

# *Independent Monitoring Report 13*

## Supervision

### Compliance Assessments by Paragraph

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Specific compliance assessments, by paragraph, for the Supervision section are available here. This includes paragraphs where the City gained or lost compliance in the thirteenth reporting period, as well as paragraphs with significant developments toward or away from compliance. A fuller description of the history of compliance efforts, methodologies, compliance determinations for each original monitorable paragraph in the Supervision section is available in *Comprehensive Assessment Part I* (which included *Independent Monitoring Report 8*): <https://cpdmonitoringteam.com/imr-8-1/>.

## Supervision: ¶350

*350. CPD will regularly inform its members, including supervisors, of available training, professional development opportunities, and employee assistance resources.*

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### Compliance Progress

(Reporting Period: July 1, 2025, through December 31, 2025)

**Preliminary:** *In Compliance* (FOURTH REPORTING PERIOD)  
**Secondary:** *In Compliance* (TENTH REPORTING PERIOD)  
**Full:** *In Compliance* (NEW)

The City and the CPD achieved Full compliance with ¶350 in the thirteenth reporting period.

The CPD achieved Preliminary compliance in the fourth reporting period by demonstrating its functioning notification framework—including the 2020 Annual Report, a revised draft of S11-10-01, *Training Notification and Attendance Responsibilities*, and documentation regarding the Performance Evaluation System (PES) Pilot—and by demonstrating that at least 95% of officers received 32 hours of in-service training. In the tenth reporting period, the CPD achieved Secondary compliance with ¶350, based on the establishment and consistent use of an effective communication channel to inform members and supervisors of training, professional development opportunities, and employee assistance resources. The IMT reviewed newsletters from July 2023 through April 2024, which included required resources, and were disseminated via CPD email in accordance with G09-01-03, *Use of the Internet*.

To assess Full compliance with ¶350, we considered whether the CPD had (1) developed an effective channel for communicating training, professional development opportunities, and employee assistance resources to personnel; (2) demonstrated that the notification system is utilized consistently in line with relevant CPD directives; and (3) provided data to capture member engagement with these resources, such as email open rates for training and professional development communications and usage metrics for employee assistance resources accessed through the Cordico Wellness application.

During this reporting period, the IMT examined the monthly CPD & Me Newsletters from their inception in July 2023 through November 2025. The newsletters consistently contained the available resources required by ¶350. CPD members receive these newsletters via their department email accounts and the Administrative Message Center (AMC). Under G09-01-03, *Use of the Internet*, CPD personnel are required to check their CPD email at least once per tour of duty.

The IMT also reviewed email engagement analysis for training, professional development, and employee assistance communications, along with usage data for the

Cordico Wellness application. The analysis indicated that 37 percent of CPD members opened the newsletters during the reporting period. Regarding the Cordico Wellness app, 1,275 members accessed it in 2025, compared to 714 users in 2024 (as of November 2025). This represents approximately a 78.57% percent year-over-year increase.

Additionally, the CPD revised several policies to ensure compliance with ¶350. During the twelfth reporting period, on June 27, 2025, the CPD published the revised S11-10, *Department Training*, to direct the Deputy Chief of the Training and Support Group to announce new training opportunities, professional development programs, and employee assistance resources as they become available to members of the department.

This reporting period, the CPD published the revised Employee Resource Order, E06-01 *Professional Counseling Division*. The order advises department members that, as new opportunities for mental health awareness, wellness training, professional development, or employee assistance resources become available through the Professional Counseling Division, the Director must announce them using department communication channels such as the AMC, email, newsletters, or the daily bulletin.

**Table 1. Progress with ¶350 Requirements**

	<b>Training</b>	<b>Professional Development Opportunities</b>	<b>Employee Assistance Opportunities</b>
Policies	<ul style="list-style-type: none"> <li>G09-01-03, <i>Use of the Internet</i></li> <li>S11-10, <i>Department Training</i></li> </ul>	<ul style="list-style-type: none"> <li>G09-01-03, <i>Use of the Internet</i></li> <li>S11-10, <i>Department Training</i></li> </ul>	<ul style="list-style-type: none"> <li>G09-01-03, <i>Use of the Internet</i></li> <li>S11-10, <i>Department Training</i></li> <li>SO24-XX</li> <li>G09-01, <i>Cordico Wellness Application</i></li> </ul>
Communication Channels	<ul style="list-style-type: none"> <li>CPD &amp; Me Newsletters</li> <li>The Wire</li> <li>Administrative Message Center (AMC)</li> <li>Roll Call Bulletins</li> </ul>	<ul style="list-style-type: none"> <li>CPD &amp; Me Newsletters</li> <li>The Wire</li> <li>Administrative Message Center (AMC)</li> <li>Roll Call Bulletins</li> </ul>	<ul style="list-style-type: none"> <li>CPD &amp; Me Newsletters</li> <li>The Wire</li> <li>Administrative Message Center (AMC)</li> <li>Roll Call Bulletins</li> <li>Cordico Wellness Application</li> </ul>

In sum, the City and the CPD submitted the necessary data and documentation to demonstrate Full compliance with the requirements of ¶350 in the thirteenth reporting period.

To maintain Full compliance with ¶350, the CPD must continue providing structured, periodic data on monthly newsletter publications, email engagement, and

the Cordico app usage, including trend analyses over time. The CPD also must continue to employ multiple communication channels, such as roll call briefings, intranet posts, and AMC reminders, to ensure personnel repeatedly encounter information about available resources in the newsletters and through the Cordico app.

The IMT also looks forward to conducting focus groups with CPD personnel to hear their direct insights about access to resources. These qualitative insights, alongside the quantitative data reviewed in this reporting period and future reporting periods, will be essential in verifying that CPD members are not only informed of available support and opportunities but are actively engaging with them, which is an important step toward maintaining Full compliance with ¶350.

### Paragraph 350 Compliance Progress History

FIRST REPORTING PERIOD MARCH 1, 2019 – AUGUST 31, 2019 COMPLIANCE PROGRESS: Not Applicable	SECOND REPORTING PERIOD SEPTEMBER 1, 2019 – FEBRUARY 29, 2020 COMPLIANCE PROGRESS: Not Applicable	THIRD REPORTING PERIOD MARCH 1, 2020 – DECEMBER 31, 2020 COMPLIANCE PROGRESS: Not Applicable
FOURTH REPORTING PERIOD JANUARY 1, 2021 – JUNE 30, 2021 COMPLIANCE PROGRESS: Preliminary	FIFTH REPORTING PERIOD JULY 1, 2021 – DECEMBER 31, 2021 COMPLIANCE PROGRESS: Preliminary	SIXTH REPORTING PERIOD JANUARY 1, 2022 – JUNE 30, 2022 COMPLIANCE PROGRESS: Preliminary
SEVENTH REPORTING PERIOD JULY 1, 2022 – DECEMBER 31, 2022 COMPLIANCE PROGRESS: Preliminary	EIGHTH REPORTING PERIOD JANUARY 1, 2023 – JUNE 30, 2023 COMPLIANCE PROGRESS: Preliminary	NINTH REPORTING PERIOD JULY 1, 2023 – DECEMBER 31, 2023 COMPLIANCE PROGRESS: Preliminary
TENTH REPORTING PERIOD JANUARY 1, 2024 – JUNE 30, 2024 COMPLIANCE PROGRESS: Secondary	ELEVENTH REPORTING PERIOD JULY 1, 2024 – DECEMBER 31, 2024 COMPLIANCE PROGRESS: Secondary	TWELFTH REPORTING PERIOD JANUARY 1, 2025 – JUNE 30, 2025 COMPLIANCE PROGRESS: Secondary
THIRTEENTH REPORTING PERIOD JULY 1, 2025 – DECEMBER 31, 2025 COMPLIANCE PROGRESS: Full		

## Supervision: ¶354

**354.** During their tour of duty, immediate supervisors in the Bureau of Patrol will spend time interacting with, observing, and overseeing the members under their direct command, including time in the field, consistent with their duty assignment.

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### Compliance Progress

(Reporting Period: July 1, 2025, through December 31, 2025)

**Preliminary:** *In Compliance* (FOURTH REPORTING PERIOD)  
**Secondary:** *In Compliance* (NEW)  
**Full:** *Not in Compliance*

The City and the CPD achieved Secondary compliance with ¶354 in the thirteenth reporting period.

The CPD achieved Preliminary compliance with ¶354 in the fourth reporting period by publishing G01-09, *Supervisory Responsibilities*. Since that time, the CPD has continued to enact and update additional relevant policies. In the tenth reporting period, the CPD published the revised S11-10-02, *Pre-Service Training*, S11-10-03, *In-Service Training*, and S11-11, *Training Oversight Committee*. During the twelfth reporting period, the CPD published the revised S11-10, *Department Training*.

To assess Secondary compliance with ¶354, the IMT examined the CPD’s applicable policies and records in accordance with the process outlined in the Consent Decree (¶¶626–41), including mandatory training for all department supervisors. In particular, the CPD produced the *Sworn-Civilian Equivalency and Hierarchy* chart, showing which sworn ranks align with which civilian roles, along with a list of all civilian supervisors and their assignments. In past reporting periods, CPD has conducted pre- and in-service training for sworn supervisors but has had limited ability to identify which civilian members should receive similar training. As ¶354 is specific to supervisors within the Bureau of Patrol, it is important that no civilian supervisors were being overlooked for training. With the information the CPD provided this reporting period, it is clear that the CPD is training the appropriate supervisors as required by ¶354.

The IMT and OAG also reviewed and approved the content and delivery of the *2025 Annual In-Service Supervisor Training*. The CPD provided documentation that this training, which included several references to the benefits of supervisor/supervisee field interactions, was attended by 95% of the required supervisory personnel. This year also marked the first time that the CPD trained both civilian and sworn supervisors together. Further, over multiple reporting periods, the IMT has observed the *Pre-Service Promotional Trainings for Sergeants, Lieutenants, and Captain and above*. These training curricula are based upon G01-09, *Supervisory Responsibilities*, which the CPD provided evidence of its 2-year review, as required by ¶636, during the thirteenth reporting period. Additionally, the IMT reviewed

data sources relevant to the requirements of ¶354 and considered available information demonstrating that CPD implemented an In-Service Training program, an *Annual Training Plan*, and the Training Oversight Committee (TOC), as outlined in S11-11, *Training Oversight Committee*.

Additionally, to assess Secondary compliance, the IMT reviewed records from the CPD demonstrating that it is deploying supervisors to fulfill the responsibilities required by ¶354. Our review included the Watch Sheet application and the Tableau Dashboard for the squad staffing matrix, beat assignments, watch schedules, and personnel availability for the three pilot districts operating under the Unity of Command and Span of Control staffing model. We also assessed near real-time personnel rosters, details, and transfer orders for these districts. To bolster this information, the IMT reviewed preliminary documents from the forthcoming Workforce Allocation Study of the CPD. The interim framework report and organizational profile both provided data regarding current Bureau of Patrol staffing levels for all 22 districts. This information, in total, provided a bigger picture allowing the IMT to better understand CPD's resources to create, staff, fill, and maintain positions with qualified supervisors to fulfill the requirements of ¶354 and the Consent Decree.

To assess Full compliance, the CPD must provide data sources and records in order for the IMT to evaluate whether the City and the CPD have provided the necessary training to all supervisors and demonstrated that immediate supervisors dedicate portions of their tour of duty to observing and overseeing the officers under their direct command, including time in the field consistent with their duty assignments. Additionally, the IMT will review the final Workforce Allocation Report and monitor the CPD's implementation of its recommendations to ensure requisite staffing to fulfill the requirements of ¶354. For clarity, the IMT will assess Full compliance for this paragraph by evaluating whether its requirements are met across *all* districts, not only those engaged in the Unity of Command and Span of Control Pilot Program.

## Paragraph 354 Compliance Progress History

FIRST REPORTING PERIOD  
MARCH 1, 2019 – AUGUST 31, 2019

COMPLIANCE PROGRESS:  
Not Applicable

SECOND REPORTING PERIOD  
SEPTEMBER 1, 2019 – FEBRUARY 29, 2020

COMPLIANCE PROGRESS:  
Not Applicable

THIRD REPORTING PERIOD  
MARCH 1, 2020 – DECEMBER 31, 2020

COMPLIANCE PROGRESS:  
Not Applicable

FOURTH REPORTING PERIOD  
JANUARY 1, 2021 – JUNE 30, 2021

COMPLIANCE PROGRESS:  
Preliminary

FIFTH REPORTING PERIOD  
JULY 1, 2021 – DECEMBER 31, 2021

COMPLIANCE PROGRESS:  
Preliminary

SIXTH REPORTING PERIOD  
JANUARY 1, 2022 – JUNE 30, 2022

COMPLIANCE PROGRESS:  
Preliminary

SEVENTH REPORTING PERIOD  
JULY 1, 2022 – DECEMBER 31, 2022

COMPLIANCE PROGRESS:  
Preliminary

EIGHTH REPORTING PERIOD  
JANUARY 1, 2023 – JUNE 30, 2023

COMPLIANCE PROGRESS:  
Preliminary

NINTH REPORTING PERIOD  
JULY 1, 2023 – DECEMBER 31, 2023

COMPLIANCE PROGRESS:  
Preliminary

TENTH REPORTING PERIOD  
JANUARY 1, 2024 – JUNE 30, 2024

COMPLIANCE PROGRESS:  
Preliminary

ELEVENTH REPORTING PERIOD  
JULY 1, 2024 – DECEMBER 31, 2024

COMPLIANCE PROGRESS:  
Preliminary

TWELFTH REPORTING PERIOD  
JANUARY 1, 2025 – JUNE 30, 2025

COMPLIANCE PROGRESS:  
Preliminary

THIRTEENTH REPORTING PERIOD  
JULY 1, 2025 – DECEMBER 31, 2025

COMPLIANCE PROGRESS:  
Secondary

## Supervision: ¶368

*368. Beginning 365 days after the Effective Date, and annually thereafter, the Monitor will review and assess CPD's progress toward achieving unity of command and a span of control ratio of no more than ten officers to one Sergeant.*

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### Compliance Progress

(Reporting Period: July 1, 2025, through December 31, 2025)

<b>Preliminary:</b>	<i>In Compliance</i> (SECOND REPORTING PERIOD)
<b>Secondary:</b>	<i>In Compliance</i> (TENTH REPORTING PERIOD)
<b>Full:</b>	<i>In Compliance</i> (NEW)

The City and the CPD achieved Full compliance with ¶368 in the thirteenth reporting period.

The City and CPD achieved Preliminary compliance with ¶368 in the second reporting period by providing the IMT with initial data regarding the CPD's efforts to comply with Unity of Command and Span of Control principles outlined in the Consent Decree. In the tenth reporting period, the City and the CPD achieved Secondary compliance with ¶368 by producing sufficient, responsive pilot-related information—including data from the Tableau staffing dashboard, assignment sheets, transfer orders, and detail records—enabling the IMT's assessment of progress toward unity of command and span of control.

To assess Full compliance with ¶368, the IMT evaluated whether the CPD had fully developed a system that allows monitoring of progress and compliance with Unity of Command and Span of Control. During the thirteenth reporting period, the City and the CPD provided the IMT access to the corresponding dashboard and watch sheet application. Utilizing these tools, the IMT has the ability to filter and analyze specific periods, districts, watches, and teams, ensuring that each sector has the appropriate number of sergeants assigned to effectively supervise squad members and maintain sector integrity. Additionally, the IMT can review squad staffing matrices, watch schedules, beat assignments, and personnel availability to sufficiently assess progress toward achieving the ten to one Span of Control ratio required by ¶368 and Department Notice D20-02, *Unity of Command and Span of Control Pilot Districts*.

The CPD developed a plan to expand the squad policing model of Unity of Command and Span of Control pilot program from three to eight districts. Currently, Districts 004, 006, and 007 serve as pilots. The IMT understands that beginning in January 2026, the CPD also plans to expand to Districts 015, 016, 017, 020, and 024, which will be incorporated into the pilot staffing model.

Looking forward, the IMT expects to receive data from the upcoming Workforce Allocation Study, which will inform the current pilot staffing model and the CPD's

plans to expand the Unity of Command and Span of Control Pilot Programs to additional districts over the next several reporting periods. Maintenance of Full compliance relies upon the IMT’s continued access to these data sources through completion of this expansion to ensure the staffing model is successful department wide.

### Paragraph 368 Compliance Progress History

FIRST REPORTING PERIOD MARCH 1, 2019 – AUGUST 31, 2019 COMPLIANCE PROGRESS: Not Applicable	SECOND REPORTING PERIOD SEPTEMBER 1, 2019 – FEBRUARY 29, 2020 COMPLIANCE PROGRESS: Preliminary	THIRD REPORTING PERIOD MARCH 1, 2020 – DECEMBER 31, 2020 COMPLIANCE PROGRESS: Preliminary
FOURTH REPORTING PERIOD JANUARY 1, 2021 – JUNE 30, 2021 COMPLIANCE PROGRESS: Preliminary	FIFTH REPORTING PERIOD JULY 1, 2021 – DECEMBER 31, 2021 COMPLIANCE PROGRESS: Preliminary	SIXTH REPORTING PERIOD JANUARY 1, 2022 – JUNE 30, 2022 COMPLIANCE PROGRESS: Preliminary
SEVENTH REPORTING PERIOD JULY 1, 2022 – DECEMBER 31, 2022 COMPLIANCE PROGRESS: Preliminary	EIGHTH REPORTING PERIOD JANUARY 1, 2023 – JUNE 30, 2023 COMPLIANCE PROGRESS: Preliminary	NINTH REPORTING PERIOD JULY 1, 2023 – DECEMBER 31, 2023 COMPLIANCE PROGRESS: Preliminary
TENTH REPORTING PERIOD JANUARY 1, 2024 – JUNE 30, 2024 COMPLIANCE PROGRESS: Secondary	ELEVENTH REPORTING PERIOD JULY 1, 2024 – DECEMBER 31, 2024 COMPLIANCE PROGRESS: Secondary	TWELFTH REPORTING PERIOD JANUARY 1, 2025 – JUNE 30, 2025 COMPLIANCE PROGRESS: Secondary
THIRTEENTH REPORTING PERIOD JULY 1, 2025 – DECEMBER 31, 2025 COMPLIANCE PROGRESS: Full		