

# *Independent Monitoring Report 11*

## 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 eleventh 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 paragraphs in the Supervision section is available in *Comprehensive Assessment Part I* (which included *Independent Monitoring Report 8*): <https://cpd-monitoringteam.com/imr-8-1/>.

## Supervision: ¶349

**349.** CPD will require that all supervisors perform their specific duties and responsibilities in compliance with CPD policy, including the terms of this Agreement.

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### Compliance Progress

(Reporting Period: July 1, 2024, through December 31, 2024)

**Preliminary:** *In Compliance (SIXTH REPORTING PERIOD)*  
**Secondary:** *In Compliance (NEW)*  
**Full:** *Not Yet Assessed*

The City and the CPD achieved Secondary compliance with ¶349 in the eleventh reporting period.

To assess Secondary compliance with ¶349, we reviewed training curricula and compliance records reflecting that at least 95% of supervisors completed the *2024 In-Service Supervisors Training* and the *2024 Civilian Leadership Training*. During the eleventh reporting period, the IMT observed the delivery of the CPD's *2024 Annual In-Service Supervisors Training*, which was approved in the tenth reporting period. The instructors adhered to the lesson plans, actively engaged with their students, and fostered a collaborative learning environment.

Additionally, during the eleventh reporting period, the City and the CPD produced its *Civilian Supervisor Leadership Training* for review. The IMT and the OAG reviewed and provided a no-objection notice for these training materials. This training marked the first time that the CPD conducted supervisory in-service training for non-sworn supervisors. We commend the CPD for their inclusion of this group, which has been historically left out of these opportunities. Their training focused on leadership skills, and the IMT observed that students were enthusiastic and asked numerous questions. The IMT also reviewed records reflecting that at least 95% of supervisors (sworn and civilian) completed the *Civilian Supervisor Leadership Training* and the *2024 In-Service Supervisors Training*.

Further, the IMT was onsite during the tenth reporting period to observe the field exercise portion of the *Public Order Public Safety Basic (POPS-B)* training (in advance of the Democratic National Convention), which also heavily focused on supervisory responsibilities. Further, the IMT observed the effect of this training in practice at the Democratic National Convention ¶ during the eleventh reporting period.

The IMT looks forward to working with the CPD to achieve further levels of compliance. Specifically, the IMT anticipates the CPD digitizing supervisory management logs which demonstrate daily supervisory activities on shift. We also look forward to further conversations with the City and the CPD about access to available data that corroborates supervisors fulfilling their responsibilities.

Additionally, while the IMT acknowledges the importance of leadership training for non-sworn supervisors, we look forward to operational components of their duties being included in future iterations of the training. During past focus groups, these supervisors have expressed confusion about their role equivalencies with sworn members, their ability to discipline sworn members, and other facets of their duties. It is important that the CPD address these concerns through training for both sworn and non-sworn members.

### Paragraph 349 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: Not Applicable	FIFTH REPORTING PERIOD JULY 1, 2021 – DECEMBER 31, 2021 COMPLIANCE PROGRESS: Not Applicable	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 JULY 1, 2022 – DECEMBER 31, 2022 COMPLIANCE PROGRESS: Preliminary	ELEVENTH REPORTING PERIOD JANUARY 1, 2023 – JUNE 30, 2023 COMPLIANCE PROGRESS: Secondary	

## Supervision: ¶356

*356. As otherwise set out in this Agreement, CPD will ensure that it makes staffing and allocation decisions that provide for: a. the number of patrol field supervisors to ensure span of control and unity of command as required in this Part; b. the number of well-trained, qualified FTOs, as required in Part H of the Training section of this Agreement; c. the number of well-trained, qualified staff to train recruits and officers, as required in Part D of the Training section of this Agreement; d. the number of well-trained, qualified staff to conduct timely misconduct investigations, as required in the Accountability and Transparency section of this Agreement; e. the number of certified CIT Officers, as required in Part D of the Crisis Intervention section of this Agreement; and f. the number of officer assistance and wellness staff as required in the Officer Wellness and Support section of this Agreement.*

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### Compliance Progress

(Reporting Period: July 1, 2024, through December 31, 2024)

**Preliminary:** *In Compliance (NEW)*  
**Secondary:** *Not Yet Assessed*  
**Full:** *Not Yet Assessed*

The City and the CPD achieved Preliminary compliance with ¶356 in the eleventh reporting period.

During the tenth reporting period, the City and the CPD selected a vendor, Matrix, to complete the Workforce Allocation Study (“WFA Study”). During the eleventh reporting period, the City and the CPD produced an executed vendor agreement and scope of work, allowing the City and the CPD to achieve Preliminary compliance with ¶356.

The IMT recognizes the immense effort required to reach this stage in the WFA Study. The City and the CPD have informed the IMT that the WFA Study has an anticipated completion date of December 2025. The CPD has also shared that the CPD, Matrix, and Civil Consulting Alliance will hold bi-weekly progress meetings and monthly meetings of a larger steering committee related to the WFA Study.

The IMT looks forward to receiving regular updates and continuing to collaborate with the City and the CPD as the WFA Study commences. We also emphasize the importance of keeping the public apprised of the progress of the WFA Study as it unfolds. Collaboration between the IMT, the City, and the CPD is especially important as the results of this study are critical to many aspects of the Supervision section, particularly the Unity of Command and Span of Control pilot programs, and the overall Consent Decree.

## Paragraph 356 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:  
None

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

COMPLIANCE PROGRESS:  
None

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

COMPLIANCE PROGRESS:  
None

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

COMPLIANCE PROGRESS:  
None

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

COMPLIANCE PROGRESS:  
None

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

COMPLIANCE PROGRESS:  
None

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

COMPLIANCE PROGRESS:  
None

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

COMPLIANCE PROGRESS:  
None

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

COMPLIANCE PROGRESS:  
None

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

COMPLIANCE PROGRESS:  
Preliminary

## Supervision: ¶366

**368.** CPD will continue to maintain unity of command and a span of control ratio of no more than ten officers to one Sergeant for district tactical teams and area saturation teams.

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### Compliance Progress

(Reporting Period: July 1, 2024, through December 31, 2024)

**Preliminary:** *In Compliance (NEW)*  
**Secondary:** *Not Yet Assessed*  
**Full:** *Not Yet Assessed*

The City and the CPD achieved Preliminary compliance with ¶366 in the eleventh reporting period.

To assess Preliminary compliance with ¶366, we reviewed the CPD's Bureau of Patrol Special Order (BOPSO) 24-06.02, *District Tactical Teams*, and provided a no objection notice. The BOPSO includes language requiring district tactical teams to maintain unity of command and a span of control ratio of no greater than, on average, 10 police officers per sergeant. Additionally, the BOPSO refers to the Department Notice D20-02, *Unity of Command and Span of Control Schedule Pilot Program*, which outlines the concepts in further detail. These additions to the BOPSO demonstrate the City and the CPD's dedication to implementing these principles more widely and ensuring effective supervision.

The IMT looks forward to working with the CPD to achieve further compliance with ¶366. We also anticipate receiving data which demonstrates and validates that the CPD district tactical teams and area saturation teams are maintaining unity of command and span of control.

## 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 31, 2024

COMPLIANCE PROGRESS:  
Preliminary

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

COMPLIANCE PROGRESS:  
Secondary