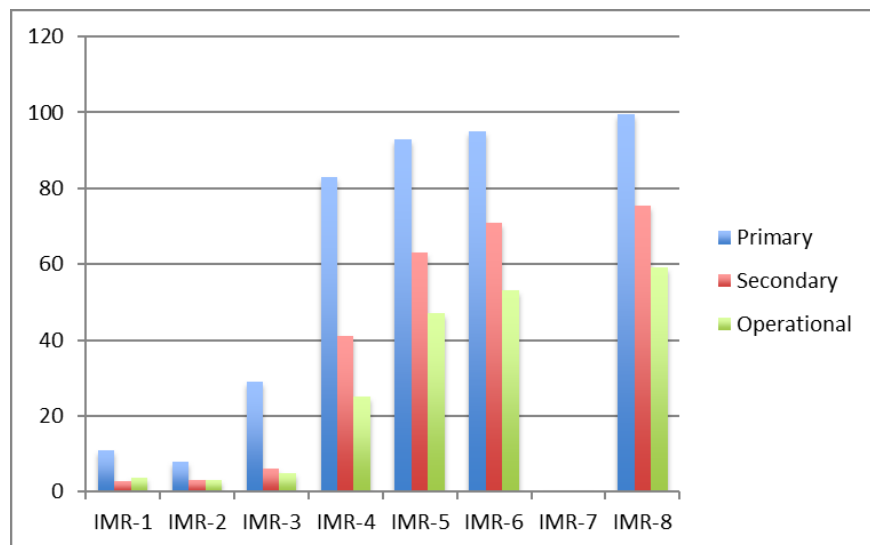




## SUMMARY AND ANALYSIS OF THE MONITOR'S EIGHTH REPORT

### Reasons for Hope

According to the federal judge overseeing the reform process, we are “light years” away from where we were one year ago at this time. APD has made progress improving on (operational) compliance overall, moving from 53% in the Monitor’s sixth report to 59% in the eighth report. We applaud the administration for embracing the reforms and transforming the leadership at APD. Now the challenge is maintaining the momentum and ensuring that effective systems of accountability are put in place to ensure the reforms are permanent.



\*A seventh report was not filed due to the turnover in mayoral administrations

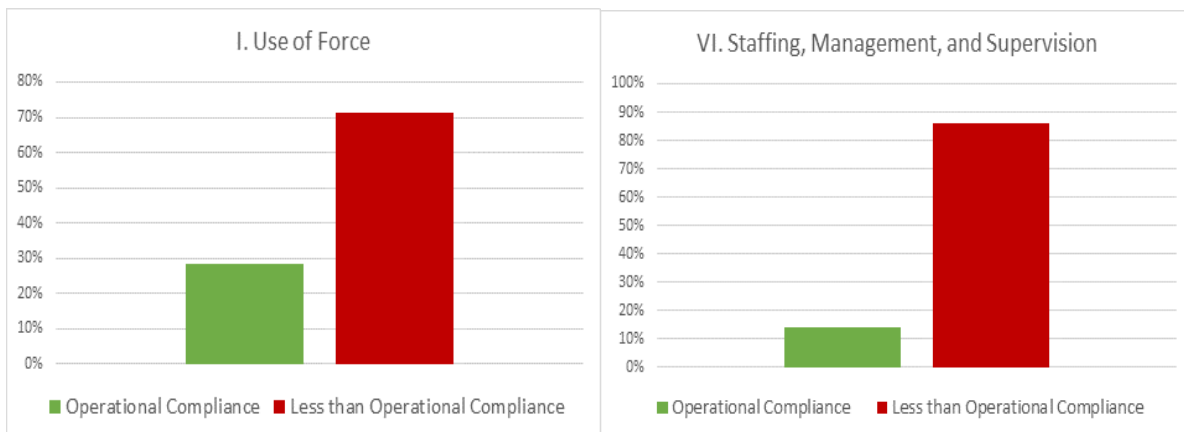
### Particularly Notable Accomplishments:

- APD is now implementing a well-structured and staffed unit designed to reduce the long-standing backlog of use of force incidents.
- APD has enhanced the Compliance Bureau staffing and organization in a manner that should drastically improve compliance related performance.
- The entire current APD executive staff is now fully committed to the reform process.
- APD has finally started listening to the monitoring team’s feedback and also started looking outside APD for effective practices to move reform forward.
- There is strong movement toward community-based, problem-oriented policing practices designed to address community concerns and priorities.
- Three of the nine categories of the CASA are in 100% operational compliance: 1) Specialized Units; 2) Recruitment, Selection, and Training; and 3) Officer Assistance Programs.
- The Civilian Police Oversight Agency (CPOA) continues to be a success story in the latest report, being in full operational compliance with all but one of the relevant CASA paragraphs.



### Areas of Concern

The Independent Monitor identified several persistent or evolving problem areas that present clear obstacles to compliance, including the need to develop a strong self-auditing function, and issues related to identifying and acting on policy violations. APD has failed to make adequate progress on the two settlement agreement sections that are arguably the most vital for the reform effort: “Use of Force” and “Staffing, Management, and Supervision.”



### Particular Areas of Concern:

- **Supervisor Review of Use of Force:** Supervisors continue to fail to consistently identify uses of force. The Monitor wonders what consequences exist for supervisors that continue to not identify uses of force in their review. According to the Monitor, “a substantial number of supervisory force investigations fail to carefully assess, analyze, and ‘call’ out out-of-policy uses of force.” The Monitor is “particularly interested in the remedy APD applies ... when officers violate policies that are focused on the requirement to use reasonable force.”
- **Additional Concern Memos (ACM):** On a related note, a practice seems to have developed of using ACMs to “address blatant policy and rule violations rather than referring them to Internal Affairs for investigation and appropriate agency action.” This is a significant issue because without an Internal Affairs investigation, it is more difficult to build a case for progressive discipline.” The Monitor says this practice has the potential to create a “dark area” that could obscure important trends from analysis, identification, and resolution. The Monitor calls this a “critical issue.”
- **Force Review Board (FRB):** Similarly, the Monitor calls cessation of FRB meetings a “critical issue.” The FRB has not met since November 2017. The Monitor says the FRB is in a “state of disarray” and makes this remarkable statement: “Never, in the Monitor's four decades of police service, have we seen one administration turn over such a broken process to its successors.”