

THE HONORABLE JAMES L. ROBART

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UNITED STATES DISTRICT COURT  
FOR THE WESTERN DISTRICT OF WASHINGTON  
AT SEATTLE

UNITED STATES OF AMERICA

Plaintiff,

vs.

CITY OF SEATTLE

Defendant.

CASE NO. C12-1282JLR

**THIRD-YEAR MONITORING  
PLAN**

This memorandum summarizes the Seattle Monitoring Team’s “Third-Year Monitoring Plan” (also referred to as the “Plan”). The Plan details the major objectives, key results, and milestones to be accomplished during the next 12 months. It builds on the progress made by the Seattle Police Department (“SPD” or the “Department”) to date and delineates immediate and intermediate range tasks essential to the Department’s anticipated compliance with the consent decree entered into by the City and the United States Department of Justice (“DOJ”) on July 27, 2012 (“Settlement Agreement” or “Consent Decree”). The Department’s achievements during

1 the first two years of this process and the opportunities set forth in this Plan are representations  
2 of progress toward this enduring goal: ensuring that SPD polices effectively, safely, and  
3 constitutionally and has in place the systems necessary to manage for itself the risk of  
4 unconstitutionally excessive force and impermissibly bias-based policing in the future after the  
5 Consent Decree ends.

6 As approved by the Parties, the Plan formalizes expectations and deadlines for the third  
7 year. Among other things, it provides for a formal reassessment of the policies already approved  
8 by this Court, review of the ongoing training required to implement those policies, and an  
9 examination of the Department's officers' use of force, interactions with those in behavioral  
10 crisis, its stops and detentions, and the Department's critical self-analysis structures, including  
11 those SPD officials responsible for investigating and reviewing use of force incidents and  
12 misconduct allegations.

13 It also details the process the Monitoring Team, and the Department of Justice, will use to  
14 conduct those examinations ("systemic assessments"), each under their own independent  
15 enforcement obligations. Notably, the Plan also entails a qualitative public confidence  
16 assessment, which will consider whether SPD's performance, activities, and outreach are  
17 building a framework for increasing public trust and confidence.

18 This memorandum is not a comprehensive discussion of SPD's progress toward  
19 compliance. It does not supplant the Monitoring Team's Fifth Semiannual Report, which will  
20 detail developments during the six-month period from December 2014 through June 2015 and  
21 will be filed by June 15, 2015. Instead, this memorandum looks ahead. It summarizes the hard  
22 work, both for the Parties and the Monitoring Team, that lies ahead during the upcoming third  
23 year of monitoring.

24 The Plan itself is attached as Appendix A.  
25

1           **I.       PRIMARY OBJECTIVES FOR THE THIRD-YEAR OF MONITORING**

2           As the Monitor’s semiannual reports have previously noted, a great deal was  
3 accomplished by the Department during the first two years of monitoring. Important new  
4 policies were drafted. Officers were trained on how to effectively translate those new policies  
5 into action. New review boards and investigatory bodies were created and their protocols  
6 established. An interim database for tracking use of force data, which the Department began  
7 collecting electronically for the first time in its history, was made operational.

8           The primary objectives described in the Plan build upon those accomplishments. The  
9 Plan seeks to provide clear expectations and guidance to the Department, the City, and the  
10 Seattle community about areas that the Monitor will assess and expects to see continued  
11 improvement.

12           **A.       Policy Review**

13           During the third year, each policy, procedure, and manual required by the Consent  
14 Decree – and previously approved by the Court – will be reviewed by the Department with the  
15 assistance of the Monitor and in collaboration with the DOJ. Specifically, the Department’s use  
16 of force, bias-free policing, and stops and detentions policies will each be reviewed. The OPA  
17 Manual and two related policies (addressing the reporting of misconduct and non-retaliation) will  
18 also be reviewed. This reassessment is an essential self-correcting feature of the Consent Decree  
19 in which the Parties have committed to regularly discussing, identifying and revising, where  
20 needed, what has worked and what has not worked. Following each review, the Monitor will file  
21 any proposed revisions agreed to by the Parties with the Court indicating approval and/or  
22 disapproval in the manner outlined in the Consent Decree. The deadlines for each of those  
23 filings are established by the Plan.

1                   **B.      Ongoing Policy Implementation (Stops and Detentions and Crisis**  
2                   **Intervention)**

3                   The Department will soon, for the first time, begin collecting and utilizing information  
4                   about stops and detentions and its interactions with those in “behavioral crisis.” The collected  
5                   information will be assessed for accuracy and completeness under the Department’s respective  
6                   policies. The Parties will also assess, for Stops, whether the collected information is regularly  
7                   accessible to an officer’s supervisor in such a way that, by the end of each shift, a supervisor will  
8                   be able to obtain and review his/her supervisees’ incident reports and any other reports that  
9                   document the basis for investigatory stops and detentions to determine if they were supported by  
10                  reasonable suspicion and consistent with SPD policy. Both sets of data will inform deployment  
11                  and other decisions crucial to this community.

12                  **C.      Officer Training**

13                  All SPD officers will receive another year of training that seeks to build upon the  
14                  foundation of training received in 2014. Training will be conducted in classes covering each of  
15                  the following topics: Individual Defensive Tactics Skills, De-Escalation Individual Tactics,  
16                  Individual Firearms, Taser, Team Tactics and Defensive Tactics, Team Tactics and Firearms,  
17                  De-Escalation Team Tactics, Use of Force Reporting.

18                  Some areas of training are noteworthy. First, for one of the first times in its history, the  
19                  Department will offer specialized training for its supervisors. Among other topics, those  
20                  trainings will include guidance concerning: use of force reporting requirements, coaching and  
21                  mentoring, tactical leadership and incident command, legal updates, and personnel management.  
22                  The deadlines for the Department to complete those trainings are set forth by the Plan.

23                  By April 1, 2015, SPD will provide the Parties and the Monitor with a plan for delivering  
24                  roll call trainings related to the Department’s Stops and Detentions policies. The Department  
25                  will also provide the Parties and the Monitor with a Year-End Report on its Bias-Free Policing

1 and Stops and Detention Trainings. Among other things, the Department's report will: (i) detail  
2 what roll call trainings were given; and (ii) discuss the efforts by SPD leadership and supervising  
3 officers to continue to reinforce to subordinates that discriminatory policing is an unacceptable  
4 tactic, and officers who engage in discriminatory policing will be subject to discipline. The Plan  
5 requires that the Parties receive the Department's report by December 15, 2015.

6 Following the Department's extensive work throughout the first two years of Monitoring  
7 with the Crisis Intervention Committee and its completion of draft Crisis Intervention  
8 Sustainment Training, the Plan requires that the Department to continue to implement that  
9 training during the third year. Specifically, the Plan requires that by December 15, 2015, all SPD  
10 sworn personnel and all communications dispatcher's personnel will complete 8 and 3 hours,  
11 respectively, of Crisis Intervention Sustainment Training. "CIT-Certified" officers, i.e., those  
12 with higher degree of specialized training, will attend courses specifically designed for them by  
13 SPD or the State Training Academy.

14 The Plan also provides that the SPD will continue to track each employee's successful  
15 completion, or lack of completion, of training requirements, transitioning from a spreadsheet-  
16 based system to the use of performance management computer software. It also sets a June 26,  
17 2015, deadline for a final policy that codifies a process and procedure for ensuring that an  
18 officer's failure to complete required training is fairly and timely addressed by the officer's chain  
19 of command.

#### 20 **D. Structures of Critical Self-Analysis**

21 Four major structures that facilitate Department's self-analysis will be advanced during  
22 the third year. First, the Department's Early Intervention System ("EIS") policy will be fully  
23 implemented. This includes the completion of EIS trainings by all supervisors and other sworn  
24 personnel and verification that all necessary data is readily available to supervisors.

1 Second, the Department has issued an RFP for the completion of its Data Analytics  
2 Platform (“DAP”). In the coming months, the Department will award a contract to the entity that  
3 it believes to be the most successful proposer and begin implementation of the DAP with  
4 prioritization of those areas of personnel management addressed or otherwise encompassed by  
5 the Consent Decree.

6 Third, in partnership with the CIC, the SPD will conduct an assessment of its CIT  
7 responses, including, but not limited to: (i) the distribution of CIT-certified officers throughout  
8 the Department; (ii) the regularity, quality and nature of response to critical incidents by the  
9 Crisis Response Team (“CRT”); (iii) roughly how many crisis incidents are being handled by  
10 SPD officers; and (iv) approximately how well the community stakeholder referral system is  
11 working with respect to officers knowing how to connect subjects to social service providers.

12 Lastly, during the third year, SPD will create a training program for the members of the  
13 Use of Force Review Board (“FRB”) which will include a set of minimum performance  
14 expectations, attendance requirements, legal updates, training curriculum utilized by the Training  
15 Section regarding use of force, and other important topics. It will also generate a written report,  
16 twice per year, that: (i) inventories the “lessons learned” at the FRB; (ii) indicates what  
17 responses or changes in training, policy, procedure, or administration have been effectuated as a  
18 result of those lessons; and (iii) responds to recommendations that the Monitor has made about  
19 the FRB contained in the Monitor’s Semiannual Reports.

20 Relatedly, the Monitor and the Parties will collaboratively asses and determine whether  
21 the Department’s Force Investigations Team (“FIT”) has or has not performed satisfactorily  
22 under the direction of the Professional Standards section of the Department. If by July 13, 2015,  
23 either the Monitor or either of the Parties determines that FIT is not meeting compliance  
24 requirements of the Settlement Agreement, then that entity may move the Court to transfer FIT  
25 to the purview of the Office of Police Accountability.

**E. Systemic Assessments**

1 The Monitoring Plan for the third year focuses much more on the Monitor and DOJ's  
2 systemic assessments of SPD's progress. With the Department having made notable progress in  
3 getting necessary policies implemented, processes up and running, and structures in place, the  
4 Parties, Monitor, and Seattle community must all be able to have confidence that the  
5 requirements of the Consent Decree are being carried out in practice – not merely on paper.

6 Accordingly, the Monitor and DOJ must independently verify whether the various  
7 requirements of the consent decree are “being carried out in practice.” (Dkt. No. 3-1 ¶ 184.) In  
8 the upcoming year, the Monitoring Team will conduct some 15 separate assessments on the  
9 extent to which various Consent Decree's provisions have taken root in the real world. (See,  
10 Appendix B for chronological representations of the assessments and Appendix C listing dates  
11 the assessments will be filed with the Court). The results of the Monitoring Team's analysis will  
12 be filed with the Court, and thereby made available to the public, independent from the  
13 Monitor's ongoing semi-annual reports on the status of compliance.

14 The Monitoring Team will assess collected data on use of force (including Type I, Type  
15 II, and Type III uses of force and officer-involved shootings) by SPD officers. By September 4,  
16 2015, the Monitor and the Parties will have conferred on the results of their use of force  
17 assessments. The Monitor will then issue a report to the Parties of the Monitoring Team's  
18 findings by October 21, 2015, which will then be presented to the Court in November.

19 The Monitoring Team and DOJ will also assess the uniformity, detail, and completeness  
20 of the Department's Type I, Type II, and Type III use of force reporting. By June 12, 2015, the  
21 Monitoring Team will provide the Parties with a draft report of its assessment. The draft report  
22 will present the Monitoring Team's findings, and otherwise summarize its qualitative and  
23 quantitative conclusions. To the extent that the assessment identifies the need for follow-up or  
24 subsequent assessments, or conditions or requirements that must be met in order to reach full and  
25

1 effective compliance with implicated provisions, the report will expressly state as such. The  
2 report will also identify those areas in which the Monitor believes the Department must improve  
3 to be in compliance. The final report will be filed with the Court by July 13, 2016.

4 The Monitoring Team and DOJ will also assess the quality, rigor, completeness, and  
5 timeliness of Force Investigation Team investigations of Type III uses of force and officer-  
6 involved shootings, and other investigations referred to FIT. By June 26, 2015, the Monitoring  
7 Team will provide the Parties with a draft report of its FIT investigations assessment. The final  
8 report will be filed with the Court by July 13, 2016.

9 Additionally, the Monitor and DOJ will assess the quality, rigor, completeness, and  
10 timeliness of Force Review Board (“FRB”) reviews and deliberations on force incidents. This  
11 review will include a consideration of the quality of the FRB process and its consideration of  
12 force incidents. The Monitoring Team will file a report of its assessment with the Court by  
13 September 18, 2015.

14 The Monitoring Team and DOJ will also assess the extent to which OPA is continuing to  
15 investigate use of force complaints objectively and thoroughly, and OPA’s processes,  
16 procedures, and investigations conform to the various provisions of the approved OPA Manual.  
17 By June 26, 2015, the Monitoring Team will provide the Parties with a draft report of its  
18 assessment. The draft report will present the Monitoring Team’s findings, and otherwise  
19 summarize its qualitative and quantitative conclusions. The final report will be filed with the  
20 Court by August 27, 2015.

21 Further, the Monitoring Team and DOJ will assess whether CI-Trained Officers are being  
22 dispatched to incidents or calls involving individuals in crisis and are appropriately leading  
23 interactions with those individuals when appropriate to minimize the need to use force. A report  
24 detailing the Monitoring Team’s assessment results will be filed with the Court by February 1,  
25 2016.



1 The Monitoring Team and DOJ will also assess whether SPD officers are specifically and  
2 clearly articulating reasonable suspicion when they conduct investigatory stops or detentions, or  
3 conduct field interviews for Terry stops in a manner consistent with SPD policy, the  
4 Constitution, and federal law. A report detailing the Monitoring Team's assessment results will  
5 be filed with the Court by March 14, 2016.

6 Additionally, the Monitoring Team and DOJ will assess whether the SPD's revised EIS  
7 policies and procedures are ensuring interventions that assist officers in avoiding potentially  
8 troubling behavior. A report detailing the Monitoring Team's assessment results will be filed  
9 with the Court by February 19, 2016.

10 The Monitoring Team will also assess the extent to which supervisors are effectuating the  
11 supervision-related provisions of the Consent Decree. A report detailing the Monitoring Team's  
12 assessment results will be filed with the Court by October 9, 2016.

13 Importantly, the Monitoring Team in collaboration with the DOJ will conduct a scientific  
14 assessment of community perceptions of the SPD. The assessment will closely conform to the  
15 substance of the Monitoring Team's related September 2013 survey. *See*, Second Semiannual  
16 Report at pg. 63. By October 16, 2015 the Monitoring Team will file with the Court a "Public  
17 Confidence Report" containing results from its survey and a qualitative public confidence  
18 assessment.

19 The Monitoring Team and DOJ will conduct an in-depth analysis of officer activity to  
20 examine whether police services are being delivered in a manner that effectively ensures public  
21 and officer safety. The Monitoring Team will file its Officer Activity Assessment Report with  
22 the Court by November 13, 2015.

23 Finally, the Monitoring Team will issue its Fifth and Sixth Semiannual Reports during  
24 2015. It will also draft a community outreach plan for the Parties comments and agreement.

**II. CONCLUSION**

The Third-Year Monitoring Plan is before this Court for approval. It is a pragmatic plan that endeavors to set aggressive but realistic dates for compliance. The first two years of monitoring were marked by significant achievements. Nonetheless, significant challenges remain. Unless the Plan specifically provides otherwise, to continue to ensure enduring progress toward achieving the major objectives of the Consent Decree, any party or parties seeking to delay a deadline in the Plan must seek an extension from the Court. The Monitor may, at his discretion, support or comment on the motion to extend.

We respectfully seek this Court’s approval of the Third-Year Monitoring Plan.

DATED this 17<sup>th</sup> day of March, 2015.



\_\_\_\_\_  
Merrick J. Bobb, Monitor

The Court hereby approves the Third-Year Monitoring Plan dated March 17, 2015.

DONE IN OPEN COURT this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

\_\_\_\_\_  
THE HONORABLE JAMES L. ROBART  
UNITED STATES DISTRICT JUDGE

1 I certify that on the 17<sup>th</sup> day of March, 2015, I electronically filed the foregoing with the  
2 Clerk of the Court using the CM/ECF system, which will send notification of such filing to the  
3 following attorneys of record:

4 J. Michael Diaz [michael.diaz@usdoj.gov](mailto:michael.diaz@usdoj.gov)  
5 Jonathan Smith [jonathan.smith2@usdoj.gov](mailto:jonathan.smith2@usdoj.gov)  
6 Kerry Jane Keefe [kerry.keefe@usdoj.gov](mailto:kerry.keefe@usdoj.gov)  
7 Michael Johnson Songer [michael.songer@usdoj.gov](mailto:michael.songer@usdoj.gov)  
8 Rebecca Shapiro Cohen [rebecca.cohen@usdoj.gov](mailto:rebecca.cohen@usdoj.gov)  
9 Emily A. Gunston [emily.gunston@usdoj.gov](mailto:emily.gunston@usdoj.gov)  
10 Puneet Cheema [puneet.cheema2@usdoj.gov](mailto:puneet.cheema2@usdoj.gov)  
11 Timothy D. Mygatt [timothy.mygatt@usdoj.gov](mailto:timothy.mygatt@usdoj.gov)  
12 Christina Fogg [christina.fogg@usdoj.gov](mailto:christina.fogg@usdoj.gov)  
13 Jean M. Boler [jean.boler@seattle.gov](mailto:jean.boler@seattle.gov)  
14 Peter Samuel Holmes [peter.holmes@seattle.gov](mailto:peter.holmes@seattle.gov)  
15 Brian G. Maxey [brian.maxey@seattle.gov](mailto:brian.maxey@seattle.gov)  
16 Gregory C. Narver [gregory.narver@seattle.gov](mailto:gregory.narver@seattle.gov)  
17 John B. Schochet [john.schochet@seattle.gov](mailto:john.schochet@seattle.gov)  
18 Rebecca Boatright [rebecca.boatright@seattle.gov](mailto:rebecca.boatright@seattle.gov)

19 DATED this 17<sup>th</sup> day of March, 2015.

20 /s/ Carole Corona  
21 Carole Corona  
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23  
24  
25

# Appendix A

# **THIRD-YEAR MONITORING PLAN**

**(Covering March 2015 through February 2016)**

## **INTRODUCTION TO THE THIRD-YEAR MONITORING PLAN MATRIX**

This Third-Year Monitoring Plan Matrix provides significant detail on the array of objectives that SPD will be working toward throughout the third year of monitoring (covering the time period of March 2015 through February 2016), as well as on the various assessments and systemic analyses that the Monitoring Team will be conducting to assess whether the various provisions of the Consent Decree have become effective in practice.

The format of the Monitoring Plan is consistent with the Second-Year Monitoring Plan. Primary objectives, reflected in bold print in the more darkly shaded rows, are the broader achievements, accomplishments, or assessments that will be executed during the upcoming year. Each such objective is tied to a requirement in or objective of the Consent Decree, consistent with ¶¶ 172 & 173(a) of the Decree. Below those objectives, in the more lightly shaded and indented rows, are the key results or milestones that must be met during the third year of monitoring in service of each broader achievement, accomplishment, or assessment. An un-shaded box appears below many of these key results or milestones. These areas often indicate how the Monitoring Team and DOJ, under their independent enforcement obligations, will assess whether the SPD has achieved the attendant key result and/or realized the associated milestone. In other instances, this formatting corresponds to a “note” that provides additional explanation about the objective, key result, or milestone delineated above it.

Policy	Deadline
<b>Policy Review</b>	
<b>Ongoing Policy Review</b>	<b>“With the assistance of the Monitor, SPD will review each policy, procedure, training curricula and training manual required by the Settlement Agreement 180 days after it is implemented, and annually thereafter (on a regularly published schedule), to ensure that the policy or procedure continues to provide effective direction to SPD personnel and remains consistent with the purpose and requirements of the Settlement Agreement and current law.” (¶ 180.)</b>
	SPD, with the assistance of the Monitor and in collaboration with the DOJ, will have completed the annual review of the use of force policies. The Monitor will file any proposed revisions agreed to by the Parties with the Court indicating approval and/or disapproval in the manner outlined in the Consent Decree. (¶¶ 177–181.)
	SPD, will, with the assistance of the Monitor and in collaboration with the DOJ, will have completed the annual review of the bias-free policing and stops and detentions policies,. The Monitor will file any proposed revisions agreed to by the Parties with the Court indicating approval and/or disapproval in the manner outlined in the Consent Decree. (¶¶ 177–181.)
	SPD, with the assistance of the Monitor and in collaboration with the DOJ, will have completed the annual review of the crisis intervention policies. The Monitor will file any proposed revisions agreed to by the Parties with the Court indicating approval and/or disapproval in the manner outlined in the Consent Decree. (¶¶ 177–181.)
	SPD, with the assistance of the Monitor and in collaboration with the DOJ, will have completed the annual review of the EIS policies,. The Monitor will file any proposed revisions agreed to by the Parties with the Court indicating approval and/or disapproval in the manner outlined in the Consent Decree. (¶¶ 177–181.)
	SPD, with the assistance of the Monitor and in collaboration with the DOJ, will have completed the annual review of the OPA Manual and two related policies (addressing the reporting of misconduct and non-retaliation filed concurrently with the Court). The Monitor will file any proposed revisions agreed to by the Parties with the Court indicating approval and/or disapproval in the manner outlined in the Consent Decree. (¶¶ 177–181.)

	<p><u>Note:</u>                  For all “Ongoing Policy Review” deadlines outlined above, the Monitor and Parties agree that – given the dynamic and iterated collaboration necessary – the above deadlines might, in some instances, need to be extended by a brief interval. Accordingly, if all of the Monitor, Department of Justice, and City of Seattle agree that a deadline extension for one of the “Ongoing Policy Review” areas is warranted, the deadline may be exceeded by an interval agreed upon by each of the Monitor, Department of Justice, and City of Seattle not to exceed 30 days from the target deadlines provided above. If any of the Monitor, DOJ, or the City do not agree that an extension is warranted, the deadlines outlined above will remain in place, effective, and enforceable. If an extension of greater than 30 days of any “Ongoing Policy Review” deadline is necessary, then one of the Parties will petition the Court for a further extension. It is contemplated that this arrangement will allow for good-faith collaboration while preserving the Court’s, and the Monitor’s oversight function.</p>	
<p><b>Ongoing Implementation</b></p>		
<p><b>Terry Stops &amp; Detentions</b></p>	<p><b>SPD will begin collecting information on stops and detentions provided for by the Court-approved policy on stops and detentions and its Order thereafter, (Dkt. Nos. 118 &amp; 150 at 6). (¶ 144.)</b></p>	<p><b>May 15, 2015</b></p>
	<p><u>Assessment:</u>                  The collected data must be accurate, encompass all of the information outlined in the Court’s Order of June 5, 2014 (Dkt. 150), and must be regularly accessible to an officer’s supervisor in such a way that, by the end of each shift, a supervisor will be able to obtain and review his/her supervisees’ incident reports and any other reports that document the basis for investigatory stops and detentions to determine if they were supported by reasonable suspicion and consistent with SPD policy, federal, or state law; and determine if the officer requires review of agency policy, strategy, tactics, or training. (Dkt. 144.)</p>	
	<p>SPD must have provided e-learning-based training for officers and stops and detentions documentation and information collection.</p>	<p>April 30, 2015</p>



Training		Deadline
<p><u>Assessment Procedure:</u> For each individual training class or block across each of the areas outlined below, the Monitor and DOJ will assess the draft training curricula, materials, and/or plan to determine whether they, among other things: (i) are consistent with both the letter and spirit of the current SPD policies and the implicated provisions of the Consent Decree; (ii) provide officers clear expectations and guidance; (iii) incorporate best practices in adult education; and (iv) cover the topics and substance to which the Parties, Monitor, and SPD had previously agreed.</p> <p>The Monitor will recommend that the Court either approve or disapprove of each of the training courses listed below, describing the grounds for such approval or disapproval. (<i>See</i> ¶ 177.)</p> <p>The Monitor and Parties will attend training sessions for instructors and offer feedback where necessary. On an unannounced basis, the Monitoring Team will attend a sampling of in-person classroom and other trainings to assure quality and consistency with approved training materials, curricula, and objectives.</p> <p>As a general and ongoing obligation and commitment, the SPD Education &amp; Training Section will provide the Monitor and Parties with monthly reports about the status of the completion of each of the requisite training classes or blocks listed as part of this Monitoring Plan.</p> <p>For the training required of the Force Review Board and the Force Investigation Team, please see “Review &amp; Investigation of Force” section.</p> <p><u>Note on Deadlines:</u> For all deadlines associated with Training in this section below, the Monitor and Parties agree that – given the dynamic and iterative collaboration necessary – the deadlines might, in some instances, need to be extended by a brief interval to allow for the completion of high-quality training programs consistent with best law enforcement and adult education practices. Accordingly, if all of the Monitor, Department of Justice, and City of Seattle agree that a deadline extension for any of the training initiatives outlined below is warranted, the deadline may be extended by an interval agreed to by each of the Monitor, Department of Justice, and City of Seattle not to exceed 30 days from the deadlines set forth below. If any of the Monitor, DOJ, or the City do not agree that an extension is warranted, the deadlines set forth below will remain in place, effective, and enforceable. If an extension of greater than 30 days of any “Training” deadline is necessary, then one of the Parties will petition the Court for a further extension. It is contemplated that this arrangement will allow for good-faith collaboration while preserving the Court’s, and the Monitor’s, oversight function.</p>		
Use of Force		
<p><b>Individual Defensive Tactics Skills</b></p>	<p><b>SPD commits to a 4-hour training addressing individual defensive tactics.</b> Topics that will be addressed by the course may include, but are not limited to: recognizing the level of threat or resistance being offered by a subject; reviewing de-escalation decision points; handcuffing techniques; sprawl techniques to defend against a level change by a subject and an attempted takedown of the officer; and dynamic drills addressing all of the foregoing.</p>	<p><b>Start:</b> <b>February 15, 2015</b></p> <p><b>End:</b> <b>April 15, 2015</b></p>

	<i>Implicated Consent Decree Provisions:</i> ¶¶ 69–72, 88–90, 127–129	
<b>De-Escalation: Individual Tactics</b>	<b>SPD commits to a 4-hour training addressing individual de-escalation skills.</b> Topics that will be addressed by the course may include, but are not limited to: recognizing the level of threat or resistance being offered by the subject; the importance of verbal and nonverbal communication in the escalation and de-escalation of incidents; the strategic use of cover, concealment, shielding, and calling for backup; and the modulation of force according to threat level.	<b>Start: April 15, 2015</b>  <b>End: September 15, 2015</b>
	<i>Implicated Consent Decree Provisions:</i> ¶¶ 69–72, 127–129	
<b>Individual Firearms</b>	<b>SPD commits to a four-hour training addressing individual firearms training</b> Topics that will be addressed by the course may include, but are not limited to: recognizing the level of threat or resistance being offered by a subject; concepts training on when to draw and present a firearm; the use of clear and concise verbal commands and persuasion to de-escalate, including in conjunction with or before the drawing of a weapon; using the weapon in conjunction with weapon-mounted light or flash light to aid threat recognition; the strategic use of cover; and proper movement techniques to clear a doorway.	<b>Start: April 15, 2015</b>  <b>End: September 15, 2015</b>
	<i>Implicated Consent Decree Provisions:</i> ¶¶ 70–72, 78, 127–129	
<b>Taser</b>	<b>SPD commits to training new and existing users on the new X2 model of Taser in an 8-hour, in-class training that courses on individual drills, team skills, and scenario-based training.</b> Topics to be addressed may include, but are not limited to: the operation of the X2 Taser; review of Taser policy, including situations and subjects for which use is prohibited or problematic; post-deployment practices and procedures; force reporting procedures after Taser deployment; and the roles and responsibilities of a Taser operator in a less-lethal team.	<b>Start: September 15, 2015</b>  <b>End: December 15, 2015</b>
	<i>Implicated Consent Decree Provisions:</i> ¶¶ 69–70, 79–83, 127–129	
<b>Team Tactics &amp; Defensive Tactics</b>	<b>SPD commits to an 8-hour, substantially scenario-based training addressing defensive tactics in the context of a team.</b> Topics to be addressed may include, but are not limited to: threat assessment and force modulation in a team environment; the use of team tactics and backup to control suspects; the use of time, distance, and shielding and team tactics to de-escalate a subject in crisis; and the proper use of shields in a tactical environment.	<b>Start: May 15, 2015</b>  <b>End: August 15, 2015</b>
	<i>Implicated Consent Decree Provisions:</i> ¶¶ 70–72, 127–129	

<b>Team Tactics &amp; Firearms</b>	<b>SPD commits to an 8-hour training that integrates team tactics and firearms training in order to recognize and respond appropriately to “active shooter” incidents and scenarios.</b> Topics that will be addressed may include, but are not limited to: recognizing active shooter incidents; assessing threat levels; concepts related to indoor and outdoor movement; and team firearm skills.	<b>Start:</b> <b>August 15, 2015</b>
	<b>End:</b> <b>December 15, 2015</b>	
<i>Implicated Consent Decree Provisions:</i> ¶¶ 70–72, 127–129		
<b>De-Escalation: Team Tactics</b>	<b>SPD commits to a 4-hour course that specifically addresses de-escalation strategies and techniques in the context of team operations.</b>	<b>Start:</b> <b>September 15, 2015</b>
	<b>End:</b> <b>December 15, 2015</b>	
<i>Implicated Consent Decree Provisions:</i> ¶¶ 70–72, 127–129		
<b>Use of Force Reporting</b>	<b>SPD will provide a training course that will provide further guidance on the reporting requirements associated with Type I force advanced in the SPD Manual and in the Consent Decree.</b>	<b>Start:</b> <b>February 15, 2015</b>
	<b>End:</b> <b>April 15, 2015</b>	
<i>Implicated Consent Decree Provisions:</i> ¶¶ 100–102		
<b>Terry Stops &amp; Bias-Free Policing</b>		
<b>Integrated Scenario Training</b>	<b>SPD commits to 8 hours of search &amp; seizure and bias-free policing training that builds on the training provided in 2014 in a more scenario-based training environment.</b> Topics to be addressed may include, but are not limited to: de-escalation skills, cross-cultural communication, procedural justice, distinctions between social and investigatory detentions.	<b>Start:</b> <b>August 15, 2015</b>
	<b>End:</b> <b>December 15, 2015</b>	
<i>Implicated Consent Decree Provisions:</i> ¶¶ 138–149		
<b>Roll Call Training</b>	<b>“SPD will provide all officers with regular roll call trainings regarding social contacts, non-custodial interviews, and investigatory stops and detentions.” (¶ 143.)</b>	<b>Ongoing</b>
	SPD will provide the Parties and the Monitor with a plan for delivering roll call trainings related to the stops and detentions policies (hereinafter “Bias-Free Policing and Stops and Detentions Roll Call Training Plan”). The plan should include specific outlines of the topics to be covered and the messages to be conveyed during the roll call trainings.	April 1, 2015

	SPD will provide the Parties and the Monitor with a Year-End Report on Bias-Free Policing and Stops and Detention Training. It should: (i) detail what roll call trainings were given, and where they were given, during the time period covered by the “Bias-Free Policing and Stops and Detentions Roll Call Training Plan”; and (ii) discuss the efforts by “SPD leadership and supervising officers” to “continue to reinforce to subordinates that discriminatory policing is an unacceptable tactic, and officers who engage in discriminatory policing will be subject to discipline.” (¶ 150.)	December 15, 2015
<b>Crisis Intervention</b>		
<b>Crisis Intervention Sustainment Training</b>	<b>All non-CIT-Certified SPD sworn personnel will complete 8 hours of what-was-previously entitled advanced crisis intervention training.</b> The specific topics to be addressed will be finalized with the Crisis Intervention Committee, Parties, and the Monitor.	<b>Start:</b> February 15, 2015  <b>End:</b> December 15, 2015
	<i>Implicated Consent Decree Provisions:</i> ¶¶ 130–137, 127–129	
	<b>All CIT-Certified SPD sworn personnel will complete 8 hours of sustainment training on crisis intervention.</b> It is currently anticipated that this will consist of a mix of SPD-created and identified courses at the Washington State Criminal Justice Training Commission.	<b>Start:</b> August 15 15, 2015  <b>End:</b> December 15, 2015
	<i>Implicated Consent Decree Provisions:</i> ¶¶ 130–137, 127–129	
	<b>All communications dispatchers personnel will complete sustainment training on crisis intervention.</b> The training will build upon and expand the training provided to dispatchers in 2014 on recognizing crisis incidents and dispatching trained officers to the scenes of such incidents.	<b>Start:</b> June 15, 2015  <b>End:</b> December 15, 2015
<i>Implicated Consent Decree Provisions:</i> ¶¶ 130–137, 127–129		
<b>Supervisor</b>		
<b>Type I Force Review</b>	<b>SPD will provide a training course that will provide further guidance on the reporting requirements associated with Type I force advanced in the SPD Manual and in the Consent Decree.</b>	<b>Start:</b> May 15, 2015  <b>End:</b> December 15, 2015
	<i>Implicated Consent Decree Provisions:</i> ¶¶ 100–102	

<b>Coaching &amp; Mentoring</b>	<b>SPD will provide training to supervisors on coaching and mentoring skills.</b>	<b>Start:</b> May 15, 2015
		<b>End:</b> December 15, 2015
<i>Implicated Consent Decree Provisions:</i> ¶¶ 109, 144, 150–152, 156		
<b>Tactical Leadership &amp; Incident Command</b>	<b>SPD will provide training on the foundational tactical leadership needed to manage routine tactical situations.</b>	<b>Start:</b> May 15, 2015
		<b>End:</b> December 15, 2015
<i>Implicated Consent Decree Provisions:</i> ¶¶ 69–89		
<b>Various Topics</b>	<b>This training will, among other things, provide supervisors with critical legal updates; use of force lessons learned from the Force Review Board; information about personnel management, OPA, BlueTeam, and EIS; and provide additional guidance on supervisory responsibility with respect to the Bias-Free Policing policy.</b>	<b>Start:</b> May 15, 2015
		<b>End:</b> December 15, 2015
<i>Implicated Consent Decree Provisions:</i> ¶¶ 69–89, 119–125, 144, 149–152, 153–156, 157–163, 164–168		
<b>Missed Training</b>		
<b>Tracking Missed Training</b>	<b>SPD will establish and codify a process and procedure for ensuring that an officer's failure to complete required training is fairly and timely addressed by the officer's chain of command.</b> SPD will continue to track each employee's successful completion, or lack of completion, of training requirements, transitioning from a spreadsheet-based system to the use of the Cornerstone talent, learning, and performance management software.	<b>Deadline for first draft of policy:</b> May 1, 2015
		<b>Deadline for final draft of policy:</b> June 26, 2015
<i>Implicated Consent Decree Provisions:</i> ¶¶ 128, 130–137, 142–144, 147–152, 156		

Structures of Critical Self-Analysis		Deadline
<b>EIS</b>	<b>The EIS policy approved by the Court will be implemented. (¶¶ 157-163; Dkt. No. 125.)</b>	<b>May 15, 2015</b>
	The EIS Review Committee will have: (i) established written procedures and protocol for reviewing performance intervention plans for consistency, fairness, and rigor; and (ii) established a process for overseeing sergeants and other supervisors whose officers reach the performance thresholds established by the SPD EIS policy. (See Fourth Semiannual Report at 73–74.)	May 1, 2015
	The EIS Review Committee will ensure all necessary mechanisms are in place for supervisors to review, as regularly as necessary or wanted, data and information related to EIS for all of the officers under their command. .	May 1, 2015
	All supervisors will have completed e-learning training on EIS approved by the Monitor and Parties. (See Fourth Semiannual Report at 73.)	May 1, 2015
	All SPD sworn personnel will have completed e-learning modules on the new EIS policy, procedures, and processes – including how to conduct assessments, construct an intervention plan, and use both IAPro and manual-based processes to review objective data on officer performance.	May 14, 2015
	<b>SPD, the Parties, and the Monitor will revise and add to, as appropriate, the indicator criteria and threshold levels, set forth in the Performance Mentoring Program (now referred to as “Early Intervention System”) policy (3.070-POL-2) approved by the Court. (Dkt. No. 125.)</b> The discussion will be based on quantitative evaluation and assessment of data on officer performance that has been certified as accurate and complete.	Start of consideration: September 1, 2015  Deadline for revised policy: November 1, 2015
<b>Data Analytics Platform (“DAP”)</b>	<b>SPD will ensure that it has systems in place that permit the Department to address areas of personnel management encompassed by the Consent Decree using accurate and rigorous data and information. (Dkt. No. 127 at 33–34; see Fourth Semiannual Report at 62–68; Third Semiannual Report at 35–43; Second Semiannual Report at 6–14.)</b>	<b>RFP Deadline: March 15, 2015</b>  <b>Deadline for Beginning of Vendor Implementation: September 30, 2015</b>
	The current DAP Work Group and Steering Committee will complete and issue a request for proposals (RFP) for a Data Analytics Platform (“DAP”) vendor. The RFP will substantially reflect the work, opinions, and counsel of independent, outside consultants engaged by SPD to reevaluate potential underlying source systems. The RFP will be staggered or phased to prioritize those areas of personnel management addressed or otherwise encompassed by the Consent Decree, including: use of force, stops and detentions, and crisis intervention incident reporting and review, administrative investigations (such as OPA and FIT), and early intervention.	March 15, 2015

	The City, after awarding a contract to the entity that it believes to be the most successful proposer, will begin implementation of the DAP, with prioritization of those areas of personnel management addressed or otherwise encompassed by the Consent Decree. The subsequent timetable will be substantially informed by the selected vendor.	September 30, 2015
<b>Crisis Intervention/ Crisis Intervention Committee (“CIC”)</b>	<b>SPD, in partnership with the CIC, will evaluate CIT policy revisions and crisis intervention training for all key personnel in 2015, including: (i) advanced training for non-crisis intervention “certified” officers; (ii) additional training for certified officers; and (iii) refresher training for dispatchers. (§§ 130-137)</b>	<b>December 31, 2015</b>
	<b>SPD will conduct an assessment, in partnership with the CIC, of its CRT and CIT responses, including, but not limited to: (i) the distribution of CIT-certified officers throughout the Department; (ii) the regularity, quality and nature of response to critical incidents by the Crisis Response Team (“CRT”); (iii) roughly how many crisis incidents are being handled by SPD officers; and (iv) approximately how well the community stakeholder referral system is working with respect to officers knowing how to connect subjects to social service providers. (§§ 130-137)</b>	<b>May 1, 2015</b>
	SPD will complete the survey of officer views of the CIC and report to the CIC, Parties, and Monitor on the results.	June 1, 2015
	<b>SPD will begin collecting information on mental health contacts.</b>	<b>May 15, 2015</b>
	<u>Assessment:</u> The collected data must be accurate and provide the Department with necessary information on the nature and extent of officer interactions with individuals in behavioral crisis.	
	SPD must consider whether officers require any additional training to provide the required information on mental health contacts. If SPD personnel require such training, a training initiative will be designed and implemented.	April 30, 2015

Review & Investigation of Force		Deadline
Force Review Board	<b>“Each member [of the UOFRB] will receive a minimum of eight hours of training on an annual basis, including legal updates regarding use of force and curriculum utilized by the Training Section regarding use of force.” (§ 121.)</b>	<b>December 15, 2015</b>
	SPD will create a training program for the members of the Use of Force Review Board which will include a set of minimum performance expectations, attendance requirements, legal updates, training curriculum utilized by the Training Section regarding use of force, and other important topics.	July 31, 2015
	<u>Assessment:</u> The Monitor and DOJ will assess the draft training materials to determine whether they are consistent with both the letter and spirit of the current use of force and review of the use of force policies (SA ¶¶ 119-125), the recommendations provided in the Monitor’s Semiannual reports, and best practices. New Board members will be trained on a rolling basis and within a reasonable time of being named to serve on the Board.	
	SPD will train members of the UOFRB upon approval by the Court of the UOFRB training materials, will ensure that their participation is recorded and tracked, and will notify the Parties and Monitor as soon as all members of the UOFRB have been trained using the approved curriculum.	December 15, 2015
	SPD should generate a written report, twice per year, that: (i) inventories the “lessons learned” at the Use of Force Review Board; (ii) indicates what responses or changes in training, policy, procedure, or administration have been effectuated as a result of those lessons; and (iii) responds to recommendations that the Monitor has made about the UOFRB contained in the Monitor’s Semiannual Reports. The report should be made available to the Parties, SPD, and the Monitor.	Reports due: June 30, 2014 December 31, 2014
<b>FIT</b>	<b>By June 1, 2015, the Monitor and the Parties collaboratively will determine whether FIT has or has not performed satisfactorily in Professional Standards. If both the Monitor and the Parties are satisfied with FIT’s performance, then the Monitor will provide final approval of the FIT Manual and FIT will not be transferred to OPA. If either the Monitor or either of the Parties have concerns about the ability of FIT to meet the compliance requirements of the Settlement Agreement because of its present location, that entity must memorialize its concern and, after invoking the dispute resolution provisions (¶¶177-178) of the Consent Decree, move the Court to transfer FIT to OPA.</b>	<b>July 13, 2015 (extended deadline from Second-Year Monitoring Plan)</b>



	<p><u>Assessment:</u>                  As noted in the Second-Year Monitoring Plan, (Dkt. No. 127 at 41), this review will include, but not be limited to an examination of the thoroughness of the investigations, how closely the policies and Manual have been adhered to, an assessment of the qualifications, skills and experience of the officers assigned to FIT, whether the FIT investigations have appropriately identified potential criminal behavior, policy violations or other misconduct, whether FIT appropriately refers misconduct and criminal matters to the proper investigatory authority, whether FIT is able to maintain separation of exposed and unexposed teams as required by the Settlement Agreement, whether FIT is meeting relevant investigatory deadlines, whether any problems arise related to <i>Garrity</i>, whether the Chain of Command is appropriately involved in assessing performance, and whether the FIT investigations provide suitable foundations for the Department to consider officer performance, tactics, and equipment issues generally. FIT investigations will be expected to extend beyond the officer’s immediate use of force to encompass an examination of events, decisions and tactics that led up to the use of force incident, including officer involved shootings. The review will also include an assessment of the extent to which FIT has accommodated and supported the role of OPA in FIT investigations. Most importantly, the review will be able to take advantage of the “FIT Report” Assessment reference elsewhere in this Monitoring Plan.</p>	
	<p><b>FIT will provide ongoing training to its investigators, both in-house and provided by third parties, consistent with paragraphs 112–118 of the Consent Decree, the updated policies on use of force and the review of the use of force, and best practices.</b> It is expected that the training will both reinforce and build upon the FIT training conducted in 2014.</p>	<p><b>Deadline for first draft of plan: April 10, 2015</b></p> <p><b>Deadline for final draft of plan: May 15, 2015</b></p> <p><b>Deadline for completion of training: November 1, 2015</b></p>

Supervision		Deadline
Span of Control	<b>“The City will provide and SPD will deploy an adequate number of qualified field/first-line supervisors (typically sergeants) to assure that the provisions of this Agreement are implemented. SPD will employ sufficient first-line supervisors to assure that first-line supervisors are able to: 1) respond to the scene of uses of force as required by this Agreement; 2) investigate each use of force (except those investigated by FIT) in the manner required by this Agreement; 3) ensure documentation of uses of force as required by this Agreement; and 4) provide supervision and direction as needed to officers employing force.” (SA ¶ 153.)</b>	<b>January 15, 2015 (Complete)</b>
	SPD and the City will certify that it has reached temporary and partial compliance with paragraph 153 of the Consent Decree to the extent that it is employing a sufficient number of first-line supervisors, and in a manner that ensures, that the provisions of the Agreement <i>fully effective as of the day of the certification</i> are implemented. The certification will expressly indicate the provisions of the Agreement that, because they are not yet effective, are necessarily not part of the analysis upon which the certification rests.	January 15, 2015 (Complete)
	SPD and the City will certify that it has reached compliance with paragraph 153 of the Consent Decree because it is employing sufficient first-line supervisors to ensure implementation of the provisions of the Agreement, including provisions related to Early Intervention, stops and detentions, and bias-free policing.	September 30, 2015
Supervision of Sergeants	<b>“Precinct commanders and watch lieutenants will continue to closely and effectively supervise the first-line supervisors and officers under their command, particularly whether commanders and supervisors identify and effectively respond to uses of force.” (SA ¶ 156.)</b>	<b>January 15, 2015 (Complete)</b>
	SPD and the City will certify that it has reached temporary and partial compliance with paragraph 156 of the Consent Decree to the extent that its Commanders and Lieutenants are effectively supervising sergeants with respect to the provisions of the Agreement <i>fully effective as of the day of the certification</i> are implemented. The certification will expressly indicate the provisions of the Agreement that, because they are not yet effective, are necessarily not part of the analysis upon which the certification rests.	January 15, 2015 (Complete)
	SPD and the City will certify that it has reached compliance with paragraph 156 of the Consent Decree because it is adequately overseeing first-line supervisors and that the all of the provisions relating to supervision of the Agreement, including provisions related to Early Intervention, stops and detentions, and bias-free policing.	September 30, 2015

Assessments, Reviews, and Reporting		Deadline
<p><u>Note:</u> For all deadlines associated with the Assessments in this section below, the Monitor and Parties agree that the deadlines might, in some instances, need to be extended by a brief interval to allow accommodate unforeseen circumstances or presently unexpected, minor delays. Accordingly, if all of the Monitor, Department of Justice, and City of Seattle agree that a deadline extension for any of the assessments outlined below is warranted, the deadline may be extended by an interval agreed to by each of the Monitor, Department of Justice, and City of Seattle not to exceed 15 days from the deadlines set forth below.</p>		
Application of Force		
<b>Use of Force Data Systemic Assessment</b>	<b>The Monitoring Team will assess collected data on use of force (including Type I, Type II, and Type III uses of force and officer-involved shootings) by SPD officers.</b>	<b>November 13, 2015</b>
	<p><u>Description of Assessment:</u> The Consent Decree called for SPD to revise its use of force policies (§ 71) consistent with <i>Graham v. Connor</i> and other constitutional imperatives and guided by several expressly defined principles (§ 70). The Court approved the revision in December 2013. (Dkt. No. 115.) As of January 1, 2015, all SPD officers should have received the initial, comprehensive use of force training. (Dkt. 187 at 24.)</p> <p>The Monitor must ensure that the policy revisions are “being carried out in practice.” (§ 184.) This assessment will use the Department’s use of force reporting and data to examine and assess trends in officer use of force. It will not involve the qualitative review of officer force; instead, it will analyze aggregate, statistical trends in the nature, circumstances, and features of force that SPD officers are using. Such quantitative analysis is necessary to provide the context for conducting targeted and meaningful qualitative analysis of the Department’s use of force. Thus, the assessment is a necessary component of conducting a sufficiently rigorous and focused assessment of individual force incidents, even if various quantitative results or analyses might not directly or by themselves establish partial or full compliance.</p> <p><u>Implicated Consent Decree Provisions:</u> ¶¶ 69–90, 153</p>	
	The Monitoring Team will provide a detailed accounting of the methodology that to be used for the Use of Force Data Assessment.	May 22, 2015
	<p><u>Note:</u> The provision of this methodology, as well as the Monitoring Team conducting the Use of Force Data Assessment on the timetable outlined here, is contingent on the Monitor’s findings in the Force Reporting Assessment indicating that reporting is sufficiently reliable and accurate as to allow high-quality statistical analysis to be undertaken.</p>	

	The Monitoring Team will confer with the Parties to discuss the intended methodology for analyzing supervisory investigations and their initial review by the chain of command.	Start: May 23, 2015  End: June 12, 2015
	The Monitoring Team will conduct the Use of Force Data Assessment. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.	Start: June 13, 2015  End: August 21, 2015
	The Monitoring Team and the Parties will confer on the results of their independent Officer Use of Force assessment.	Start: August 22, 2015  End: September 4, 2015
	A draft report (the "Officer Use of Force Report") that presents the Monitoring Team's findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions will be provided to the Parties. The report will present the Monitoring Team's findings, detail its assessments, and otherwise summarize its qualitative and quantitative conclusions. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions or requirements that must be met in order to reach full and effective compliance with implicated provisions, the report will expressly state as such.	October 21, 2015
	The Monitoring Team will file the Officer Use of Force Report with the Court.	November 13, 2015
<b>Officer Use of Force</b>	<b>The Monitoring Team will assess the use of force (including Type I, Type II, and Type III uses of force and officer-involved shootings) by SPD officers to determine whether force is being employed in a manner consistent with the Consent Decree, including SPD policies enacted to comply with the Consent Decree.</b>	<b>November 13, 2015</b>

<p><u>Description of Assessment:</u></p> <p>The Officer Use of Force assessment will assess whether force applied by SPD officers is or is not consistent with SPD policy <b>8.000-8.200 (and any related policy provisions that result from subsequent revisions or adjustments)</b>, and is or is not consistent with constitutional and legal imperatives.</p> <p>The Consent Decree called for SPD to revise its use of force policies (§ 71) consistent with <i>Graham v. Connor</i> and other constitutional imperatives and guided by several expressly defined principles (§ 70). The Court approved the revision in December 2013. (Dkt. No. 115.) As of January 1, 2015, all SPD officers should have received the initial, comprehensive use of force training. (Dkt. 187 at 24.)</p> <p>The Monitor, as well as DOJ, must ensure that the policy revisions are “being carried out in practice.” (§ 184.) This assessment will assist in determining whether the policy changes have been successfully advanced in practice. It will also consider whether the training that officers have received in 2014 and the first half of 2015 on use of force has been effective in practice. (See Fourth Semiannual Report at 24.)</p> <p><u>Implicated Consent Decree Provisions:</u></p> <p>¶¶ 69–90, 127–30</p>	
<p>The Monitoring Team will provide: (i) a draft review protocol that individual team members will use to assess each incident; and (ii) a description of the population of incidents to be reviewed (e.g., details about the universe of incidents to either be sampled or entirely reviewed and, if a sample is utilized, an accounting of the methodology to be employed).</p>	<p>June 5, 2015</p>
<p><u>Note:</u></p> <p>It is currently contemplated that the time period considered will be uses of force that occur between January 1, 2015 and June 30, 2015. As the Monitor has elsewhere observed, “it is likely that only an assessment of post-[use of force] training trends can fully and fairly reflect SPD’s progress,” (Dkt. No. 187 at 51), which makes this time period the first possible time period in which there can be confidence that all officers should have the same knowledge and have received the same training about the new use of force policies.</p>	
<p>The Monitoring Team will confer with the Parties to discuss the intended methodology for analyzing these incidents.</p>	<p>Start: June 6, 2015</p> <p>End: June 30, 2015</p>

	<p>The Monitoring Team will provide the Parties the sample of incidents to be reviewed and/or confirm the incidents that are being reviewed, and conduct the Officer Use of Force assessment. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.</p>	<p>Start: July 1 2015</p> <p>End: September 14, 2015</p>
	<p><i>Note:</i> For a force incident to be considered, its investigation must have been completed. Force incidents that occur during the end of the six-month period may need to be addressed on a rolling basis, or the start date may need to be adjusted in order to accommodate such incidents.</p>	
	<p>The Monitoring Team and the Parties will confer on the results of their independent Officer Use of Force assessment.</p>	<p>Start: September 15, 2015</p> <p>End: September 29, 2015</p>
	<p>A draft report (the “Officer Use of Force Report”) that presents the Monitoring Team’s findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions will be provided to the Parties. The report will present the Monitoring Team’s findings, detail its assessments, and otherwise summarize its qualitative and quantitative conclusions. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions or requirements that must be met in order to reach full and effective compliance with implicated provisions, the report will expressly state as such.</p>	<p>October 21, 2015</p>
	<p>The Monitoring Team will file the Officer Use of Force Report with the Court.</p>	<p>November 13, 2015</p>
<p><b>Reporting Force</b></p>		
<p><b>Type II and Type III Reporting</b></p>	<p><b>The Monitoring Team will assess the uniformity, detail, and completeness of Type II and Type III use of force reporting.</b></p>	<p><b>July 13, 2015</b></p>
	<p><i>Description of Assessment:</i> The Type II and Type III reporting assessment will consider SPD’s progress in complying with paragraph 103 of the Consent Decree and the related provisions of SPD policy.</p> <p>To maximize resources and efficiency, the Monitoring Team will assess, via a separate protocol, the quality of Type II and III reporting as a sub-part of its analysis of its FIT Investigation Assessment. It will, however, present the reports in a separate and standalone reporting relating to compliance with the reporting requirements of the Consent Decree (the “Force Reporting Assessment”).</p> <p><i>Implicated Consent Decree Provisions:</i> ¶¶ 91–97, 103</p>	

<p>The Monitoring Team will provide: (i) a draft review protocol that individual team members will use to assess each report; and (ii) a description of the population of reports to be reviewed (e.g., details about the universe of reports to be reviewed and, if a sample is utilized, an accounting of the methodology to be employed).</p>	<p>January 27, 2015</p>
<p><u>Note:</u> It is currently contemplated that the time period of Type II and Type III reports considered will be those for which force investigations concluded or closed in the period between July 1, 2014 and December 31, 2014.</p>	
<p>The Monitoring Team will confer with the Parties to discuss the intended methodology for assessing force reporting.</p>	<p>Start: January 28, 2015</p> <p>End: March 9, 2015</p>
<p>The Monitoring Team will provide the Parties the sample of reports to be reviewed and/or confirm the reports that are being reviewed, and conduct the assessment of Type II and Type III reports. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.</p>	<p>Start: March 10, 2015</p> <p>End: May 1, 2015</p>
<p><u>Note:</u> For a force incident to be considered, its investigation must have been completed. Force incidents that occur during the end of the six-month period may need to be addressed on a rolling basis, or the start date may need to be adjusted in order to accommodate such incidents. The time period and sample will be consistent with that considered for the FIT Report outlined below.</p>	
<p>The Monitoring Team and the Parties will confer on the results of their independent Type II and III Force Reporting assessment.</p>	<p>Start: May 2, 2015</p> <p>End: May 15, 2015</p>
<p>A draft of the Force Reporting Assessment—presenting the Monitoring Team’s findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions—will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to reach compliance with implicated provisions, the report will expressly state as such. The report will clearly identify those areas in which the Monitor believes the Department must improve to be certified by him to be in compliance and make recommendations for mechanisms for the Department to do so.</p>	<p>June 12, 2015</p>
<p>The Monitoring Team will file the Type II &amp; III Force Reporting Assessment with the Court.</p>	<p>July 13, 2015</p>

<b>Type I Reporting</b>	<b>The Monitoring Team will assess (i) the uniformity, detail, and completeness of Type I use of force reporting, and (ii) the extent to which there may be under-reporting of use of force.</b>	<b>July 13, 2015</b>
	<p><u>Description of Assessment:</u> The Type I Reporting Assessment will consider the extent to which the reporting of Type I force is consistent with the provisions of the Consent Decree and with SPD policy. It will consider whether Type I uses of force are being correctly classified and documented. It will also consider whether officers are or are not under-reporting force.</p> <p><u>Implicated Consent Decree Provisions:</u> ¶¶ 100–102</p>	
	The Monitoring Team will provide: (i) a draft review protocol that individual team members will use to assess each Type I report; and (ii) a description of the population of reports to be reviewed (e.g., details about the universe of reports to be reviewed and, if a sample is utilized, an accounting of the methodology to be employed).	April 3, 2015
	<p><u>Note:</u> It is currently contemplated that the time period of Type I reports considered will be those for which chain of command review concluded or closed in the period between July 1, 2014 and December 31, 2014.</p>	
	The Monitoring Team will confer with the Parties to discuss the intended methodology for assessing Type I force reporting.	Start: April 3, 2015  End: April 24, 2015
	The Monitoring Team will provide the Parties the sample of reports to be reviewed and/or confirm the reports that are being reviewed, and conduct the assessment of Type I reports. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.	Start: April 25, 2015  End: May 22, 2015
The Monitoring Team and the Parties will confer on the results of their independent Type I Force Reporting assessment.	Start: May 23, 2015  End: June 8, 2015	



	A draft of the Force Reporting Assessment—presenting the Monitoring Team’s findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions—will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to compliance with implicated provisions, the report will expressly state as such. The report will clearly identify those areas in which the Monitor believes the Department must improve to be certified by him to be in compliance and make recommendations for mechanisms for the Department to do so.	June 26, 2015
	The Monitoring Team will file the Type I Force Reporting Assessment with the Court.	July 13, 2015
<b>Investigation of Force</b>		
<b>FIT Investigations</b>	<b>The Monitoring Team will assess the quality, rigor, completeness, and timeliness of Force Investigation Team (“FIT”) investigations of Type III uses of force and officer-involved shootings, or other (Type II) investigations referred to FIT.</b>	<b>July 13, 2015</b>
	<p><i>Description of Assessment:</i>  This review will, at minimum, include an examination of:</p> <ul style="list-style-type: none"> <li>• the thoroughness of the investigations;</li> <li>• how closely the Department’s use of force review policies and the FIT Manual have been followed;</li> <li>• if appropriate, whether the FIT investigations have appropriately identified potential criminal behavior, policy violations or other misconduct;</li> <li>• whether FIT appropriately referred misconduct and criminal matters to the proper investigatory authority;</li> <li>• whether FIT met relevant investigatory deadlines;</li> <li>• whether FIT investigations sufficiently extend beyond the officer’s immediate use of force to encompass an examination of events, decisions, and tactics that led up to the use of force incident; and</li> <li>• the extent to which FIT has accommodated and supported the role of OPA in FIT investigations.</li> </ul> <p><i>Implicated Consent Decree Provisions:</i>  ¶¶ 95, 102, 112–118</p>	
	The Monitoring Team will provide: (i) a draft review protocol that individual team members will use to assess each FIT investigation; and (ii) a description of the population of FIT investigations to be reviewed (e.g., details about the universe of incidents to either be sampled or entirely reviewed and, if a sample is utilized, an accounting of the methodology to be employed).	January 27, 2015
	<p><i>Note:</i>  It is currently contemplated that the time period of FIT investigations considered will be those investigations that concluded or closed in the period between July 1, 2014 and December 31, 2014.</p>	

	The Monitoring Team will confer with the Parties to discuss the intended methodology for analyzing FIT investigations.	Start: January 28, 2015  End: March 9, 2015
	The Monitoring Team will provide the Parties the sample of incidents to be reviewed and/or confirm the incidents that are being reviewed, and conduct the assessment of FIT Investigations. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.	Start: March 10, 2015  End: May 8, 2015
	The Monitoring Team and the Parties will confer on the results of their independent FIT Investigation assessment.	Start: May 9, 2015  End: May 22, 2015
	A draft report (the “Force Investigation Report”) that presents the Monitoring Team’s findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to reach compliance with implicated provisions, the report will expressly state as such. The report will clearly identify those areas in which the Monitor believes the Department must improve and make recommendations for mechanisms for the Department to do so.	June 26, 2015
	The Monitoring Team will file the FIT Report with the Court.	July 13?, 2015
<b>Chain of Command Investigations</b>	<b>The Monitoring Team will assess supervisory investigations of Type II uses of force and the chain of command review up to, but not including, consideration of the incident by the Force Review Board.</b>	<b>July 13, 2015</b>

<p><u>Description of Assessment:</u>                  The Chain of Command Investigations assessment will consider whether force investigations by supervisors (e.g., those described in ¶ 104) are thorough, rigorous, complete, fair, objective, and consistent both with SPD policy and with relevant provisions of the Consent Decree. It will also consider whether the documentation of that investigation is sufficiently thorough and detailed in accordance with SPD policy and paragraphs 105–106 of the Consent Decree.</p> <p>Paragraphs 107–111 concern chain of command review of supervisory force investigations. Nearly all requirements relate toward supervisors “ensur[ing] that [the force investigation] is complete, the investigation was thorough, and that the findings are supported by a preponderance of the evidence.” (¶ 108.) “If any investigative deficiencies exist, the reviewer will initiate corrective action where appropriate.” (¶ 109.) Accordingly, the Chain of Command Investigations assessment will also consider the extent to which initial review of supervisory investigations identify any deficiencies or weaknesses that may be identified in the Monitoring Team’s review of the investigation itself.</p>	
<p><u>Implicated Consent Decree Provisions:</u>                  ¶¶ 97–98, 104–111, 156</p>	
<p>The Monitoring Team will provide: (i) a draft review protocol that individual team members will use to assess each Type II investigation and the initial chain of command reviews of those investigations; and (ii) a description of the population of investigations to be reviewed (e.g., details about the universe of incidents to either be sampled or entirely reviewed and, if a sample is utilized, an accounting of the methodology to be employed).</p>	<p>January 27, 2015</p>
<p><u>Note:</u>                  It is currently contemplated that the time period of chain of command investigations considered will be those investigations that concluded or closed in the period between July 1, 2014 and December 31, 2014.</p>	
<p>The Monitoring Team will confer with the Parties to discuss the intended methodology for analyzing supervisory investigations and their initial review by the chain of command.</p>	<p>Start:                  January 28, 2015</p> <p>End:                  March 9, 2015</p>
<p>The Monitoring Team will provide the Parties the sample of incidents to be reviewed and/or confirm the incidents that are being reviewed, and conduct the Chain of Command Investigations assessment. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.</p>	<p>Start:                  March 10, 2015</p> <p>End:                  May 8, 2015</p>

	<p>The Monitoring Team and the Parties will confer on the results of their independent Chain of Command Investigation assessment.</p>	<p>Start: May 9, 2015</p> <p>End: May 22, 2015</p>
	<p>A draft report (the “Force Investigation Report”) that presents the Monitoring Team’s findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to reach compliance with implicated provisions, the report will expressly state as such. The report will clearly identify those areas in which the Monitor believes the Department must improve and make recommendations for mechanisms for the Department to do so.</p>	<p>June 26, 2015</p>
	<p>The Monitoring Team will file the Chain of Command Investigations &amp; Review Report with the Court.</p>	<p>July 13, 2015</p>
<p><b>Review of Force</b></p>		
<p><b>Force Review Board Assessment</b></p>	<p><b>The Monitoring Team will assess the quality, rigor, completeness, and timeliness of Force Review Board (“FRB”) reviews and deliberations on force incidents.</b></p>	<p><b>September 18, 2015</b></p>
	<p><i>Description of Assessment:</i> This review will, at minimum, include a consideration of the quality of the FRB process and its consideration of force incidents.</p> <p><i>Implicated Consent Decree Provisions:</i> ¶¶ 119–25.</p>	
	<p>The Monitoring Team will provide a draft review protocol that individual team members will use to assess each FRB review of each use of force (including all officer-involved shootings) for a defined period in a weekly, ongoing capacity. The review protocol will be used by a variety of Monitoring Team members who observe FRB meetings.</p>	<p>May 15, 2015</p>
	<p>The Monitoring Team will confer with the Parties to discuss the intended methodology for analyzing the FRB.</p>	<p>Start: May 16, 2015</p> <p>End: May 29 2015</p>

	The Monitoring Team will conduct the assessment.	Start: June 3, 2015  End: August 5, 2015
	The Monitoring Team and the Parties will confer on the results of their independent FRB Assessment.	Start: August 6, 2015  End: August 20, 2015
	A draft report (the “Force Review Board Report”) that presents the Monitoring Team’s findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to reach compliance with implicated provisions, the report will expressly state as such.	September 24, 2015
	The Monitoring Team will file the Force Review Board Report with the Court.	October 23, 2015
<b>OPA</b>		
<b>OPA Investigations</b>	<b>The Monitoring Team will assess the extent to which (i) OPA is continuing to investigate use of force complaints objectively and thoroughly, and (ii) OPA’s processes, procedures, and investigations conform to the various provisions of the approved OPA Manual.</b>	<b>September 27, 2015</b>
	<p><i>Description of Assessment:</i> The Consent Decree observed that OPA needed “to ensure that all complaints regarding officer conduct are fully and fairly dealt with; that all investigative findings are supported by the evidence and documented in writing; and that officers and complainants receive a thorough, fair, and expeditious resolution of complaints.” (¶ 164.) It required a substantial update of the OPA Manual in a manner that satisfied several express criteria. (¶ 167.)</p> <p><i>Implicated Consent Decree Provisions:</i> ¶¶ 164–168.</p>	
	The Monitoring Team will provide: (i) a draft review protocol that individual team members will use to assess OPA investigation files; and (ii) a description of the population of reports to be reviewed (e.g., details about the universe of reports to be reviewed and, if a sample is utilized, an accounting of the methodology to be employed).	May 13, 2015
	The population of OPA investigations will draw from all OPA investigations, regardless of the underlying nature of allegations, with representative, statistically significant sub-samples of investigations involving allegations relating to: (a) use of force; (b) bias; and (c) stops and detentions.	

	The Monitoring Team will confer with the Parties to discuss the intended methodology.	Start: May 14, 2015  End: May 29, 2015
	The Monitoring Team will identify for the Parties the sample of files to be reviewed and/or confirm the files that are being reviewed, and conduct the assessment of OPA investigations. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.	Start: May 30, 2015  End: July 26 2015
	The Monitoring Team and the Parties will confer on the results of their independent OPA Investigation assessment.	Start: July 27, 2015  End: August 10, 2015
	A draft report (the “OPA Investigations Assessment”) that presents the Monitoring Team’s findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to reach compliance with implicated provisions, the report will expressly state as such. The report will clearly identify those areas in which the Monitor believes the Department must improve and make recommendations for mechanisms for the Department to do so.	September 4, 2015
	The Monitoring Team will file the OPA Investigations Assessment with the Court.	September 27, 2015
<b>Crisis Intervention</b>		
<b>CI-Trained Officers</b>	<b>The Monitoring Team will assess whether CI-Trained Officers are both being dispatched to incidents or calls involving individuals in crisis and appropriately leading interactions with individuals in crisis when appropriate to minimize the need to use force against these individuals.</b>	<b>February 1, 2016</b>

	<p><u>Description of Assessment:</u>  Among other crisis intervention-related provisions, the Consent Decree requires that SPD “maintain its program of dispatching CI trained officers to incidents or calls involving individuals in crisis,” (¶ 131) in order to ensure that “CI trained officers will take the lead, when appropriate, in interacting with individuals in crisis.” (¶ 132.) Likewise, the Consent Decree seeks to reduce the use of force against this population through these officers’ use of specialized de-escalation techniques and verbal tactics. ¶ 130. The Court-approved policies memorialize these obligations.</p> <p>The estimated time period to be assessed will likely be June 1 through August 31, which is subject to change and/or modification, depending on the actual timetable for ensuring accurate collection of data, the volume of activity that is captured when all officers have a mechanism for collecting the necessary information, and the accuracy and comprehensiveness of the data collected.</p> <p><u>Implicated Consent Decree Provisions:</u>  ¶¶ 131–133.</p>	
	The Monitoring Team will provide: (i) a draft review protocol that individual team members will use to assess CIT incidents; and (ii) a description of the population of reports to be reviewed (e.g., details about the universe of reports to be reviewed and, if a sample is utilized, an accounting of the methodology to be employed).	September 8, 2015
	The Monitoring Team will confer with the Parties to discuss the intended methodology.	Start: September 9, 2015  End: September 30, 2015
	The Monitoring Team will provide the Parties the sample of incidents to be reviewed and/or confirm the incidents that are being reviewed, and conduct the assessment of CI-Trained Officers. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.	Start: October 1, 2015  End: December 2, 2015
	The Monitoring Team and the Parties will confer on the results of their independent CIT assessment.	Start: December 3, 2015  End: December 16, 2015

	A draft of the CI-Trained Officer Assessment—presenting the Monitoring Team’s findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions—will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to reach compliance with implicated provisions, the report will expressly state as such. The report will clearly identify those areas in which the Monitor believes the Department must improve to be certified by him to be in compliance and make recommendations for mechanisms for the Department to do so.	January 15, 2016
	The Monitoring Team will file the CI-Trained Officer Assessment with the Court.	February 1, 2016
<b>Stops &amp; Detentions</b>		
<b>Stops Assessment</b>	<b>The Monitoring Team will consider whether “police-community contacts” are being “conducted in accordance with the rights, privileges, or immunities secured or protected by the Constitution or laws of the United States.” (¶ 138).</b>	<b>March 14, 2016</b>
	<p><i>Description of Assessment:</i></p> <p>The Monitoring Team will assess whether SPD officers are “specifically and clearly articulat[ing] reasonable suspicion when they conduct investigatory stops or detentions, or conduct field interviews for <i>Terry</i> stops” in a manner consistent with SPD policy, (<i>see</i> ¶ 140), the Constitution, and federal law.</p> <p>To do so, a statistically valid sample designed for the purpose of studying <i>Terry</i> stops will be reviewed to determine whether each was sufficiently justified, e.g., officers provided sufficiently detailed documentation that articulates sufficient legal justification for the contact, detention, or search described. Similarly, the Monitoring Team will look at trends in stops data to determine whether certain incidents or subjects with certain characteristics are being disproportionately subject to stop activity. The nature of the inquiry has been described on several previous occasions. (<i>See, e.g.</i>, Dkt. No. 187 at 98–100.) Together, these modes of analysis will consider SPD’s progress in complying both with the stops and detentions provisions of the Consent Decree but also, to a partial extent, progress in complying with provisions related to bias-free policing.</p> <p>SPD continues to develop a mechanism for officers to effectively and efficiently provide information on <i>Terry</i> stops. (Dkt. No. 187 at 97–98.) The Monitor will not be able to begin the Stops Assessment until a sufficient volume of data on stops has been gathered and the data about such stops—however it is collected—is certified as reliable and accurate.</p> <p>It is further contemplated that either this study or the OPA Investigations study will consider the response of sergeants and supervisors to complaints of bias. Finally, it is through this study that the Monitor will consider whether the training on stops and detentions and bias-free policing was effective in practice. (<i>See</i> Fourth Semiannual Report at 24.)</p> <p><i>Implicated Consent Decree Provisions:</i>  ¶¶ 138–152.</p>	



	The Monitoring Team will provide: (i) a draft review protocol that individual team members will use to assess <i>Terry</i> stop documentation; and (ii) a description of the population of documentation to be reviewed (e.g., details about the universe of reports to be reviewed and, if a sample is utilized, an accounting of the methodology to be employed).	November 9, 2015
	<p><u>Note:</u> The estimated time period to be assessed is July 1, 2015 through November 30, 2015, which is subject to change and/or modification depending on the actual timetable for ensuring accurate collection of <i>Terry</i> stop data , the volume of activity that is captured when all officers have a mechanism for collecting the necessary information, and the accuracy and comprehensiveness of the data collected.</p>	
	The Monitoring Team will confer with the Parties to discuss the intended methodology.	Start: November 10, 2015  End: November 30, 2015
	The Monitoring Team will provide the Parties the sample of incidents to be reviewed and/or confirm the incidents that are being reviewed, and conduct the Stops Assessment. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.	Start: December 1, 2015  End: January 20, 2015
	The Monitoring Team and the Parties will confer on the results of their independent Stops assessment.	Start: January 21, 2016  End: February 4, 2015
	A draft of the Stops Assessment—presenting the Monitoring Team’s findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions—will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to reach compliance with implicated provisions, the report will expressly state as such. The report will clearly identify those areas in which the Monitor believes the Department must improve to be certified by him to be in compliance and make recommendations for mechanisms for the Department to do so.	February 29, 2016
	The Monitoring Team will file the Stops Assessment with the Court.	March 14, 2016
<b>Structures of Critical Self-Analysis</b>		

<b>EIS</b>	<p><b>The Monitoring Team will assess whether the SPD’s revised EIS policies and procedures are ensuring “interventions [that] assist officers in avoiding potentially troubling behavior.” (¶ 163.)</b></p>	<p><b>February 19, 2016</b></p>
	<p><i>Description of Assessment:</i>                  SPD substantially revised its EIS policy, (Dkt. No. 125), and is overhauling the processes, procedures, and training associated with early intervention. (Dkt. No. 187 at 74.) The new EIS procedures and processes are currently scheduled to be fully effective during the first quarter of 2015. After those procedures and processes have been in effect for a sufficient period, the Monitor can assess whether the policies are effective in practice, which will include, at minimum, the following:</p> <ul style="list-style-type: none"> <li>• Review of threshold levels for current EIS indicator criteria and the EIS indicators themselves (¶ 158);</li> <li>• Whether SPD is adequately “collect[ing] and maintain[ing] information related to supervisor, precinct, squad, and unit trends . . . . ” (¶¶ 159, 161);</li> <li>• Whether supervisors are “periodically review[ing] EIS activity of officers in their chain of command” (¶ 162); and</li> <li>• Whether “(1) the intervention strategy is implemented in a timely manner; (2) data regarding the implementation of the intervention is tracked in EIS; and (3) if necessary, the employee’s supervisor reviews the progress of the intervention strategy” (¶ 163).</li> </ul> <p><i>Implicated Consent Decree Provisions:</i>                  ¶¶ 157–163.</p>	
	<p>The Monitoring Team will provide: (i) a draft review protocol that individual team members will use to assess EIS intervention documentation; (ii) a description of the population of intervention documentation to be reviewed (e.g., details about the universe of reports to be reviewed and, if a sample is utilized, an accounting of the methodology to be employed); and (iii) a statistical methodology for determining whether the EIS thresholds are sufficiently identifying officers who can benefit from performance intervention.</p>	<p>September 11, 2015</p>
	<p><i>Note:</i>                  The intended time period to be assessed is April 1, 2015 through September 30, 2015, which is subject to change depending on the actual timetable for the triggering of officers under the policy to begin.</p>	
<p>The Monitoring Team will confer with the Parties to discuss the intended methodology.</p>		<p>Start:                  September 12, 2015</p> <p>End:                  October 2, 2015</p>

	<p>The Monitoring Team will provide the Parties the sample of interventions to be reviewed and/or confirm the interventions that are being reviewed, and conduct the EIS Assessment. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.</p>	<p>Start: October 3, 2015</p> <p>End: December 1, 2015</p>
	<p>The Monitoring Team and the Parties will confer on the results of their independent EIS assessment.</p>	<p>Start: December 2, 2015</p> <p>End: December 16, 2015</p>
	<p>A draft of the EIS Assessment—presenting the Monitoring Team’s findings, details its assessments, and otherwise summarizes its qualitative and quantitative conclusions—will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to reach compliance with implicated provisions, the report will expressly state as such. The report will clearly identify those areas in which the Monitor believes the Department must improve to be certified by him to be in compliance and make recommendations for mechanisms for the Department to do so.</p>	<p>January 29, 2016</p>
	<p>The Monitoring Team will file the EIS Assessment with the Court.</p>	<p>February 19, 2016</p>
<p><b>Supervision</b></p>		
<p><b>Supervision Assessment</b></p>	<p><b>The Monitoring Team will assess the extent to which supervisors are effectuating the supervision-related provisions of the Consent Decree.</b></p>	<p><b>October 2, 2015</b></p>
	<p><i>Description of Assessment:</i> The Monitoring Team will assess SPD’s compliance with the supervision-related provisions of the Consent Decree.</p> <p><i>Implicated Consent Decree Provisions:</i> ¶¶ 104, 106, 107–111, 108, 113, 117, 144, 151–156</p>	
	<p>The Monitoring Team will provide details about the survey instrument and sampling methodology to be employed.</p>	<p>May 15, 2015</p>
	<p>The Monitoring Team will confer with the Parties to discuss the intended approach.</p>	<p>Start: May 16, 2015</p> <p>End: June 8, 2015</p>

	<p>The Monitoring Team will provide the Parties the underlying information to be reviewed, and conduct the Supervision Assessment. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.</p>	<p>Start: June 9, 2015</p> <p>End: August 15, 2015</p>
	<p>The Monitoring Team and the Parties will confer on the results of their independent Supervision assessment.</p>	<p>Start: August 16, 2016</p> <p>End: August 29, 2015</p>
	<p>A draft of the Supervision Assessment—presenting the findings and summarizing conclusions—will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to reach compliance with implicated provisions, the report will expressly state as such. The report will clearly identify those areas in which the Monitor believes the Department must improve to be certified by him to be in compliance and make recommendations for mechanisms for the Department to do so.</p>	<p>September 18, 2015</p>
	<p>The Monitoring Team will file the Supervision Assessment with the Court.</p>	<p>October 9, 2015</p>
<p><b>Public Confidence</b></p>		
<p><b>Scientific Survey of Community Perceptions</b></p>	<p><b>The Monitoring Team will conduct a statistically valid and methodologically rigorous survey of Seattle residents, and its various and diverse communities, to assess community perceptions of SPD and understand the nature of SPD-community interactions.</b></p>	<p><b>October 16, 2015</b></p>
	<p><i>Description of Assessment:</i> The Monitoring Team will conduct a scientific assessment of community perceptions of the SPD. It will closely conform to the substance of the September 2013 survey. (See Second Semiannual Report at 63.)</p> <p><i>Implicated Consent Decree Provisions:</i> ¶¶ 130–137; 3–12; see also Memorandum of Understanding.</p>	
	<p>The Monitoring Team, in partnership with the Parties and the assistance of the survey research firm Anzalone Liszt Grove, will provide details about the survey instrument and sampling methodology to be employed.</p>	<p>June 19, 2015</p>

	<u>Note:</u> To maintain consistency with the Monitor’s 2013 survey, the same or substantially similar survey instrument will need to be employed. Additional items of research could, at the instance of the Monitor, research firm, Parties, or other stakeholders, be added so long as such additions do not diminish the methodological rigor or ability for direct comparisons between the 2015 and 2013 surveys.	
	The Monitoring Team will confer with the Parties to discuss the intended approach.	Start: June 20, 2015  End: July 8, 2015
	Anzalone Liszt Grove will conduct the scientific survey. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.	Start: July 9, 2015  End: August 3, 2015
	The Monitoring Team and the Parties will confer on the results of Anzalone Liszt Grove survey.	Start: August 3, 2015  End: August 31, 2015
	A draft of a report summarizing the result of the survey will be provided to the Parties.	September 25, 2015
	The Monitoring Team will file a “Public Confidence Report” with the Court, consisting of results from both (i) the Scientific Survey of Community Perceptions, and (ii) the Public Confidence Assessment.	October 16, 2015
<b>Public Confidence Assessment</b>	<b>The Monitoring Team will conduct a rigorous qualitative assessment of the extent to which SPD’s “police services are delivered to the people of Seattle in a manner that . . . promotes public confidence in the Seattle Police Department and its officers.” (Dkt. 3-1 at 1.)</b>	<b>October 16, 2015</b>

<p><u>Description of Assessment:</u>                  The Monitoring Team will conduct a methodologically rigorous, qualitative assessment of the extent to which SPD’s performance, activities, and outreach are or are not promoting sufficient public confidence. As part of the inquiry, the Monitoring Team will compare SPD’s initiatives, activities, procedures, and processes related to community outreach with expressly defined best practices and features from other law enforcement agencies that have promoted such confidence in other jurisdictions. It will also include an assessment of the SPD’s relationship with the CIC and CPC in terms of whether those systems are leading SPD to engage in measurable, systemic self-correction with respect to its relationship with the community.</p>	
<p><u>Implicated Consent Decree Provisions:</u>                  ¶¶ Introduction, 3–4, 69, 145, 197</p>	
<p>The Monitoring Team will provide a detailed description of the methodology to be employed in the assessment.</p>	<p>June 8, 2015</p>
<p><u>Note:</u>                  To maintain consistency with the Monitor’s 2013 survey, the same or substantially similar survey instrument will need to be employed. Additional items of research could, at the instance of the Monitor, research firm, Parties, or other stakeholders, be added so long as such additions do not diminish the methodological rigor or ability for direct comparisons between the 2015 and 2013 surveys.</p>	
<p>The Monitoring Team will confer with the Parties to discuss the intended approach.</p>	<p>Start: June 9, 2015  End: July 17, 2015</p>
<p>The Monitoring Team will provide the Parties the underlying information to be reviewed, and conduct the assessment. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.</p>	<p>Start: July 18, 2015  End: August 14, 2015</p>
<p>The Monitoring Team and the Parties will confer on the results of Public Confidence assessment.</p>	<p>Start: August 15, 2015  End: August 28, 2015</p>

	A draft of the Public Confidence Report—presenting the findings and summarizing conclusions—will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions that must be met in order to reach compliance with implicated provisions, the report will expressly state as such.	September 25, 2015
	The Monitoring Team will file the Public Confidence Report with the Court.	October 16, 2015
<b>Officer Activity, Enforcement, and Safety</b>		
<b>Officer Activity Assessment</b>	<b>The Monitoring Team will conduct an in-depth analysis of officer activity to examine whether “police services are [being] delivered to the people in Seattle in a manner that . . . effectively ensures public and officer safety.”</b> (Dkt. 3-1 at 5; <i>see also id.</i> ¶ 69 (“Officers’ actions should increase public safety, [and] be effective . . .”); ¶ 3 (“Effective and constitutional policing requires a partnership between the Police Department, its officers, community members, and public officials.”)).	<b>November 13, 2015</b>
	<i>Description of Assessment:</i> The Monitor has previously and consistently noted that “unconstitutional policing [cannot] be reduced by reducing policing.” (Fourth Semiannual Report at 11.) Instead, “SPD activity [must] reflect[] a commitment to proactive, safe policing consistent with constitutional demands.” ( <i>Id.</i> ) The Monitoring Team will examine officer activity and enforcement levels.	
	<i>Implicated Consent Decree Provisions:</i> ¶¶ Introduction, 3, 69	
	The Monitoring Team will provide details about the methodology to be employed to analyze data on officer activity and performance.	June 5, 2015
	<i>Note:</i> The methodology will be substantially informed by assessments of officer activity and enforcement levels in other agencies operating within a Consent Decree context. <i>See, e.g.,</i> Christopher Stone, et al, Harvard Kennedy School of Government, “Policing Los Angeles Under a Consent Decree: The Dynamics of Change at the LAPD,” at 19–32 (2009).	
	The Monitoring Team will confer with the Parties to discuss the intended approach.	Start: June 6, 2015  End: June 30, 2015
	The Monitoring Team will provide the Parties the underlying information to be reviewed, and conduct the Officer Activity Assessment. To the extent that any material deviations from the methodology previously presented and discussed are necessary, the Monitor will notify the Parties.	Start: July 1, 2015  End: September 14, 2015

	The Monitoring Team and the Parties will confer on the results of Officer Activity assessment.	Start: September 2, 2015
	A draft of the Officer Activity Assessment—presenting the findings and summarizing conclusions—will be provided to the Parties. To the extent that the assessment identifies the need for follow-up or subsequent assessments, further investigation into issues identified by the present assessment, and/or conditions or requirements that must be met in order to reach full and effective compliance with implicated provisions, the report will expressly state as such.	End: September 14, 2015
	The Monitoring Team will file the Officer Activity Assessment with the Court.	October 21, 2015
		November 13, 2015
<b>Monitoring Reports</b>		
<b>Monitoring Reports</b>	<b>The Monitor will issue public reports “detailing the Parties’ compliance with and implementation of the Settlement Agreement” every 6 months. (SA ¶¶ 173(b), 196.)</b>	
	The Monitor will issue his Fifth Semiannual Report (six months after the issuance of the previous semiannual report.)	Draft: May 15, 2015
		Final: June 15, 2015
	The Monitor will issue his Sixth Semiannual Report.	Draft: November 16, 2015
		Final: December 15, 2015
<b>Community Outreach Efforts</b>	<b>The Monitoring Team will draft a community outreach plan to address its own outreach efforts for the second year and present it to the Parties for comment and agreement. (SA ¶ 192.)</b>	<b>April 23, 2015</b>
<b>Progress Assessment</b>		
<b>Progress Assessment</b>	<b>The Monitor and the Parties will confer “to consider whether or to what extent the outcomes intended by the Settlement Agreement have been achieved, and any modifications to the Settlement Agreement that may be necessary for continued achievement in light of changed circumstances or unanticipated impact (or lack of impact) of the requirement.” (SA ¶ 175.)</b>	<b>February 26, 2016</b>
	<ul style="list-style-type: none"> <li>The conference will “address areas of greatest achievement and the requirements that appear to have contributed to this success.” (<i>Id.</i>)</li> <li>The conference will also address “areas of greatest concern, including strategies for accelerating full and effective compliance.” (<i>Id.</i>)</li> </ul>	



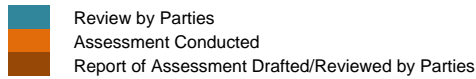
Assessment:

“Based upon this conference, the Monitor may recommend modifications to the Settlement Agreement necessary to achieve and sustain intended outcomes.” (SA ¶ 175.) The Parties will exchange information and views on the relevant areas to be covered in exchange of the conference.

# Appendix B

Assessments, Reviews, and Reports: Timeline

		2015																																																2016																																																																																			
		January				February				March				April				May				June				July				August				September				October				November				December				January				February				March																																																																											
Week		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	1	2	3	4	5	6	7	8	9	10	11	12	13	14																																																																		
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FIT Investigations																																																																																																																																					
Chain of Command Investigations																																																																																																																																					
Review of Force (FRB)																																																																																																																																					
OPA Investigations																																																																																																																																					
Crisis Intervention (CIT-Trained Officers)																																																																																																																																					
Stops & Detentions																																																																																																																																					
EIS																																																																																																																																					
Supervision																																																																																																																																					
Scientific Survey of Community Perceptions																																																																																																																																					
Public Confidence																																																																																																																																					
Officer Activity																																																																																																																																					
Fifth Semiannual Report																																																																																																																																					
Sixth Semiannual Report																																																																																																																																					



# Appendix C

<b><u>Systemic Assessment</u></b>	<b><u>Filed with the U.S. District Court</u></b>
Type I Force Reporting	July 13, 2015
Type II and Type III Force Reporting	July 13, 2015
Chain of Command Investigations (Type I and Type II)	July 13, 2015
FIT Investigations (Type III)	July 13, 2015
Force Review Board Activity (Reviews of Type II and Type III reports/investigations)	September 18, 2015
Office of Professional Acct. Investigations	September 27, 2015
Supervision	October 2, 2015
Community Perceptions	October 16, 2015
Public Confidence	October 16, 2015
Officer Use of Force	November 13, 2015
Use of Force Data	November 13, 2015
Officer Enforcement Activity	November 13, 2015
Crisis Intervention Team-Trained Officers	February 1, 2016
Early Intervention System (EIS)	February 19, 2016
Stops and Detentions	March 14, 2016