MPD shall, within 90 days, develop and implement subject to DOJ's approval, formal eligibility and selection criteria for all Academy, Field Training, and formal training (other than roll call) positions. These criteria shall apply to all incumbent officers in these training positions and to all candidates for these training positions, and also shall be used to monitor the performance of persons serving in these positions. The criteria shall address, inter alia, knowledge of MPD policies and procedures, interpersonal and communication skills, cultural and community sensitivity, teaching aptitude, performance as a law enforcement officer, with particular attention paid to allegations of excessive force and other misconduct; history, experience as a trainer, post-Academy training received, specialized knowledge, and commitment to police integrity.	<ol style="list-style-type: none"> 1. Within 90 days, develop and implement formal eligibility and selection criteria for Academy, Field Training, and formal training (other than roll call) positions. 2. Criteria shall address: <ul style="list-style-type: none"> • Knowledge of MPD policies and procedures • Interpersonal and communication skills. • Cultural and community sensitivity. • Teaching aptitude. • Performance as a law enforcement officer. • Attention to allegations of excessive force and other misconduct, history, experience as a trainer, post-Academy training, specialized knowledge, and commitment to police integrity. 	<ol style="list-style-type: none"> 1. Timely development of formal eligibility and selection criteria for all Academy, Field Training, and formal training (other than roll call) positions, including each of the criteria listed in ¶ 135. 2. DOJ approval of eligibility and selection criteria for Academy, Field Training, and formal training instructors. 3. Implementation of DOJ approved eligibility and selection criteria for instructors. 4. ≥95% of instructors meet DOJ-approved eligibility and selection criteria. 	<ol style="list-style-type: none"> 1. Review training instructor eligibility requirements and selection criteria. 2. Review position announcements. 3. Monitor instructor training.
136	MPD shall develop an instructor certification program by which the competency of the instructors is certified.	<ol style="list-style-type: none"> 1. Development of instructor certification program. 	<ol style="list-style-type: none"> 1. Development of an instructor certification program. 	<ol style="list-style-type: none"> 1. Review of instructor certification program. 2. Review individual instructor qualifications and certifications.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
137	Within 180 days of the effective date of this Agreement, MPD shall create and implement a formal instructor training course, subject to the approval of DOJ, to ensure that all instructors receive adequate training to enable them to carry out their duties, including training in adult learning skills, leadership, teaching and evaluation, as well as training in fostering group discussions regarding use of force in “real-life” applications and the presentation of training material in a cohesive and engaging manner. MPD shall provide regular and periodic re-training on these topics. All training instructors and Field Trainers shall be required to maintain, and demonstrate on a regular bases, a high level of competence. MPD shall document all training instructors’ and Field Trainers’ proficiency and provide additional training to maintain proficiency.	<ol style="list-style-type: none"> 1. Within 180 days, create a formal instructor training course. 2. Ensure instructors receive adequate training, including: <ul style="list-style-type: none"> • Adult learning skills. • Leadership. • Teaching and evaluation. • Fostering group discussions re use of force in “real life” applications. 3. Regular and periodic re-training. 4. All instructors maintain and demonstrate high level of competence. 5. Document all training instructors’ and Field Trainers’ proficiency and provide additional training. 	<ol style="list-style-type: none"> 1. Timely establishment of a formal instructor training course addressing each of the areas listed in ¶ 137. 2. ≥95% instructor participation in instructor training and re-training. 3. ≥95% instructors demonstrate “high level of competence.” 4. ≥95% of instructors and Field Trainers have regular and current documented evaluations of proficiency. 5. ≥95% of instructors and Field Trainers receive regular additional training. 	<ol style="list-style-type: none"> 1. Review curricula and lesson plans related to instructor training course. 2. Review instructors’ and Field Trainers’ evaluations and personnel files. 3. Monitor instructor and Field Trainer training. 4. Review training class rosters. 5. Review instructor training records.
138	MPD shall ensure adequate management supervision of use of force training instructors to ensure that their training is consistent with MPD policy, the law and proper police practices.	<ol style="list-style-type: none"> 1. Adequate management supervision of use of force training instructors to ensure consistency with MPD policy, the law, and proper police practices. 	<ol style="list-style-type: none"> 1. Instructors and Field Trainers evaluated on training consistency with MPD policy, the law and proper police practices. 2. ≥95% in service and new recruit instructors provide training consistent with MPD policy, law and proper police practices. 	<ol style="list-style-type: none"> 1. Review curricula and lesson plans related to instructor training course. 2. Review instructors’ and Field Trainers’ evaluations and personnel files. 3. Monitor instructor and Field Trainer training. 4. Review CDS semi-annual reports and course evaluation forms.
139	MPD shall ensure consistent and thorough instruction of approved lesson plans. All instructors must have and use a copy of current lesson plans during classroom instruction.	<ol style="list-style-type: none"> 1. Consistent and thorough instruction of approved lesson plans. 2. All instructors have and use current lesson plans. 	<ol style="list-style-type: none"> 1. Approved and current lesson plans are distributed to 100% of all instructors. 2. ≥95% of training sessions use current and approved lesson plans. 	<ol style="list-style-type: none"> 1. Review training curricula and lesson plans. 2. Monitor training sessions.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	D. Firearms Training			
140	MPD shall continue to ensure that all officers, supervisors as well as line staff, complete the mandatory semi-annual re-qualification firearms training. Re-qualification shall consist of more than shooting a passing score, but shall consist of satisfactorily completing all re-qualification courses, as discussed in paragraphs 127 and 128, to include, Range 2000 and Role Play courses. MPD shall continue to revoke the police powers of those officers who fail to satisfactorily complete re-certification. MPD shall centralize administrative consequences of failure to attend re-qualification firearms training to ensure consistent application of such consequences.	<ol style="list-style-type: none"> 1. All officers, supervisors, and line staff complete mandatory semi-annual re-certification firearms training. 2. Re-certification consist of: <ul style="list-style-type: none"> • Passing shooting score. • Range 2000 and Role Play courses. 3. Revocation of police powers of officers who fail re-certification. 4. Centralize administrative consequences for failure to attend re-certification and ensure consistent application of consequences. 	<ol style="list-style-type: none"> 1. ≥95% of officers, supervisors, and line staff satisfactorily complete semi-annual firearms re-certification training. 2. Re-certification program consists of all required programs, including scored shooting evaluation and participation on Range 2000 and Role Play courses. 3. 100% of officers failing re-certification have police powers revoked. 4. Implementation of a centralized recordkeeping and tracking system for firearms training and re-certification and consistent application of corrective action for failure to satisfactorily complete firearms re-certification training. 	<ol style="list-style-type: none"> 1. Monitor firearms training and re-certification. 2. Monitor firearms training and re-certification recordkeeping and tracking systems. 3. Review firearms re-certification records. 4. Review officers' personnel files.
141	MPD shall ensure that firearm instructors critically observe students and provide corrective instruction regarding deficient firearm techniques and the failure to utilize safe gun handling procedures at all times.	<ol style="list-style-type: none"> 1. Firearm instructors critically observe students and provide corrective instruction. 	<ol style="list-style-type: none"> 1. Firearms instructor training includes training on critical observation students and provision of corrective action. 2. Evaluation of firearms instructors' proficiency includes critical observation of students and provision of corrective instruction. 3. ≥95% firearms instructors satisfy the requirements of ¶ 141. 4. No incidents of uncorrected unsafe weapon handling during firearms training and re-certification sessions. 	<ol style="list-style-type: none"> 1. Review evaluations of firearms instructors. 2. Monitor firearms instructor training.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
142	Within 60 days, MPD shall create and implement, subject to DOJ's approval, a checklist identifying evaluation criteria to determine satisfactory completion of firearms recruit and in-service training. Such checklists shall be completed for each student officer by a firearms instructor, who shall sign the checklist indicating that these criteria have been satisfactorily reviewed during training. The checklist shall include, but not be limited to, an evaluation of a student officer successful training of the following:	<ol style="list-style-type: none"> 1. Within 60 days, create and implement a checklist identifying evaluation criteria for firearms recruit and in-service training. 2. Checklist completed for each student officer. 3. Checklist shall include evaluation of following: <ul style="list-style-type: none"> • Finger off trigger unless justified and ready to fire. • Exercise sound judgment and engage in decision making skills in Range 2000 and Role Plays. • Proper firearm hold and stance. 	<ol style="list-style-type: none"> 1. Timely development of checklist for evaluating satisfactory completion of recruit and in service firearms training, including areas listed in ¶¶ 142a-c. 2. Checklist completed for ≥95% of officers receiving firearms training 	<ol style="list-style-type: none"> 1. Review firearms training checklist. 2. Review officer personnel files and firearms certification. 3. Monitor firearms training.
a	maintains finger off trigger unless justified and ready to fire;			
b	exercises sound judgment and engages in decision making skills in Range 200 and Role Plays;			
c	maintains proper hold of firearm and proper stance.			
143	MPD shall immediately review and integrate all firearms training into a training curriculum that ensures material is presented in a logical manner that promotes optimal fire safety and user responsibility.	1. MPD review and integration of all firearms training into training curriculum with logical presentation, optimal fire safety, and user responsibility.	1. Firearms training curriculum is logically presented and promotes optimal fire safety and user responsibility.	<ol style="list-style-type: none"> 1. Review firearm training curricula and lesson plans. 2. Monitor firearms training sessions.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
144	MPD shall regularly, at a minimum every 3 months, consult the manufacturer for accurate, consistent and current information regarding all Glock specific instructions and guidelines, particularly regarding cleaning, maintenance and marksmanship. MPD must establish procedures to ensure that such information is continually updated as necessary and such practices are duly documented.	<ol style="list-style-type: none"> 1. Every three months, consult with manufacturer for accurate, consistent and current information re Glock. 2. Establish procedures to ensure information is updated as necessary and practices are documented. 	<ol style="list-style-type: none"> 1. Implementation of procedures to regularly obtain, at least quarterly, from the manufacturer accurate, consistent and current information on the Glock. 2. Implementation of procedures to ensure information related to the Glock is continually updated. 3. Practices related to the procedures required under paragraph 144 are adequately documented in ≥95% of cases. 	<ol style="list-style-type: none"> 1. Review procedures re consultation with Glock manufacturer. 2. Review documentation related to consultations with Glock manufacturer. 3. Review records related to updated information regarding the Glock. 4. Interview Glock representatives.
	E. Canine Training			
145	MPD shall complete development and implementation of a comprehensive canine training curriculum and lesson plans which specifically identify goals, objectives and the mission of the Canine Unit, consistent with the Canine policy described in paragraphs 44-46 of this Agreement.	<ol style="list-style-type: none"> 1. Complete development and implementation of comprehensive canine curriculum and lesson plans. 2. Curriculum identifies goals, objectives and mission of Canine Unit, consistent with MOA¶¶ 44-46. 	<ol style="list-style-type: none"> 1. Development and implementation of comprehensive canine curriculum and lesson plans. 2. Curriculum identifies goals, objectives and mission of Canine Unit, consistent with MOA¶¶ 44-46. 	<ol style="list-style-type: none"> 1. Review canine training curriculum and lesson plans. 2. Monitor canine training program.
146	MPD shall continue to purchase only professionally-bred canines. MPD shall ensure that, within 180 days, all of its canines are certified in handler-controlled alert methodology. MPD shall ensure that the canines receive annual re-certification and periodic refresher training. Deviations from certification or training requirements shall result in the removal of the canine from service until such requirements are fulfilled.	<ol style="list-style-type: none"> 1. Purchase only professionally-bred canines. 2. Within 180 days, ensure all canines are certified in handler-controlled alert methodology. 3. Ensure canines receive annual re-certification and refresher training. 4. Removal of canines from service until training and certification requirements fulfilled. 	<ol style="list-style-type: none"> 1. 100% of canines are professionally-bred. 2. 100% of canines are certified in handler-controlled alert methodology. 3. ≥95% canines receive annual re-certification and refresher training. 4. ≥95% canines in service have fulfilled training and certification requirements. 	<ol style="list-style-type: none"> 1. Review records and certifications for individual canines. 2. Monitor canine re-certification and training.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
147	MPD shall continue to ensure that canine handlers are physically capable of implementing and maintaining the canine policy described in paragraphs 44-46 of this Agreement. Handlers should be able to maintain control of, and contact with the canine to ensure that the canine is not allowed to bite a suspect without a legal justification.	<ol style="list-style-type: none"> 1. Ensure that canine handlers are physically capable of implementing and maintaining canine policy described in MOA ¶¶ 44-46. 2. Handlers able to maintain control of and contact with canines to ensure that canine does not bite without legal justification. 	<ol style="list-style-type: none"> 1. Implementation of evaluation procedures related to the physical capabilities of canine handlers. 2. ≥95% of canine handlers rated capable of implementing and maintaining canine policy described in ¶¶ 44-46. 3. ≥95% of canine handlers rated physically capable of maintaining control of and contact with canines. 	<ol style="list-style-type: none"> 1. Review physical evaluations of canine handlers.
148	Within 180 days, MPD shall require that all of its in-house canine trainers are certified canine instructors.	<ol style="list-style-type: none"> 1. Within 180 days, require all in-house canine trainers are certified canine instructors. 	<ol style="list-style-type: none"> 1. 100% of in-house canine instructors are certified canine instructors. 	<ol style="list-style-type: none"> 1. Review certifications for in-house canine instructors.
	VIII. SPECIALIZED MISSION UNITS			
149	DOJ recognizes that MPD, in its discretion, utilizes temporary and permanent specialized mission units to achieve various law enforcement missions. The following provisions apply to any current or future specialized mission unit created during the existence of this Agreement in which officers engage in significant patrol-related activities on a routine basis including contacts, stops, frisks, and searches (the Mobile Force Unit (is an example of one such specialized mission unit.).	NA	NA	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
150	MPD shall continue to institute adequate pre-screening mechanisms of officers working a specialized mission unit to select and screen out officers who may be unprepared to participate in the specialized unit. The pre-screening mechanisms shall continue to include, at a minimum, the following: (a) whether the officer is current on his/her firearms certification and other service weapons training; (b) whether the officer has received adequate training and demonstrated that he or she has a history of judicious and proficient use of force; and (c) whether the officer is generally fit for patrol duty and capable of achieving the relevant objectives of the specialized unit.	<ol style="list-style-type: none"> Existence of adequate pre-screening mechanisms for officers, including: <ol style="list-style-type: none"> methods for confirming that qualification in firearms and service weapons certification is current; determining adequacy of training and history of reasonable uses of force; and fitness for patrol duty and fitness for specific objectives of special mission unit. 	<ol style="list-style-type: none"> ≥95% of Specialized Mission Unit officers currently qualified in firearms and service weapons certification; documentary evidence that checks on qualification have been made. ≥95% of Specialized Mission Unit officers have received adequate training and demonstrated that he or she has a history of judicious and proficient use of force; documentary evidence that checks on qualification have been made. ≥95% of Specialized Mission Unit officers are generally fit for patrol duties and capable of achieving relevant objectives of the specialized unit; documentary evidence that checks on qualification have been made. 	<ol style="list-style-type: none"> Review records of Specialized Mission Units. Review personnel files, disciplinary history and training records of officers assigned to Specialized Mission Units. Review position announcements. Interview supervisors and commanders of SMUs.
151	MPD shall continue to screen officers who are interested in participating in specialized mission units to develop and maintain a pool of seasoned and competent officers with exemplary records and up-to-date training.	<ol style="list-style-type: none"> Existence of continuing process for screening officers interested in joining Special Mission Units. 	<ol style="list-style-type: none"> MPD maintains continuous application and screening process for SMUs. 	<ol style="list-style-type: none"> Review Specialized Mission Unit personnel files Other documentation prepared and maintained by Specialized Mission Unit supervisors.
152	MPD shall continue to require sufficient advance notice of participating officers to all specialized unit leadership to identify the need for enhanced supervision or tailor patrol activities in light of the capacities of the volunteer officers.	<ol style="list-style-type: none"> Sufficient advance information about officers participating in SMUs provided to unit supervisors to identify need for enhanced supervision and tailoring officer activities. 	<ol style="list-style-type: none"> Advance information provided for ≥95% of officers who have volunteered for SMUs that identify factors that <ul style="list-style-type: none"> require enhanced supervision adjustment of patrol activities 	<ol style="list-style-type: none"> Review SMU records. Review MPD personnel records. Review Internal MPD communications re officers volunteering for SMUs.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
153	MPD shall continue to disqualify for service on a specialized mission unit any officer that has frequently used questionable force or generated numerous credible complaints alleging excessive force.	1. Disqualification of SMU officers and officer-candidates who have frequently used questionable force or generated numerous credible complaints alleging excessive force.	1. No more than 5% of SMU officers have records that show evidence of having frequently used questionable force, or been the subject of numerous, credible excessive force complaints.	1. Review personnel records of SMU members. 2. Review MPD documents reflecting criteria for recruiting, appointing, and discharging SMU officers. 3. Review other relevant SMU records.
154	MPD shall continue to provide sufficient number of skilled supervisors to ensure adequate supervision of officers assigned to a specialized mission unit. Additionally, MPD shall continue to readily identify in the appropriate organizational chart and all specialized mission unit material, the Command-level official responsible for overseeing specialized mission unit activities.	1. Sufficient number of skilled supervisors assigned to SMUs to ensure adequate supervision. 2. Proper identification, in organization charts and SMU materials, of responsible Command-level officials.	1. Maintenance of appropriate supervisor/officer ratio. 2. ≥95% of MPD organization charts and SMU materials clearly identify responsible Command-level official.	1. Review of SMU rosters and personnel lists. 2. Review of relevant organization charts and SMU documents and materials. 3. Review personnel files of SMU supervisors. 4. Interview command staff.
155	MPD shall continue to give clear instructions to sergeants and other supervisory officers who volunteer, or are assigned to a specialized mission unit that they maintain their supervisory responsibilities while volunteering. MPD shall continue to provide clear instructions to these supervisors regarding appropriate supervision and coordination when more than one sergeant or supervisor is present.	1. Clear instructions in effect for all sergeants and supervisory officers assigned to SMUs to maintain supervisory responsibilities. 2. Clear instructions to supervisors regarding appropriate supervision and coordination when more than one sergeant/supervisor present	1. Written instructions disseminated to sergeants and other supervisory personnel assigned to SMUs to maintain supervisory responsibilities 2. Written instructions disseminated to sergeants and other supervisors assigned to SMUs regarding appropriate supervision and coordination among sergeants/supervisors	1. Review written protocols extending to all SMUs. 2. Review specific protocols for individual SMUs. 3. Monitor selected SMU activities to ensure plans, procedures, and protocols are being followed. 4. Monitor SMU roll calls. 5. Review SMU operations plans.
156	MPD shall continue to provide specialized pre-service training to specialized mission unit participants to ensure compliance with current Fourth Amendment, Equal Protection law, and address the desired knowledge, skills, and abilities of the officers participating in the program.	1. Specialized pre-service training to ensure <ul style="list-style-type: none"> • knowledge of 4th Amendment requirements • knowledge of equal protection law • specific knowledge, skills, abilities of unit members. 	1. Creation of appropriate, specified training materials. 2. Provision of high-quality specific training for SMU unit members addressing these subject areas. 3. ≥95% of SMU officers receive training in these subject areas.	1. Review of lessons plans and other training materials. 2. Monitor SMU training sessions. 3. Review training records of SMU officers.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
157	MPD shall continue to monitor all activities of specialized mission unit participants to include, at a minimum, enforcement actions, uses of force, and complaints.	1. Continued monitoring all SMU activities, including enforcement actions, uses of force, complaints	1. MPD has active monitoring program that includes monitoring of SMU activities. 2. MPD monitoring and auditing program includes reviews of ≥95% of SMU officers and considers enforcement actions, uses of force, and complaints generated by SMU activities.	1. Review OPR records reflecting internal reviews and audits of SMU programs and units. 2. Review of FIT investigations. 3. Review of misconduct investigations.
158	MPD shall continue its system of informing specialized mission unit supervisors within 24 hours of any complaint about the conduct of an officer on specialized mission unit duty. Additionally, MPD shall continue to track specifically all activities relating to officers participating in the specialized mission unit, including enforcement actions, complaints, and all misconduct investigations, to enable supervisors to determine whether particular officers should be allowed to continue to participate in the specialized mission unit duty. Investigations of specialized mission unit uses of force should be consistent with the provisions outlined in Section III(B) of this Agreement.	1. Maintaining system of prompt (24-hour) notification of SMU supervisors for complaints against SMU officers. 2. Special tracking of activities of all officers in SMU units <ul style="list-style-type: none"> • enforcement actions • complaints • misconduct investigations 3. Investigation of SMU member activities follows MPD rules and procedures for investigating uses of force and allegations of misconduct	1. MPD maintains system in which supervisors notified of complaints against SMU members within 24 hours in ≥95% of cases. 2. MPD monitoring and auditing program includes reviews of ≥95% of SMU officers and considers enforcement actions, uses of force, and complaints generated by SMU activities. 3. Investigation of SMU members follows MPD rules for use of force and misconduct investigations in ≥95% of investigations.	1. Review specific documents and materials documenting such notifications maintained by SMU supervisors and in other MPD record systems. 2. Review monitoring and auditing program as well as special tracking for SMU officers. 3. Review FIT investigations. 4. Review chain of command use of force investigations. 5. Review misconduct investigations.
159	Within 120 days, MPD shall develop a plan, subject to the approval of DOJ, to limit the total number of hours an officer may work in any twenty-four hour period and in any seven- day period to prevent officer fatigue. The parties acknowledge that implementation of the plan may take into account limitations of current labor agreements, if any.	1. Development of plan to limit officer hours during 24-hour and 7-day periods to avoid officer fatigue.	1. Development of work limitation plan. 2. MPD has initiated procedures to ensure plan is being followed. 3. MPD periodically audits deployment of SMUs to ensure procedures are being followed.	1. Review MPD plan. 2. Monitor implementation of MPD plan. 3. Periodic review of internal MPD checks to ensure plan is being followed 4. Review daily work details.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	IX. PUBLIC INFORMATION			
160	MPD shall prepare quarterly public reports that include aggregate statistics of MPD use of force incidents broken down by MPD districts covering each of the geographic areas of the City, indicating the race/ethnicity of the subject of force. These aggregate numbers shall include the number of use of force incidents broken down by weapon used and enforcement actions taken in connection with the use of force. The report shall include statistical information regarding use of force investigations conducted, including the outcome. The report shall also include the total number of complaints of excessive force received, broken down by MPD Districts, and the number of complaints held exonerated, sustained, insufficient facts, and unfounded.	1. MPD quarterly reports including information described in ¶ 160.	1. Quarterly reports issued by MPD that include information described in ¶ 160. 2. Quarterly reports made publicly available.	1. Review MPD quarterly reports. 2. Monitor MPD website.
	X. MONITORING, REPORTING, AND IMPLEMENTATION			
	A. Independent Monitoring			
161	Within 90 days after entry of this Agreement, the City, MPD and DOJ shall together select a Monitor who shall review and report on MPD's implementation of, and assist with MPD's compliance with, this Agreement. If the parties are unable to agree on a Monitor, each party shall submit two names of persons who have experience as a law enforcement officer, as a law enforcement practices expert or monitor, or as a Federal, state, or county prosecutor or judge along with resumes or curricula vitae and cost proposals to a third party neutral, selected with the assistance of the Federal Mediation and Conciliation Service, and the third party neutral shall appoint the Monitor from among the names of qualified persons submitted.	1. Selection of monitor	2. Selection of monitor completed and contract signed, March 28, 2002	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
162	The Monitor shall not be retained by any current or future litigant or claimant in a claim or suit against the City, MPD, or its officers. The Monitor shall not issue statements or make findings with regard to any act or omission of the City, MPD, or their agents or representatives, except as required by the terms of this Agreement. The Monitor may testify in any case brought by any party to this Agreement regarding any matter relating to the implementation, enforcement, or dissolution of this Agreement.	NA	NA	NA
163	The Monitor, at any time, may associate such additional persons or entities as are reasonably necessary to perform the monitoring tasks specified by this Agreement. The Monitor shall notify in writing DOJ and the City if and when such additional persons or entities are selected for association by the Monitor. The notice shall identify and describe the qualifications of the person or entity to be associated and the monitoring task to be performed.	NA	NA	NA
164	The City and MPD shall bear all reasonable fees and costs of the Monitor. In selecting the Monitor, DOJ, the City and MPD recognize the importance of ensuring that the fees and costs borne by the City and MPD are reasonable, and accordingly fees and costs shall be one factor considered in selecting the Monitor. In the event that any dispute arises regarding the payment of the Monitor's fees and costs, the City, MPD and DOJ and the Monitor shall attempt to resolve such dispute cooperatively.	NA	NA	NA
165	The Monitor shall only have the duties, responsibilities and authority conferred by this Agreement. The Monitor shall not, and is not intended to, replace or take over the role and duties of the Mayor, City Council, or Chief of Police.	NA	NA	NA
166	The Monitor shall offer the City and MPD technical assistance regarding compliance with this Agreement. The Monitor may not modify, amend, diminish, or expand this Agreement.	NA	NA	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
167	The City and MPD shall provide the Monitor with full and unrestricted access to all MPD and City staff, facilities, and documents (including databases) necessary to carry out the duties assigned to MPD by this Agreement. The Monitor's right of access includes, but is not limited to, all documents regarding use of force data, protocols, analyses, and actions taken pursuant to the analyses. The Monitor shall retain any non-public information in a confidential manner and shall not disclose any non-public information to any person or entity, other than a Court or DOJ, absent written notice to the City and either written consent by the City or a court order authorizing disclosure.	1. Full and unrestricted access to all staff, facilities, and documents, including databases.	1. Full and unrestricted access in response to 100% of OIM requests, except where the lack of access has been fully explained and deemed by the OIM to be acceptable	1. History of requests and responses
168	In monitoring the implementation of this Agreement, the Monitor shall maintain regular contact with the City, MPD and DOJ.	NA	NA	NA
169	In order to monitor and report on MPD's implementation of each substantive provision of this Agreement, the Monitor shall conduct the reviews specified in paragraphs 171 and 172 and such additional reviews as the Monitor deems appropriate. The Monitor may make recommendations to the parties regarding measures necessary to ensure full and timely implementation of this Agreement.	NA	NA	NA
170	In order to monitor and report on MPD's implementation of this Agreement, the Monitor, among other things, shall regularly review and evaluate the quality and timeliness of:	NA	NA	NA
a	MPD employee use of force investigations, including investigations conducted by the Districts, UFRB , OPR, and FIT, pursuant to Section III(B).	NA	NA	NA
b	disciplinary and non-disciplinary actions related to officer use of force.	NA	NA	NA
c	use of force reports.	NA	NA	NA
d	analyses of data concerning use of force, pursuant to paragraphs 61 and 67; and any actions taken pursuant to paragraph 105.	NA	NA	NA
e	complaints and resulting investigations of excessive use of force.	NA	NA	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
	In performing its obligations under this Agreement, the Monitor shall, where appropriate, employ appropriate sampling techniques.	NA	NA	NA
171	The Monitor, inter alia, shall review and evaluate the quality and timeliness of appropriate samples of use of force and misconduct investigations, disciplinary and non-disciplinary actions, ordered as a result of a misconduct investigation; data contained in the PPMS; and appropriate samples of Use of Force Incident reports, canine search and injury reports.	NA	NA	NA
172	Subject to the limitations set forth in this paragraph, MPD shall reopen for further investigation any misconduct investigation the Monitor determines to be incomplete. The Monitor shall provide written instructions for completing the investigation. The Monitor shall exercise this authority so that any directive to reopen an investigation is given within a reasonable period following the investigation's conclusion. The Monitor may not exercise this authority concerning any misconduct investigation which has been adjudicated or otherwise disposed, and the disposition has been officially communicated to the officer who is the subject of the investigation.	1. Requirement eliminated by modification of the MOA – see November 18, 2003 letter from Shanetta Y. Cutlar to Chief Ramsey.		NA
	B. MPD Compliance Coordinator			
173	The parties agree that MPD shall hire and retain, or reassign a current MPD employee, for the duration of this Agreement, as an MPD Compliance Coordinator. The Compliance Coordinator shall serve as a liaison between MPD, the Monitor and DOJ, and shall assist with MPD's compliance with this Agreement. At a minimum, the Compliance Coordinator shall: (a) coordinate MPD compliance and implementation activities of this Agreement; (b) facilitate the provision of data, documents and other access to MPD employees and material to the Monitor and DOJ as needed; (c) ensure that all documents and records are maintained as provided in this Agreement; and (d) assist in assigning compliance tasks to MPD personnel, as directed by MPD Chief of Police or his designee.	1. Assignment of an MPD Compliance coordinator with the responsibilities described in ¶ 173.	1. Assignment of an MPD Compliance Coordinator with the responsibilities described in ¶ 173.	NA

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
174	The MPD Compliance Coordinator shall take primary responsibility for collecting information to provide MPD's status reports specified in paragraph 175.	1. MPD Compliance Coordinator responsible for collecting information included in MPD's status reports to DOJ and OIM per ¶ 175.	1. Compliance Coordinator effective in gathering information to be included in status reports.	1. Review MPD status reports. 2. Discussions with Compliance Coordinator.
	C. Reports and Records			
175	Between 90 and 120 days following the effective date of this Agreement, and every three months thereafter until this Agreement is terminated, MPD and the City shall file with DOJ and the Monitor a status report delineating all steps taken during the reporting period to comply with each provision of this Agreement.	1. Quarterly status reports filed with DOJ and MPD delineating all steps taken during the reporting period to comply with each provision of this Agreement.	1. Quarterly status reports filed with DOJ and MPD delineating all steps taken during the reporting period to comply with each provision of this Agreement.	1. Review MPD status reports. 2. Discussions with Compliance Coordinator.
176	During the term of this Agreement, the City and MPD shall maintain all records documenting compliance with the terms of this Agreement and all documents required by or developed pursuant to this Agreement. The City and MPD shall maintain all use of force investigation files for at least ten years from the date of the incident. The City and MPD shall maintain an officer's training records during the officer's employment with MPD and for three years thereafter (unless required to be maintained for a longer period of applicable law).	1. Maintenance of all records documenting compliance with terms of the MOA and all documents required under the MOA. 2. Maintenance of officers' training records during employment and for three years thereafter.	1. Maintenance of all records documenting compliance with terms of the MOA and all documents required under the MOA. 2. Maintenance of training records for ≥95% of officers during employment and for three years thereafter.	1. Review Compliance Coordinator records. 2. Review personnel and training records.

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
177	DOJ shall continue to have full and unrestricted access to any City and MPD documents (including databases), staff, and facilities that are relevant to evaluate compliance with this Agreement, except any documents protected by the attorney-client privilege. Should the City or MPD decline to provide the Monitor with access to a document based on attorney-client privilege, the City shall provide the Monitor and DOJ with a log describing the document. DOJ's right of access includes, but is not limited to, all documents regarding use of force data, protocols, analyses, and actions taken pursuant to the analyses. This Agreement does not authorize, nor shall it be construed to authorize, access to any MPD documents, except as expressly provided by this Agreement, by persons or entities other than DOJ, the City, MPD, and the Monitor. DOJ shall retain any non-public information in a confidential manner and shall not disclose any non-public information to any person or entity, other than a Court or the Monitor, absent written notice to the City and either written consent by the City or a court order authorizing disclosure.			
178	DOJ shall review documents and information provided by MPD and the Monitor and shall provide its analysis and comments to the City, MPD and the Monitor at appropriate times and in an appropriate manner, consistent with the purpose of this Agreement to promote cooperative efforts.			
179	The Monitor shall issue quarterly public reports detailing the City's and MPD's compliance with and implementation of this Agreement. The Monitor may issue reports more frequently if the Monitor determines it appropriate to do so. These reports shall not include information specifically identifying any individual officer. Before issuing a report, the Monitor shall provide a draft to the parties for review to determine if any factual errors have been made, and shall consider the Parties' responses and then promptly issue the report.			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
180	<p>The Monitor may testify in any action brought to enforce this Agreement regarding any matter relating to the implementation or enforcement of the Agreement. The Monitor shall not testify in any other litigation or proceeding with regard to any act or omission of the City, MPD, or any of their agents, representatives, or employees related to this Agreement or regarding any matter or subject that the Monitor may have received knowledge of as a result of his or her performance under this Agreement. Unless such conflict is waived by the parties, the Monitor shall not accept employment or provide consulting services that would present a conflict of interest with the Monitor's responsibilities under this Agreement, including being retained (on a paid or unpaid basis) by any current or future litigant or claimant, or such litigant's or claimant's attorney, in connection with a claim or suit against the City or its departments, officers, agents or employees. The Monitor is not a state or local agency, or an agent thereof, and accordingly the records maintained by the Monitor shall not be deemed public records. The Monitor shall not be liable for any claim, lawsuit, or demand arising out of the Monitor's performance pursuant to this Agreement. Provided, however, that this paragraph does not apply to any proceeding before a court related to performance of contracts or subcontracts for monitoring this Agreement.</p>			
	D. Implementation, Termination, and Enforcement			
181	<p>This Agreement shall become effective upon signature by all Parties. The City and MPD shall implement immediately all provisions of this Agreement which involve the continuation of current Department policies, procedures, and practices. Within 180 days of the effective date of this Agreement, unless otherwise specified, the City and MPD shall implement the provisions of this Agreement.</p>			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
182	The Agreement shall terminate five years after the effective date of the Agreement if the parties agree that MPD and the City have substantially complied with each of the provisions of this Agreement and maintained substantial compliance for at least two years. The burden shall be on the City and MPD to demonstrate that it has substantially complied with each of the provisions of the Agreement and maintained substantial compliance for at least two years. For the purposes of this paragraph, “substantial compliance” means there has been performance of the material terms of this Agreement. Materiality shall be determined by reference to the overall objectives of this Agreement. Noncompliance with mere technicalities, or temporary failure to comply during a period of otherwise sustained compliance, shall not constitute failure to maintain substantial compliance. At the same time, temporary compliance during a period of otherwise sustained noncompliance shall not constitute substantial compliance.			
183	The Parties agree to defend the provisions of this Agreement. The Parties shall notify each other of any court or administrative challenge to this Agreement.			
184	This Agreement is enforceable through specific performance in Federal Court. Failure by any party to enforce this entire Agreement or any provision thereof with respect to any deadline or any other provision herein shall not be construed as a waiver of its right to enforce other deadlines and provisions of this Agreement.			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
185	In the event MPD or the City fail to fulfill any obligation under this Agreement, DOJ shall, prior to initiating any court proceeding to remedy such failure, give written notice of the failure to MPD and the City. MPD and the City shall have 30 days from receipt of such notice to cure the failure. At the end of the 30-day period, in the event DOJ determines that the failure has not been cured, DOJ may, without further notice to MPD or the City, file an action in the United States District Court for the District of Columbia (the “Federal Court Action”) against MPD and the City for breach of contract and any other appropriate causes of action and may seek specific performance and any other appropriate form of relief.			
186	In any matter requiring its approval under this Agreement, DOJ shall not unreasonably withhold any such approval. DOJ shall respond in a complete and timely manner to any submission submitted by the City or MPD for approval, and shall fully outline any bases for disapproval, together with an indication of the changes required in order for approval to be given. DOJ shall provide its approval or disapproval of all matters in writing. All communications regarding approvals required by this Agreement shall take place in such a manner so as not to interfere with or delay compliance with any obligation contained in the Agreement.			
187	In addition to any other notice it may provide, DOJ shall send copies of any correspondence containing a notice of a failure to approve any submission by the City or the MPD, or a notice of a failure to fulfill obligations under this Agreement to MPD’s General Counsel.			
188	In connection with the Federal Court Action, MPD and the City agree as follows:			
a	The City and MPD shall stipulate to subject matter and in personal jurisdiction and to venue.			
b	The City and MPD agree that service by hand delivery of the summons, complaint, and any other documents required to be filed in connection with the initiation of the Federal Court Action upon the Corporation Counsel of the City shall be deemed good and sufficient service upon the City and MPD.			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
c	The City and MPD hereby waive the right to file, and agree not to file or otherwise assert, any motion to dismiss (except for failure to state a claim), to stay or otherwise defer, a Federal Court Action alleging a failure to fulfill any obligation under this Agreement.			
d	The City and MPD agree to a trial of the Federal Court Action alleging a failure to fulfill any obligation under this Agreement commencing (a) 120 days after service of the summons and complaint as set forth above, or (b) the Court's earliest availability, whichever is later. The parties agree that discovery in the Federal Court Action alleging a failure to fulfill any obligation under this Agreement may begin within 15 days after service of the summons and complaint. The parties agree to submit all discovery requests and to schedule all depositions within 75 days after the service of the summons and complaint.			
189	In the event, the Court finds that the City or MPD has engaged in a material breach of the Agreement, the parties hereby stipulate that they shall move jointly for the Court to enter the Agreement and any modifications pursuant to paragraph 194, as an order of the court and to retain jurisdiction over the Agreement to resolve any and all disputes arising out of the Agreement.			
190	Nothing in this Agreement shall preclude DOJ, after complying with paragraph 185 (provision of notice and an opportunity to cure), from filing an action under the Violent Crime Control and Law Enforcement Act of 1994 (42 U.S.C. Section 14141) alleging a pattern or practice of excessive force in addition to or in lieu of the Federal Court Action described above. In the event that any such action is filed, the City and MPD hereby waive, agree not to assert, any defense to that action based on statute of limitations, laches, estoppel or any objection relating to the timeliness of the filing of such action. Nothing in this Agreement shall preclude DOJ from filing an action under the Violent Crime Control and Law Enforcement Act of 1994 (42 U.S.C. Section 14141) alleging a pattern or practice of unlawful conduct other than excessive force. Nothing in this Agreement shall preclude DOJ from filing an action under any other provision of law.			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
191	Nothing in this Agreement shall be construed to require an expenditure, obligation, or contract in violation of the Anti-Deficiency Act, 31 U.S.C. §1341 et seq. The District's obligations shall be subject to the availability of appropriated funds (including funds obtained from grants and contracts) as follows:			
a	To the extent made necessary by lack of funds, beginning for fiscal year 2002, the district may obtain deferral of compliance with an obligation of this Agreement until its next annual budget cycle if, as soon as the District knows or should know of the possibility of the event, it provides in writing to DOJ a statement which shows the following:			
i	that it included in its annual budget act as adopted by the Council of the District of Columbia and submitted to the President for transmission to the Congress pursuant to section 446 of the D.C. Self-Government and Governmental Reorganization Act, D.C. Code §47-304 (1997), sufficient money to carry out such objective;			
ii	that it made diligent efforts to obtain Congressional enactment of that part of the budget act;			
iii	that it made diligent efforts to identify and utilize grant and contract funds available to the City from federal and private funding sources to meet obligations under this Agreement (DOJ will assist the City to identify potential Department of Justice grants, or other funding sources, for which MPD may be eligible to apply and will provide MPD with appropriate technical assistance regarding any related application process);			
iv	that it expressly identified in the annual fiscal year adopted budget prepared for Congressional use such obligation (not necessarily to include reference to this Agreement as such) together with the amount of money tied to performing such obligation; and			

MOA ¶	MOA Provision	MOA REQUIREMENTS AND ACTIVITIES TO BE MONITORED	DEFINITION OF SUBSTANTIAL COMPLIANCE	DATA SOURCES
v	that Congress acted expressly to eliminate such amount of money or to reduce it below the level necessary to perform the obligation, or that Congress made an across the board reduction in the appropriation of MPD, OCCR, or any other agency with specific obligations under this Agreement as shown in the Council's budget act without expressly saving such obligation and the across the board reduction, as applied proportionately to the amount of money shown in the adopted budget for such obligation left an insufficient amount to carry out that obligation.			
b	The Mayor and MPD shall make diligent efforts to safeguard all appropriated funds available to meet obligations under this Agreement from re-programming.			
	E. Compliance			
192	This Agreement is a public document and shall be posted on the websites of the City or MPD and of the Special Litigation Section of the Civil Rights Division of DOJ.	1. MOA posted on MPD's Web site.	1. MOA posted on MPD's Web site.	1. MPD Web site.
193	The City and MPD agree that they shall not retaliate against any person because that person has filed or may file a complaint, provided information or assistance, or participated in any other manner in an investigation or proceeding relating to this Agreement.			
	F. Modifications			
194	The Parties may jointly agree, in writing, to modify this Agreement.	NA	NA	NA