



**IntegrAssure**

OFFICE OF THE INDEPENDENT CONSENT DECREE MONITOR FOR THE CITY OF AURORA

# **Report of the Independent Consent Decree Monitor**

## **Reporting Period 3**

### **Covering August 16 - November 15, 2022**

**Issued: January 13, 2023**

## TABLE OF CONTENTS

<b>INTRODUCTION .....</b>	<b>3</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>3</b>
SUMMARY OF ASSESSMENTS OF MANDATES .....	5
THIRD QUARTER ORGANIZATION AND ACTIVITIES.....	6
<b>FOCUS ISSUES .....</b>	<b>7</b>
THE DEPARTURE OF CHIEF DAN OATES AND ANNOUNCEMENT OF NEW INTERIM CHIEF .....	7
EFFORTS AT IMPROVING THE COMMUNITY RELATIONS SECTION (APD) .....	8
BODY WORN CAMERA AUDIT .....	9
DESIGNING CIVILIAN OVERSIGHT INFRASTRUCTURE AFTER THE CONCLUSION OF THE MONITORSHIP .....	12
GUN VIOLENCE REDUCTION GRANT .....	13
HIRING REPORT .....	15
INTERNAL INVESTIGATIONS AND DISCIPLINARY SYSTEM.....	17
<b>ASSESSMENT OF MANDATES THIS REPORTING PERIOD.....</b>	<b>21</b>
POLICIES AND TRAINING GENERALLY .....	23
<i>Introduction .....</i>	<i>23</i>
<i>This Reporting Period’s Assessments of Individual Mandates in the Section.....</i>	<i>23</i>
ADDRESSING RACIAL BIAS IN POLICING.....	30
<i>Introduction .....</i>	<i>30</i>
<i>History and Basis for Consent Decree mandates.....</i>	<i>31</i>
<i>Consent Decree’s Objectives.....</i>	<i>31</i>
<i>Policy Implications .....</i>	<i>32</i>
<i>Training Implications .....</i>	<i>32</i>
<i>Operational Integrity Implications .....</i>	<i>32</i>
<i>Data Utilization.....</i>	<i>32</i>
<i>Progress and notable observations from This Reporting Period .....</i>	<i>33</i>
<i>This Reporting Period’s Assessments of Individual Mandates in the Section.....</i>	<i>33</i>
USE OF FORCE .....	42
<i>Introduction .....</i>	<i>42</i>
<i>History and basis for Consent Decree mandates.....</i>	<i>42</i>
<i>Consent Decree’s Objectives.....</i>	<i>43</i>
<i>Policy Implications .....</i>	<i>43</i>
<i>Training Implications .....</i>	<i>43</i>
<i>Operational Integrity Implications .....</i>	<i>44</i>
<i>Data Utilization.....</i>	<i>44</i>
<i>Progress and Notable Observations from this Reporting Period.....</i>	<i>44</i>
<i>This Reporting Period’s Assessments of Individual Mandates in the Section.....</i>	<i>45</i>
DOCUMENTATION OF STOPS .....	60
<i>Introduction .....</i>	<i>60</i>
<i>History and basis for Consent Decree mandates.....</i>	<i>61</i>
<i>Consent Decree’s Objectives.....</i>	<i>61</i>

---

<i>Policy Implications</i> .....	61
<i>Training Implications</i> .....	62
<i>Operational Integrity Implications</i> .....	62
<i>Data Utilization</i> .....	62
<i>Progress and notable observations from this Reporting Period</i> .....	62
<i>This Reporting Period’s Assessments of Individual Mandates in the Section</i> .....	63
<b>USE OF KETAMINE AND OTHER SEDATIVES AS CHEMICAL RESTRAINT</b> .....	67
<i>Introduction</i> .....	67
<i>History and basis for Consent Decree mandates</i> .....	68
<i>Consent Decree’s Objectives</i> .....	69
<i>Policy Implications</i> .....	69
<i>Training Implications</i> .....	69
<i>Operational Integrity Implications</i> .....	70
<i>Data Utilization</i> .....	70
<i>Progress and notable observations from This Reporting Period</i> .....	70
<i>This Reporting Period’s Assessments of Individual Mandates in the Section</i> .....	70
<b>RECRUITMENT, HIRING AND PROMOTION</b> .....	77
<i>Introduction</i> .....	77
<i>History and Basis for Consent Decree Mandates</i> .....	78
<i>Consent Decree Objectives</i> .....	78
<i>Policy Implications</i> .....	79
<i>Training Implications</i> .....	79
<i>Operational Integrity Implications</i> .....	79
<i>Data Utilization</i> .....	79
<i>Progress and notable observations from the Reporting Period</i> .....	79
<i>This Reporting Period’s Assessments of Individual Mandates in the Section</i> .....	80
<b>ACCOUNTABILITY AND TRANSPARENCY</b> .....	93
<i>Introduction</i> .....	93
<i>History and Basis for Consent Decree Mandates</i> .....	94
<i>Consent Decree Objectives</i> .....	94
<i>Policy Implications</i> .....	94
<i>Training Implications</i> .....	95
<i>Operational Integrity Implications</i> .....	95
<i>Data Utilization</i> .....	95
<i>Progress and notable observations from this Reporting Period</i> .....	95
<i>This Reporting Period’s Assessments of Individual Mandates in the Section</i> .....	95
<b>CONCLUSION</b> .....	97
<b>APPENDIX A – REPORT CARD</b> .....	98
<b>APPENDIX B – THE INTERNAL POLICE AUDITOR’S REPORT</b> .....	98
<b>APPENDIX C – THE HIRING REPORT</b> .....	98
<b>APPENDIX D – THE CONSENT DECREE</b> .....	98

---

## INTRODUCTION

This is the third of twelve scheduled reports that the Independent Consent Decree Monitor for the City of Aurora (“the Monitor”) will produce, detailing the progress that has been made by the City, the Aurora Police Department (“APD, or the Department”), Aurora Fire-Rescue (“AFR”), and the Aurora Civil Service Commission (“CSC”) in reforming these agencies pursuant to the mandates contained in what is known as the Consent Decree (the “Decree”).

In broad strokes, the Consent Decree envisions a 5-year process for realizing its aims and achieving compliance with its mandates, with three stages for the majority of the mandates. The first stage in this process involves updating relevant policies within each agency to meet the requirements imposed by the decree. The second stage involves training agency personnel on these new policies. The final stage involves the agency ensuring that the policy is being followed properly and, if not, that appropriate remediation, and, when necessary, discipline is being utilized to correct deviations from policy. The Monitor is assessing each of these stages and, through this reporting process, reporting to the public the progress in each particular mandate. To ensure steady progress toward this end, deadlines for meeting certain consent decree requirements were agreed to by the parties. And while there have been failures to meet some of the agreed-upon deadlines, overall, the City has expressed its belief that all deadlines will be met within the first two years of the Decree.

Much to their credit, Aurora leadership at the City level and in both the APD and AFR, as well as the vast majority of rank-and-file members of each department with whom we have spoken, have continued to embrace the need for change, and recognize that a culture of continuous improvement is one that will benefit all. The City and its agencies have, up until this point, continued to cooperate with the Monitor in complying with requests and maintaining an open line of communication. It has been stated by leadership of both the APD and AFR that their goal is to make their Departments all that they can and should be.

This report constitutes the third report of the Monitor, covering the third Reporting Period (“RP3”) from August 16, 2022, to November 15, 2022.

## EXECUTIVE SUMMARY

The third reporting period of the Consent Decree ended on November 15, 2022. During this period, the City of Aurora and its constituent agencies have cooperated fully with the Monitor and have begun working on, and in some cases have made significant strides toward, the implementation of the mandated reforms.

The status of APD Mandates in this period is significantly different than in the first two reporting periods. This is primarily because of the many deadlines that came due in this reporting period and were missed. Both the Monitor and the City have gotten a better understanding of the capability, or lack thereof, for the APD to simultaneously deal with the substantial number of Mandates calling for significant change. As explained in more detail below, these two factors have resulted in many more Mandates being put on the “Cautionary (Yellow) Track”. The Monitor is actively working with the City and the Police Department to address those Mandates with as much alacrity as possible given the current resources of the Department. The Department, under the leadership of the new interim Chief has prioritized meeting these deadlines and has assigned additional resources to help make it happen.

In addition to the missed deadlines, there are a number of additional concerns that have been raised during the current reporting period.

One major concern this reporting period was APD’s inability to analyze the contact data that APD started collecting in July. That data is being collected pursuant to a requirement of SB 217 and is required to be transmitted to the state. In fact, the data has not been transmitted to the State. The Monitor has facilitated a discussion between the City and State to reconcile any issues that may exist so that the City can provide this data to the State as soon as possible. Separately, the data is not currently capable of being analyzed by either the department or the monitor as no functionality for batch export for purposes of analysis was provided by the developer of the software. This inability hinders APD’s capacity to monitor compliance with the Documentation of Contacts policy as well as identify potential areas for improvement. These data issues must be resolved.

Although some significant improvements have occurred, the Monitor continues to also have concerns about the apparent reluctance of APD, through its Force Review Board (FRB), to critically assess use of force when current policies are not violated but where practices can be improved, including improving outcomes of encounters with those experiencing mental health crises. The Monitor is continuing to work with APD to address this issue and is encouraged by APD’s expressed desire to address the issue.

Lastly, the Monitor has some concerns as to whether CSC will be able to work with the City to implement all necessary changes to its rules regarding hiring, promotion and disciplinary review, by May 15, 2023 to achieve compliance with the Consent Decree. It is not clear that a majority of

the Commission is willing to amend or rewrite rules that would need to be changed in order to meet the mandates of the Decree.<sup>1</sup>

#### SUMMARY OF ASSESSMENTS OF MANDATES

During the third reporting period the Monitor examined 58 of 70 mandates of the Consent Decree, finding eleven of them to be in substantial compliance. Those mandates found to be in substantial compliance involved two on Aurora Fire Rescue’s policy governance and timely submission of new policy for the Monitor’s review, and nine centered on Aurora Fire Rescue’s Use of Chemical Sedatives.

Of the remaining 47 mandates examined, 29 were found to be on a cautionary track, where either there was some uncertainty as to whether the expectations of the Monitor would be fulfilled, or where a deadline for the Mandate was missed, but it was felt that the Mandate would be met in a reasonable amount of time. Of the 29 Mandates on the cautionary track, 9 were in Mandates related to Stops Policy and its related training, 9 were in Mandates related to Use of Force policy, its adjunct policies, Use of Force metrics, and improved and updated Force Review Board policies. As detailed in depth below, the Monitor believes that APD has been progressing in these areas and that the mandates will be fulfilled in a reasonable amount of time.

The remaining 18 mandates were found to be in various stages of movement toward substantial compliance in line with the Monitor’s expectations.

The summary breakdown of compliance shown by the number of mandates in each of the areas of the Consent Decree according to their status [track and degree of completion or Not Yet Evaluated (NYE)] is found in the chart that follows:

---

<sup>1</sup> On December 27, 2022, Harold Johnson, the chair of the Civil Service Commission, resigned his position leaving only four members of the Commission in place. We thank Mr. Johnson for his work on the Commission relative to the Consent Decree and look forward to the appointment of a replacement for his position.

Area of the Consent Decree	RIGHT TRACK					CAUTIONARY TRACK				WRONG TRACK				NYE
	0-24%	25-49%	50-74%	75-99%	100%	0-24%	25-49%	50-74%	75-99%	0-24%	25-49%	50-74%	75-99%	
Policies and Training Generally (APD)		1					2							2
Policies and Training Generally (AFR)			1		2									
Policies and Training Generally (CSC)						1								
Addressing Racial Bias in Policing						5	1		1					3
Use of Force			4			4	3	3						2
Documentation of Stops							1	4						1
Use of Ketamine and Other Chemical Sedatives					9									
Recruitment, Hiring and Promotion (APD)	2	3												
Recruitment, Hiring and Promotion (AFR)		2	3											
Recruitment, Hiring and Promotion (CSC)			2			1	1							5
Accountability and Transparency						2								

Greater detail for each Mandate and its history of compliance is detailed in the *Assessment of Mandates for This Reporting Period* section below and graphically represented on the updated Report Card, attached to this report as Appendix A.

In addition to reporting on these 58 mandates, we have included seven focus issues for this Reporting Period.

### THIRD QUARTER ORGANIZATION AND ACTIVITIES

The Monitor spent a significant portion of the third reporting period continuing to work closely with the stakeholders. While some of these meetings have been held virtually, the Monitoring Team has spent considerable time in Aurora during the third reporting period, visiting on three separate occasions, with each visit lasting from three to four days.

The Monitoring Team held meetings and interacted with a variety of police officers, firefighters, and city officials. Team members met on multiple occasions with the Chief of Police, Chief of the Fire Rescue, and numerous Deputy Chiefs and Commanders within the APD and AFR, the Civil

Service Commission (CSC) and its staff, and many sworn personnel of APD and AFR as well as other city employees. Meetings were also held with the City Manager’s Office, the City Attorney’s Office, the Attorney General’s Office, the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF), the District Attorney of the 17<sup>th</sup> District, and various members of the City Council. The Monitor met formally in one session with the Civil Service Commission<sup>2</sup>. The Monitor also attended all three of the Aurora Key Community Response Team (AKCRT) meetings and presented at Ward IV and Ward V meetings upon invitations from Councilmembers Marcano and Coombs.

The Monitoring Team also reviewed assorted policies, documents, and reports and held three “All Stakeholders” meetings during this reporting period. During these meetings, the Monitor reported on significant developments during the preceding month, provided a preview of what is expected to be accomplished in the following month, and heard issues of concern or noteworthiness from each of those in attendance.

The Monitor published its second report on October 14, 2022, on [auroramonitor.org](http://auroramonitor.org). Along with the second report, the Monitor published a PowerPoint presentation to provide a quick summary of the report.

## FOCUS ISSUES

As noted in our previous reports, in each of our periodic public reports, we will focus on various timely issues which affect the Consent Decree. These are the issues of focus for this reporting period.

### THE DEPARTURE OF CHIEF DAN OATES AND ANNOUNCEMENT OF NEW INTERIM CHIEF

On November 15, 2022, Art Acevedo was announced as the new incoming interim Chief of Police of the Aurora Police Department. He will be the first Hispanic police chief to lead APD and previously served as the Chief of Police for the Austin (TX) Police Department, the Houston (TX) Police Department and the Miami (FL) Police Department. Chief Acevedo officially assumed his role as interim chief on December 5, 2022.

Since the departure of Chief Wilson in April 2022, the City has engaged in a search for a police chief. With her departure, Chief Chris Juul was named as the Acting Police Chief until a new Chief

---

<sup>2</sup> The Civil Service Commission ceased having virtual options for attendance in July of 2022.



was found. On April 20, 2022, Dan Oates was announced as an interim Chief. Chief Oates had previously served as the Chief of Police for the Aurora Police Department from 2005 to 2014, as well as having served as the Chief of Police in both Ann Arbor (MI) and Miami Beach (FL).

According to the City, the search for the permanent chief will continue. The Monitor has received assurance from the City that selection of the next permanent Chief will be made with all due deference to continued commitment to the Decree and to the reform process. As noted in our first report relative to the departure of APD Chief Vanessa Wilson, it is not unusual in Monitorships to have leadership within a department change during the term of the Monitorship, and often, it is the Monitor that becomes the constant during the reform process. The Monitor and his team will work with whomever is in the Chief's seat to make certain that all is being done to bring the required reforms to the Department and to the people of Aurora.

Most importantly, Chief Acevedo has explicitly stated that he views the consent decree as an opportunity to help provide officers with processes, systems, equipment, training, and other support they need to become the best that they can be. The Consent Decree Monitor team is looking forward to working with Chief Acevedo.

#### EFFORTS AT IMPROVING THE COMMUNITY RELATIONS SECTION (APD)

Community Relations Section (CRS) of the Aurora Police Department is responsible for overseeing the community engagement efforts of the Department and consists of four sworn and three unsworn members of the APD. The CRS is responsible for designing, scheduling, hosting, and staffing local events geared toward engaging meaningfully with the community and providing opportunities for individuals to learn more information about the operations of the Department. The CRS's efforts are also geared towards bolstering public safety, helping community members feel more comfortable in their interactions with officers, and recruiting places of worship, nonprofit organizations, and community members to play active roles in maintaining safety of neighborhoods.

However, it is worthwhile noting that APD did not have a dedicated unit within the police department on community relations until 2021. When the section began in 2021, its focus during the first year was establishing relationships with a wide range of diverse community stakeholders to include places of worship, nonprofit organizations, schools, and businesses. Their efforts focused on strengthening existing relationships and identifying stakeholders who were not traditionally engaged with APD. In 2022, CRS focused on fostering those relationships while also hosting community-wide events such as Aurora Youth Night as a direct response from community feedback related to the need for safe spaces for youth to engage with others and access resources. CRS hosted and/or attended over 100 events in 2022 through November 15, 2022,

demonstrating APD's commitment to be visible and connect with various community stakeholders.

Aside from hosting community events in 2022, CRS also offered educational programming to community members interested in learning more about law enforcement. Examples include the one-week Global Teen Police Academy (noted in the second reporting period), and the newly launched 2-day APD Community Academy, which in 2022, was held in partnership with the Resident Leadership Council which serves immigrants and refugees primarily in northwest Aurora. CRS also served as site liaison for the 2022 National School Resource Officers National Safety Conference which was held in Aurora and attended by 1000+ school resource officers from throughout the country.

In late November, CRS moved from APD headquarters to District 1 in north Aurora. CRS' efforts in the last two years identified that there is a significant need to share what they have learned from interacting and partnering with so many community stakeholders with the rest of APD to better embed their expertise and experience on guiding day-to-day interactions the sworn officers are having with the community. Relocating CRS to a district location integrates CRS among patrol officers, providing direct access to Police Area Representatives (PAR) officers, and geographically locates CRS where much of their work occurs. The goal of the ongoing department trainings and relocation is to facilitate a culture of community engagement that permeates the agency. CRS is a resource to both the community and the officers of APD to build trust.

As CRS enters its third year of operation, it is now tasked with developing a strategic plan for 2023, which will include a specific vision and goals for CRS and community engagement for APD overall. This builds on CRS's efforts to proactively solicit feedback from their community partners on what worked and what did not to better identify events and partnerships that are more effective at building community trust with APD. We applaud APD's self-initiated effort to be self-critical on its current efforts and dedicating resources to continuously effort in increasing trust with the community by completing a strategic plan based on the feedback it has received in the last year. We look forward to the strategic plan and anticipate that it will be included as an appendix in the next report.

#### BODY WORN CAMERA AUDIT

In August of 2020, the City Manager created the Internal Police Auditor within the city's internal audit department. The city's internal audit department routinely reviews a wide range of city policies. The position of the Internal Police Auditor was created after the City determined that having an auditor exclusively dedicated to auditing APD would provide the community with some insight into APD's policies and improve transparency for APD. The Internal Police Auditor is focused on engagements that audit compliance with policies and practices in police operations,

especially those that more directly affect the community, potentially high liability activities, and areas of significant public concern. The audits aim to increase department transparency and regain and maintain public trust. Engagements may include, where applicable, business process redesign; they may also touch on performance management where appropriate.

Michelle Crawford currently serves as the Internal Police Auditor. All of the Internal Police Auditor's work can be found here: [https://www.auroragov.org/city\\_hall/departments/city\\_manager/internal\\_audit\\_department](https://www.auroragov.org/city_hall/departments/city_manager/internal_audit_department)

As part of the of Aurora's 2022 Annual Police Audit Plan, the Police Auditor reviewed the Aurora Police Department's compliance with laws, policies, and best practices regarding the usage of body-worn cameras (BWC). The first part of the audit on BWC compliance was published on October 19, 2022, and reviewed BWC videos captured between April 1, 2022, and July 30, 2022. In conducting this review, auditors interviewed APD employees, closely evaluated departmental policies, analyzed whether officers routinely complied with established policies, and determined whether videos were being appropriately captured in all required situations.

The auditors randomly selected 100 BWC videos captured within the audit period and reviewed them to determine if they complied with departmental policies. Through this review, the audit team determined that APD largely complied in a number of key areas: ensuring that the footage was clear, the camera remained attached, access to video was appropriately maintained, the camera was properly deactivated, and the footage was correctly documented, filed, and categorized. However, the audit team found three areas where APD failed to adequately comply: muting, buffering, and activation.

**Muting:** The cameras possess a feature that allows the audio recording to be manually muted by an officer. There are policies for when the camera should be muted, when it should be unmuted, and for a statement that the officer must give prior to muting the camera. Of the 26 videos that included muting, eighty percent did not comply with the policies.

**Buffer:** Cameras are equipped with a buffer mode that allows the camera to continuously record. When an officer presses the record button, the video will include the thirty seconds of video prior to the officer's pressing of the button. However, for this buffer mode to operate properly, the camera must be manually put in stand-by mode. Policy calls for this to be done at the beginning of a tour of duty. Out of the 100 selected videos, 37% did not have the buffer period, meaning that the camera was not in the proper mode when it was activated, thereby losing potentially valuable evidence from that 30 second buffer period.

**Activation:** The Department has policies delineating in what situations an officer must turn on their BWC. Specifically, an officer must turn on their BWC when "responding to a call for service,

responding to assist in a police capacity during a welfare check, or during any interaction with the public...” Of the 100 selected videos, 11% were not properly activated.

Based on those findings, the Police Auditor recommended that APD work towards greater compliance. In facilitating this, the Police Auditor further recommended that APD reevaluate its BWC policies. The Police Auditor found inconsistencies in the policies related to muting, buffering, camera activation, and the policy describing which individuals may or may not view the BWC videos without documenting a reason for the access. Ambiguities within the policies about which actions officers must take, and to which situations such actions pertain, may have resulted in the lack of compliance. In addition, due to the lack of compliance, it was further recommended that APD conduct refresher training in the policies for all employees assigned body-worn cameras. Further, an electronic system for documenting which officers receive training should be implemented.

The Police Auditor also randomly selected twenty calls for service and evaluated them to determine whether BWC videos were being collected in all required circumstances, as designated by departmental policy. Twelve should have had associated BWC videos, based on the departmental camera activation policies. Of those twelve, three (25%) did not have an associated video. The Police Auditor found that APD does not have a procedure to ensure that required videos exist for calls for service. The Police Auditor recommended implementing a minimum standard for the number of calls that must have associated videos, and designating an official within the Department to monitor the information to screen for any deviations. The audit revealed that APD does not have procedures that allow for the Department itself to monitor BWC policy compliance. The Police Auditor recommended that APD implement a process in which departmental supervisors routinely review their officers’ compliance with all BWC policies. The full report is attached as Appendix B.

APD has started its work on updating its BWC policy as well as measures to facilitate its own internal monitoring for compliance. APD is planning on issuing special order to address the issues of activation and muting while the entire BWC policy is re-examined and updated. It is anticipated that these efforts will continue in the next reporting period. This is an area that the Monitor will continue to focus on. Specifically, the Monitor will discuss ideas with APD on conducting enhanced supervision utilizing BWC and a comprehensive BWC policy that will address these noted deficiencies as well as adopting best practices in the field.

The Monitor thanks the Police Auditor for the work done in this important area. It is the Monitor’s intention to follow up on the recommendations made by the Police Auditor, and to incorporate many of the same metrics in audits which will be conducted by the Monitor going forward.

## DESIGNING CIVILIAN OVERSIGHT INFRASTRUCTURE AFTER THE CONCLUSION OF THE MONITORSHIP

Accountability is one of the fundamental pillars of policing. Without it, and without the transparency it requires, police departments are bound to lose legitimacy with the communities they serve. In many municipalities across the country, jurisdictions have adopted some form of independent oversight of policing to assure accountability to the community. In some jurisdictions this oversight takes the form of a civilian commission. Other jurisdictions have turned to professionals in the private sector, who are hired by the jurisdiction to serve as independent auditors, reviewing and publicly reporting on a department's internal investigations and disciplinary process.

The Consent Decree calls for the implementation of best practices in the area of accountability including a system that affords transparency, provides clear guidance for officers, is appropriately critical in its evaluation of performance, mentors officers who need course correction such as additional or remedial training, or counseling, and a system that appropriately disciplines those who significantly deviate from Department standards. While the Monitor will be assessing and reporting on the implementation of these best practices during the term of the Consent Decree, there is little question that Aurora must continue to monitor these areas upon the conclusion of the Consent Decree and the Monitor's departure. This monitorship is anticipated to last for approximately five years. If the City continues its level of cooperation and more importantly, its willingness to embrace reform and continuous improvement, we believe that the monitorship will conclude within that timeframe. While it may seem premature to discuss what should happen upon conclusion of the monitorship, it is, indeed, time to start planning on an infrastructure that should be in place to ensure continuity of the work done and reforms accomplished during the monitorship.

In 2020, long before the Consent Decree was established, the Aurora City Council passed a budget allocation for an Independent Police Monitor ("IPM") at the same time it allocated funding for the Internal Police Auditor. The Internal Police Auditor serves an important role, as discussed above. Although, the IPM would serve a role that, in many ways, could be duplicative of the Monitor's current remit, the IPM is, nonetheless, clearly vital to ensure that the reforms achieved under the Consent Decree carry far into the future.

On October 24, 2022, in part, as the Monitor understands it, because of the duplicative nature of the position, a budget cut eliminated the unfilled positions for the IPM and staff for the upcoming fiscal year. There was disappointment from some segments of the community and some members of the City Council who voted against the measure. Ultimately, the City Council agreed

that the independent police monitor position is important for the future but voted to eliminate the unfilled positions from the upcoming budget.

It is our understanding that the City is planning to establish and fund the IPM positions in the future, ideally during the third year of the monitorship to ensure continuity without interruption upon our departure. This plan is designed to balance the need for continuing civilian oversight upon our departure but eliminate duplicative resources while the current monitorship is in place. The Monitor anticipates that he and his team will assist the IPM in establishing the role and so that the IPM will be in a position to take over where the Monitor leaves off.

The Monitor absolutely believes that there needs to be continued civilian oversight upon the conclusion of the monitorship for any number of reasons, not the least of which is to provide assurance to the community that the City is committed to continuing transparency and accountability. The Monitor intends to have discussions with the City relative to the exact timing for re-funding the IPM positions, the actual hiring of personnel, and their training to meet the stated goal of standing up a fully functioning office in the third year of the monitorship.

#### GUN VIOLENCE REDUCTION GRANT

As we have often said, for this Monitorship to be successful not only do each of the reforms covered by the mandates need to be implemented, but at the same time, crime in Aurora, especially violent crime, needs to be reduced. The Monitor believes that beyond reform and crime reduction being compatible, they do, in fact, enhance one another primarily through greater trust built with the community and the key role that community can and should play in crime fighting. We are happy to see that APD is focused on both issues.

On March 16, 2022, the United States Department of Justice's (DOJ) Office of Justice Programs (OJP) and Bureau of Justice Assistance (BJA) began soliciting applications from municipalities for funding to develop Crime Gun Intelligence Centers (CGIC), with a goal of using new technology, intelligence, and community engagement to identify unlawfully used firearms, identify the sources of those guns, and prosecute those who perpetrate instances of gun violence. Recipients of the grant are responsible for working closely with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) to collect, manage, and analyze "crime gun evidence" which are weapons possessed, used, or intended to be used in relation to a crime. This involves collecting shell casings and test firing unlawfully used firearms to identify criminal shooters, disrupt ongoing criminal activities, and prevent future criminal acts. The program relies upon two types of technology: the ATF's eTrace (Electronic Tracing System) and the ATF's National Integrated

Ballistics Information Network (NIBIN)<sup>3</sup>. The use of this technology potentially reveal leads that accurately identify armed violent offenders in an area, which can then be the targets of investigation, prosecution, and deterrence strategies. Recipients of the grant are required to engage in collaborative meetings with local, state, and federal partners to review intelligence on the NIBIN leads, including new offenders that have been recently identified through the program's efforts.

APD submitted an application for funding under the Grant Program. The Department was approved for \$699,959.00 in funding on September 27, 2022. As a recipient, APD will be responsible for pursuing violent criminal offenders in Aurora by accurately and effectively collecting, documenting, and reporting crime gun intelligence data. As with other municipalities

---

<sup>3</sup> The CGIC model relies upon technology employed by the ATF to properly investigate, classify, and document evidence related to gun crimes for the purposes of identifying guns and the perpetrators who own/use them, disrupting ongoing criminal activity, and preventing future instances of violence. The two pieces of critical technology are the ATF's eTrace (Electronic Tracing System) and the ATF's National Integrated Ballistics Information Network (NIBIN). When an instance of gun violence occurs, law enforcement officers immediately respond to the scene and collect all relevant ballistic evidence, including spent shell casings and firearms used by offenders during the incident, which are referred to as "crime guns." Officers document the collected evidence and enter it into eTrace and NIBIN. eTrace is a web-based application which is focused on information related directly to the physical firearm and its ownership, rather than ballistics information. When a participating law enforcement agency collects a crime gun, they complete a National Tracing Center Trace Request form to submit to eTrace. The law enforcement agency provides information related directly to the firearm, including the serial number (if one is present), the manufacturer, the type, the caliber, the model, and other relevant information. They also provide pertinent information related to the identity of the possessor (if known), accomplices (if known), and the location where it was recovered. eTrace reviews the provided information, logs it, and then searches the database for matching information to trace the weapon from manufacturer to owner, with a goal of linking the provided weapon information to a suspect. eTrace provides the results of its analysis to the law enforcement agency. It also attempts to link the information to other crimes associated with the weapon in other cities, states, and countries. NIBIN is an online database used for documenting, reviewing, and comparing ballistics information gathered from crime scenes. Law enforcement agencies submit images of ballistic evidence from shooting scenes to the online database. The agencies also test-fire recovered crime guns and submit the test-shot ballistic information to NIBIN. NIBIN then automatically compares the submitted images to others within the database to produce a list of possible similar results. Technicians manually review the results, identifying NIBIN leads (potential associations between two or more pieces of firearm ballistic evidence). A firearms examiner then conducts a thorough examination of the actual physical evidence to confirm if the two or more pieces of evidence actually resulted from the firing of the same gun. This evidence can be used to link shootings across cities and states. Based on the results of these examinations, law enforcement agencies can then identify and pursue suspects before they commit subsequent crimes.

who establish CGICs, APD must report relevant crime gun tracing data to NIBIN and eTrace for use by investigators and prosecutors in identifying violent offenders.

The grant specifically funds various equipment, two full-time NIBIN technicians for conducting manual review of compiled potential matches, overtime for the NIBIN unit, and costs for a paralegal (to be employed by the District Attorney for the 18<sup>th</sup> Judicial District) to track NIBIN cases. The equipment is expected to arrive in early 2023, at which point the program will begin to operate.

## HIRING REPORT

The hiring of entry-level police officers and firefighters is addressed in Section VII A and C of the Decree. The aim of a reformed process pursuant to the Consent Decree is to provide APD and AFR with more active roles in the hiring process thus resulting in the most qualified candidates reflective of the population which those candidates will serve. The Decree provides that APD and AFR will have the final say in which candidates are hired by the City to enter the agency's respective academy.

Historically, while recruitment of candidates was a function performed by each agency with different levels of effort at recruitment by each agency at different points in time, once a candidate was identified, neither agency had any involvement in the hiring process until successful candidates arrived at the Academy. This policy changed in December of 2021 when, after the Attorney General's Office published its findings, representatives from each department were allowed to partake in the background review of each candidate and each candidate.

To fulfill the mandate of hiring an expert to assist in the process of compliance with the Consent Decree in this area, on March 15, 2022, pursuant to the technical assistance provisions of the Consent Decree, the Civil Service Commission approved the hiring of Cassandra Chandler of the IntegrAssure team as a subject matter expert given her extensive experience in recruiting and hiring a qualified and diverse public safety workforce.

The ultimate first deliverable of this engagement was a hiring report entitled "Report on Hiring Process of Aurora Police and Fire Rescue: The Past and a Proposed Future." The report is the culmination of the work regarding the hiring process including extensive listening sessions with Aurora Civil Service Commission (CSC), APD, AFR, the City of Aurora Human Resources Department (HR) the City of Aurora's City Attorney's Office, and the City Manager's Office. In addition, both the firefighters union and police union were kept apprised of the process and the progress of the effort.

The Report, which appears as Appendix C hereto, is presented in six sections:



- The first section summarizes the methodology and approach taken for the report
- The second section provides an overview of the overall findings based upon research and discussions with Aurora stakeholders. The primary recommendations stemming from those findings are provided in detail.
- The third section provides an overview of the developmental history of the City’s hiring processes from 2007 through 2022.
- The fourth section provides an overview of the current AFR and APD hiring processes, including a statistical analysis of several years of hiring data. The limitations of the data are expressly noted.
- The fifth section provides an overview of the proposed hiring processes for APD and AFR.
- The sixth section summarizes key recommendations that are essential to the successful implementation of the mandates of the Consent Decree, including a summary of which recommendations necessitate amendments to the “Civil Service Rules and Regulations.”

In formulating the proposed entry-level hiring process as presented, the Consent Decree Monitoring Team considered feedback from our extensive listening sessions and workshops with relevant stakeholders and synthesized that feedback in the context of the following additional considerations:

1. The mandate of the Consent Decree that both APD and AFR have greater involvement and the final say in the hiring of qualified and diverse candidates.
2. An analysis of the Charter provisions pertaining to the Civil Service Commission role in hiring and the factors that led to the adoption of the current hiring process where CSC plays a far more active and significant role than envisioned by the Charter. Specifically, we considered the 2009 Task Force and the DOJ investigations and the value that the City Council-selected CSC Commissioners bring as representatives of the community to ensure fairness and to promote the goal of hiring the most qualified, diverse workforce possible.
3. The relative core competencies of APD and AFR, the CSC and City HR in order to make hiring in both agencies as effective, efficient, and transparent as possible. To the extent possible, we recommended removing as many administrative tasks as possible from CSC and transferring those tasks to City HR, which performs similar functions for all other City employees. This would allow the CSC to best continue performing its charter-mandated roles as well as the continued additional roles in the hiring process that we believed they should retain. It also would allow the CSC to handle appeals, essentially providing oversight of the entire hiring process, ensuring that all aspects are appropriately administered in a fair and impartial manner. HR would be charged with collecting, tracking, and analyzing aggregate data and sharing results of these analyses with APD, AFR, CSC, and the public to provide transparency, to identify any disparate impacts among

protected classes that may need to be investigated and potentially addressed, and to continuously improve the hiring process generally.

4. Providing checks and balances within the process to best ensure that APD and AFR are hiring the best qualified and most diverse candidates possible.
5. Providing input from the community in the selection process through the inclusion of no more than two City Council-appointed CSC commissioners and one selected Citizen Assessor who would be drawn from the community and appropriately trained in the interview process.

While this report was being prepared, on November 10, 2022, Councilmember Dustin Zvonek introduced a resolution to the Public Safety Committee that would require that the City Manager work with the CSC to revise its rules to ensure that the mandates of the Consent Decree were achieved, and in a manner that is not inconsistent with the City Charter. This resolution was approved by the City Council on December 19, 2022.

It is important to note that the report produced was in the Monitor's role as technical advisor and therefore, not every recommendation made in the report is necessary for the City to achieve compliance with the mandates of the Consent Decree. It is expected that, in the next Reporting Period, there will be a collaborative process with the City through which new rules will be adopted by the CSC which may meet the requirements of the Consent Decree. We will report on these efforts in our next Periodic Report.

#### INTERNAL INVESTIGATIONS AND DISCIPLINARY SYSTEM

In our first report, we wrote about the importance of the systems of accountability in any police department. One of those systems, the disciplinary process, is addressed in the Consent Decree in several sections. Generally, the Monitor is required to ensure that policies relevant to Accountability and Transparency are being implemented and followed appropriately.<sup>4</sup> In addition, there are specific requirements relative to the disciplinary process in instances of Biased Policing<sup>5</sup>, Use of Force<sup>6</sup>, and Stops and Contacts<sup>7</sup> that the Monitor will be assessing in coming reports. The Monitor must also make certain that data related to discipline is collected and reported out appropriately.<sup>8</sup> Lastly, with respect to appeals from the internal discipline processes of both APD and AFR, the Monitor will determine if CSC has reduced the time that

---

<sup>4</sup> See *Methodologies to Aid in the Determination of Compliance*, Mandate 2 at II A, Monitoring Methodology 5

<sup>5</sup> See *Methodologies to Aid in the Determination of Compliance*, Mandate 16 at III D, Monitoring Methodology 5

<sup>6</sup> See *Methodologies to Aid in the Determination of Compliance*, Mandate 19 at IV A of the Consent Decree, Monitoring Methodology 4

<sup>7</sup> See *Methodologies to Aid in the Determination of Compliance*, Mandate 39 at V D, Monitoring Methodology 9

<sup>8</sup> See *Methodologies to Aid in the Determination of Compliance*, Mandate 68 at VIII, Monitoring Methodology 1-6

appeals take from filing to resolution and will ensure that there is a strong consideration by the CSC to not resort to a full “de novo” review of the disciplinary decision by the department’s Chief.<sup>9</sup>

A police department must have an effective complaint intake and investigation protocol for disciplinary issues arising from internal or external complaints against an officer. The complaint process should be transparent to the public, including instructions on how to file a complaint, and should include periodic updates and final conclusions that are shared with all those involved. The process should have defined timeframes for the completion of both the investigative and disciplinary portions of the process, with notifications to participants of any delays.

Internal Affairs units simultaneously serve two communities—law enforcement and the general public—and are essential in building and maintaining mutual trust and respect between the two. Police departments are obligated to ensure that officers operate within the confines of the law and according to procedure, and Internal Affairs units are how, at least in part, departments ensure compliance. Ideally, these units receive and manage the investigation of all incoming complaints against any member of the police department. Doing so can help prevent the perception that certain complaints are discounted or rejected for purely subjective reasons.

It is important for a department to define in policy the process by which a complaint will be received, documented, investigated, and reviewed, and the permissible timeframes for those steps to be taken. Only through the timely and transparent resolution of complaints can employees and civilians begin to have confidence in the system working correctly. The standards used to adjudicate allegations should be transparent and the investigative process should conform to a written policy that clearly describes each of its steps so that community and officer expectations are set appropriately. The system should guard vigorously against bias or favoritism in every way possible, at least requiring documentation with respect to non-investigation and non-charging decisions.

The disciplinary process serves many purposes. Its primary function is to address police misconduct by appropriately disciplining those who commit misconduct after it has occurred. When operating properly, the disciplinary process also serves to change the behavior of officers before misconduct occurs by signaling organizational expectations both internally and externally, and responding appropriately to internal and external complaints, thereby enhancing trust in the department from both within its ranks and from the community at large. An ineffective process, on the other hand, can negatively affect both officer morale and community trust. Historically, problems with transparency and consistency in the disciplinary processes have persisted in police departments throughout the nation.

---

<sup>9</sup> See *Methodologies to Aid in the Determination of Compliance*, Mandate 62 at VII 3 (a), Monitoring Methodology 1-2

It is of the utmost importance that the investigative process, leading to findings as to whether misconduct was committed, is deemed by both employees of the department and the public to be fair, transparent, and consistent in its determinations. Fairness requires that any member accused of misconduct receives due process in the determination of whether a transgression of policy has occurred.

In Aurora, APD created the Automated Complaint and Commendation System in 2006 to manage and record all complaints, investigations, and compliments or commendations relating to both sworn and non-sworn members of the department. The department permits submission of complaints through the City's website, via telephone, by mail, or in person, with all complaints entered into the automated system. The complaint can be received by the district or by the Internal Affairs Bureau (IAB). The complaint is reviewed by the receiving party to determine whether the complaint should be reviewed at the District or Bureau level or by IAB itself. If a determination is made that the allegation can be investigated at the District or Bureau level, the case is either retained by the District or Bureau if it originated there or sent by IAB to the appropriate Commanding Officer for investigation. The District or Bureau Commanding Officer will then assign the case to an appropriate supervisor to commence and complete a preliminary investigation. If during the preliminary investigation the investigator believes the allegation should not be handled at the District or Bureau level because of the seriousness or criticality of the investigation, a request for investigation by the IAB will be completed and forwarded through the complaint management system to the subject member's Division Chief.

If IAB determines that an investigation is warranted<sup>10</sup>, IAB will seek authorization from APD's Chief of Police since, under existing rules, only the Chief of Police can order an IAB investigation. Once approval is received IAB commences an investigation and, upon its completion, notifies the subject officer, the officer's Division Chief, and the officer's commanding officers that the case is available for review by the officer and their representative for any factual misstatements or requests for additional investigation. Thereafter, the case will be reviewed by the Chief of Police.

Up until June of 2022, the Chief's Review Board reviewed the findings and recommendations by IAB and then made recommendations to the Chief of Police.<sup>11</sup> However, in June of 2022, former

---

<sup>10</sup> For certain critical incidents, including police-involved shootings or uses of force resulting in serious injury or death, an IAB investigation may result regardless of whether misconduct is alleged or indicated against any involved officer.

<sup>11</sup> The Chief's Review Board was chaired by the Deputy Chief of Police and includes the subject member's Division Chief, Bureau/District Commanding Officer, IAB Commander, and a City HR representative. They review the entire case along with a "Letter of Defense", if such a letter is submitted by the subject member. The Chief's Review Board has the option to send a case back to IAB for additional investigation or accept, reject, or modify some, all, or none of the IAB Commander's recommended findings. For any sustained charges, the Board recommends discipline to the Chief of Police. This Board was dissolved in June of 2022 by former interim Chief Oates because, as he stated, he believed that it is the sole responsibility of the chief to decide what discipline is appropriate. The Monitor was made

Interim Chief Oates eliminated the Chief’s Review Board. After the elimination of the Chief’s Review Board, Chief Oates informally conferred with various members of his executive staff and reviewed the file with them before determining the disposition of the matter.

The subject sworn member is informed of the Chief’s decision during a “pre-disciplinary hearing.” During this hearing, the sworn member has the opportunity to provide any additional context or mitigating information that may help inform the Chief’s decision. The sworn member may waive the pre- disciplinary hearing, but the Chief of Police can order the sworn member to participate. The pre-disciplinary hearing is an informal hearing in which the sworn member is not represented by counsel, or has the opportunity to confront witnesses.

The sworn member may also request an Independent Review Board to review the proposed discipline, but the decision to convene an Independent Review Board is completely within the discretion of the Chief of Police. After the pre-disciplinary hearing or Independent Review Board (if conducted), the Chief issues a final disciplinary order that is served upon the sworn member. The sworn member must accept any non-disciplinary action (which is not appealable to the Civil Service Commission) and may accept formal discipline. If the sworn member receives formal discipline, the sworn member can choose to exercise the right to appeal the final order to the Civil Service Commission. The Aurora Civil Service Commission then holds a de novo hearing, resolving factual and legal issues and determines whether to uphold the Chief’s disciplinary order, either in whole or in part. During this appellate process the officer is represented by counsel and the proceedings are conducted in accordance with rules of evidence.

In upcoming months, we will be reviewing the disciplinary system in detail and working with the parties and stakeholders to determine whether some revision to the system is appropriate.

While we absolutely believe in a proactive approach to identify and correct the behavior of potentially at-risk officers, including by enhancing first-line supervision with appropriate systems and support, it is critical to have an internal investigations and disciplinary system that is based on best practices. Our review will look at both the operations of the disciplinary system and the degree of transparency surrounding its outcomes. Concepts such as developing a disciplinary matrix will be explored to provide consistency and transparency both to the officers and the community.

---

aware that the Chief’s Review Board was dissolved by Chief Oates after the fact. The dissolution was clearly within the purview of the Consent Decree and the Monitor should have been consulted before dissolution. This failure was raised and addressed with the City and resulted in our finding of “Cautionary Track” status for Mandate 2A, and, in part resulted in the workflow called for in APD’s policy regarding Policy Governance. While Chief Oates’s dissolution of the Chief’s Review Board removed formal input from his staff in the process, Chief Oates indicated that he would confer with various members of his executive staff before rendering disciplinary decisions.




## ASSESSMENT OF MANDATES THIS REPORTING PERIOD

In each Reporting Period, the Monitor assesses various Mandates of the Consent Decree as disaggregated, or distilled, from the Consent Decree itself. During this third Reporting Period, the Monitor assessed 58 of the 70 Mandates contained in the Consent Decree. Of the 58 Mandates assessed, eleven were found to be substantially in compliance or “complete” at this time, with the remaining 47 Mandates at various stages of compliance. Xx Mandates have not yet been evaluated.

The current status of each Mandate is depicted as an icon showing the degree of completion that the Monitor assesses that particular Mandate has achieved, and, through the coloring of the icon, whether the City or its constituent agency is on the right track (green), a cautionary track (yellow), or the wrong track (red).

It is important to note that a Mandate may be on one track (right, cautionary, or wrong) in one reporting period and fall into a different track in the next reporting period based on any number of evaluative factors. In this reporting period such changes happened with several Mandates, particularly where deadlines that had been agreed upon by the parties in the Consent Decree were not met. In any case in which a Mandate deadline is missed and that Mandate is still unachieved, the maximum achievable status will be yellow and then only if the Monitor believes the Mandate will be achieved in a reasonable period of time and the City continues to demonstrate its commitment to accomplish the Mandate. A “wrong track” (red) status will be utilized when the delay in completing the mandate is deemed to be unreasonable and/or the City is not demonstrating the necessary level of effort to achieve the Mandate. In either case, a “right track” (green) status will replace the “cautionary track” or “wrong track” status when the requirements of the Mandate are met.

The legend for our findings appears below:

<b>LEGEND</b>	<b>ESTIMATED 0-24% COMPLETE</b>	<b>ESTIMATED 25-49% COMPLETE</b>	<b>ESTIMATED 50-74% COMPLETE</b>	<b>ESTIMATED 75-99% COMPLETE</b>	<b>SUBSTANTIAL COMPLIANCE</b>
<b>RIGHT TRACK (IN LINE WITH MONITOR EXPECTATIONS)</b>					
<b>CAUTIONARY TRACK (AT THIS TIME UNCERTAIN IF MONITOR'S EXPECTATIONS WILL BE MET)</b>					
<b>WRONG TRACK OR UNACCEPTABLY OVERDUE (EXPECTATIONS OF MONITOR ARE NOT BEING MET)</b>					
<b>NOT EVALUATED IN THE INDICATED REPORTING PERIOD</b>	[CELL IN CURRENT OR PAST REPORTING PERIODS INTENTIONALLY LEFT BLANK]				
<b>TO BE EVALUATED IN THE NEXT REPORTING PERIOD</b>					

The remainder of this report contains a description of each Mandate assessed in RP3, organized by the six sections of the Consent Decree as follows:

- Policies and Training Generally: An analysis of 7 of 11 Mandates
- Racial Bias in Policing: An analysis of 7 of 11 Mandates
- Use of Force: An analysis of 14 of 17 Mandates
- Stops: An analysis of 5 of 7 Mandates
- Chemical Sedatives: An analysis of 9 of 9 Mandates
- Recruitment: An analysis of 14 of 17 Mandates
- Transparency: An analysis of 2 of 2 Mandates

For each Mandate assessed, we include a general description of the tasks, brief description of the Methodologies to Aid in the Determination of Compliance (MADCs), along with the Monitor's assessment of compliance during the current Reporting Period.

In this reporting period, the Monitor updated the format of the report to remove the actual text of the Consent Decree for each mandate, in order to make the Report easier to read. We have retained the summary of the mandate being assessed as well as the compliance definition to provide proper context of the assessment being conducted. The full Consent Decree is attached as Appendix D for reference, and the Methodologies to Aid in the Determination of Compliance is hyperlinked to provide additional context and reference.

The summary showing the current and historical status of the Monitor’s assessment of each of the Consent Decree’s 58 Mandates appear in the Report Card, which is attached as Appendix A.

## POLICIES AND TRAINING GENERALLY

### INTRODUCTION

Police policies are rules and standards by which agencies operate, the guidebook that helps officers navigate the challenging and dynamic scenarios they face every day. These policies are the key foundation for an effective department, and they also serve as a promise to the community that officers will respond safely and responsibly. Effective policies and procedures should be a part of defining an agency’s culture and providing a roadmap for all officers. Trainings will reinforce the policies and procedures to provide officers with support in understanding federal, state, and local standards and agency requirements. Appropriate training will facilitate the operation of police agencies in accord with strategic policies that guide their conduct, as well as attempt to best ensure that individual officers become competent and confident in performing their role in concert with operational and tactical policies.

The Consent Decree mandates for APD and AFR to continuously work to ensure policies are consistent and complementary and conduct training to ensure coordinated responses and hold officers and firefighters accountable for violating policy.


### THIS REPORTING PERIOD’S ASSESSMENTS OF INDIVIDUAL MANDATES IN THE SECTION

During the current reporting period the Monitor assessed the status of seven of the eight Mandates in this area of the Consent Decree. Four of the seven evaluated were with respect to the APD. Of those, three were on a cautionary track because of missed deadlines, and one continued to be on the right track. When the policies are completed the status will change back to green.

The three Mandates evaluated for AFR were all on the right track with two already in substantial compliance.

The detailed assessment of these mandates are as follows:

#### ASSESSMENT OF MANDATE 1A

**Current Status:**  - (25-50% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period.)

Mandate 1 at II (page 4) of the Consent Decree, entitled “Policies and Training Generally (APD)” requires that the Monitor determine if the APD is developing comprehensive polices to ensure



the implementation of the Consent Decree and that the policies of each department are consistent and complementary. The Monitor will also determine if the training is being conducted to ensure coordinated responses, and that officers and firefighters are being held accountable for violation of policy. The Monitor has split this mandate into Mandate 1A which deals with the mandate relative to APD and Mandate 1B which deals with the mandate relative to AFR.

The compliance definition as agreed to in the MADC necessitates that APD achieve compliance with all 32 different policy driven Mandates and 16 different training driven Mandates. Said simply, APD must develop and implement all Consent Decree required policies and training and, must also have policies to hold accountable those officers or firefighters who violate established policies in contravention to their training.

This mandate was assessed relative to APD during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period and now finds that the mandate is on a cautionary track due to APD's failure to timely meet the Documentation of Contacts Policy Adoption Deadline (by May 16, 2022) and Stops Policy Deadline (by June 15, 2022). In addition to the other policy mandates covered below, APD finalized a new policy on coordination with AFR, which was memorialized in section 9.06 of the Directives Manual. There has been no violation of the policy since its implementation. Additionally, AFR is developing training, to be provided jointly on an annual basis to AFR and APD personnel. Although ongoing logistical concerns, including conflicting training and recruitment schedules between APD and AFR, have posed barriers to finalizing the frequency of delivery, executive staff at both agencies have committed to overcoming these constraints and have started discussion on planning for 2023 trainings. The Monitor looks forward to the 2023 joint training schedule with APD as it further assesses whether or not APD is in substantial compliance with this mandate.

Because of the missed deadlines the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met shortly, albeit, beyond the deadline called for in the Decree.

#### ASSESSMENT OF MANDATE 1B

**Current Status:**  - (50-74% Complete. In line with Monitor expectations)

Mandate 1 at II (page 4) of the Consent Decree, entitled "Policies and Training Generally (AFR)" requires that the Monitor determine if the [APD and] AFR are developing comprehensive policies to ensure the implementation of the Consent Decree and that the policies of each department are consistent and complementary. The Monitor will also determine if the training is being conducted to ensure coordinated responses, and that officers and firefighters are being held


accountable for violation of policy. The Monitor has split this mandate into Mandate 1A which deals with the mandate relative to APD and Mandate 1B which deals with the mandate relative to AFR.

The compliance definition as agreed to in the MADC necessitates that AFR achieve compliance with all 11 different policy driven Mandates and two different training driven Mandates. Said simply, AFR must develop and implement all Consent Decree required policies and training and, must also have policies to hold accountable those officers or firefighters who violate established policies in contravention to their training.

This mandate was assessed relative to AFR during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period and now finds that the mandate continues to be on the right track. In addition to other policy mandates covered below, AFR has revised its paramedic protocols to clarify the interoperability of joint responses by APD and EMS personnel, including eliminating recommendations from police officers to EMS personnel on administration of medical care. In August of 2021 AFR updated MOP 6.14 “Coordination with Aurora Police Department/Law Enforcement” in conjunction with APD. MOP 6.14 covers a clear transition process for the transfer of information between law enforcement and EMS. It also establishes the culture for all personnel on scene that people in custody of law enforcement when EMS arrives are patients needing prompt evaluation and treatment. The consequences of violating these and other policies are also memorialized. There has been no violation of the policy since its implementation. AFR is also developing trainings, to be provided jointly and at least annually to AFR and APD personnel, although logistical concerns, including conflicting training and recruitment schedules between APD and AFR, have posed barriers in finalizing that frequency, APD and AFR have started discussion on planning for 2023 trainings. Specifically, AFR is currently developing Tactical Combat Casualty Care training with APD. The goals of the training are to set an environment for police and fire to work together on high acuity incidents, re-establish collaborative working relationships, transition of Command, patient advocacy and management of patients. The Monitor looks forward to the 2023 joint training schedule with APD as it further assesses whether or not AFR is in substantial compliance with this mandate.

We believe this Mandate is on the right track.

#### ASSESSMENT OF MANDATE 2A

**Current Status:**  - (25-49% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period.)

Mandate 2 at IIA (page 4) of the Consent Decree, entitled “Policy development, review, and implementation process (APD)” requires that the Monitor determine if the APD, AFR, and CSC

have developed and implemented an appropriate procedure that will govern and speed up the policy development, review and implementation process. The Monitor has split this mandate into Mandate 2A which deals with the mandate relative to APD, Mandate 2B which deals with the mandate relative to AFR, and Mandate 2C which deals with the CSC.

The compliance definition as agreed to in the MADC necessitates that APD achieve compliance with all 32 different policy driven Mandates and 16 different training driven Mandates with decreased length of time, wherever possible, of the process by which Consent Decree related policies are developed, reviewed, and implemented. Compliance will be reached when the related policies are documented within relevant agency's procedures and the standards in those procedures are being adhered to.

This mandate was assessed relative to APD during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period and finds that it is on the cautionary track due to the missed Documentation of Contacts Policy Adoption Deadline (by May 16, 2022) and Stops Policy Deadline (by June 15, 2022). In order to comply with this section, APD has created a Policy Committee chaired by the Division Chief of the Professional Standards and Training Division with representatives from the Chief of Police's Office, Legal Advisor, Operations Division Chief, Special Operations Division, Investigations Division, Business Services, Professional Standards Services, Training Section, and FOP with additional attendees as needed and relevant to the policies being discussed, such as representatives from Aurora 911 and additional consultants in attendance. These meetings consist of discussing in detail the drafts of all policies and procedures that are being considered for revision or creation. The composition of the Committee has been designed to ensure that all perspectives of relevant stakeholders are contributing to the policy development. The Monitor observed Policy Committee meetings in this reporting period and observed significant improvements. One of the policies that the Policy Committee worked on and approved during this reporting period addressed the governance and workflow of policy development, including policies relevant to the Consent Decree that require approval by the Monitor. However, this was the posture of the governance policy during the last reporting period, and we look forward to its finalization and publication in the next reporting period. It is worth noting that one of the outstanding issues that the Policy Committee worked on resolving between the last reporting period and this reporting period was whether this governance policy will govern all policies, including Standard Operating Procedures. That issue was resolved after multiple discussions during this reporting period and will be incorporated into the final version.

Because of the missed deadlines the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met shortly, albeit beyond the deadline called for in the Decree.

---

## ASSESSMENT OF MANDATE 2B

---

**Current Status:** ● - (Substantial Compliance)

Mandate 2B at IIA (page 4) of the Consent Decree, entitled “Policy development, review, and implementation process (AFR)” requires that the Monitor determine if the APD, AFR, and CSC have developed and implemented an appropriate procedure that will govern and speed up the policy development, review and implementation process. The Monitor has split this mandate into Mandate 2A which deals with the mandate relative to APD Mandate 2B which deals with the mandate relative to AFR, and Mandate 2C which deals with the CSC.


The compliance definition as agreed to in the MADC necessitates that AFR achieve compliance with all 11 different policy driven Mandates and two different training driven Mandates with decreased length of time, wherever possible, of the process by which Consent Decree related policies are developed, reviewed, and implemented. Compliance will be reached when the related policies are documented within relevant agency’s procedures and the standards in those procedures are being adhered to.

This mandate was assessed relative to AFR during the last reporting period and the Monitor found that it was in substantial compliance. The Monitor has assessed this mandate again during this reporting period and continues to find it to be in substantial compliance. AFR presented a change request to the Civil Service Commission in September requesting that the pre-requisite of Fire Officer 1 be added to the Lieutenant’s promotional process, as well as the pre-requisite of Fire Officer 2 being added to the Captain’s promotional process. The goal of this change is to bring additional company officer training, which includes community engagement to a more diverse group of AFR’s membership. Prior to this change, an individual needed to be promoted to obtain this training. Now it is available to all members, promoted or not. However, before being present to CSC, AFR proactively informed the Monitor to discuss whether the proposed change was consistent with the goals of the Consent Decree. The Monitor had several questions about the proposal, specifically regarding whether the proposed policy might have any disparate impact. AFR collected information and provided responses to the Monitor in a timely manner. AFR had engaged with various stakeholders where there was a consensus that the proposed policy would actually be fairer and more equitable than existing policy in that it would open opportunities for additional officer training including training in community engagement to a more diverse group of AFR’s membership. Once the Monitor had given its approval of the new policy, AFR went through the requisite steps to add the proposal to CSC’s September meeting. Because of the efforts undertaken to vet the proposed policy with stakeholders, AFR was well prepared for questions from CSC, which later approved the policy. The Monitor will continue to evaluate this Mandate in the subsequent reporting periods.

The Monitor continues believes that this Mandate is in substantial compliance.

#### ASSESSMENT OF MANDATE 2C

---

**Current Status:**  - (0-24% Complete. At this time, uncertain if the Monitor's expectations will be met.)

Mandate 2 at IIA (page 4) of the Consent Decree, entitled "Policy development, review, and implementation process (CSC)" requires that the Monitor determine if the APD, AFR, and CSC have developed and implemented an appropriate procedure that will govern and speed up the policy development, review, and implementation process. The Monitor has split this mandate into Mandate 2A, which deals with the mandate relative to APD, Mandate 2B, which deals with the mandate relative to AFR, and Mandate 2C, which deals with the mandate relative to CSC.


The compliance definition as agreed to in the MADC necessitates that CSC achieve compliance with all policy change-driven Mandates with decreased length of time, wherever possible, of the process by which Consent Decree related policies are developed, reviewed, and implemented. Compliance will be reached when the related policies are documented within CSC's procedures and the standards in those procedures are being adhered to.

This mandate was assessed relative to CSC for the first time during this reporting period. As noted above, the Hiring Report was published on November 14, 2022. The Consent Decree requires CSC to modify its Rules and Regulations regarding hiring and the disciplinary processes to be in full compliance with the Consent Decree by May 16, 2023. With the publication of the Hiring Report, that discussion has started in earnest with a focus on improving the hiring process given the staffing crisis that APD and AFR are currently facing. As we have reported in the previous reports and in the Hiring Report, CSC's collaboration and cooperation in formulating recommendations are greatly appreciated. Subsequent to the publication of the hiring report, there have been discussions at CSC meetings relative to the required rule changes, which lends uncertainty to the necessary process and the outcome. That being said, we are hopeful that with continued collaboration, CSC will move toward substantial compliance with this mandate in the upcoming reporting periods.

Because of uncertainty expressed during CSC meetings regarding the adoption and revision of the hiring practice rules, the Monitor is uncertain as to whether this Mandate, at least as it relates to hiring, will be met.

### ASSESSMENT OF MANDATE 3A

---

**Current Status:**  - (25-50% Complete. In line with Monitor expectations)

Mandate 3 at IIA (page 4) of the Consent Decree, entitled “Submission of new policies for review (APD)” requires that the Monitor determine if all new or revised policies, procedures and rules called for by the Consent Decree have been submitted to the CD Monitor for review before implementation.

The compliance definition as agreed to in the MADC necessitates that APD achieve compliance with all 32 different policy driven Mandates (11 for AFR and eight for CSC). APD, AFR, and CSC must develop and implement all of the Consent Decree required policies in coordination with the Monitor to achieve full compliance with Mandate 3.

This mandate was assessed relative to APD during the last reporting period and the Monitor found that it was on the right track, notwithstanding the failure of the Department to consult with the Monitor relative to the abolition of the Chief’s Review Board. In retrospect, that failure should have put this Mandate on a “Cautionary Track (Yellow).” We have received assurances from the City that such a failure will not occur again. Those assurances, coupled with the further assessment during this reporting period, allow us to now find that the mandate is on the right track. As noted above, a formal protocol has been discussed with APD, and policy developed, on when and how relevant policies should be submitted to the Monitor for review. During this reporting period there were sincere efforts made by APD to ensure that the relevant policies were being submitted to the Monitor prior to implementation, and no instances of failure to do so. More importantly, there were efforts to review and assess how modified policy development and workflow were actually working and continuous efforts to improve these processes during this reporting period. These continuous efforts to improve the process were appreciated by the Monitor. During this reporting period, APD submitted drafts of Constitutional Policing, Use of Force (Directive 5.01), Policy Governance, Officer-Involved Shooting, Complaint Procedures, and limited modification to the body-worn camera policy. While the governance policy has not yet been finalized and published, we believe that these steps put the Department on the right track toward substantial compliance.

For the reasons stated above, the Monitor believe that this mandate is now on the right track.

---

## ASSESSMENT OF MANDATE 3B

---

**Current Status:** ● - (Substantial Compliance)

Mandate 3 at IIA (page 4) of the Consent Decree, entitled “Submission of new policies for review (AFR)” requires that the Monitor determine if all new or revised policies, procedures and rules called for by the Consent Decree have been submitted to the CD Monitor for review before implementation.

The compliance definition as agreed to in the MADC necessitates that AFR achieve compliance with all 32 different policy driven Mandates. APD, AFR, and CSC must develop and implement all of the Consent Decree required policies in coordination with the Monitor to achieve full compliance with Mandate 3.

This mandate was assessed relative to AFR during the last reporting period and the Monitor found that it was in substantial compliance. The Monitor has assessed this mandate again during this reporting period and continues to find it in substantial compliance. However, the Monitor will continue to assess and will monitor whether or not AFR submits any relevant policies during its annual review for Monitor’s review in a timely manner.

The Monitor believes this Mandate is in substantial compliance.

## ADDRESSING RACIAL BIAS IN POLICING

---

### INTRODUCTION

Despite federal and state laws prohibiting racially biased policing, and internal departmental policies that articulate commitments against bias-based practices, policing across the nation has struggled to consistently administer policing in ways that fully address racial bias in policing. The extent to which racial disparities exist, and whether they are derivative from racial bias, either implicit or explicit, continues to be a significant issue and a barrier to full community trust. Racial justice movements have pressed to keep the issue of racial bias at the forefront of policing issues, and virtually all policing reform measures are evaluated, at least in part, on how they improve policing along racial bias metrics. To improve both perception and performance, APD and the City of Aurora must build upon their considerable bias-reduction efforts. Importantly, they must ensure that departmental policies and training programs are attentive to bias and disparity and are geared toward heightening conscious awareness of those issues. Doing so will help ensure that the department continues to mitigate disparities while signaling to the Aurora community that bias and disparity minimization remain priorities, which will, in turn, improve community trust.

---

## HISTORY AND BASIS FOR CONSENT DECREE MANDATES

Section 08.32 of APD’s Directives Manual, adopted on October 7, 2020, defines biased based policing as “an enforcement action based on a trait common to a group, without actionable intelligence to support consideration of that trait.” The directive prohibits APD officers from engaging in biased-based policing predicated on race, ethnicity, gender, national origin, language, religion, sexual orientation, gender identity, age, and disability. The directive further contains provisions relating to traffic stops; the establishment of a citizen comment line; the responsibilities of commanding officers upon their receipt of a complaint of prohibited bias; complaint tracking; and officer training. The directive, while reaffirming APD’s departmental stance against bias-based policing, has been criticized as being insufficiently detailed to curb officer conduct that could tend toward discriminatory policing.

In its September 15, 2021, report, the Colorado Attorney General found that, notwithstanding the APD policy, both statistical and anecdotal data supported its conclusion that APD had engaged in a pattern and practice of race-based policing. After analyzing departmental data on race and use of force, for example, the Attorney General found that APD officers used force, arrested, and filed discretionary charges against Black and non-White people at a significantly higher rate than they did against White people, and that a greater percentage of Black and non-White communities experienced those actions than did members of White communities. The report also cited the anecdotal experiences of community members and Attorney General investigators who commented on differences in how APD officers interacted with members of different racial groups, including frequent escalations of force against non-White residents compared to White residents.

The Attorney General’s September 15 report included an admonishment that, to “remedy and eliminate its practice of race-based policing, Aurora must make major changes across the organization to improve its culture, including improving its policies, training, recordkeeping, and hiring.” The Attorney General’s report specifically called for greater detail in APD policies against racially biased policing; more specific standards and expectations for APD officers when they make a stop or arrest or use force; better tracking of outcomes for people arrested on misdemeanor charges to identify discrepancies between arrest rates and prosecution rates; and improved training for police academy cadets and in-service officers, among other recommendations.

---

## CONSENT DECREE’S OBJECTIVES

The Consent Decree seeks to change, in measurable ways, how APD engages with all members of the community, including by reducing any racial disparities in arrests, uses of force, and engagement with the community, and to improve APD’s transparency in these areas.



---

## POLICY IMPLICATIONS

Policies must be created and improved to give officers concrete guidance on how best to engage in critical decision-making and exercise discretion during community interactions. Through its policies, APD must acknowledge the role that bias can play in enforcement decisions, including in stops, arrest, and uses of force, and memorialize strategies to combat bias by the Documentation of Contacts Policy Adoption Deadline (by May 16, 2022), Stops Policy Deadline (by June 15, 2022), and Use of Force Policy Adoption Deadline (by December 12, 2022). Policies must prohibit discrimination based on protected class status and conform to the goals of the Consent Decree and applicable state and federal law, including by making policies more detailed and providing examples of prohibited behavior. Simply put, protected class status cannot be the basis, in whole or in part, of any police action except when part of a suspect-specific description.

---

## TRAINING IMPLICATIONS

For officers to know how best to engage in critical decision-making and how to exercise discretion properly during community interactions, APD must develop trainings on bias, deliberate decision-making, recordkeeping requirements, and how to specifically articulate the basis for encounters. This training must acknowledge the role that bias can play in enforcement decisions, including in stops, arrest, and uses of force, and must instruct officers on strategies to combat bias by the Stops Policy Training Deadline (by August 14, 2022), Bias Training Deadline (by February 15, 2023), and Use of Force Training Development Deadline (by February 15, 2023).

---

## OPERATIONAL INTEGRITY IMPLICATIONS

After the newly developed policies are implemented and the training is completed, the Monitoring Team will evaluate for operational integrity, that is, whether the policies and trainings are being followed in practice. Prior to full post-implementation monitoring, the Monitoring Team will establish a baseline by understanding how biased policing is captured and reviewed.

---

## DATA UTILIZATION

APD, working with the Monitoring Team will need to determine which data does and does not exist. The Team's subject matter expert will identify, with APD, the metrics that will be used to measure improvements relative to policies and training developed in accordance with the mandates in this section.

---

**PROGRESS AND NOTABLE OBSERVATIONS FROM THIS REPORTING PERIOD**

Notwithstanding, the failure to meet the deadline called for by the Consent Decree for the finalization of certain policies required by Mandates in this section, progress on achieving the requirements of the Consent Decree on addressing racial bias in policing has been promising. The City of Aurora worked with the Monitoring Team to finalize the Constitutional Policing Policy. This policy is a monumental first step to achieving compliance for APD as this policy will be the foundation for achieving compliance with many of the mandates and should be used to inform APD's policies and training on racial bias and disparity and to improve the department's culture overall.

Before developing this policy, APD did not have a comprehensive policy dedicated to providing guidance to officers on the complexities regarding the legal authority to make stop under the Fourth Amendment. Compliance with this mandate required a substantial amount of work--more than that originally anticipated by the parties. The Monitor believes that APD has prioritized this policy and has been working on improving the Constitutional Policing policy throughout this reporting period.

The City and the Monitoring team also began to establish baselines of what data is currently being collected, what data systems are currently in use, how these systems link together, how data is analyzed, how data analysis is shared to drive strategies forward, and how racial and ethnic disparities are measured and tracked. Points of focus included data on use of force, contacts, pedestrian and vehicular stops, calls for service, crime incidents, gun recoveries, and early warning/intervention systems for APD personnel. The City is in the process of updating and migrating their computer-aided dispatch (CAD) and record management (RMS) systems and has plans to migrate APD's use of force and early-intervention program data to a new system. The goal is for these systems to be capable of communicating with one another and to improve the City's ability to analyze the data stored within.

During this reporting period, the Monitoring Team observed in-service refresher training on constitutional policing and proactive policing which addressed topics such as routine vehicular contacts, basic search and seizure, preliminary investigations, pedestrian contacts, in-progress calls, identification of suspects, vehicle searches, tactical vehicle stops, legal justifications for stops, the 4<sup>th</sup> Amendment, and vehicle contacts.

---

**THIS REPORTING PERIOD'S ASSESSMENTS OF INDIVIDUAL MANDATES IN THE SECTION**


During the current reporting period the Monitor assessed the status of seven of the eleven Mandates in this area of the Consent Decree. All seven evaluated were with respect to the APD. All seven were on a cautionary track. Four owed this status to missed deadlines, two to concerns

regarding the data, and one to a combination of both reasons. When the policies are completed and APD's data issues are addressed, the status will change back to green.

The detailed assessment of these mandates are as follows:

#### ASSESSMENT OF MANDATE 6

---

**Current Status:**  - (0-24% Complete. At this time, uncertain if Monitor's expectations will be met.)

Mandate 6 at III A (page 7) of the Consent Decree, entitled "Addressing Racial Bias in Policing – Objectives - Metrics," requires that the City change in measurable ways how APD engages with all members of the community, including by reducing any racial disparities in how APD engages, arrests, and uses force in the community.

The compliance definition as agreed to in the MADC necessitates that the APD develop and implement policies/processes to collect data designed to measure the level of change if any in accordance with the subject matter expert's metrics and measurements. Compliance will also be evaluated by how the APD has changed in a positive manner, how it engages with all members of the community, and how it has identified and measured ways to assist in the reduction of racial/ethnic disparities that may be indicative or symptomatic of biased policing.

This mandate was assessed for the first time during this reporting period. APD fully implemented the Contacts Form, which was developed in consultation with the subject matter expert, department-wide during the last reporting period. APD is on working on improving its data collection relevant to the Consent Decree's mandates on bias and racial/ethnic disparity with the roll-out of the Contacts Form, which includes metrics that will be used to measure improvements in how APD engages with the community. The data collection will be foundational to providing guidance to the officers on how to best engage in critical decision-making and use discretion during community interactions.

During the current reporting period the Monitor has attempted to utilize data from the newly instituted contact form database. The exercise has proved extremely difficult, with no one in APD having the ability to easily access the data to analyze issues, trends, patterns, or practices. While this is not directly the fault of APD, a system that is designed to collect data without providing the ability to easily analyze it is not what is required under the Consent Decree. We are currently working with City IT and the developer of the software to ensure that at least the Monitor will be able to analyze the data through its own tools. With many additional systems set to be transitioned to new operating software, including CAD (Computer Aided Dispatch), the department's arrest and incident record management system (RMS), Internal Affairs and Use of Force Investigation tracking, and Early Intervention, it is imperative that significant thought and


attention be paid to the utilization of data in those systems to inform the department and the public with respect to issues, patterns and trends as required by the Decree. Given the sheer volume and scale of work ahead for APD and City IT, and the staffing shortage being experienced by APD, having a dedicated APD IT unit may be helpful in expediting the speed and pace of updates and improvements necessary to achieve compliance.

The City and the Monitoring Team continued working on establishing baselines of what data is currently being collected, what data systems are currently in use, how these systems link together, how data is analyzed, how data analysis is shared to drive strategies forward, and how racial and ethnic disparities are measured and tracked. Points of focus included data on use of force, contacts, pedestrian and vehicular stops, calls for service, crime incidents, gun recoveries, and early warning/intervention systems for APD personnel. The efforts on this mandate will continue in the next reporting period.

For the reasons stated, the Monitor believes the Mandate is on a cautionary track and will be evaluating progress on all of these systems in upcoming reporting periods.

#### ASSESSMENT OF MANDATE 7

---

**Current Status:**  - (0-24% Complete. At this time, uncertain if Monitor's expectations will be met.)

Mandate 7 at III A (page 7) of the Consent Decree, entitled "Addressing Racial Bias in Policing – Objectives - Transparency," requires that the Monitor determine if the City has created full public transparency on how APD engages, arrests, and uses force in the community, including any racial disparities in these enforcement actions.


The compliance definition as agreed to in the MADC necessitates that the APD develop the means to capture relevant data in accordance with applicable state law, implement appropriate attendant policies, periodically post relevant information on a public facing website, and implement an internal review process to ensure continued compliance.

This mandate was assessed for the first time during this reporting period. APD is working on its data collection relevant to the Consent Decree's mandates on bias and racial/ethnic disparity with the roll-out of the Contacts Form, which includes metrics that will be used to measure improvements in how APD engages with the community. The data collection will be foundational to providing guidance to the officers on how to best engage in critical decision-making and use discretion during community interactions. APD is also in discussions with multiple vendors to identify the right system to create and publish external facing dashboards.

However, the Monitor is concerned, given its experience relative to the Contact Form database detailed in Mandate 6 above, about the ability of the City through its vendors to achieve compliance for this Mandate. As noted above, APD is in the process of updating multiple systems and is engaging with multiple vendors to develop systems that perform the necessary functions and provide the ability to analyze data both internally and externally through public-facing dashboards.

For the reasons stated, the Monitor believes the Mandate is on a cautionary track and, in upcoming reporting periods, will be evaluating progress on all of these systems and on APD's ability to publish this data on a public-facing website to better inform the community.

#### ASSESSMENT OF MANDATE 8

**Current Status:**  - (25-50% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period.)

Mandate 8 at III A (page 7) of the Consent Decree, entitled "Addressing Racial Bias in Policing – Objectives - Policies and Training," requires that the Monitor determine if APD has improved its policies and training on officer stops, arrests, and uses of force such that officers receive concrete guidance on how best to make critical decisions and exercise discretion while interacting with members of the community. The Monitor must also determine if APD's policies and training adequately acknowledge the role that bias can play in enforcement decisions by officers and whether APD has developed strategies for combatting bias.

The compliance definition as agreed to in the MADC necessitates that the APD's policy and training on this topic, be developed, approved by the Monitor, disseminated, trained on, and being implemented to achieve full compliance with Mandate 3.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. While much was done in this area prior to the inception of the Consent Decree including work in 2021 on critical decision making in high-risk stops, compliance with this mandate is multi-stepped and can only be completed through the development and delivery of appropriate training after the policies for Contacts, Constitutional Policing, and Use of Force are finalized. The Monitor has assessed this mandate again during this reporting period. The Monitor previously found last reporting period that APD had rolled out the Contacts Form department-wide and published its Documentation of Contacts Policy. APD had also trained on the policy and the Contacts Form during that reporting period.

During this reporting period, APD worked on policies on Constitutional Policing and Use of Force and both policies are in their final stages. Both policies were developed with assistance from subject matter experts from the Monitoring Team, the Crime and Justice Institute, as well as


other experts as needed, to ensure both policies meet the standards of applicable state law and best practices in policing. There were continuous efforts made throughout this reporting period to assess and evaluate and collaborate on the most efficacious manner to incorporate best practices and legal standards while providing clear and comprehensive guidance to the officers. Both of the policies were discussed at length on multiple Policy Committee meetings this reporting period, demonstrating willingness by APD to incorporate diverse viewpoints to improve the quality and clarity of both policies, understanding the inherent value of both policies in achieving compliance under the Consent Decree.

There are several relevant deadlines in the Consent Decree regarding this mandate. The Documentation of Contacts Policy Adoption deadline was May 16, 2022, and was not met, though the policy is now completed. The Stops Policy deadline was June 15, 2022, and similarly was not met, but given the complexity of the policy as noted above, the delay is understandable. The Monitor believes that the time spent on refining and modifying the policy is appropriate. The Stops Policy Training deadline (August 14, 2022) was not met due to the policy not being completed. However, it is the Monitor's understanding that the Stops Policy Training will be implemented during the next reporting period. The deadline of December 12, 2022, for Use of Force Policy Adoption will not be met given the pending finalization of the policy. However, it is the Monitor's understanding that it will be completed during the fifth reporting period. The bias training development deadline is coming up in the next reporting period on February 15, 2023. Some portion of the delays are also attributable to the development of the governance policy, which is now complete but not yet finalized.

The Monitor understands that these policies are innately complex and require substantial investment of time and resources to fully and properly develop, and that the parties may have underestimated the required allocation of resources to develop all of these policies simultaneously, an issue exacerbated by staffing issues in the department. The City has approved at least one additional City resource to assist in this process, in addition to CJJ and technical assistance from the Monitor team.

Because of the missed deadlines the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met in a reasonable time frame, albeit beyond the deadline called for in the Decree.

#### ASSESSMENT OF MANDATE 11

**Current Status:**  - (75-99% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period.)

Mandate 11 at III B 3 A (page 8) of the Consent Decree, entitled "Addressing Racial Bias in Policing – Creation of New Policies-Stops," requires that the Monitor determine if the policy APD

developed to address the requirements at Mandate 35 at V.B.2.a, also provides specific, practical guidance intended to support officers in determining how to exercise their discretion when making stops.

The compliance definition as agreed to in the MADC necessitates that APD achieve compliance by complying with Mandate 35 by developing a policy that includes specific, practical guidance intended to support officers in determining how to exercise their discretion when making stops, and such policy is finalized and disseminated to all appropriate APD staff, and APD has complied with the training requirements of this policy as reported in Mandate 37.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. APD is in the final stages of developing a policy on the legal authority to make contacts, encounters, and stops. The delay in finalizing the Documentation of Contacts policy impacted the start of the work on this policy but APD has prioritized developing and finalizing this policy during this reporting period. As this area of the law is complex and nuanced, APD was engaged in an ongoing discussion with the Monitoring Team on how to formulate an effective and simplified policy on the legal authority to make contacts, encounters, and stops. A final draft of the policy was developed with the goals to provide specific, practical guidance to the officers on when and how they can constitutionally conduct contacts, encounters, and stops and how to exercise their discretion when doing so. However, it has not yet been finalized and published in this reporting period but we anticipate that it will in the next reporting period.


Stops Policy Deadline was August 14, 2022, in the Consent Decree and was not met but given the complexity of the policy, the Monitor believes that the time spent on refining and modifying the policy so that it is right the first time was the right decision rather than skipping certain steps to meet the deadline. Most importantly, APD has not had a comprehensive Constitutional Policing policy on the complexities of the legal authority to make stops. Compliance with this mandate required developing a completely new policy within a very complicated area of the law. This development was meant to run in parallel with the development of other significant policies, a level of effort which exceeded the resources available to achieve timely compliance.

Because of the missed deadlines the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met within a reasonable amount of time, albeit beyond the deadline called for in the Decree.

---

## ASSESSMENT OF MANDATE 12

---

**Current Status:**  - (0-24% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period.)

Mandate 12 at III C (1-4) (page 9) of the Consent Decree, entitled “Addressing Racial Bias in Policing – Training- Academy Training,” requires that the Monitor determine if APD developed and provided comprehensive academy training to police personnel in bias, deliberate decision-making, including avoiding unnecessary escalation and teaching officers what they should do rather than what they can do, recordkeeping requirements, and specific articulation of the basis for encounters, including stops and uses of force.

The compliance definition as agreed to in the MADC necessitates that APD develop sufficient training plans which are consistent with the revised policies on these optics and incorporates scenario-based training for the academy on bias; deliberate decision-making, including avoiding unnecessary escalation and teaching officers what they should do rather than what they can do; recordkeeping requirements; and specific articulation of the basis for encounters, including stops and uses of force.


This mandate was assessed for the first time during this reporting period. APD is in the final stages on developing a policy on the legal authority to make contacts, encounters, and stops. The delay in finalizing this policy has impacted the start of the work on the training. The Consent Decree has a deadline of August 14, 2022, for the Stops Policy Training. However, as discussed above, despite not meeting the deadline in the Consent Decree, the Monitor recognizes how APD has prioritized working on and improving the substance of the Constitutional Policing policy. (See Mandates above for additional details on the delay.) However, the Monitor has been informed by APD that this training will be developed in the next reporting period.

Because of the missed deadline, the Monitor’s expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met in a reasonable amount of time, albeit beyond the deadline called for in the Decree. The Monitor looks forward to working with APD on developing this training in the next reporting period.

---

## ASSESSMENT OF MANDATE 14

---

**Current Status:**  - (0-24% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period.)

Mandate 14 at III C (1-4) (page 9) of the Consent Decree, entitled “Addressing Racial Bias in Policing – Training- In-Service Training,” requires that the Monitor determine if APD developed




and provided comprehensive in-service training to police personnel in bias, deliberate decision-making, including avoiding unnecessary escalation and teaching officers what they should do rather than what they can do, recordkeeping requirements, and specific articulation of the basis for encounters, including stops and uses of force.

The compliance definition as agreed to in the MADC necessitates that APD develop sufficient training plans which are consistent with the revised policies on these optics and incorporates scenario-based training for in-service training on bias, deliberate decision-making, including avoiding unnecessary escalation and teaching officers what they should do rather than what they can do, recordkeeping requirements, and specific articulation of the basis for encounters, including stops and uses of force.

This mandate was assessed for the first time during this reporting period. As discussed above, APD has missed the deadline and APD is in the final stages of developing a policy on the legal authority to make contacts, encounters, and stops. The delay in finalizing this policy has impacted the start of the work on the training. Despite not meeting the deadline in the Consent Decree, the Monitor recognizes how APD has prioritized on working and improving the substance of the Constitutional Policing policy. (See Mandates above for additional details on the delay.)

Because of the missed deadline, the Monitor’s expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met with in a reasonable amount of time, albeit beyond the deadline called for in the Decree. The Monitor looks forward to working with APD on developing this training in the next reporting period.

#### ASSESSMENT OF MANDATE 16

**Current Status:**  - (0-24% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period, but uncertain if Monitor’s expectations will be met.)

Mandate 16 at III D (page 10) of the Consent Decree, entitled “Addressing Racial Bias in Policing – Goals and Measurement,” requires that the Monitor determine if the APD has developed metrics to measure improvements in the relevant training, recordkeeping on police interactions, and documentation and tracking use-of-force incidents are required.

The compliance definition as agreed to in the MADC necessitates that APD achieve compliance by developing metrics to measure improvements, APD has developed, finalized, and disseminated appropriate policies to adequately address metric data collection and measurement of improvements, and implemented sufficient internal review and accountability processes designed to ensure continued compliance.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The City and the Monitoring team continued working on establishing baselines of data that is currently being collected, data systems which are currently in use, how these systems link together, how data is analyzed, how data analysis is shared so as to drive strategies forward, and how racial and ethnic disparities are measured and tracked. Points of focus include data on use of force, contacts, pedestrian and vehicular stops, calls for service, crime incidents, gun recoveries, and early warning/intervention systems for APD personnel.

However, the Monitor is concerned, given its experience relative to the Contact Form database detailed in Mandate 6 above, about the ability of the City through its vendor to achieve compliance within the deadlines established. As noted above, APD is in the process of updating multiple systems and is engaging with multiple vendors to develop systems that perform the necessary functions and provide the ability to analyze data both internally and externally through public-facing dashboards. The goal is for these systems to be capable of communicating with one another and to improve the City's ability to analyze the data.

Moreover, as noted above, APD is in the final stages of developing a policy on the legal authority to make contacts, encounters, and stops. The delay in finalizing this policy has impacted the start of the work on the training. The Consent Decree has a deadline of August 14, 2022, for the Stops Policy Training but the Monitor expects this training to be developed during the next reporting period.

As discussed above, despite not meeting the deadline in the Consent Decree, the Monitor recognizes how APD has prioritized on working and improving the substance of the Constitutional Policing policy. (See Mandates above for additional details on the delay.)

For the reasons stated, the Monitor believes the Mandate is on a cautionary track and will be evaluating progress on all of the components of this Mandate in the next reporting period. Because of the missed deadline for the training, the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that that aspect of the Mandate will be within a reasonable timeframe, albeit beyond the deadline called for in the Decree. The Monitor is also concerned, however, with delays in new systems implementation which also serve to place this Mandate on a "Cautionary Track (Yellow)."

---

## USE OF FORCE

---

### INTRODUCTION

Unnecessary and excessive uses of force—and uses of force that are perceived to be unnecessary or excessive by community observers—comprise perhaps the single greatest source of police-involved controversies. High-profile use of force incidents have occurred in every decade since American policing was formally professionalized in the early 20th century. These incidents have stirred protest, condemnation, and reflection within aggrieved communities and the ranks of sworn members of service alike.

Police departments have often defended their use of force practices as conforming to all constitutional minimum standards, including the requirements that all uses of force be proportionate to any threat faced by officers. However, departments face increasing pressure to enact policies and protocols that would reserve uses of force as secondary measures of resort even when force would otherwise be legally permissible.

The conversations surrounding uses of force and the controversies they have instigated have prompted a revisitation of the use of force policies of virtually every police department. An ideal set of policies would minimize unnecessary uses of force while maximizing the safety of police officers, those with whom they interact, and bystanders who may be caught in between. However, the development of such policies would, alone, be insufficient. Police departments must also commit to a robust and recurring training regimen that equips officers with specific skills, honed through scenario-based instruction, that allow them to achieve the goals of departmental policies in real world practice. Implementing these changes remains a primary objective for any modern department.

---

### HISTORY AND BASIS FOR CONSENT DECREE MANDATES

APD's Directive Manual contains sections that articulate the APD's policies on the use of physical and deadly force; the use of less lethal devices, weapons, and techniques; the authorized use of a firearm; and an officer's duty to intervene when they witness conduct by another officer that violates applicable use of force requirements, among other force-related policies. Despite APD's collective use of force policies, significant deficiencies were identified in reviews conducted by the Colorado Attorney General's Office.

In its September 15 report, the Attorney General's Office found that APD had a pattern and practice of using force excessively. The report critiqued what it characterized as the APD's practice of using force whenever force could be legally justified—even if only under the outer limits of available legal justifications—rather than limiting the use of force for when force is

necessary. It further found that force was disproportionately used against persons experiencing mental health crises and against persons of color, with force frequently justified as a response to a person’s failure to obey a lawful order. The Attorney General’s report faulted APD’s policies and culture for encouraging officers to default to the use of the maximally permitted level of force rather than non-force alternatives for gaining compliance from uncooperative subjects. The report noted that inadequate documentation by officers of uses of force inhibited efforts to fully evaluate APD’s use of force practices, but that available data and evidence suggested troubling trends. To remedy the adverse findings in the Attorney General’s report, the Consent Decree prescribes specific mandates, including a revision of existing force-related policies, the creation of new policies pertaining to coordination between APD and AFR, modifications to the Force Review Board, and implementation of new training courses.

---

#### CONSENT DECREE’S OBJECTIVES

The Consent Decree seeks to create a culture of continuous improvement within the APD that prioritizes de-escalation, when possible, in accordance with Colorado law and that does not compromise officer safety when force must be used. It further seeks to create a culture of collaboration between APD and AFR that is coordinated and that emphasizes public safety, and the development of accountability measures that consistently identify excessive uses of force, situations where force should not have been used even if it was legal, and recurring training and tactical issues related to use of force.

---

#### POLICY IMPLICATIONS

Policies must be developed to better equip officers to handle challenging situations in ways that reduce the use of force, ensure force is used in compliance with state and federal law, protect officer and community safety, and that build a culture of continuous improvement by the Use of Force Policy Deadline (by November 12, 2022) and Use of Force Policy Adoption Deadline (by December 12, 2022).

---

#### TRAINING IMPLICATIONS

Training must be developed to better equip officers to handle challenging situations in ways that reduce the use of force, ensure force is used in compliance with state and federal law, protect officer and community safety, and that builds a culture of continuous improvement with scenario-based instruction on de-escalation and joint police and fire on-scene coordination trainings by the Use of Force Training Development Deadline (by February 15, 2023) and Use of Force Training Completion Deadline (by August 9, 2023).

---

## OPERATIONAL INTEGRITY IMPLICATIONS

After the newly developed policies are implemented and the training is completed, the Monitoring Team will evaluate for operational integrity. Prior to full post-implementation monitoring, the Monitoring Team will establish a baseline by understanding how uses of force are captured and reviewed.

---

## DATA UTILIZATION

Working with APD, the Monitoring Team will need to determine which data does and does not exist. To establish a baseline prior to the implementation of policies and completion of training, the Team will sample body-worn camera footage and participate in “ride-alongs” with APD officers, as well as observing Force Review Board Meetings. Upon the completed implementation of policies and training, the Team will sample body-worn camera footage, review associated documentation of uses of force, participate in ride-alongs, and continue its review of Force Review Board meetings. The Team will also review complaints from the public and associated documentation to ensure compliance with the implemented policies and training.

---

## PROGRESS AND NOTABLE OBSERVATIONS FROM THIS REPORTING PERIOD

The Monitoring Team continued to observe the Force Review Board and reviewing its policies and processes. The Team notes that the Board has undergone significant changes since the enactment of Colorado Senate Bill 20-217 (SB20-217) in 2020, which imposed new use of force reporting requirements on local and state police agencies. Among these changes are a broadening and formalizing of the Board’s review process, which originally focused primarily on uses of force themselves, with relatively little consideration of the circumstances before or after the force was applied. Added to the Board’s review process is an assessment of a multitude of factors, including the lawfulness of an officer’s presence on-scene; information gathering by responding officers; officer decision-making, communication, and de-escalation; medical responses and interventions; officer relief protocols; policy and training reviews; equipment assessments; and incident management.

The Team also had multiple discussions with the Training Unit to better understand certain aspects of its current training, including arrest controls and de-escalation.

Most importantly, the Monitoring Team, in conjunction with the Crime and Justice Institute and other subject matter experts as necessary, worked on developing and finalizing the Use of Force policy. The proposed Directive 5.01 will be the centerpiece in which all relevant uses of force policies will be created and/or updated. This has taken significant time and resources to develop, given the intricacies surrounding uses of force guidance as well as applicable state law.

---

**THIS REPORTING PERIOD'S ASSESSMENTS OF INDIVIDUAL MANDATES IN THE SECTION**

During the current reporting period the Monitor assessed the status of fourteen of the seventeen Mandates in this area of the Consent Decree. Thirteen of these Mandates related to APD and one related to AFR.


Ten APD Mandates were on a cautionary track, with six because of missed deadlines, one because of concerns regarding the Force Review Board, and the remaining three due to a combination of both. When the policies are completed and the concerns regarding the Force Review Board are addressed, the status will change back to green.

The remaining three APD Mandates were on the right track, as was the one Mandate for AFR.

The detailed assessment of these mandates are as follows:

---

**ASSESSMENT OF MANDATE 17**

**Current Status:**  - (50-74% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period.)

Mandate 17 at IV A (Page 11) of the Consent Decree, entitled “Use of Force – Objectives – Policies and Training,” requires that the Monitor determine that all new or revised APD policies and trainings relevant to UOF better equip officers to handle challenging situations in ways that reduce the need to use force when possible; that they ensure that when force is used, it is in compliance with state and federal law; that they protect officer and community safety and build a culture of continuous improvement.


The compliance definition as agreed to in the MADC requires that APD achieve substantial compliance with Mandates 18-32 and APD’s policies and training better equip officers to handle challenging situations in ways that reduce the need to use force when possible; ensure that when force is used, it is in compliance with state and federal law; protect officer and community safety and build a culture of continuous improvement.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. APD is in the final stages of finalizing its Directive 5.01 Use of Force policy. This proposed policy will be the centerpiece in updating and creating related attendant policies in subsequent reporting periods. Some are already in development given that the framework around Use of Force policy has been finalized. APD has improved its processes in working with their subject matter experts, refining and improving its processes throughout this reporting period to remove redundancies and siloed communications. This reporting period was focused on a critical assessment of needed changes from current policy to incorporate best practices and the guidance for officers on when and how to use force.

The Consent Decree has a deadline of November 12, 2022, for Use of Force Policy and December 12, 2022, for the adoption of Use of Force Policy. APD has not met the deadline for the adoption of Use of Force Policy by the December 12<sup>th</sup> deadline. Given that the Use of Force Training Development deadline is February 15, 2023, it is extremely unlikely that training will have been developed and approved by the deadline. The Monitor will work with APD on developing the Use of Force training once the policy is finalized and published. However, the Monitor expects APD to continue to prioritize the finalization of its attendant Use of Force policies and development of related training in the next reporting period with a target completion date sometime in the fifth reporting period.

Because of the missed deadline for the policy, the Monitor’s expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met shortly, albeit, beyond the deadline called for in the Decree. The Monitor looks forward to working with APD on finalizing this policy in the next reporting period. In addition, this Mandate is on a “Cautionary Track (Yellow)” given the unlikelihood of meeting the deadline for Use of Force training required by this Mandate.

#### ASSESSMENT OF MANDATE 18

**Current Status:**  - (0-24% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period.)

Mandate 18 at IV A (Page 11) of the Consent Decree, entitled “Use of Force – Objectives – Culture of De-escalation,” requires that the Monitor determine if the City has created a culture of enforcement that prioritizes de-escalation when possible in accordance with Colorado law, but does not compromise officer safety when force must be used.

The compliance definition as agreed to in the MADC defines that APD will achieve substantial compliance with this Mandate when APD’s policies, training, and accountability measures prioritize de-escalation whenever possible, when use of force incidents indicate that officers have de-escalated when possible, and when a use of force incident reveals that de-escalation techniques could have been, but were not employed, that the reviewing entity identifies, documents, and formally communicates those issues back to the appropriate command staff, training staff, and the involved officers.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor found that APD is engaged in an ongoing process of improving the Force Review Board to further emphasize a culture of enforcement that prioritizes de-escalation, when possible, in accordance with Colorado law. While the process has been slower than hoped for by the Monitor, there still appears to be movement in the right direction with the FRB attempting to be more critical in its discussions. APD has also formalized a process in


documenting when the Force Review Board identifies situations where tactic or techniques should have been better requiring both notification to supervisors and documentation in a database. As noted above, APD is also finalizing the use of force policy, prioritizing and emphasizing de-escalation including tactics such as containment and verbal de-escalation techniques.

The Consent Decree has a deadline of November 12, 2022, for the Use of Force Policy and December 12, 2022, for the adoption of the Use of Force Policy. APD has not met the deadline for the adoption of Use of Force Policy by the December 12<sup>th</sup> deadline. Given that the Use of Force Training Development deadline is February 15, 2023, it is unlikely that training will have been developed and approved by the deadline but, as discussed above, we expect this work to be completed during the fifth reporting period.

The Consent Decree also mandates that changes and improvements to the Force Review Board be memorialized in a policy by June 15, 2022. As noted above, while the deadline is overdue, the Monitor continues to work with the Department in defining the overall objective of the Force Review Board and collaboratively discuss and build consensus on how to best facilitate these discussions. We believe that APD is now ready to formalize these discussions and updates into a policy.

Because of the missed deadline for the policy adoption on Use of Force and policy and documentation of updated protocols for FRB, the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met in a reasonable time period, albeit beyond the deadline called for in the Decree. In addition, this Mandate is on a "Cautionary Track (Yellow)" given the unlikelihood of meeting the deadline for Use of Force training required by this Mandate.

#### ASSESSMENT OF MANDATE 19

**Current Status:**  - (0-24% Complete. At this time, uncertain if Monitor's expectations will be met.)

Mandate 19 at IV A (Page 11) of the Consent Decree, entitled "Use of Force – Objectives – Accountability Measures," requires that the Monitor determine if the APD has improved and/or developed accountability measures that consistently identify excessive uses of force, situations where force should not have been used even if it was legal, and recurring training and tactical issues related to use of force.

The compliance definition as agreed to in the MADC necessitates that the APD achieve substantial compliance with Mandates 12-15, 32 and 36 to achieve full compliance with Mandate 16.



This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor found that APD is engaged in an ongoing process of improving its accountability processes, including making changes to the work of the Force Review Board. The Monitoring Team remains in the process of reviewing APD's use of force accountability measures, including reviewing the Force Review Board's protocols. There has been an ongoing discussion with APD and the Monitoring Team on how to consistently identify situations where force should not have been used even if it was legal under the standards of the Force Review Board. Currently, the Force Review Board is tasked with the dual purpose of evaluating whether a use of force complied with policy and critically analyzing the incident to determine whether, notwithstanding that a particular use of force may have complied with policy, that a better outcome, including the reduction of risk to officers and non-officers alike, might have been achieved had a different approach to the situation been employed. While APD has made notable progress in this area, including asking the question for each reviewed incident of what might have been improved upon, there is a reluctance to engage in these conversations when there is perceived to be implicit criticism of the involved officers. That being said, there is currently no critical analysis of officers and the number of use of force incidents in which they have been previously engaged. Moreover, the FRB has previously been resistant to examining the use of force records of those involved in incidents under review. The Monitor will continue working with the Department to improve this important area of compliance and will, in upcoming reporting periods, be looking closely at collaboratively-developed use of force metrics and analyzing uses of force to determine if patterns, trends, or individual outliers exist that may be significant.

As detailed in Mandate 18, the Consent Decree mandates that changes and improvements to the Force Review Board be memorialized in a policy by June 15, 2022. While these discussions took longer than anticipated in the Consent Decree, the process was more difficult than anticipated by the parties.

Because of the missed deadline for the documentation of updated protocols for FRB, the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met shortly, albeit beyond the deadline called for in the Decree. The Monitor looks forward to working with APD on finalizing this policy in the next reporting period. Lastly, the Monitor will be looking for substantial improvement relative to self-examination of use of force incidents at FRB and a developed methodology to review the use of force histories of officers, recognizing, of course, that any comparison of such histories among different officers must be made with an understanding that different assignments carry different potentials for uses of force.

---

## ASSESSMENT OF MANDATE 20A

---

**Current Status:**  - (50-74% Complete. In line with Monitor expectations)

Mandate 20A at IV A (Page 11) of the Consent Decree, entitled “Use of Force - Objectives - Culture of Coordination and Collaboration Between APD and AFR (APD)” requires that the Monitor determine if APD and AFR collaboratively develop policies and address issues where both APD and AFR are affected/involved in public safety matters; determine if training is being conducted to ensure a coordinated response between APD and AFR and that officers and firefighters are being held accountable for violations of those policies.

The compliance definition as agreed to in the MADC necessitates that the APD regularly meets and coordinates with AFR, and the Monitor finds no evidence of uncooperative joint response to incidents involving both APR and AFR to achieve full compliance with Mandate 20A.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. During the current reporting period the Monitor assessed the status of this Mandate for APD. The Monitor found that the APD has been working with AFR to improve inter-agency collaboration and coordination, including participating in quarterly meetings between agency executive staff to address myriad issues, including coordinated responses, joint training needs, and community concerns. The quarterly executive staff meeting was held on September 19 and the Monitor observed that meeting and found the discussion between APD and AFR to be productive and collaborative. It was evident from the meeting that there are productive discussions between APD and AFR in between quarterly meetings. In 2021, APD developed a new policy on coordination with AFR, which was memorialized in section 9.06 of the Directives Manual (“Coordination with Aurora Fire Rescue and Emergency Medical Services”). While there has not been a finalized joint training schedule for 2023, the Monitor will be evaluating the joint training in the upcoming reporting periods to assess APD’s compliance with this mandate.

For the reasons stated above, we believe the Mandate continues to be on the right track.

---

## ASSESSMENT OF MANDATE 20B

---

**Current Status:**  - (50-74% Complete. In line with Monitor expectations)

Mandate 20B at IV A (Page 11) of the Consent Decree, entitled “Use of Force - Objectives - Culture of Coordination and Collaboration Between APD and AFR” requires that the Monitor determine if APD and AFR collaboratively develop policies and address issues where both APD and AFR are affected/involved in public safety matters; determine if training is being conducted to ensure a


coordinated responses between APD and AFR and that officers and firefighters are being held accountable for violations of those policies.

The compliance definition as agreed to in the MADC necessitates that the AFR regularly meets and coordinates with APD, and that the Monitor finds no evidence of uncooperative joint responses to incidents involving both APR and AFR to achieve full compliance with Mandate 20B.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. During the current reporting period the Monitor assessed the status of this Mandate for AFR. As detailed in Mandate 20, the Monitor found that the AFR has been working with APD to improve inter-agency collaboration and coordination, including participating in quarterly meetings between agency executive staff to address myriad issues, including coordinated responses, joint training needs, and community concerns.

For the reasons stated above, we believe that this Mandate continues to be on the right track.

#### ASSESSMENT OF MANDATE 21

**Current Status:**  - (25-50% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period.)

Mandate 21 at IV B 1 (Page 11) of the Consent Decree, entitled “Use of Force - Policy Changes,” requires that the Monitor determine if APD either adopted the CJJ and/or appropriate subject matter expert recommended policies, or in the alternative, consulted with the Monitor relative to alternative policies. If needed, consult with APD and/or CJJ/subject matter expert in the development or revision of the policies.

The compliance definition as agreed to in the MADC necessitates that the APD adopt the recommendations of CJJ or a subject matter expert or after consultation with the Monitor, adopts alternative policies that address the use of force issues detailed in the AG’s report and the policies have been finalized and disseminated.

The Crime and Justice Institute has recommended that APD revise the following policies:

DM 05.01 Authorized Firing of a Weapon

DM 05.04 Reporting and Investigating the Use of Tools, Weapons, and Physical Force

DM 05.05 Authorized Weapons and Ammunition

DM 05.06 Officer Involved Shootings

DM 05.07 Recovered and Department-Owned Firearms

DM 05.08 Less Lethal Devices, Weapons and Techniques

DM 05.09 Duty to Intervene

DM 05.10 Officer Relief Process

DM 06.13 Dealing with Persons with Mental Health Disorders

DM 08.36 Crisis Intervention Trained (CIT)

DM 09.06 Coordination with Aurora Fire Rescue and Emergency Medical Services

DM 11.02 Juvenile Procedures

DM 12.06 SWAT Deployment

DM 12.09 Active Critical Incidents

DM 12.15 Emergency Medical Aid

DM 16.04 Body-Worn Cameras

SOP FIU 01.00 Administration

SOP FIU 02.00 Operations


This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. APD is in the final stages of finalizing Directive 5.01 Use of Force Policy and started drafting some of the noted policies above during this reporting period. APD has a deadline of December 12, 2022, to adopt the updated Use of Force policy but will not meet the deadline as the final discussion on the policy is scheduled for December 13, 2022. The policy emphasizes that force can only be used in compliance with state and federal law, to protect officer and community safety, and build a culture of continuous improvement. This proposed policy (5.01) will be the centerpiece in updating and creating related attendant policies in subsequent reporting periods. Some are already underway given framework around Use of Force policy has been finalized. APD has improved its processes in working with their subject matter experts, refining and improving its processes throughout this reporting period to remove redundancies and siloed communications. This reporting period was focused on a critical assessment of policy changes needed so as to incorporate best practices and the appropriate guidance to officers on when and how to use force.

The Consent Decree has a deadline of November 12, 2022, for Use of Force Policy development and December 12, 2022, for the adoption of Use of Force Policy. The Monitor believes that APD will not meet the deadline as the final discussion on the policy is scheduled for December 13,

2022. Since the work on additional adjunct policies cannot be completed until the Use of Force policy is adopted, we anticipate that the completion of those policies will also occur after the Consent Decree deadline but, as discussed above, during the fifth reporting period.

Because the deadline for the adoption of Use of Force Policy and its adjunct policies are not going to be met due to delays with developing the main Use of Force policy (5.01) the Mandate is on a “Cautionary Track (Yellow)”. For reasons previously indicated, the Monitor understands the delay and believes that this Mandate will be met in a reasonable amount of time, albeit beyond the deadline called for in the Decree. The Monitor looks forward to working with CJI and APD on finalization of the Use of Force Policy and additional adjunct policies.

#### ASSESSMENT OF MANDATE 22

**Current Status:**  - (0-24% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period.)

Mandate 22 at IV B (Page 12) of the Consent Decree, entitled “Use of Force - Amendment of Existing Policies,” requires that the Monitor determine if the APD has reviewed, investigated and made appropriate changes to Directives 5.03, 5.04, 6.13 and 9.06 as recommended by CJI and/or subject matter expert and if the above directives have been appropriately revised to limit the use of force in response to low level offenses such as “Failure to Obey a Lawful Order” or “Pedestrian Failing to Yield.”

The compliance definition as agreed to in the MADC necessitates that APD revise Directives 5.03, 5.04, 6.13, and 9.06 as recommended by CJI and/or subject matter expert and the revised directives appropriately limit the use of force in response to low-level offenses, and APD finalized and disseminated revised policies to appropriate personnel.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. As detailed in Mandate 21 above, APD is in the final stages of finalizing Directive 5.01 Use of Force Policy and started drafting some of the noted policies above during this reporting period. The Monitor believes that APD will not meet the deadline as the final discussion on the policy is scheduled for December 13, 2022. Since the work on additional adjunct policies cannot be completed until the Use of Force policy is adopted, we anticipate that the completion of those policies will also occur after the Consent Decree deadline but, as discussed above, during the fifth reporting period.

Because the deadline for the adoption of Use of Force Policy and its adjunct policies are not going to be met due to delays with developing the main Use of Force policy (5.01) this Mandate is found to be on a “Cautionary Track.” The Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met in a reasonable amount of time, albeit beyond the

deadline called for in the Decree. The Monitor looks forward to working with CJI and APD on finalization of the Use of Force Policy and additional adjunct policies.

#### ASSESSMENT OF MANDATE 24

---

**Current Status:**  - (50-74% Complete. In line with Monitor expectations)

Mandate 24 at IV C (Page 13) of the Consent Decree, entitled “Use of Force – Force Review Board (Recent Changes),” requires that the Monitor determine if the recent changes to the Force Review Board (FRB) process as described in Section IV C 1-5 continue to be utilized. If APD seeks to reverse any of these changes, the Monitor will confirm that appropriate consultation with the Monitor regarding the proposed changes has occurred.


The compliance definition as agreed to in the MADC necessitates that the APD develops, disseminates, and implements its approved and finalized policies related to the Force Review Board processes to achieve full compliance with Mandate 24.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor found that the Force Review Board continues to seek to improve its operations, incorporating feedback from the Monitoring Team. No reversal of any of the enumerated changes has taken place and the Board has been generally receptive to recommendations from the Monitoring Team’s subject matter experts to improve its processes and objectives. The Monitor will work with APD on formalizing Force Review Board process into a policy so that these changes are documented and formalized in the next reporting period.

For the reasons stated above, we believe that this Mandate continues to be on the right track.

#### ASSESSMENT OF MANDATE 25

---

**Current Status:**  - (25-49% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period, but uncertain if Monitor’s expectations will be met.

Mandate 25 at IV C (1)(1) (Page 14) of the Consent Decree, entitled “Use of Force – Changes to Process (Feedback for Training),” requires that the Monitor determine if the FRB modified its policies to require an evaluation of each instance when force is used in the context of the overall encounter including the circumstances leading to its use and, an evaluation of the mental capacity of the suspect based on the information presented by the investigator.

The compliance definition as agreed to in the MADC necessitates that the APD develops, disseminates, and implements its approved and finalized policies related to the Force Review Board processes to achieve full compliance with Mandate 25.

This mandate was assessed during the last reporting period and the Monitor found that it was on a cautionary track, with the Monitor concerned about progress in this area. The Monitor has assessed this mandate again during this reporting period. The Monitor notes that the Board has in many ways improved discussion at its meetings, yet a culture of continuous improvement in instances where current policies are not violated, but practices can be improved, is still not embedded in the process. It is encouraging that the Board has made intentional efforts to address the Monitor's concerns this reporting period by asking for specific guidance and ways to incorporate the feedback. Yet, the spirit of continuous improvement, which will result in reduced liability for the department as well as its officers, requires the department to be unafraid to be genuinely self-critical for the purpose of identifying and proactively following through in areas in which improvement can be made. The Monitor will continue to work with the Board to foster a culture of continuous improvement which includes rigorous and critical examination of current policies, training, and practice.


The Consent Decree mandates that changes and improvements to the Force Review Board be memorialized in a policy by June 15, 2022. While the deadline is overdue, the Monitor continues to work with the Department in defining the overall objective of the Force Review Board and collaboratively discuss and build consensus on how to best facilitate these discussions. We believe that APD is now ready to formalize these discussions and updates into a policy. While these discussions took longer than anticipated in the Consent Decree, the process was more difficult than anticipated by the parties. A culture of continuous improvement needs buy-in and promotion from the top of the organization which, because of competing priorities of the prior administration, was not always the case.

Because of the missed deadline, the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be during the next reporting period, albeit beyond the deadline called for in the Decree. The Monitor looks forward to working with APD on developing these policies in the next reporting period. Additionally, for the reasons stated above it is uncertain if the Monitor's expectations relative to buy-in and promotion of the process of continuous improvement at the top of the organization will be met. That being said, the Monitor is very much encouraged by conversations with the incoming interim Chief, in which he voiced his commitment to a process of continuous improvement through critical self-evaluation.

---

#### ASSESSMENT OF MANDATE 26

---

**Current Status:**  - (25-49% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period, but uncertain if Monitor's expectations will be met.)

Mandate 26 at IV C (1)(2) (Page 14) of the Consent Decree, entitled "Use of Force - Changes to Process (Review in Context)," requires that the Monitor determine if the FRB modified its policies to require an evaluation of each instance when force is used in the context of the overall encounter including the circumstances leading to its use and, an evaluation of the mental capacity of the suspect based on the information presented by the investigator.

The compliance definition as agreed to in the MADC necessitates that the APD develops, disseminates, and implements its approved and finalized policies related to the Force Review Board processes to achieve full compliance with Mandate 26.

This mandate was assessed during the last reporting period and the Monitor found that it was uncertain if the expectations of the Monitor will be met. The Monitor has assessed this mandate again during this reporting period. The Monitor found that the Force Review Board continues to evaluate and refine its processes, and that the Board must memorialize any changes to its processes in its written policies. The Board will need to further revise its rules to ensure that incidents are reviewed in accordance with this Mandate. While the Board has been generally receptive to recommendations from the Monitoring Team's subject matter experts to improve its processes and objectives and has created a template which calls for the application of the standard enounced in *Hill v. Miracle*,<sup>12</sup> the continuous improvement thinking that the Monitor would like to see with respect to encounters with those experiencing mental health crisis still needs more attention. The Monitor is encouraged by the discussions the Monitor had with APD leadership in formulating the Use of Force policy, specifically regarding de-escalation techniques and tactics. While the larger discussion about the role of the Force Review Board in improving outcomes for both officers and those suffering from the impairment is still ongoing with the City, it is critical that APD acknowledges that the subject of the mental status of individuals, especially when encountered in suspected low-level offenses, must go beyond the analysis of *Hill v. Miracle*, understanding that *Hill* merely sets the bar below which certain types of force absolutely may not be utilized.

The Consent Decree mandates that changes and improvements to the Force Review Board be memorialized in a policy by June 15, 2022. While the deadline is overdue, as discussed above, the Monitor continues to work with the Department in defining the overall objective of the Force Review Board. Collaborative discussions and consensus-building on these objectives took the

---

<sup>12</sup> Estate of Hill v. Miracle, 853 F.3d 306 (6<sup>th</sup> Cir. 2017).




majority of the previous and current reporting periods and we expect this work to be completed during the next reporting period.

Because of the missed deadline, the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met within a reasonable timeframe, albeit beyond the deadline called for in the Decree. The Monitor looks forward to working with APD on developing these policies in the next reporting period. Additionally, as noted above, while the Monitor is concerned whether the buy-in and promotion of the process of continuous improvement at the top of the organization will be achieved, the Monitor is very much encouraged by conversations with the incoming interim Chief, in which he voiced his commitment to a process of continuous improvement through critical self-evaluation.

#### ASSESSMENT OF MANDATE 27

---

**Current Status:**  - (0-24% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period)

Mandate 27 at IV C (1)(3) (Page 14) of the Consent Decree, entitled "Use of Force – Changes to Process (Review in Context)," requires that the Monitor determine if the FRB developed reliable ways to measure the frequency of use of force, compliance with policy, injuries to subjects, the safety of officers, the use of mental health holds to detain persons, and any other relevant measures of improvement.

The compliance definition as agreed to in the MADC necessitates that the APD develops, disseminates, and implements its approved and finalized policies related to the analysis of uses of force, and other Force Review Board processes to achieve full compliance with Mandate 27.


This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period and now finds that this Mandate is on a "Cautionary Track (Yellow)". This Mandate requires the Force Review Board to modify its procedures and policies relating to data collection, analysis, and publication. The Monitor understands that the APD is currently working on developing a new use of force form to more accurately track these metrics and anticipates that this work will be completed in the next reporting period.

The Consent Decree mandates that changes and improvements to the Force Review Board be memorialized in a policy by June 15, 2022. The Monitor has been working with the department to define the overall objective of the Force Review Board and collaboratively discussing and building consensus on the process. APD is now ready to formalize these discussions and updates into a policy. Furthermore, in addition to the delay in finalizing the overall proposed policy of the

Force Review Board, there have been delays with updating necessary data collection including delays with the finalization of the Contact Form and other upgrades that impacted the collection, analysis, and publication of necessary data collection for use of force incidents. While this work is underway, it is imperative that systems being developed for the replacement of legacy systems have the ability to collect the data and present it for analysis and publication.

Because of the missed deadline, the Monitor's expectations have not yet been met, it is likewise unclear if the systems in development will provide the necessary means to extract and analyze data that is collected. The Monitor will provide technical assistance to APD to make sure that the right data is being collected and that it is capable of analysis and publication.

### ASSESSMENT OF MANDATE 28

**Current Status:**  - (50-74% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period)

Mandate 28 at IV C (2) (Page 15) of the Consent Decree, entitled "Use of Force – Collaboration with Academy and Other Sections," requires that the Monitor assess whether the following adopted practices have been formalized in FRB and Training policies and continue to be implemented: 1. a member of the academy staff serves on the FRB; 2. the academy member's expertise in training is used in the evaluation of UOF cases; 3. the academy member's experience on the FRB is used in the development of training; and 4. Body-Worn Camera (BWC) footage shown during FRB reviews is used in recruit and in-service training classes at the academy; videos selected include both successful use of de-escalation, other techniques by APD officers, and, videos of incidents where improvement is recommended or needed.

The compliance definition as agreed to in the MADC necessitates that the APD develops, disseminates, and implements its approved and finalized policies related to the analysis of uses of force, and other Force Review Board processes to achieve full compliance with Mandate 28.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor found that the requirements of this mandate are, with the exception of utilizing BWC video for in-service and Academy training, complete in practice, but that the associated APD policies must be updated accordingly. The Monitor Team will work with APD on improving its procedures and updating its departmental policies related to this Mandate once the use of force policy development is finalized. This work will include updating relevant policies and ensuring that BWCV is being properly utilized in the Academy. APD has recently begun discussions on the utilization of BWCV in the Academy which the Monitor expects will proceed in the upcoming reporting period.

The Consent Decree mandates that changes and improvements to the Force Review Board be memorialized in a policy by June 15, 2022. While the deadline is overdue, it appears that APD is now ready to formalize these discussions and updates into a policy including the utilization of BWCV in the Academy for demonstration of tactics that are successful and those that can be improved upon.

Because of the missed deadline, the Monitor's expectations have not yet been met, although there is reason to believe that the Mandate of the Decree will be met in a reasonable timeframe, albeit beyond the deadline called for in the Decree.

#### ASSESSMENT OF MANDATE 31

---

**Current Status:**  - (50-74% Complete. In line with Monitor expectations)

Mandate 31 at IV D (3) (Page 16) of the Consent Decree, entitled "Use of Force – Training (Joint APD and AFR Training)," requires that the Monitor to determine if APD's Use of Force training plan includes joint police and fire on scene coordination as appropriate.


The compliance definition as agreed to in the MADC necessitates that the APD develops and delivers the approved Use of Force training to achieve full compliance with Mandate 31.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor found that a joint training has been developed with APD and AFR but it is unclear to what extent this joint training has been formalized as part of APD's suite of Use of Force Training curriculum. The Monitor looks forward to evaluating the joint training schedule for 2023.

The Monitor continues to believe that the APD is on the right track with respect to this Mandate.

#### ASSESSMENT OF MANDATE 32

---

**Current Status:**  - (50-74% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period, but uncertain if the expectations of the Monitor will be met.)

Mandate 32 at IV (Page 16) of the Consent Decree, entitled "Use of Force – Goals and Measurement: requires that the Monitor determine if APD developed metrics to measure improvements in participation in ABLE, crisis intervention, and other voluntary trainings, the number and type of use-of-force incidents, and community and officer complaints including any resultant disciplinary action.

The compliance definition as agreed to in the MADC, necessitates that the APD develops metrics to measure improvements in participation in ABLE, crisis intervention, and other voluntary training, the number and type of use-of-force incidents, and community and officer complaints.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. In addition to the enumerated items, which are included herein, APD is working with the Monitor, to establish additional data points for more fulsome review and analysis. APD continued to refresh ABLE training and is scheduled to start ICAT training in the first quarter of 2023. In addition, in September, APD conducted CIT training and intend to schedule another CIT training early in 2023. There is now a supervisor certified in train the trainer for CIT in order to conduct in-house training.

APD currently does not have accurate or reliable way of measuring number and type of use of force incidents and community and officer complaints due to the shortcomings of their current system<sup>13</sup>. However, they are in the process of migrating to a new system that will supposedly have these data points easily accessible to APD in 2023. Given the difficulties with the ability to extract data from the contact form system, the Monitor believes that this Mandate must be on a “Cautionary Track (Yellow)”.

Thus far, 711 officers have completed ABLE, which in essence covers all active officers. Moving forward, recruits will receive it in the academy and there will be a 2-hour refresher each year for every member beginning in 2023.

The Consent Decree has a deadline of July 15, 2022, for Use of Force Metrics. While APD is past its deadline in the Consent Decree in developing the use of force metrics, it is clear that the City overestimated its ability to address the shortcomings of its systems and to do so simultaneously across multiple platforms. From the first day of the monitorship, the Monitor has been keenly aware of the City’s efforts in updating all of the IT infrastructure for APD due to outdated systems and many shortcomings that were result of such outdated systems. Throughout the monitorship, the Monitor has met with diverse members of APD and they have universally lamented the lack of investment into these infrastructures in the past and the excitement about the level of investment the City is making in upgrading their systems now. APD has been working with their vendor on its migration of their systems and while the anticipated implementation dates have been pushed back multiple times during the monitorship.

---

<sup>13</sup> However, APD’s past efforts on reporting these data points can be found here: <https://www.auroragov.org/cms/One.aspx?portalId=16242704&pageId=16573554>

Because of the missed deadline, the Monitor’s expectations have not yet been met, although there is reason to believe that the Mandate of the Decree will be met in a reasonable timeframe, albeit beyond the deadline called for in the Decree. The Monitor is also concerned with the ability of the City to meet this Mandate’s requirement to utilize use of force data given delays in bringing new systems online.

## DOCUMENTATION OF STOPS

### INTRODUCTION

The issue of when police are permitted to interrupt someone’s liberty by arresting them, detaining them, or even engaging them in investigative questioning lies at the heart of the U.S. Constitution’s 4<sup>th</sup> Amendment and its prohibition against unreasonable seizures. The U.S. Supreme Court has, for decades, issued opinions in cases arising under the 4<sup>th</sup> Amendment that collectively set the constitutional floor for when police seizures (also known as “police stops”, “Terry Stops”<sup>14</sup> or simply as “stops”) are permitted and how they must be conducted. These opinions, and the body of case law they comprise, form the bulk of federal authority on police stops. However, state and local governments are empowered to enact legal standards that exceed federal constitutional minimums. Additionally, many state courts have interpreted state laws and constitutions as requiring stricter limitations on police stops than would otherwise be permitted under federal case law.

The cumulative body of law on police stops has resulted in the demarcation of different kinds of encounters that are governed by different legal standards. For example, stops that involve the fullest deprivation of liberty, that is, arrests, are permitted only when there is probable cause to believe that a person has committed an unlawful offense. In contrast, stops involving less severe deprivations—like temporary detentions during police investigations—are governed by a more permissive standard: reasonable suspicion to believe that a person has committed or is presently committing an unlawful offense. For individual police officers, knowing how to identify which legal standards apply to a given interaction with a member of the public is crucial for ensuring that the officer’s conduct meets all applicable requirements.

In the aggregate, knowing the total number of stops committed by officers—and the number of each kind of stop (vehicular, pedestrian, or other non-vehicular), and what police action followed the stop (frisk, search, seizure)—can be critical for public safety oversight efforts. Data on police stops are relevant when evaluating a police department’s adherence to the principles and

---

<sup>14</sup> “Terry Stop,” takes its name from the 1968 U.S. Supreme Court case—Terry v. Ohio—that first articulated the federal constitutional minimum standard for conducting such stops.

requirements of constitutional policing and can help identify areas of both success and needed improvement. Accordingly, some states, including Colorado, have imposed data collection mandates on police departments, requiring them to document police stops and issue regular reports.

Colorado’s requirement, enacted under a landmark law enforcement reform law in 2020 (Senate Bill 20-217, or “SB20-217”), requires each local police department, including the APD, to report “[a]ll data relating to contacts conducted by its peace officers.” The law defines the term “contacts” to mean “an interaction with an individual, whether or not the person is in a motor vehicle, initiated by a peace officer, whether consensual or nonconsensual, for the purpose of enforcing the law or investigating possible violations of the law.” This definition encompasses the kinds of contacts that are governed by federal and state constitutional law. “Contacts” data that must be reported under the law include the demographics of each individual stopped, data relating to the times, dates, and locations of contacts; the outcomes of contacts, including arrests, warnings, and property seizures; and actions taken by police officers during the contact.

---

#### HISTORY AND BASIS FOR CONSENT DECREE MANDATES

In its September 15 report, the Colorado Attorney General’s Office noted that APD has a pattern and practice of failing to abide by the data collection mandates enacted under SB 20-217. The law requires that officers have a legal basis for any “contact” (as defined in the law) with a member of the public and imposes strict recordkeeping requirements whenever any such contact is made. The Attorney General found that, under policies that have been in place since 2020—after SB20-217 was enacted—APD officers conducted resident stops without recording them. As a result, oversight efforts have been hampered by a lack of documentation over APD’s enforcement and investigative conduct. The Attorney General also found that the APD’s policies did not provide adequate guidance to officers on when an officer may conduct a Terry Stop.

---

#### CONSENT DECREE’S OBJECTIVES

The Consent Decree seeks the development of a documentation system that complies with state law, allows for prompt and transparent review of officer behavior, and improves the ability of APD to identify successes and areas for improvement.

---

#### POLICY IMPLICATIONS

Policies are going to be developed to provide guidance on the legal requirements applicable to the different types of investigative and enforcement encounters in which police officers engage, including for all contacts as defined in SB20-217, and to implement data collection requirements

that comply with state law. Such policies will be developed by the Documentation of Contacts Policy Adoption Deadline (90 days) and Stops Policy Deadline (120 days).

---

#### TRAINING IMPLICATIONS

Training must be developed to include scenario-based modules for implementing the newly developed Documentation of Contacts and Stops policies by the Stops Policy Training Deadline (180 days). Aurora Police will train substantially all the police personnel who interact with the public by the Stops Training Completion Deadline (365 days).

---

#### OPERATIONAL INTEGRITY IMPLICATIONS

After the newly developed policies are implemented and the training is completed, the Monitoring Team will evaluate for operational integrity. Prior to full post-implementation monitoring, the Team will establish a baseline by understanding how contacts are captured on body-worn cameras and how they are subsequently documented.

---

#### DATA UTILIZATION

The Monitoring Team needs to determine which data does and does not exist. To establish a baseline prior to the implementation of policies and completion of training, the Team will sample body-worn camera footage and participate in “ride-alongs” with APD officers. Upon the completed implementation of policies and training, the Team will sample body-worn camera footage, review associated documentation of contacts, participate in ride-alongs, and review a sampling of individuals contacted by the police. The Team will also review complaints from the public and associated police documentation to ensure compliance with the implemented policies and training.

---

#### PROGRESS AND NOTABLE OBSERVATIONS FROM THIS REPORTING PERIOD

The Monitoring Team focused on developing a new policy dedicated to provide APD with clear and practical guidance on how to constitutionally conduct pedestrian and vehicular contacts, encounters, and stops. The Team also reviewed relevant case law concerning police stops in Colorado.

The Team also observed refresher training on constitutional policing and proactive policing, which addressed topics such as on routine vehicular contacts, basic search and seizure, preliminary investigations, pedestrian contacts, in-progress calls, identification of suspects, vehicle searches, tactical vehicle stops, legal justifications for stops, the 4<sup>th</sup> Amendment, and vehicle contacts.

The Monitoring Team worked with APD on reviewing and approving the final version of the Constitutional Policing policy, which provides officers with guidance on the legal basis to conduct contacts, encounters, and investigative stops during this reporting period.

---

#### THIS REPORTING PERIOD'S ASSESSMENTS OF INDIVIDUAL MANDATES IN THE SECTION


During the current reporting period the Monitor assessed the status of five of the seven Mandates in this area of the Consent Decree. All five Mandates related to the APD.

All five mandates were on a cautionary track, with three because of missed deadlines, one because of concerns with data collection, and one because of a combination of both. When the policies are completed and the concerns regarding APD's data issues are addressed, the status will change back to green.

The detailed assessment of these mandates are as follows:

---

#### ASSESSMENT OF MANDATE 33

**Current Status:**  - (50-74% Complete. At this time, uncertain if Monitor's expectations will be met.)

Mandate 33 at V A (Page 17) of the Consent Decree, entitled "Documentation of Stops - Objectives," requires that the Monitor determine if the City has developed a documentation system for all "Contacts" as defined by Colorado Senate Bill (SB) 217 and that it contains all required information. It requires verification that the system permits prompt reviews of officer behavior and that the use of the data within the system has the potential for identifying successes and areas for improvement related to individual officers and/or policy updates or training opportunities.

The compliance definition as agreed to in the MADC necessitates that the APD develop its Stops documentation system in compliance with Colorado state law to achieve full compliance with Mandate 31.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track as APD finalized and rolled out the Contacts Form as well as accompanying policy and training. The Monitor has assessed this mandate again during this reporting period and is concerned, given its experience relative to the Contact Form database detailed in Mandate 6 above, about the ability of the City through its vendor to achieve compliance because the system for collection of the data does not inherently allow for examination of that data in the aggregate, nor allows for easy examination of the data for any given event. The Monitor has been working with APD and its vendor to get this information so as to be able to assess compliance with this




mandate. The Monitor is hopeful that this ability will be forthcoming in the next reporting period and analysis with respect to both individual officers and the aggregate data can be commenced.

For the reasons stated above, at this time, it is uncertain if the Monitor's expectations will be met.

#### ASSESSMENT OF MANDATE 34

---

**Current Status:**  - (50-74% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period)

Mandate 34 at V B (1) (Page 17) of the Consent Decree, entitled "Documentation of Stops – Policy Changes (General Principle)," requires that the Monitor determine if APD developed policies in compliance with existing Colorado state law. It further requires the Monitor to determine if all related policies were developed, finalized, and disseminated, and if all training was delivered within a reasonably close timeframe. Finally, it requires the Monitor to determine if the related platforms [contacts documentation system] contains all required information and links information for all involved officers to the connected contact.

The compliance definition as agreed to in the MADC necessitates that the APD develops, disseminates, and implements its approved and finalized policies related to Stops to achieve full compliance with Mandate 34.

During the last reporting period the Monitor assessed the status of this Mandate and found it to be on the right track. The Monitor found that APD finalized a new Documentation of Contacts policy and Contacts Form and it was rolled out to the entire department in the reporting period. APD is in the final stages of finalizing Constitutional Policing policy, a new policy to address the legal basis to make such contacts. The Monitoring Team has worked with APD on developing this policy and approved a final draft of the policy. The Monitoring Team anticipates that this policy will be finalized and published in the next reporting period.


The Consent Decree's Stops Policy Deadline is June 15, 2022, and its Stops Policy Training Deadline is August 14, 2022. However, as discussed above, despite not meeting the deadline in the Consent Decree, the Monitor believes that the compliance with the Mandate will be met in the next reporting period. The final version of the Constitutional Policing Policy is scheduled to be discussed during December 13<sup>th</sup> Policy Committee meeting.

Because of the missed deadline for the training, the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met within a reasonable timeframe, albeit beyond the deadline called for in the Decree.

---

### ASSESSMENT OF MANDATE 35

---

**Current Status:**  - (50-74% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period)

Mandate 35 at V B (2)(a) (Page 18) of the Consent Decree, entitled “Documentation of Stops – Creation of New Policies (Legal Requirements of Stops) requires that the Monitor determine if APD developed new policy that covers both Colorado law and federal law and that provides specific guidance on legal requirements for the different types of stops that police officers make, including for contacts, encounters, temporary detentions, and arrests.

The compliance definition as agreed to in the MADC necessitates that the APD develops, disseminates, and implements its approved and finalized policies related to contacts, encounters, temporary detentions, and arrests to achieve full compliance with Mandate 35.


During the last reporting period the Monitor assessed the status of this Mandate and found that it was on the right track. As noted in mandates above, APD had developed a new policy to address the legal basis to make contacts, encounters, stops, and arrests (the Constitutional Policing Policy) but has missed the Stops Policy Deadline of June 15, 2022.

Because of the missed deadline for the training, the Monitor’s expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met shortly during the next reporting period, albeit beyond the deadline called for in the Decree. The Monitor looks forward to working with APD on developing this training in the next reporting period.

---

### ASSESSMENT OF MANDATE 37

---

**Current Status:**  - (50-74% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period)

Mandate 37 at V C (Page 18) of the Consent Decree, entitled “Documentation of Stops – Training Plan Development,” requires that the Monitor determine if APD developed a Training Plan that sufficiently covers stops/contacts policies.

The compliance definition as agreed to in the MADC necessitates that the APD develops an approved training curricula related to its Stops policies to achieve full compliance with Mandate 37.


This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor found that the Documentation of Contacts policy was finalized and rolled out as well as the training to accompany the Contacts Form and the Documentation of Contacts policy in the

last reporting period. The Monitor assessed the training and found it to be adequate. However, APD is still in the final stages of implementing the Constitutional Policing Policy and this mandate cannot be fully complied with until the training on the Constitutional Policing Policy is also developed and finalized. As noted above, the Monitor expects both to be completed in the next reporting period.

The Consent Decree has the Stops Policy Deadline as June 15, 2022, and the Stops Policy Training Deadline as August 14, 2022. As noted above, accomplishing compliance with this mandate required developing a new policy within a very complicated area of the law, while at the same time working on numerous other policies simultaneously. In addition, some delays occurred because of a lack of governance relative to policy development.

Because of the missed deadline for the training, the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met in a reasonable timeframe, albeit beyond the deadline called for in the Decree. The Monitor looks forward to working with APD on developing this training in the next reporting period.

#### ASSESSMENT OF MANDATE 39

**Current Status:**  - (25-49% Complete. Deadline missed but Monitor expects that it will be met within a reasonable period, but uncertain if the expectations of the Monitor will be met.)

Mandate 39 at V D (Page 19) of the Consent Decree, entitled "Documentation of Stops – Goals and Measurement," requires that the Monitor determine APD developed, finalized, and disseminated the policies required in this section and note the date of dissemination and determine if all appropriate personnel completed training and if APD is effectively monitoring compliance with the policies based on performance in the field.

The compliance definition as agreed to in the MADC necessitates that the APD is in compliance with Mandates 34-37 and has implemented an internal review process to monitor its compliance with related policies and after full implementation of an approved training curricula related to its Stops policies to achieve full compliance with Mandate 37, and appropriate accountability measures are utilized in instances of individual failure to comply with the policies and or training.

During the last reporting period the Monitor assessed the status of this Mandate to be on the right track. The Monitor found that the Documentation of Contacts policy was finalized and rolled out, as was the training to accompany the Contacts Form and the Documentation of Contacts policy. The Monitor assessed the training and found it to be adequate.

As discussed above, APD is in the last stages of finalizing the Constitutional Policing Policy and this mandate cannot be fully complied with until the training on the Constitutional Policing Policy is developed and finalized. In addition, APD will need to develop and implement a methodology that will monitor field compliance with the policy and training. This has not yet been undertaken by the Department and as noted in Mandate 6 in detail, will be difficult until there is a way for contact data to be easily accessed and assessed both by individual officer and in the aggregate.

The Consent Decree's Stops Policy Deadline is June 15, 2022, and its Stops Policy Training Deadline is August 14, 2022.

Because of the missed deadline, the Monitor's expectations have not yet been met, although the Monitor understands the delay and there is reason to believe that the Mandate of the Decree will be met in a reasonable timeframe, albeit beyond the deadline called for in the Decree. Additionally, for the reasons stated above, there is uncertainty surrounding the Department's ability to utilize data necessary to develop and implement the methodology that will monitor field compliance.

## USE OF KETAMINE AND OTHER SEDATIVES AS CHEMICAL RESTRAINT

### INTRODUCTION

The term "chemical restraint" comprises a broad category of chemicals that are administered for the purpose of reducing aggression, violence, or agitation in people experiencing acute mental distress, including those experiencing what had often been classified as "excited delirium."<sup>15</sup> The diagnosis was used to describe a medical emergency characterized by a combination of acute confusion, distress, agitation, and aggression, often triggered by the consumption of stimulant narcotics like cocaine, methamphetamine, phencyclidine (PCP), and lysergic acid diethylamide (LSD). However, recent discussion about how excited delirium is disproportionately used against Black people have been raised to spur the discussion about whether and how the term should be used in the medical field. This discussion emerged most recently after the murder of George Floyd when an officer at the scene was heard saying, "I am worried about excited delirium or

---

<sup>15</sup> Excited delirium is a controversial diagnosis, typically diagnosed in young adult males, disproportionately black, who were physically restrained at the time of death, most often by law enforcement. (Position Statement on Concerns About Use of the Term "Excited Delirium" and Appropriate Medical Management in Out of Hospital Contexts (Report) American Psychiatric Association.) <https://www.psychiatry.org/File%20Library/About-APA/Organization-Documents-Policies/Policies/Position-Use-of-Term-Excited-Delirium.pdf>

whatever.” While delirium is well-defined and described in the *Diagnosics and Statistical Manual of Mental Disorders*, excited delirium is not listed in the manual.

Among the drugs most commonly used as a chemical restraint is ketamine, which is categorized as a dissociative anesthetic due to its sedative and amnesiac qualities.

Although administration of chemical restraints in emergency crisis situations is a common medical practice, the use of chemical restraints is not without controversy. Opponents of the practice have alleged that chemical restraints are disproportionately used against vulnerable populations and that they are often administered as a measure of first resort in lieu of other effective crisis management strategies like de-escalation. Critics also claim that chemical restraints are often incorrectly dosed, leading to life-threatening complications for patients who are improperly monitored post-administration. Aurora Fire Rescue, up until the death of Elijah McClain, used the drug ketamine as a chemical restraint, but has since suspended its use by AFR paramedics. Today, AFR uses a slower-acting chemical sedative, Versed, for those situations which, in the medical judgement of paramedics on the scene, the chemical sedative is medically appropriate. This medical judgement is reviewed in every instance by the Medical Director of AFR.

As detailed below, beginning in 2023, AFR will be utilizing a second chemical sedative, Droperidol, which, according to medical experts, provides better results with less risk in certain situations than Versed.

---

#### HISTORY AND BASIS FOR CONSENT DECREE MANDATES

After the death of Elijah McClain, AFR’s use of ketamine as a chemical restraint was scrutinized by multiple bodies, including the Colorado Attorney General’s Office and an Independent Review Panel (IRP) commissioned by the Aurora City Council. The IRP concluded that AFR personnel committed multiple errors throughout their treatment of Elijah McClain, including during their administration of ketamine to chemically restrain him. The AG concluded that AFR had a pattern and practice of using ketamine in violation of the law. These errors included an inadequate assessment of Mr. McClain’s medical condition prior to administering ketamine, inaccurate estimations of Mr. McClain’s body weight for purposes of determining a correct dose of ketamine to administer, and a failure by AFR paramedics to assert control over Mr. McClain’s treatment after their arrival on the scene.

The Attorney General’s Office further found that AFR had a pattern and practice of administering ketamine illegally. These patterns and practices including administering ketamine reflexively upon the request of a police officer without first conducting a proper medical evaluation of a patient, administering ketamine doses that exceeded those allowed under AFR protocols, failing

to adequately monitor patients post-administration, and a failure by AFR medical supervisors to follow agency protocols to prevent future violations by AFR paramedics.

As a response to the controversy surrounding Mr. McClain’s death, the Colorado state legislature enacted a new law prohibiting the administration of ketamine on “police-involved patients unless a justifiable medical emergency required its use.” The law further removed “excited delirium” as a recognized basis for administering ketamine for such individuals. Since April 2021, AFR has agreed not to use ketamine as a chemical restraint and, via AFR policy, prohibited its use. Nonetheless, the City, for the term of the Decree, has agreed to abide by review protocols set forth in the Decree should it seek to reinstitute ketamine for use as a chemical restraint or seek to use any other chemical as a restraint.

The Consent Decree requires the Monitor to “periodically review Aurora Fire Rescue’s use of chemical sedatives as chemical restraint to confirm policy compliance.” It further requires the Monitor to “review and analyze the coordination of policies of Aurora Police and Aurora Fire Rescue to ensure that members of Aurora Police do not recommend, suggest, or otherwise encourage the use of any chemical restraint in the field by Aurora Fire Rescue,” requiring the decision to apply such chemical restraints to be made only by qualified AFR personnel pursuant to applicable medical protocols. Finally, the Decree imposes procedural requirements for reviewing any proposal by AFR to resume the use of ketamine as a chemical restraint at any point during the monitorship period.

---

#### CONSENT DECREE’S OBJECTIVES

The Consent Decree to prohibit the use of ketamine by AFR during the monitorship period without explicit approval from the Monitor, and to monitor the circumstances of the use of any chemical sedative by AFR.

---

#### POLICY IMPLICATIONS

If AFR wishes to reinstate ketamine, its policies and procedures should reflect strict compliance with the state law and any waiver requirements. With respect to the administration of other chemical sedatives, AFR policies must include that the administration of such sedatives must be based solely on their medical judgement without reliance on the non-medical judgement of APD officers.

---

#### TRAINING IMPLICATIONS

If AFR wishes to reinstate ketamine, its training should reflect strict compliance with the state law and any waiver requirements. With respect to the administration of other chemical

sedatives, training must include when chemical sedatives can be administered and the prohibition of reliance on non-medical judgements of APD officers in determining the appropriateness of such administration.

---

#### OPERATIONAL INTEGRITY IMPLICATIONS

The Monitoring Team will evaluate operational integrity by monitoring use of all chemical restraints by AFR to ensure ketamine is not re-introduced without explicit approval from the Monitor.

---

#### DATA UTILIZATION

To establish a baseline of chemical restraint use by AFR, we will review usage prior to the implementation of the Consent Decree and continue to review all use of chemical restraint use by AFR and participate in “ride-alongs” with AFR.

---

#### PROGRESS AND NOTABLE OBSERVATIONS FROM THIS REPORTING PERIOD

The Monitoring Team reviewed AFR chemical sedation reports from Q3 of 2022 and body-worn camera footage of joint responses of APD and AFR personal where chemical sedation was administered from August, September, and October of 2022. The footage was recorded from APD body-worn cameras, as AFR does not currently equip its personnel with such cameras. However, the Monitoring Team notes that AFR needs access to any available footage to better ensure it continually improves its chemical restraint practices. AFR has consistently reiterated a commitment to no longer using ketamine as a chemical restraint but will adhere to the Consent Decree’s procedural requirements in the event it seeks to reinstate ketamine’s use.

---

#### THIS REPORTING PERIOD’S ASSESSMENTS OF INDIVIDUAL MANDATES IN THE SECTION

During the current reporting period the Monitor assessed the status all nine Mandates in this area of the Consent Decree. All nine Mandates related to AFR, and all nine are in substantial compliance.

The detailed assessment of these mandates are as follows:

---

#### ASSESSMENT OF MANDATE 40

**Current Status:** ● - (Substantial Compliance)

Mandate 40 VI A (Page 20) of the Consent Decree, entitled “Use of Ketamine and Other Sedatives as a Chemical Restraint – Objectives,” requires that the Monitor will verify that ketamine is not

being use in the field during the time Consent Decree is in effect without explicit agreement of the Consent Decree Monitor that its use complies with applicable law in consultation with the Aurora Fire Rescue Medical Director

The compliance definition as agreed to in the MADC is that the City does not use ketamine, or that notification and approval are received prior to its continued use, to achieve compliance with Mandate 40.

This mandate was found to be in substantial compliance during the last reporting period. The Monitor found that, as of September 15, 2020, AFR had removed ketamine from its protocols thus prohibiting its administration and has not sought to reinstate its use. AFR has further continually reiterated its intention to maintain ketamine's removal from its treatment protocols indefinitely. As such, the Monitor continues to find this Mandate in substantial compliance but will continue monitoring in each Reporting Period.

#### ASSESSMENT OF MANDATE 41

---

**Current Status:** ● - (Substantial Compliance)

Mandate 41 VI A (Page 20) of the Consent Decree, entitled "Use of Ketamine and Other Sedatives as a Chemical Restraint – Objectives," requires that the Monitor determine if AFR's policies and procedures reflect strict compliance with state law and any waiver requirements and closely review use of these sedatives to confirm policy compliance.

The compliance definition as agreed to in the MADC necessitates that the AFR develop, disseminate, and implement an approved policy related to the use of chemical restraints to achieve compliance with Mandate 41.

This mandate was found to be in substantial compliance during the last reporting period. During the current reporting period the Monitor assessed the status of this Mandate. The Monitor found that AFR has modified its practices to improve oversight of the use of chemical restraints by its personnel. This includes requiring the AFR Medical Director to review all incidents involving administration of a chemical restraint through the agency's Continuous Quality Improvement process. Through this process, the Medical Director reviews a monthly report that compiles information on all calls where a chemical restraint was administered, including outcomes. This process was implemented prior to the Consent Decree's enactment and remains in place. The Monitor has discussed with the City allowing access to BWCV of incidents in which chemical sedatives are administered in order to provide for a more fulsome review by AFR. The City has informed the Monitor that they will look for options to do so once the new contract with Axon is finalized and implemented.



In addition, as noted in our focus issue during the last report, AFR has added Droperidol as an additional chemical sedative. Droperidol was cited by as having been extensively studied by professionals and verified as being a safe and effective sedative and significantly more efficacious in certain use scenarios. In creating specific protocols regarding the assessment and if, necessary, sedation of agitated patients, AFR has chosen to adopt the “6010 Agitated/Combative Patient Protocol” developed and approved by the Denver Metro EMS Medical Directors (DMEMSMD). The DMEMSMD is a group of volunteer physicians who work jointly to draft protocols and guidelines regarding the appropriate standards of emergency medical care in the Denver Metropolitan area. The group’s recommended protocols are published in the continuously updated and revised “Denver Metro EMS Protocols.” The protocols are presented in a format which provides a specific sequence of actions that EMS responders might take to adequately address a situation. However, the provided sequence is flexible, allowing for steps to be completed out of order as necessary to fit the wide variety of situations that first responders encounter.

The Monitor continues to believe that AFR is in substantial compliance with this Mandate and will continue to periodically review the Mandate to ensure continued compliance.

#### ASSESSMENT OF MANDATE 42

---

**Current Status:** ● - (Substantial Compliance)

Mandate 42 at VI A (Page 21) of the Consent Decree, entitled “Use of Ketamine and Other Sedatives as Chemical Restraint – Objectives,” requires that the Monitor determine that coordination of policies of AFR and APD do not recommend, suggest, or otherwise encourage the use of any chemical restraint in the field by AFR. The Monitor will confirm that any decision to use chemical restraints in the field was made by qualified members of AFR only in accordance with the applicable medical protocols in effect and approved by AFR’s medical director in compliance with C.R.S. § 26-20-104 et seq.

The compliance definition as agreed to in the MADC necessitates that the AFR develop, disseminate, and implement an approved policy related to the use of chemical restraints to achieve compliance with Mandate 42.

This mandate was found to be in substantial compliance during the last reporting period. During the current reporting period the Monitor assessed the status of this Mandate. The Monitor found substantial compliance with the mandate in that both APD’s and AFR’s, including EMS protocols and department policies, including MOP 6.13, are in place and meet the mandate’s requirements. Training and written communications have been implemented to reinforce AFR’s protocols on the use of chemical restraint, and AFR personnel are allowed to treat patients based only on their

own medical judgment on the needs of patients in their care. AFR monitors compliance with its chemical restraint policies and modified its field report to include a mandatory data field that documents the presence of law enforcement on scene during any call in which a chemical sedative is administered, and, if so, whether law enforcement made any recommendation or suggestion on the use of the sedative. The Monitor reviewed BWC footage of instances during August, September, and October 2022 in which chemical sedative was administered and recorded on BWC to determine if policy and training were being followed. We found in every instance reviewed that policy was followed. In addition, the Patient Care Report now has a mandatory data field to document if law enforcement was on scene during any calls when a patient receives a chemical sedative, and if there was any recommendations or suggestion by law enforcement personnel to use a sedative. As such, the Monitor continues to find this Mandate in substantial compliance and will continue monitoring in each Reporting Period.

#### ASSESSMENT OF MANDATE 43

---

**Current Status:** ● - (Substantial Compliance)

Mandate 43 at VI A (Page 21) of the Consent Decree, entitled “Use of Ketamine and Other Sedatives as Chemical Restraint – Objectives,” requires that the Monitor determine if the APD and AFR meet to resolve any objections raised by the Consent Decree Monitor.

The compliance definition as agreed to in the MADC necessitates that the APD and AFR meet and resolve any issues regarding the use of chemical restraints to achieve compliance with Mandate 43.

This mandate was found to be in substantial compliance during the last reporting period. During the current reporting period the Monitor assessed the status of this Mandate. The Monitor found substantial compliance with the mandate in that APD and AFR as no issues or objections were raised. As such, the Monitor finds this Mandate in substantial compliance and will continue monitoring in each Reporting Period.

#### ASSESSMENT OF MANDATE 44

---

**Current Status:** ● - (Substantial Compliance)

Mandate 44 at VI C (Page 21) of the Consent Decree, entitled “Use of Ketamine and Other Sedatives as a Chemical Restraint – Policy Changes if Ketamine is Used,” requires that the Monitor confirm that ketamine is not being used in the field. If AFR wants to reinstate ketamine use, the Monitor will ensure that the policy dictates appropriate dosage recommendations and a procedure for how members of AFR will assess the level of patient agitation that would lead to the use of ketamine in the field.

The compliance definition as agreed to in the MADC necessitates that the AFR does not use ketamine, or if so receives approval of policy from with Monitor and Medical Director prior to implementation to achieve compliance with Mandate 44.

This mandate was found to be in substantial compliance during the last reporting period. During the current reporting period the Monitor assessed the status of this Mandate and found the City to be in substantial compliance. The Monitor found that, as of September 15, 2020, AFR had removed ketamine from its protocols thus prohibiting its administration and has not sought to reinstate its use. AFR has further continually reiterated its intention to maintain ketamine's removal from its treatment protocols indefinitely. As such, the Monitor continues to find this Mandate in substantial compliance and will continue monitoring in each Reporting Period.

#### ASSESSMENT OF MANDATE 45

---

**Current Status:** ● - (Substantial Compliance)

Mandate 44 at VI D (Page 23) of the Consent Decree, entitled "Use of Ketamine and Other Sedatives as a Chemical Restraint – Process Changes," requires that the Monitor will determine if AFR developed a procedure for post-incident analysis before using ketamine in the field.

The compliance definition as agreed to in the MADC necessitates that AFR not use ketamine, or if so and has received an approved policy, conducts post-incident reviews as required to achieve compliance with Mandate 45.

This mandate was found to be in substantial compliance during the last reporting period. During the current reporting period the Monitor assessed the status of this Mandate and found the City to be in substantial compliance. The Monitor found that, as of September 15, 2020, AFR had removed ketamine from its protocols thus prohibiting its administration and has not sought to reinstate its use. AFR has further continually reiterated its intention to maintain ketamine's removal from its treatment protocols indefinitely. As such, the Monitor continues to find this Mandate in full compliance and will continue monitoring in each Reporting Period.

#### ASSESSMENT OF MANDATE 46

---

**Current Status:** ● - (Substantial Compliance)


Mandate 46 at VI D (Page 23) of the Consent Decree, entitled "Use of Ketamine and Other Sedatives as a Chemical Restraint – Evaluation of Chemical Sedation," requires that the Monitor determine if the AFR developed a process to periodically review its use of chemical sedation in the field to determine what improvements should be made to policy or training at AFR or APD, including assessing 1) whether the symptoms justified sedation under law and policy, 2) the

involvement of police officers before or during a patient's sedation, and 3) what factors increase the risk of adverse outcomes to patients or providers

The compliance definition as agreed to in the MADC necessitates that the AFR develop, disseminate, and implement an approved policy related to the post-incident review of uses of chemical restraints to achieve compliance with Mandate 46.

This mandate was found to be in substantial compliance during the last reporting period. During the current reporting period the Monitor assessed the status of this Mandate. The Monitor found, during the last reporting period, that AFR has reviewed 100% of calls involving the use of sedatives to manage combative patients, having started such reviews prior to the Consent Decree's enactment. The reviews were conducted by AFR's Medical Director pursuant to its Continuous Quality Improvement program, and the agency conducted a 6-month retrospective review of relevant calls through the summer of 2022, which sought to identify trends, review current treatment protocols, and determine any training needs. The Monitor has advocated for access by AFR to BWCVs that pertain to incidents of the administration of chemical sedatives. We continue to find this Mandate to be in substantial compliance and will continue to monitor it going forward to ensure the 6-month retrospective reviews continue. The next scheduled 6-month review covering the second half of 2022 is January 2023. However, there are plans for Aurora to add a data warehouse for their Electronic Medical Record system which will allow the data to be analyzed using outside data analytic programs. This new data warehouse and data analysis program should be in place by the first quarter of 2023. It does require the IT department in Aurora to sign the agreements to build the data warehouse. Once the data warehouse is in place, it will need to take the data analyst for AFR to build the analytic reports to perform the retrospective reviews. The Monitor looks forward to seeing a demonstration of this new program during the next reporting period from AFR. If there are delays from this anticipated timeline, it will be noted by the Monitor in the next reporting period. Assuming that the reviews relative to this Mandate continue, the Monitor finds this mandate to be in substantial compliance.

#### ASSESSMENT OF MANDATE 47

**Current Status:**  - (Substantial Compliance)


Mandate 47 at VI D (2) (Page 23) of the Consent Decree, entitled "Evaluation of Chemical sedation," requires that the Monitor determine if the AFR summarized its periodic reviews to the Consent Decree Monitor at least twice a year, starting 6 months from the effective date. Confirm that the summary includes at a minimum, information about the number of times Aurora Fire Rescue used chemical sedation as a chemical restraint, the symptoms justifying sedation, the type of chemical restraint used, whether Aurora Fire Rescue followed policy, what information

police officers provided to Aurora Fire Rescue for compliance with C.R.S. § 18-8- 805, and basic information about the use such as the tabular data included on pages 97-98 of the AG’s Report.

The compliance definition as agreed to in the MADDC necessitates that the AFR conducts the requisite post-incident review of uses of chemical restraints to achieve compliance with Mandate 47.

During the current reporting period the Monitor assessed the status of this Mandate. The Monitor found that, during the last reporting period, AFR had reviewed 100% of calls involving the use of sedatives to manage combative patients, having started such reviews prior to the Consent Decree’s enactment. The reviews were conducted by AFR’s Medical Director pursuant to its Continuous Quality Improvement program, and the agency conducted a 6-month retrospective review of relevant calls during the summer of 2022, which sought to identify trends, review current treatment protocols, and determine any training needs. The Monitor will arrange for access by AFR to BWCs that pertain to incidents of the administration of chemical sedatives. The next scheduled 6-month review covering the second half of 2022 is January 2023. However, there are plans for Aurora to add a data warehouse for their Electronic Medical Record system which will allow the data to be analyzed using outside data analytic programs. This new data warehouse and data analysis program should be in place by the first quarter of 2023. It does require the IT department in Aurora to sign the agreements to build the data warehouse. Once the data warehouse is in place, it will need to take the data analyst for AFR to build the analytic reports to perform the retrospective reviews. The Monitor looks forward to seeing a demonstration of this new program during the next reporting period from AFR. If there are delays from this anticipated timeline, it will be noted by the Monitor as well. Assuming that the reviews relative to this Mandate continue, the Monitor finds this mandate to be in substantial compliance.

#### ASSESSMENT OF MANDATE 48

**Current Status:**  - (Substantial Compliance)

Mandate 48 at VI E (Page 24) of the Consent Decree, entitled “Use of Ketamine and Other Sedatives as a Chemical Restraint – Goals and Measurement” requires that the Monitor will review any use of ketamine regularly, and include such review in the Court reports addressing at least the issues identified in the AG’s Report, if the City implements the use of ketamine in the field again after completing the Monitor-approved process. In reporting such information, the Monitor will include its assessment of the proper use of ketamine, if any, as described in the Compliance Definition below.

The compliance definition as agreed to in the MADC necessitates that AFR does not use ketamine, or if so only does so when justified to achieve compliance with Mandate 48.

This mandate was found to be in substantial compliance during the last reporting period. During the current reporting period the Monitor assessed the status of this Mandate and found the City to be in substantial compliance. The Monitor found that, as of September 15, 2020, AFR had removed ketamine from its protocols thus prohibiting its administration and has not sought to reinstate its use. AFR has further continually reiterated its intention to maintain ketamine's removal from its treatment protocols indefinitely. As such, the Monitor continues to find this Mandate in full compliance and will continue monitoring in each Reporting Period.

## RECRUITMENT, HIRING AND PROMOTION

### INTRODUCTION

Police departments have faced difficulty hiring over the past decade, but those difficulties have been severely exacerbated by high-profile policing controversies whose impact extends beyond the departments in which the controversies originated. Police departments have seen diminished interest in pursuing a career in policing by prospective recruits and diminishing officer morale has led to higher-than-normal attrition in many departments. These trends have been linked by some to recent developments like protests for racial justice and the perception among many officers that public opinion has turned against the profession. Given this dynamic it is not surprising that problems in recruitment, hiring and retention are at an all-time high.

APD has not been immune to the national trends concerning officer recruitment, hiring, and promotion. In fact, the trends in the APD have been stark, with nearly 20% of APD officers leaving the agency in the 18-month period between January 2020 and July 2021, as noted by the Colorado Attorney General's September 15, 2021, report. Officers interviewed by representatives of the Attorney General's Office cited a series of factors that contributed to the department's high rate of attrition in this period, including lack of community support, lack of direction and accountability within the department, and concerns about the overall trajectory of the policing profession. The Attorney General's report noted that APD's retention problems in particular have led to staffing insufficiencies and a loss of institutional experience throughout the department's ranks, from patrol officers to higher executives.

Although the Attorney General found in its Report that AFR had not experienced the same difficulties relating to departmental turnover, morale, and community relations, AFR leadership has nonetheless expressed concern over the uncertain impact that recent legislation will have on the agency and its personnel, as well as liability concerns that could affect their work. The

Attorney General’s report further noted recent controversies that could impact recruitment efforts, including the use of racially derogatory language by a since-terminated Deputy Chief.

Any significant overhaul of the recruitment and hiring processes for APD and AFR necessarily implicates Aurora’s Civil Service Commission, which is empowered to control hiring of police and fire personnel. The Aurora City Charter, as noted by the Attorney General’s report, “grants the Commission sole responsibility for the examination and certification of all entry-level applicants to the police and fire departments.” In practice this has been broadly interpreted and established in CSC practices, in a way that removed any significant input from the Departments in entry-level hiring. Any proposal to change how police officers, firefighters, or EMS personnel are hired will thus require a modification of the hiring process to provide for greater input from APD and AFR with the final decision on candidate selection resting with APD or AFR.

---

#### HISTORY AND BASIS FOR CONSENT DECREE MANDATES

APD’s high attrition rate has led to concerns that critical policing functions will either be left unstaffed or will be staffed by newer recruits who both lack significant experience and who must rely on a shrunken pool of senior officers for mentorship and guidance. An associated worry is that these deficiencies could increase the number of critical incident events or worsen their outcomes.

To identify potential solutions to APD’s personnel problems, the Decree mandates a revisitation of the City’s recruitment and hiring of police officers and fire fighters.

These processes are bifurcated between the APD or AFR, on the one hand, and the Aurora Civil Service Commission, with the former handling the City’s recruitment of candidates and the latter exclusively responsible for the hiring process including making final hiring decisions. Notably, the Commission also oversees the disciplinary process for APD and AFR personnel, as well as that for promotion within the ranks. The Decree requires both agencies to work with the Commission to review and identify potential changes to minimum qualifications for new agency recruits and lateral hires, among other mandates. The goal of these mandates is to improve the transparency and accountability of the City’s recruitment of key first-responder personnel and the civil service process that dictates their hiring.

---

#### CONSENT DECREE OBJECTIVES

The Consent Decree seeks to transform APD’s and AFR’s recruiting and hiring processes to create a more diverse and qualified workforce. It further seeks APD’s and AFR’s commitment to developing a culture of continuous improvement within each agency and to becoming better police and fire departments overall. Finally, the Decree seeks to improve transparency,

accountability, and predictability in each agency's discipline review process, and to improve the role of the Civil Service Commission in APD and AFR hiring, promotion, and discipline. With regard to hiring, the Consent Decree mandates that APD and AFR have a much greater role in the hiring process and have the final say as to which candidates are ultimately selected for hiring.

---

#### POLICY IMPLICATIONS

APD and AFR are required to develop written recruitment plans to attract and retain a quality work force that better reflects the diversity of the City and the Civil Service Commission to make any applicable changes to the minimum qualification for entry-level police and fire recruits and lateral hires, and applicable and relevant policies in City's hiring process so APD and AFR can assume a much more active role in the hiring of candidates.

---

#### TRAINING IMPLICATIONS

Not applicable.

---

#### OPERATIONAL INTEGRITY IMPLICATIONS

The Monitoring Team will evaluate changes the City makes to transform recruiting, hiring, promotion, and the APR and AFR discipline process to improve transparency, accountability, and predictability and to create a more diverse and qualified workforce for both agencies.

---

#### DATA UTILIZATION

The Monitoring Team needs to fully determine which data does and does not exist to effectively track and identify potential disparate impact on minority applicants and potential barriers on successfully on-boarding diverse and qualified applicants. The Team will further examine historical data to determine how the City can transform its recruiting, hiring, promotion, and disciplinary processes.

---

#### PROGRESS AND NOTABLE OBSERVATIONS FROM THE REPORTING PERIOD

After being engaged as the City's expert in hiring through the technical assistance provisions of the Consent Decree, the Monitoring Team published its findings and recommendations on the entry-level hiring process for entry-level police officers and firefighters on November 14, 2022.<sup>16</sup>

---

<sup>16</sup> While we recognize that the publication of the Report is outside of the current reporting period (RP), we have made the decision to include references to the report and, as an appendix, the Report itself, so as to not delay any



The full report is attached as Appendix C. Before the publication of the report, the Monitoring Team informed all of the relevant stakeholders on the general findings and the final recommendations. The Monitoring Team continued its work on recruitment efforts with APD and AFR.

---

#### THIS REPORTING PERIOD'S ASSESSMENTS OF INDIVIDUAL MANDATES IN THE SECTION

During the current reporting period the Monitor assessed the status of fourteen of the seventeen Mandates in this area of the Consent Decree. Five Mandates related to APD and five related to AFR. The remaining four Mandates related to CSC.

All ten Mandates regarding APD and AFR are on the right track in various stages of compliance.

Two Mandates regarding CSC are on the right track and two Mandates are on a cautionary track due to concerns over whether CSC will be able to work with the City to implement all necessary changes to their rules by May 15, 2023 to achieve compliance with the Consent Decree.

The detailed assessment of these mandates are as follows:

---

#### ASSESSMENT OF MANDATE 49A

**Current Status:**  - (25-49% Complete. In line with Monitor expectations)

Mandate 49 at VII A (Page 25) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Objectives,” requires that the Monitor determine if the City has transformed recruiting and hiring processes to create a more diverse and qualified workforce and establish APD and AFR’s commitments to a culture of continuous improvement and becoming better police and fire departments.

The compliance definition as agreed to in the MADC necessitates that APD achieve compliance with all 16 different policy-driven Mandates related to recruitment and diversity to achieve full compliance with Mandate 49A.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. During the current reporting period the Monitor assessed the APD’s status of this Mandate. The Monitor found that Aurora has begun taking preliminary steps toward meeting the Consent Decree’s mandate, including hiring a subject matter expert to assist in complying with the Decree’s

---

public discussion or awareness of this important Monitorship activity. The Report, upon its release, was published separately on the Monitor’s website, [AuroraMonitor.org](http://AuroraMonitor.org).

requirements on recruitment and hiring. APD’s recruitment campaign went live on October 12<sup>17</sup>. The campaign featured a slogan of “Together, we can make a difference-in partnership with our community, making Aurora the best and brightest it can be.” This is a very promising step in the right direction. The messaging, which centers around valuing the diverse community that APD serves sets the right tone for the future of APD and hopefully, will be a tool to attract qualified and diverse candidates to APD. In this reporting period, the recruitment campaign has targeted two geographic areas- Albuquerque and Atlanta- to increase lateral applicants along with its out-of-state recruitment trip to these cities as well. To streamline the lateral hiring process, APD brought resources and personnel to conduct initial background investigations, polygraph tests, and the physical test on-site to enable quicker transition for lateral hires to fill the vacancies in APD. However, as the Monitor discussed in the hiring report, there needs to be concerted effort to consistently and continuously engage with the recruit throughout the hiring process to make sure all of these front-end efforts result in qualified and diverse candidates actually joining APD.

With the publication of the Hiring Report and the deadline for CSC to complete modifications to the Rules and Regulations in order to comply with Mandate 60 below by May 15, 2023, there will be a lot of work ahead to implement systems in place to modify and improve the hiring process in the next reporting periods.

The Monitor continues to believe this Mandate is on the right track.

#### ASSESSMENT OF MANDATE 49B

---

**Current Status:**  - (50-74% Complete. In line with Monitor expectations)

Mandate 49 at VII A (Page 25) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Objectives,” requires that the Monitor determine if the City has transformed recruiting and hiring processes to create a more diverse and qualified workforce and establish APD and AFR’s commitments to a culture of continuous improvement and becoming better police and fire departments.

The compliance definition as agreed to in the MADC necessitates that AFR achieve compliance with all 16 different policy driven Mandates related to recruitment and diversity to achieve full compliance with Mandate 49A.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. During the current reporting period the Monitor assessed the AFR’s status of this Mandate. The Monitor

---


<sup>17</sup> <https://joinaurorapd.com>

found that Aurora has begun taking preliminary steps toward meeting the Consent Decree’s mandate, including hiring a subject matter expert to assist in complying with the Decree’s requirements on recruitment and hiring. AFR continued to work on developing and improving its written recruitment plan with the objective of creating a more diverse and qualified workforce. Moreover, while APD has received support for a nationwide recruitment campaign with Epic Recruiting, AFR has not yet received similar level of support for its recruitment efforts. The City should consider supporting AFR’s recruitment needs by providing the necessary resources to implement a nationwide recruitment campaign for AFR.

For the reasons above, the Monitor continues to believe that this Mandate is on the right track.

#### ASSESSMENT OF MANDATE 49C

---

**Current Status:**  - (0-24% Complete. At this, it is uncertain if the Monitor’s expectations will be met.)

Mandate 49 at VII A (Page 25) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Objectives,” requires that the Monitor determine if the City has transformed recruiting and hiring processes to create a more diverse and qualified workforce and establish APD and AFR’s commitments to a culture of continuous improvement and becoming better police and fire departments.

The compliance definition requires that CSC achieve compliance by working with the City to transform hiring processes to create a more diverse and qualified workforce and establish Aurora Police and Aurora Fire Rescue’s commitment to a culture of continuous improvement and becoming better police and fire departments.

This mandate was assessed relative to CSC for the first time during this reporting period. As noted above, the Hiring Report was published on November 14, 2022. The Consent Decree requires CSC to modify its Rules and Regulations regarding hiring and the disciplinary processes to be in full compliance with the Consent Decree by May 16, 2023. As detailed in Mandate 2C, subsequent to the publication of the hiring report, there have been discussions at CSC meetings relative to the required rule changes which lends uncertainty to the necessary process. That being said, we are hopeful that with continued collaboration CSC will move toward substantial compliance with this mandate in the upcoming reporting periods.

Because of uncertainty expressed during CSC meetings relative to the adoption and revision of rules relative to the hiring practice, the Monitor is uncertain as to whether this Mandate, at least as it relates to hiring, will be met.

#### ASSESSMENT OF MANDATE 50

---

**Current Status:**  - (50-74% Complete. In line with Monitor expectations)

Mandate 50 at VII A (Page 25) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Objectives” requires that the Monitor determine if the City improved transparency, accountability, and predictability in discipline review, including by facilitating the Civil Service Commission’s standardization and codification of elements of its disciplinary review process.

The compliance definition as agreed to in the MADC necessitates that the Civil Service Commission improve transparency, accountability, and predictability of its review of discipline, and have a standardized and codified disciplinary review process.

During the last reporting period, the Monitor assessed CSC’s compliance with this Mandate for and found it to be on the right track. The Monitor found that CSC has published three disciplinary hearing cases on its website. CSC goes beyond merely publishing its ruling in each case. It also publishes other pertinent documents to provide a comprehensive understanding of the chronology of the case and the genesis of the appeal to the community. The information that is published for each case includes the disciplinary order(s) from the police or the fire department, the individual’s petition to appeal the disciplinary order, notice of hearing, any related motions, and, finally, the ruling itself. These publication efforts were self-initiated by the CSC after independently reviewing the Mandates of the Consent Decree. The Monitor appreciates their initiative in doing so.

While the information being published about the actual case is comprehensive and helpful in increasing the transparency and accountability of CSC’s decisions in specific cases, there is not adequate information for a community member to fully understand CSC’s role in the entire APD and AFR disciplinary system. The Monitor will work with CSC on improving in this area in the coming reporting periods.

The Monitor believes that this Mandate is on the right track.

#### ASSESSMENT OF MANDATE 51

---

**Current Status:**  - (50-74% Complete. In line with Monitor expectations)

Mandate 51 at VII A (Page 25) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Objectives,” requires that the Monitor determine whether the CSC improved transparency and accountability relative to all of the Civil Service Commission’s work, such that community members understand the role that the Commission plays in hiring, promotion, and discipline, as well as any changes the Commission makes to those processes.

The compliance definition as agreed to in the MADC necessitates that the CSC improve transparency and the accountability of its work such that community members understand the role that the CSC plays in hiring, promotion and discipline.

During the last reporting period, the Monitor assessed CSC’s compliance with this Mandate and found it to be on the right track. The City hosts a website devoted to CSC’s work<sup>18</sup>. On the website, information about the Commission’s purpose and calendar is shared with the public, along with information about the current Commissioners and their terms. CSC routinely publishes its monthly meeting agendas on the website, along with the minutes from the meetings. The most current minutes are from the CSC’s November 8, 2022, meeting. The website also has a function which allows members of the public to submit requests for the addition of agenda items to upcoming meetings. More importantly, in February 2022, CSC started publishing disciplinary hearing cases on its website. As of this Report, CSC has published 3 cases. The information that is published for each case includes the disciplinary order(s) from the police or the fire department, the individual’s petition to appeal the disciplinary order, notice of hearing, any related motions, and, finally, the ruling itself. These efforts to improve transparency and accountability of its work, especially in the disciplinary process, should be applauded and are certainly steps in the right direction.

That all being said, the Monitor notes that CSC recently resorted to only holding in-person meetings, with no available virtual option. Having a virtual option provided the community with the opportunity to hear and observe the Commission’s monthly meetings without experiencing the inconveniences of travel and taking time off from work<sup>19</sup>. More importantly, specific details about what CSC does, and how it makes decisions in hiring, promotion, and discipline, are currently scarce. The Monitor will work with CSC on improving in these areas.

Overall, the Monitor believes this Mandate is on the right track.

#### ASSESSMENT OF MANDATE 52

**Current Status:**  - (25-49% Complete. In line with Monitor expectations)

Mandate 52 at VII B (Page 26) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Recruitment (APD),” requires that the Monitor determine if the APD developed written recruitment plans that include, but are not limited to, these items: clear goals, objectives,

---

<sup>18</sup> The website can be found here: <https://www.auroragov.org/cms/One.aspx?portalId=16242704&pageId=16411091>

<sup>19</sup> While outside the reporting period, CSC informed all of the stakeholders that it will start adding a virtual option starting in January of 2023 in December 2022.

and action steps for attracting and retaining a quality work force that better reflects the diversity of the City.

The compliance definition as agreed to in the MADC necessitates that APD develops and documents an approved hiring plan and comprehensive program to achieve compliance with Mandate 52.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor found that Aurora has begun taking preliminary steps toward meeting the Consent Decree's mandate, including engaging the Monitor as subject matter expert under the technical assistance provision of the Decree, to assist in complying with the Decree's requirements on recruitment and hiring. APD also launched its nationwide recruitment campaign on October 12 with messaging centering on serving its diverse community. Recruitment messaging should not be considered in isolation but rather, it should be aligned with APD's overall mission and goals. The written recruitment plan should reflect what APD hopes to accomplish in the future. APD has worked with the subject matter expert during this reporting period but with the rollout of the nationwide recruitment campaign as well as multiple recruitment trips for lateral recruitment, there has not been a significant progress. However, there is a renewed commitment from APD to prioritize completing the recruitment plan and the Monitor looks forward to the plan's completion in the next reporting period.

For the reasons stated above, the Monitor continues to believe that this Mandate is on the right track.

#### ASSESSMENT OF MANDATE 53

---

**Current Status:**  - (50-74% Complete. In line with Monitor expectations)

Mandate 53 at VII B (Page 26) of the Consent Decree, entitled "Recruitment, Hiring, and Promotion – Recruitment (AFR)," requires that the Monitor determine whether the AFR developed written recruitment plans that include, but are not limited to, these items: clear goals, objectives, and action steps for attracting and retaining a quality work force that better reflects the diversity of the City.

The compliance definition as agreed to in the MADC necessitates that AFR develops and documents an approved hiring plan and comprehensive program to achieve compliance with Mandate 53.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. AFR's

efforts in developing a written recruitment plan continued this reporting period. However, it is critical that there is funding and staffing power to ensure success of this newly developed recruitment plan. In particular, staffing in the recruiting office would help in processing lateral new hires and would ensure more coordinated retention efforts during the application process for entry and lateral applicants, which is what is envisioned in the written recruitment plan. Additionally, AFR has shared that they have reviewed the Monitor’s recommendations on the hiring process and have started incorporating recommendations regarding recruitment, specifically making sure applicants understand and are prepared for the assessments within the entry and lateral hiring process. Administratively, the recruiting office is struggling to ensure quality data tracking and follow up with target recruits due to lack of staffing and applications to track communication and outreach. The Monitor found that AFR trained its new recruiter during this reporting period and attended recruiting-focused events at various educational institutions. The recruiter’s efforts will include conducting outreach by attending community events, including cultural events where recruitment efforts can be targeted to underrepresented candidate pools. Moreover, AFR presented a change request to the Civil Service Commission in September requesting that the pre-requisite of Fire Officer 1 be added to the Lieutenant’s promotional process, as well as the pre-requisite of Fire Officer 2 being added to the Captain’s promotional process. The goal of this change is to bring additional company officer training, which includes community engagement to a more diverse group of our membership. Prior to this change, an individual needed to be promoted to obtain this training, now it is available to all members, promoted or not. This change request was vetted and supported by various stakeholders and is now in policy. Notably, the Monitor learned that the question AFR asks in identifying recruits who meet the stated mission and values of AFR to serve the community is ask all potential recruits, “what are you currently doing to serve your community during your free time?” The Monitor finds that simple question a very effective way of identifying recruits who are aligned with AFR’s core mission of serving the community and applaud AFR for that effort.

The Monitor continues to believe this Mandate is on the right track.

#### ASSESSMENT OF MANDATE 54

---

**Current Status:**  - (25-49% Complete. In line with Monitor expectations)

Mandate 54 at VII B (1) (Page 26) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Recruitment (APD),” requires that the Monitor determine if the APD’s recruitment plan includes a schedule to work with the CSC to review and make any applicable changes to the hiring qualifications.

The compliance definition as agreed to in the MADC necessitates that APD develops and documents an approved recruitment plan to achieve compliance with Mandate 54.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor's report on the hiring process was published on November 14. As the hiring report is completed and the discussion regarding the next steps in modifying the hiring process is ongoing, the discussion on minimum qualifications will be revisited once the details on how and if the hiring process will be modified<sup>20</sup>.

The Monitor continues to believe this Mandate is on the right track.

---

#### ASSESSMENT OF MANDATE 55

---

**Current Status:**  - (25-49% Complete. In line with Monitor expectations)

Mandate 55 at VII B (1) (Page 26) of the Consent Decree, entitled "Recruitment, Hiring, and Promotion – Recruitment (AFR)," requires that the Monitor determine if the AFR's recruitment plan includes a schedule to work with the CSC to review and make any applicable changes to the hiring qualifications.

The compliance definition as agreed to in the MADC necessitates that AFR develops and documents an approved recruitment plan to achieve compliance with Mandate 55.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor's report on the hiring process was published on November 14. AFR has already reviewed the report and AFR leadership is committed to working toward a positive new path with CSC and HR. As noted in the hiring report, there needs to be future meetings scheduled on determining the minimum qualifications<sup>21</sup>. As the hiring report is completed and the discussion regarding the next steps in modifying the hiring process is ongoing, the discussion on minimum qualification will be revisited once the details on how and if the hiring process will be modified. Moreover, AFR presented a change request to the Civil Service Commission in September requesting that the pre-requisite of Fire Officer 1 be added to the Lieutenant's promotional process, as well as the pre-requisite of Fire Officer 2 being added to the Captain's promotional process. The goal of this change is to bring additional company officer training, which includes community engagement to a more diverse group of our membership. Prior to this change, an individual

---

<sup>20</sup> While occurring outside of RP3, a special CSC meeting was convened on December 1 to discuss minimum qualifications with APD and AFR upon APD's request. This meeting, and other efforts to be in compliance with this mandate, will be discussed in the next report.

<sup>21</sup> While occurring outside of RP3, a special CSC meeting was convened on December 1 to discuss minimum qualifications with APD and AFR upon APD's request. This meeting, and other efforts to be in compliance with this mandate, will be discussed in the next report.



needed to be promoted to obtain this training, now it is available to all members, promoted or not. This change request was vetted and supported by various stakeholders and is now in policy.

The Monitor continues to believe that this Mandate is on the right track.

---

#### ASSESSMENT OF MANDATE 56

---

**Current Status:**  - (0-24% Complete. In line with Monitor expectations)

Mandate 56 at VII B (2) (Page 26) of the Consent Decree, entitled “Recruitment (Outreach for Diversity) (APD),” requires that the Monitor determine if the APD’s written recruitment plan includes a plan to conduct outreach to many community leaders and stakeholders, aimed at increasing the diversity of each Department’s applicant pool—including race, color, gender, ethnicity, sexual orientation, national origin, and religion—and identifying recruit and lateral applicants that are committed to community-oriented policing (for police officers) and have the identified skills to succeed in the applicable role.

The compliance definition as agreed to in the MADC necessitates that APD develops and documents an approved outreach plan to achieve compliance with Mandate 56.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. APD has worked with the subject matter expert during this reporting period but, with the rollout of the nationwide recruitment campaign as well as multiple recruitment trips for lateral recruitment, there has not been significant progress. However, there appears to be a renewed commitment from APD to prioritize completing the recruitment plan so the Monitor looks forward to the completion of the written recruitment plan in the next reporting period. The Monitor believes that this continues to be on the right track but would need continuous and consistent efforts from APD to complete this mandate.

---

#### ASSESSMENT OF MANDATE 57

---

**Current Status:**  - (25-49% Complete. In line with Monitor expectations)

Mandate 57 at VII B (2) (Page 26) of the Consent Decree, entitled “Recruitment (Outreach for Diversity) (AFR),” requires that the Monitor determine if the AFR’s written recruitment plan includes a plan to conduct outreach to many community leaders and stakeholders, aimed at increasing the diversity of each Department’s applicant pool—including race, color, gender, ethnicity, sexual orientation, national origin, and religion—and identifying recruit and lateral applicants that are committed to community-oriented policing (for police officers) and have the identified skills to succeed in the applicable role.

The compliance definition as agreed to in the MADC necessitates that AFR develops and documents an approved recruitment plan to achieve compliance with Mandate 57.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. AFR's efforts in developing a written recruitment plan continued this reporting period and had resulted in significant progress. However, it is critical that there is funding and staffing power to ensure success of this newly developed recruitment plan. In particular, staffing in the recruiting office would help in processing lateral new hires and ensure more coordinated retention efforts during the application process for entry and lateral applicants, which is what is envisioned in the written recruitment plan. Additionally, AFR has shared that they have reviewed the Monitor's recommendations on the hiring process and have started incorporated recommendations regarding recruitment, specifically making sure applicants understand and are prepared for the assessments within the entry and lateral hiring process. Administratively, the recruiting office is struggling to ensure quality data tracking and follow up with target recruits due to lack of staffing and applications to track communication and outreach. The Monitor found that AFR trained its new recruiter during this reporting period and attended recruiting-focused events at various educational institutions. The recruiter's efforts will include conducting outreach by attending community events, including cultural events where recruitment efforts can be targeted to underrepresented candidate pools. Moreover, AFR presented a change request to the Civil Service Commission in September requesting that the pre-requisite of Fire Officer 1 be added to the Lieutenant's promotional process, as well as the pre-requisite of Fire Officer 2 being added to the Captain's promotional process. The goal of this change is to bring additional company officer training, which includes community engagement to a more diverse group of our membership. Prior to this change, an individual needed to be promoted to obtain this training, now it is available to all members, promoted or not. This change request was vetted and supported by various stakeholders and is now in policy. Notably, the Monitor learned that the question AFR asks in identifying recruits who meet the stated mission and values of AFR to serve the community is ask all potential recruits, "what are you currently doing to serve your community during your free time?" The Monitor finds that simple question a very effective way of identifying recruits who are aligned with AFR's core mission of serving the community and applaud AFR for that effort.

The Monitor continues to believe this Mandate is on the right track.

---

## ASSESSMENT OF MANDATE 58

---

**Current Status:**  - (0-24% Complete. In line with Monitor expectations)

Mandate 58 at VII B (3) (Page 26) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Recruitment (APD),” requires that the Monitor determine if the APD’s written recruitment plan includes a plan to broadly distribute information about career opportunities, compensation, hiring, the applicable testing process(es), and deadlines and other requirements of each position throughout the Denver metro- area regularly. Determine if the same information is easily available on the City’s website and includes the ability for interested persons to directly contact a member of the recruiting team of each Department.

The compliance definition as agreed to in the MADC necessitates that APD develops and documents an approved career opportunities distribution plan to achieve compliance with Mandate 58.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor found that Aurora has begun taking preliminary steps toward meeting the Consent Decree’s mandate, including engaging with the Monitor to provide technical assistance to assist in complying with the Decree’s requirements on recruitment and hiring. APD has worked with the subject matter expert during this reporting period but, with the rollout of the nationwide recruitment campaign as well as multiple recruitment trips for lateral recruitment, there has not been significant progress. However, there appears to be a renewed commitment from APD to prioritize completing the recruitment plan so the Monitor looks forward to the completion in the next reporting period.

The Monitor continues to believe that this Mandate is on the right track but will need continuous and consistent efforts from APD to complete this mandate.

---

## ASSESSMENT OF MANDATE 59

---

**Current Status:**  - (50-74% Complete. In line with Monitor expectations)

Mandate 59 at VII B (3) (Page 26) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Recruitment (AFR),” requires that the Monitor determine if the AFR’s written recruitment plan includes a plan to broadly distribute information about career opportunities, compensation, hiring, the applicable testing process(es), and deadlines and other requirements of each position throughout the Denver metro- area regularly. It further requires the Monitor to determine if the same information is easily available on the City’s website and includes the ability for interested persons to directly contact a member of the recruiting team of each Department.

The compliance definition as agreed to in the MADC necessitates that AFR develops and documents an approved career opportunities distribution plan to achieve compliance with Mandate 59.

This mandate was assessed during the last reporting period and the Monitor found that it was on the right track. The Monitor has assessed this mandate again during this reporting period. AFR's efforts in developing a written recruitment plan continued this reporting period and resulted in significant progress. However, it is critical that there is funding and staffing power to ensure success of this newly developed recruitment plan. In particular, staffing in the recruiting office would help in processing lateral new hires and ensure more coordinated retention efforts during the application process for entry and lateral applicants, which is what is envisioned in the written recruitment plan.

Administratively, the recruiting office is struggling to ensure quality data tracking and follow up with target recruits due to lack of staffing and applications to track communication and outreach. The Monitor found that AFR trained its new recruiter during this reporting period and attended recruiting-focused events at various educational institutions. The recruiter's efforts will include conducting outreach by attending community events, including cultural events where recruitment efforts can be targeted to underrepresented candidate pools. Moreover, AFR presented a change request to the Civil Service Commission in September requesting that the pre-requisite of Fire Officer 1 be added to the Lieutenant's promotional process, as well as the pre-requisite of Fire Officer 2 being added to the Captain's promotional process. The goal of this change is to bring additional company officer training, which includes community engagement to a more diverse group of our membership. Prior to this change, an individual needed to be promoted to obtain this training, now it is available to all members, promoted or not. This change request was vetted and supported by various stakeholders and is now in policy. Notably, the Monitor learned that the question AFR asks in identifying recruits who meet the stated mission and values of AFR to serve the community is ask all potential recruits, "what are you currently doing to serve your community during your free time?" The Monitor finds that simple question a very effective way of identifying recruits who are aligned with AFR's core mission of serving the community and applaud AFR for that effort.


Most importantly, since the publication of the Hiring Report on November 14, 2022, AFR has taken significant steps to incorporate the recommendations. More of these efforts will be addressed in the next reporting period, including updates to AFR's website with information regarding career opportunities, compensation, hiring and application process. Moreover, AFR has developed variety of methods to engage with the applicants. The Monitor wants to applaud AFR's expedient efforts to receive the recommendations from the Hiring Report and look forward to continuing to work with them in the next reporting period.

The Monitor continues to believe this Mandate is on the right track.

---

## ASSESSMENT OF MANDATE 60

---

**Current Status:**  - (25-49% Complete. At this time, uncertain if Monitor's expectations will be met)

Mandate 60 at VII C (Page 27) of the Consent Decree, entitled "Recruitment, Hiring, and Promotion – Civil Service Commission (Hiring of Entry-Level Police Officers and Firefighters) requires that the Monitor determine if the hiring process of police officers and firefighters will have APD and AFR play a more active role and have the final say on which candidates are hired and that the City had recodified the current Rules and Regulations of the CSC and bring about those changes.

The compliance definition as agreed to in the MADC necessitates that the Civil Service Commission and the City revise hiring processes for police officers and firefighters based on the subject matter expert's recommendations which will provide a far more active role for APD and AFR in the hiring of candidates providing for them to have the final say in the selection of candidates.

This mandate was assessed during the last reporting period and the Monitor found that it was the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor published its hiring report on November 14, which had an overview of the current hiring process with recommendations on how to modify the hiring process to meet the objectives of the Consent Decree. As noted in the last reporting periods and in the hiring report itself, CSC, and specifically the Chair of CSC and the CSC staff, have been a vital partner and collaborator in this process along with representatives from APD, AFR, the City Attorney's Office, and the Human Resources Department, in revisioning and redesigning the hiring process to give APD and AFR a far more active role and the final say on their own hires.

The Chair and the CSC staff's insight on the hiring process was crucial in informing all of the stakeholders about the current hiring process to start the process of envisioning a new hiring process. More importantly, their leadership was critical in building the consensus that APD and AFR must play a far more active role in the hiring process.

CSC has just started the process of reviewing the hiring report. As also noted above, while this report was being prepared, on November 10, 2022, Councilmember Dustin Zvonek introduced a resolution to the Public Safety Committee that would shift the responsibility of hiring entry-level police officers and firefighters from the Civil Service Commission to the city's Human Resources Department to ensure AFR and APD have the final say on which applicants are hired. Councilmember Zvonek stated that the applicant would still have the option to appeal to the Civil Service Commission if their application is rejected and the commission would still be responsible

for looking into candidates’ backgrounds and administering tests. None of the members of the Public Safety Committee objected to the resolution, which slated it to move forward to a study session with the entire City Council on November 21, 2022. However, the chair of the Civil Service Commission stated that he had serious concerns about whether the city would be violating the City Charter by rolling back the commission’s powers and roles in the hiring process. He stressed the need for checks and balances. On November 21, 2022, during the study session the decision was to delay the discussion on how to proceed with the resolution until the next scheduled study session of the City Council, which is scheduled for December 12, 2022<sup>22</sup>.

Given all of the pending discussions with City Council and uncertainty of whether the outcome of the City Council’s resolution will meet both of the objectives of the Consent Decree, the Monitor is uncertain if the expectations of the Monitor will be met.

## ACCOUNTABILITY AND TRANSPARENCY

### INTRODUCTION

Institutional accountability and transparency are indispensable in any organization that strives for legitimacy. Police departments are frequently at the center of public calls for accountability and transparency both because of the unique authority bestowed upon them under the law and because of their mission to use their authority on behalf of the communities they serve. Without accountability and transparency, communities and police departments alike are impaired in their ability to evaluate the alignment between each other’s interests and expectations. To the extent that legitimacy is highest when this alignment is congruous, it should be in the best interest of any department to hold itself accountable to, and to be transparent with, its community constituency. Further, the most legitimate departments recognize that “accountability” and “transparency” are not simply singular goals to be achieved but are rather components of an institutional ethos that informs departmental policy and administration. To this end, the most accountable and transparent departments—and by extension the most legitimate—are those whose accountability and transparency policies and practices are motivated by an ethic of continuous institutional improvement in pursuit of those ideals. Demonstrations of this ethic include implementing the accountability mechanisms discussed in the focus issue, *Systems to Ensure Best Policing Practices*, contained in our first report, including enhanced supervision and early intervention programs that monitor agency personnel for behavioral signs that could indicate the potential for future misconduct, allowing for remedial interventions before

---

<sup>22</sup> On December 12, 2022 study session, City Council voted to move this resolution for a vote. This resolution was unanimously approved by the City Council on December 19, 2022.

misconduct manifests. Successful implementation of these interventions can increase both accountability and transparency by acknowledging the potential and predictability of adverse officer conduct and by improving how agencies respond to the risk of such conduct, minimizing its likelihood.

---

#### HISTORY AND BASIS FOR CONSENT DECREE MANDATES

The Colorado Attorney General’s Office September 15<sup>th</sup>, 2021, report noted four potential accountability mechanisms for police departments: internal discipline, lawsuits, community feedback, and external oversight. In each of these areas, the report noted significant room for improvement within the APD and the City more broadly. For example, the report noted that APD maintained aggregate data in a way that made it difficult to appreciate the scope or scale of alleged misconduct by APD officers, with cases being tracked but not the number of allegations within those cases. This finding tracked closely with community feedback gathered by Aurora residents, who, according to the report, “expressed a desire to have more information about critical incidents promptly disclosed,” with many feeling that APD’s investigations and reviews are “largely hidden from the public.” Even the Attorney General’s own investigators expressed difficulties in being able to assess the scope of misconduct among APD’s officers, with the report claiming that the investigators could not determine how many APD officers within a given sample were disciplined after undergoing the department’s disciplinary process. Further, the report noted that civil liability against individual officers has not been an effective accountability measure since the APD and the City have failed to provide direct feedback to officers whose conduct resulted in legal liability for the City. Data concerning legal liability, for example, is not tracked within an early warning database that could flag potential interventions to ensure officers conduct themselves lawfully and appropriately. The Decree aims to improve on current practices to maximize accountability and transparency both internally within departmental stakeholders and externally with APD’s service community. Among its goals is to track officers’ disciplinary outcomes, identify trends and patterns of misconduct, and improve APD’s public reporting.

---

#### CONSENT DECREE OBJECTIVES

The Consent Decree seeks the development of systems for APD to regularly and easily identify trends and patterns in the conduct of its officers for use in decision making and for transparency to the public.

---

#### POLICY IMPLICATIONS

---

The Monitor will be working with the City to ensure that appropriate data is being captured and is readily accessible to spot issues and trends and provide the public with insight into how their public safety agencies are holding their members accountable. Although not directly required by this section of the Decree, the Monitor will be working with each department to ensure that all appropriate systems of accountability, including those outlined in Systems to Ensure Best-Practice Policing, above, are implemented.

---

#### TRAINING IMPLICATIONS

To the extent that training on the use of these systems is required, the Monitor will be working with each Department to help develop those systems.

---

#### OPERATIONAL INTEGRITY IMPLICATIONS

The Monitoring Team will review the efficacy of the system for APD to identify trends and patterns in the conduct of its officer and the role this information plays in decision-making as well as how this information is transparently shared with the public.

---

#### DATA UTILIZATION

The Monitoring Team needs to determine which data does and does not exist and will then work with each department to ensure that such data is being utilized most effectively.

---

#### PROGRESS AND NOTABLE OBSERVATIONS FROM THIS REPORTING PERIOD

The Monitoring Team reviewed APD's data analysis capabilities for the new contacts database and found it to be lacking, as discussed above. The Monitoring Team has been engaged in multiple discussions with the City and APD on how to improve its capabilities. These discussions are ongoing and are reliant upon multiple moving pieces, such as the vendor's availability and capacity to provide these capabilities in a timely fashion, available staffing from the City to facilitate this ongoing work, and continuing evaluation of migration to new systems to implement the necessary systems to be in compliance with this section.

---

#### THIS REPORTING PERIOD'S ASSESSMENTS OF INDIVIDUAL MANDATES IN THE SECTION

During the current reporting period the Monitor assessed the status of both Mandates in this area of the Consent Decree. Both Mandates related to the APD.


Both Mandates are on a cautionary track due to concerns the Monitor has with APD's data collection and analytical capabilities as well as concerns about APD's ability to meet the deadline for compliance in the Consent Decree given the current level of progress.



---

## ASSESSMENT OF MANDATE 67

---

**Current Status:**  - (0-24% Complete. At this time, uncertain if Monitor's expectations will be met)

Mandate 67 at VIII A (Page 31) of the Consent Decree, entitled "Accountability and Transparency - Objectives" requires that the Monitor to confirm that the City has implemented a system to regularly and easily review and identify trends and patterns in the conduct of its police officers, including lawsuits, complaints, and misconduct, uses of force. The systems shall have the ability to track, among other things, conduct by officer, supervisor, shift, beat, and district and identify needs of additional training and/or policy revisions.

The compliance definition as agreed to in the MADC necessitates that APD develop and disseminate a system that permit APD to identify trends and patterns in the conduct of its officers with the indicator listed in the Consent Decree along with sufficient training and orientation to its supervisor.

During the last reporting period the Monitor assessed the status of this Mandate and found it to be on the right track. While APD currently has a fairly robust policy on Early Intervention, its execution through the Administrative Management System (AIM) is not nearly as robust as it should be. A properly functioning system that operates alongside enhanced supervision is what is needed to ensure that officers receive the support and supervision necessary to maximize their performance. However, it should be noted that neither APD's current policy nor the system is geared at identify trends and patterns in the conduct of its officers, including conduct that repeatedly gives rise to claims of civil liability, conduct or specific officers implicated in multiple citizen or officer complaints, and repeated conduct that suggests a need for further training or policy review. We understand that the APD is in the process of migrating its early intervention system to Benchmark Analytics but the go-live date and the accompanying updated policy for that new system is scheduled to be completed by the second quarter of 2023.


During the current reporting period the Monitor has attempted to utilize data from the newly instituted contact form database. The exercise has proved extremely difficult, with no one in APD having the ability to easily access the data to determine compliance or issues, trends, patterns, or practices. While this is not directly the fault of APD, a system that is designed to which collect data without providing the ability to easily analyze it is not what is required under the Consent Decree. We are currently working with the developer of the software to ensure that at least the Monitor will be able to analyze the data through its own tools. With many additional systems set to be transitioned to new operating software, including CAD (Computer Aided Dispatch), the department's arrest and incident record management system (RMS), Internal Affairs and Use of Force Investigation tracking, and Early Intervention, it is imperative that

significant thought and attention be paid to the utilization of data in those systems to inform the department and the public with respect to issues, patterns and trends as required by the Decree.

The Consent Decree has a deadline of February 15, 2023, for APD to develop the initial plan for the data collection as mandated in this section. Given these challenges, the Monitor is uncertain if APD will be able to accomplish compliance by the Initial Measurement Plan deadline.

For the reasons stated, the Monitor believes the Mandate is on a cautionary track and will be evaluating progress on all of these systems in upcoming reporting periods.

#### ASSESSMENT OF MANDATE 68

**Current Status:**  - (0-24% Complete. At this time, uncertain if Monitor's expectations will be met)

Mandate 68 at VIII B (Page 31) of the Consent Decree, entitled "Accountability and Transparency-Goals and Measurements" requires that the Monitor determine if APD developed a system and process to track and follow the areas enumerated below for use in decision making and for transparency to the public by the Initial Measurement Plan Deadline by tracking of officer's disciplinary outcomes, identification of trends or patterns of sustained complaints about officers' law enforcement activities, and public reporting of data collection.

The compliance definition as agreed to in the MADC necessitates that APD develop and implement that tracks and identifies all of the indicators as included in the Initial Measurement Plan and disseminate sufficient training or orientation on the system with sufficient accountability measures for failure to do utilize the system and publicly report on the data points.

During the last reporting period the Monitor assessed the status of this Mandate on the right track. The Monitor is now concerned, given its experience relative to the Contact Form database detailed in Mandate 67 above, about the ability of the City through its vendor to meet the deadline contained in the Decree for this mandate (February 15, 2023). As noted above, APD is in the process of updating multiple systems and is engaging with multiple vendors to develop systems that perform the necessary functions and provide the ability to analyze data both internally and externally through public-facing dashboards.

For these reasons the Monitor believes this Mandate is on a cautionary track.

## CONCLUSION

The third reporting period of monitoring activity has been marked by cooperation and apparent good will of all parties and stakeholders in the process. While there are a few areas of significant concern, including concerns arising from missed deadlines, the Monitor believes there is genuine

interest among the parties to achieve the goals of the Consent Decree and effectuate its provisions as quickly as possible so the resulting reforms are seen and felt on the streets of Aurora. Over the next reporting period the Monitor will work with the City to address areas of concern that were noted in this report.

## **APPENDIX A – REPORT CARD**

## **APPENDIX B – THE INTERNAL POLICE AUDITOR’S REPORT**

## **APPENDIX C – THE HIRING REPORT**

## **APPENDIX D – THE CONSENT DECREE**

# APPENDIX A


































44	<b>Use of Ketamine and Other Sedatives as a Chemical Restraint – Policy Changes if Ketamine is Used:</b> If Ketamine is sought to be used in the field again, AFR will work with Monitor to develop policies and procedures for same.																		
45	<b>Use of Ketamine and Other Sedatives as a Chemical Restraint - Process Changes:</b> AFR will develop a post-incident analysis procedure for Ketamine if being reintroduced.																		
46	<b>Use of Ketamine and Other Sedatives as a Chemical Restraint – Evaluation of Chemical Sedation:</b> AFR must review each chemical sedative utilization to determine if use was warranted under policy and law, whether officers were involved in decision, and risk factors.																		
47	<b>Evaluation of Chemical sedation:</b> The review required in Mandate 46 must be summarized at least twice a year with basic tabular data and in compliance with CRS 18-8-805(2)(b)(1).																		
48	<b>Use of Ketamine and Other Sedatives as a Chemical Restraint – Goals and Measurement:</b> If Ketamine is reintroduced the Monitor will regularly review.																		
<b>RECRUITMENT, HIRING AND PROMOTION</b>																			
49A	<b>Recruitment, Hiring, and Promotion – Objectives (APD):</b> APD will transform the recruitment and hiring process to create a more diverse and qualified workforce and create a culture of continuous improvement.																		
49B	<b>Recruitment, Hiring, and Promotion – Objectives (AFR):</b> AFR will transform the recruitment and hiring process to create a more diverse and qualified workforce and create a culture of continuous improvement.																		
49C	<b>Recruitment, Hiring, and Promotion – Objectives (AFR):</b> The City will transform recruiting and hiring processes to create a more diverse and qualified workforce and establish APD and AFR’s commitments to a culture of continuous improvement.																		
50	<b>Recruitment, Hiring, and Promotion – Objectives:</b> The City will improve transparency, accountability and predictability in discipline review including by facilitating CSC standardization and codification of elements of the disciplinary review process.																		
51	<b>Recruitment, Hiring, and Promotion – Objectives:</b> The City will improve transparency, and accountability in the work of the CSC such that Community understands the role that the CSC plays in hiring, promotion and discipline.																		



62	<b>Recruitment, Hiring, and Promotion - Civil Service Commission (Discipline - Timeliness):</b> The CSC will revise rules that reduce the time for a hearing; will strongly consider not allowing a full de novo review of disciplinary cases.														
63	<b>Recruitment, Hiring, and Promotion - Civil Service Commission (Discipline):</b> The CSC will revise it rules to revise the content of decisions so as to contain a plain statement of the actual allegation, defenses, findings and basis of decision that public can understand.														
64	<b>Recruitment, Hiring, and Promotion - Civil Service Commission (Discipline):</b> The CSC will revise it rules to make as much of its business easily accessible to the public including discipline decisions, requests for continuance, and identification with reasons for any non-public material.														
65	<b>Recruitment, Hiring, and Promotion - Civil Service Commission (Outside Expert):</b> The City and CSC will hire an outside expert to assist in developing best practices for recruiting and hiring.														
66	<b>Recruitment, Hiring, and Promotion - Civil Service Commission (Transparency):</b> The CSC will conduct as much as its business as possible so that it is easily accessible from its website and shall identify any business which is not being conducted in a way that is publicly available														
<b>ACCOUNTABILITY AND TRANSPARENCY</b>															
67	<b>Accountability and Transparency - Objectives:</b> The City will develop systems that regularly and easily identify trends and patterns in the conduct of its officers with the ability to track conduct by officer, supervisor, shift, beat and district														
68	<b>Accountability and Transparency - Goals and Measurements:</b> With the Monitor and outside expert develop a system that tracks disciplinary outcomes, identification of trends or patterns of sustained complaints, and public reporting of data collection														

<b><u>LEGEND</u></b>	<b>ESTIMATED 0-24% COMPLETE</b>	<b>ESTIMATED 25-49% COMPLETE</b>	<b>ESTIMATED 50-74% COMPLETE</b>	<b>ESTIMATED 75-99% COMPLETE</b>	<b>SUBSTANTIAL COMPLIANCE</b>
----------------------	---	--	--	--	-----------------------------------

RIGHT TRACK (IN LINE WITH MONITOR EXPECTATIONS)					
CAUTIONARY TRACK (AT THIS TIME UNCERTAIN IF MONITOR'S EXPECTATIONS WILL BE MET)					
WRONG TRACK OR UNACCEPTABLY OVERDUE (EXPECTATIONS OF MONITOR ARE NOT BEING MET)					
NOT EVALUATED IN THE INDICATED REPORTING PERIOD	[CELL IN CURRENT OR PAST REPORTING PERIODS INTENTIONALLY LEFT BLANK]				
TO BE EVALUATED IN THE NEXT REPORTING PERIOD					

# APPENDIX B



# Police Internal Audit Report

## Body-Worn Camera Compliance Audit Part 1



**Page purposefully left blank.**

---



## **Contents**

<b>Auditor’s Conclusion .....</b>	<b>1</b>
<b>Audit Profile .....</b>	<b>2</b>
<b>City Manager Response.....</b>	<b>4</b>
<b>Issue Details .....</b>	<b>5</b>
<b>ISS.1 - Compliance.....</b>	<b>5</b>
<b>ISS.2 - Existence of videos .....</b>	<b>7</b>
<b>ISS.3 - Monitoring reviews.....</b>	<b>8</b>
<b>ISS.4 - BWC Policy Updates .....</b>	<b>9</b>
<b>ISS.5 - Refresher training.....</b>	<b>11</b>
<b>ISS.6 - Annual training documentation .....</b>	<b>11</b>

---

## Auditor's Conclusion

October 19, 2022

Internal Audit has completed APD Body-Worn Camera Compliance Part 1 engagement. We conducted this engagement as part of our 2022 Annual Police Audit Plan.

The audit objective was to determine if Aurora Police complies with policies and regulations regarding body-worn camera use.

To these ends, Internal Audit:

- Interviewed APD employees,
- Reviewed policy and related regulations,
- Evaluated officers' compliance with APD policy through a review of randomly selected videos, and
- Evaluated the existence of videos through a selection of calls for service.

Based on the results of our engagement procedures, we conclude that APD officers complied with some, but not all, policies. As a result, the Department needs additional controls to monitor compliance. We have detailed our issues and recommendations in the Issue Details section of this report.

*Wayne Sommer*

Wayne C. Sommer, CPA, CGMA  
Internal Audit Manager

## Audit Profile

### *Audit Team*

Wayne Sommer, CPA, CGMA – Internal Audit Manager

Michelle Crawford, M.Acct, CIA, CFE, CRMA – Police Auditor

### *Scope*

The scope of our work included videos from April 1, 2022, through July 30, 2022.

### *Background*

The Aurora Police Department started its body-worn camera program in 2016. In 2020, Internal Audit completed an engagement of body-worn cameras (BWC.) In 2021, Aurora Police implemented a new BWC system, and in 2022 APD updated its BWC policy.

When appropriately used, body-worn cameras can contribute to the transparency that the public demands regarding encounters with law enforcement. They can also protect officers by providing critical context leading to acts of force. However, their effectiveness can depend on how well the officers and the Department comply with laws, policies, and best practices related to their usage.

The new body-worn camera system includes enhanced capabilities, such as the ability to mute and triggers that can activate cameras automatically. The triggers that the Department is using are a secondary activation, via the signal side arm device and vehicle activation. The signal side arm is a sensor within an officer's holster; when a weapon is drawn, the device should automatically trigger any BWC within a set distance to begin recording. The vehicle activation device is installed in APD vehicles; when an officer turns on their emergency lights, the device should automatically trigger any BWC close by to begin recording.

The Axon system includes a platform called Axon Performance which allows for dashboards, enhanced reporting, and documented supervisor reviews. The Department and the City Information Technology Department have been working on launching this platform for the past year. As of the end of September 2022, the system is nearing completion and the police department is starting the final stages of implementation.

Below are images of the body-worn camera currently in use.



The triangle in the middle with the ② is the event button; this starts and stops recording. To start a recording, an officer double presses the event button, and to stop a recording, an officer holds the event button for three seconds.



The display screen on top of the camera gives officers a glance at information, including battery life, recording status, if in stealth mode, and if muted.

## **City Manager Response**

Police body worn cameras have become an increasingly important tool in advancing a number of aspects of modern policing. For the department, audio and video captured of officers in action can be useful in training, coaching, investigating, and documenting. For the public, the transparency provided with the use of cameras can help to show and explain officers' actions as they took place in real time.

With this in mind, the Police Auditor has been tasked with evaluating the department's compliance with laws, policies, and best practices for usage of body worn cameras so that the goals of having body worn cameras are met.

The Aurora Police Department deployed new Axon body worn cameras in 2021. Some of the issues noted in the audit, for example compliance with muting policy, can reasonably be attributed to adjusting to new devices. The department recognizes this and commits to further training to assure officers are comfortable with the new devices and can comply almost automatically when in the field.

One way the department can assure compliance with directives is through monitoring camera usage. Again, due to the continuing implementation of the system, only recently has the ability for supervisors to monitor been made available. The Police Auditor provides clear guidance on minimum criteria for the department on monitoring video, which the department agrees with.

Overall, the department has cooperated with the Auditor and has been in agreement with the recommendations provided. With the adjustment to new policies and new and better devices I expect the audio and video from officers' body worn cameras to fulfill the goals of the department in making the camera upgrade.

James Twombly  
Aurora City Manager

## Issue Details

We performed three reviews for our audit. The first review focused on compliance with the policy. We randomly selected 100 videos, ensuring the final sample included only one video per officer and included videos from all divisions. The second review focused on whether the categorization of “test” was appropriate; it included twenty videos categorized as test videos. The third review focused on if a video existed for a call; it included ten videos from our compliance review and a random selection of twenty calls for service.

We want to acknowledge that in our 100-video review, APD complied or substantially complied in several areas. These areas included:

Compliance area	Percentage of videos in Compliance
Video footage was clear and unobstructed.	100%
Camera stayed attached.	100%
Access to video was appropriate.	100%
Officer deactivated camera in accordance with policy.	99%
Video uploaded within 24 hours.	97%
Video correctly categorized.	94%

Below are the finding and recommendations from our reviews.

### ISS.1 - Compliance

The Aurora Police Department (APD) did not always comply with its directives for body-worn camera use.

#### Muting

Directive 16.4.8 states:

If a situation warrants non-recording, the camera will be muted. Prior to muting the camera, **the member will verbally record on their camera the reason or purpose for muting the camera.** The following are situations when the BWC should be muted:

- General conversations with peers or supervisors.
- Tactical and/or intelligence-related conversations outside of the direct presence of civilians.
- Private conversations unrelated to the contact or incident.
- Verbal medical information not related or relevant to the contact or incident.

**[Emphasis added]**

Out of 100 videos reviewed, 26 videos included muting. Of those, 80% did not comply with the directive. Examples of non-compliance included repetitive muting, not stating a reason for muting (62% of videos), or the officer never unmuted the video. As a result, the department may face questions from the legal system or individuals about why the audio was not captured on the video.

### Buffer mode

Directive 16.4.2 states, "The camera's status should be in buffering mode during normal carry. The LCD will say 'READY' with a green flashing light, and the 30-second buffer is active." The buffer period captures the 30 seconds before an officer activates their camera, but with no audio.

We reviewed 100 videos for the existence of a 30-second buffer; 37% of videos did not have the required buffer. The thirty seconds before activation could be critical for some incidents. Missing that portion could impact investigations or lead to uncertainty regarding officer actions. It also could impact whether signal activations occur.

### Activation

Directive 16.4.5:

BWC activation is guided by C.R.S. § 24-31-902 and department policy. A member shall activate their BWCs record mode when responding to a call for service, responding to assist in a police capacity including a welfare check, or during any interaction with the public, whether consensual or nonconsensual, for the purpose of enforcing the law or investigating possible violations of the law. At a minimum, the BWC must be recording prior to the contact or arriving on the scene at the incident location.

Other mandatory BWC record mode activations include:

- Actively looking for a subject related to an incident or call for service.
- Actively involved in a pursuit.
- When in contact with an arrestee or subject in a detention center facility regardless of whether cameras are in the facility. The BWC may only be placed in standby or sleep mode when the member is completing administrative tasks and no longer in the presence of their arrestee or subject.
- Conducting an authorized strip search for the collection of evidence or contraband.

Members are strongly encouraged to activate their BWCs record mode during any citizen interaction.

Out of 100 videos reviewed, officers did not activate their cameras in compliance with this directive in 11% of videos.

### Recommendation

We recommend that APD complies with its directives.

### Management Response

We agree with this recommendation. We are conducting divisional training in October with follow up electronic training for the organization. With the implementation of Axon Performance going live, we will have better auditing tools to come into compliance.

*Estimated Implementation Date:* December 31, 2022

*Issue Owner:* Electronic Support Section Lieutenant

*Issue Final Approver:* Professional Standards and Training Division Chief

## **ISS.2 - Existence of videos**

We could not locate videos for three calls for service. Directive 16.4.5 requires officers to activate their BWC when responding to a call for service, responding to assist in a police capacity, or during any interaction with the public to enforce the law or investigate possible violations of the law.

We randomly selected twenty calls for service and reviewed each to determine if a video should exist. Twelve calls for service should have had videos based on call notes and remarks. Two calls for service did not have a related video and it was unclear if a third call for service should have had a video. We describe the three calls for service below.

- 1) Call for service was for an individual outside not fully dressed, and the reporting party requested an officer respond. An officer responded and made contact; notes include the individual refused assistance from police or fire and did not meet the criteria for an involuntary hold.
- 2) Call for service was for an abandoned stolen vehicle, to which an officer responded.
- 3) Call for service for an individual talking to themselves and refusing to leave. An officer called the reporting party, the reporting party advised that the individual had left. The policy does not outline if a video is required when an officer makes contact via phone, such as above, see ISS. 4.

Directive 16.4.5 states, "Members are reminded that if they fail to activate their BWC to record as required by C.R.S. § 24-31-902, there is a permissive inference in any investigation or legal proceeding that the missing footage would have reflected misconduct by the member. Any statements sought to be introduced in prosecution through the member related to the incident that was not recorded create a rebuttable presumption of inadmissibility."

The lack of BWC footage for the calls in this limited view is concerning; it is unclear if this is a department-wide issue. Without procedures to ensure videos exist for calls for service, the department faces legal and reputational risks when an incident occurs and there is no footage.

The Axon Performance platform includes a dashboard that measures the percentage of videos to calls for service. As of the end of September 2022, the platform is nearing completion and the Department is in the final stages of implementation.

## **Recommendation**

We recommend that APD establishes a minimum percentage of videos to calls. APD should then determine a responsible party to then monitor that information monthly, investigating any significant deviations.



## Management Response

We intend to collect data within Q4 2022 to establish a baseline percentage of videos to be monitored and determine significant deviations. We will clarify policy with regard to expectations of BWC use during phone calls and other calls for service that lack clarity. If we identify an appropriate ratio sooner, we can close this early. Supervisors are responsible for monitoring the Axon dashboard for their subordinates for any significant deviations. Axon performance will be configured to randomly select a to be determined quantity of BWC footage per officer to review in line with recommendations.

*Estimated Implementation Date:* June 30, 2023

*Issue Owner:* Electronic Support Section Lieutenant

*Issue Final Approver:* Professional Standards and Training Division Chief

### **ISS.3 - Monitoring reviews**

The Aurora Police Department does not have procedures to monitor compliance with body-worn camera directives. Our September 2020 BWC audit recommended that APD implement a supervisor review wherein BWC videos are randomly selected and reviewed for compliance. This recommendation has been pending while APD obtained and implemented a new BWC system.

In August 2022, APD received the necessary licenses to utilize the module within the BWC system for supervisor reviews. As of September 2022, the platform is in the final stages of implementation and APD is training supervisors on the system through October 2022. This current audit reiterates the need for APD to implement periodic compliance assessments of BWC videos.

According to *Audits and Compliance Reviews Can Strengthen Body-Worn Camera Programs*,

BWC user compliance reviews check for the existence and content of BWC videos to determine whether officers are using the cameras in compliance with policy. While audits are typically conducted periodically at an agency level, compliance reviews should be ongoing and take place at a supervisory level or, in the case of larger agencies, by a unit dedicated to compliance review. BWC user compliance reviews, especially when coupled with BWC program audits, will ensure a healthy and defensible BWC program that can provide the accountability and transparency that the public and courts expect.

To allay officers' fears of supervisors using BWC video reviews to discover instances of an officer's poor performance, many agencies ask supervisors to look for and highlight examples of exemplary performance and use them as training examples. Many agencies refrain from disciplining officers based on video review, except in cases of egregious behavior. Instead, agencies use BWC review as a coaching approach to improve performance with a minimum criticism.

In departments where supervisors routinely provide cover on calls, video review is emphasized as simply an extension of that supervisory responsibility.<sup>1</sup>

## Recommendation

We recommend that APD implement supervisor reviews and that they include, at minimum, the following areas:

- Officer verbally recorded the reason or purpose for muting.
- Officer muted audio follows Directive 16.4.8.
- The officer activated BWC following Directive 16.4.5.
- Officer deactivated BWC following 16.4.5.
- Officer uploaded the video within the time frames established by Directive 16.4.9.
- Officer's camera was in buffer mode and captured a buffer period specified by Directive 16.4.2.
- Officer categorized the video within time frames established by Directive 16.4.9.
- Video categorization is accurate.
- Camera dislodged.

We also recommend that APD consider adding whether access to the video was appropriate as a review item.

## Management Response

We will update the BWC policy now that there is an audit function. This is dependent on when Axon Performance is implemented, tested, and training is provided. ESS is prepared to learn the system and provide training to supervisors by Divisional on October 4th, but we anticipate the need for additional time in order to work through the process of utilizing a new system. We will add language in the policy regarding appropriate reasons to access body worn camera and the importance of consistency in supervisory review.

*Estimated Implementation Date:* November 30, 2022

*Issue Owner:* Electronic Support Section Lieutenant

*Issue Final Approver:* Professional Standards and Training Division Chief

## ISS.4 - BWC Policy Updates

Policy updates may be needed to reflect current practices and to ensure consistent use of body-worn cameras.

### Muting videos

We observed inconsistencies in using the muting function during our video reviews. For example, some officers frequently muted throughout the videos, while others appeared to have forgotten to unmute, resulting in portions of the video having no audio. Another example is inconsistency in muting during administrative or incident-related discussions. As a result, APD should review Directive 16.4.8 for current practices and clarify when muting is allowed for officers.

---

<sup>1</sup> Haug, Scott; <https://bwctta.com/resources/commentary/audits-and-compliance-reviews-can-strengthen-body-worn-camera-programs>

### **Activation**

Several videos were reviewed, including contacting parties via phone. Out of our review of calls for service and looking for the corresponding video, one call was to a reporting party, but no video existed. Directive 16.4.5 states that a member shall activate their BWC's record mode during any interaction with the public, whether consensual or nonconsensual, for the purpose of enforcing the law or investigating possible violations of the law.

Conversations with ESS employees revealed there may be a lack of clarity on whether videos are required when contacting via phone. An additional concern we heard from officers is the lack of department-issued cell phones for officers. We understand there is an IT project underway regarding department-issued cell phones. Still, the timeline for the phone project is not clear. Policy needs clarity from the APD legal advisors on whether this directive section applies to phone calls.

### **Buffering**

Directive 16.4.2 addresses buffer mode during normal carry, however, this is in the definitions section. Section 16.4.20 on Failure to utilize the BWC system references using sleep mode when operating in the field, however, the Policy does not address this area outside of definitions. Policy needs to be updated to give additional guidance on when cameras should be in buffer mode.

### **Non-Owner viewing videos**

Directive 16.4.11 states, "Members will not access, browse, or view video or digital evidence unless there is a legitimate law enforcement purpose of investigation. Members viewing a video should document the reason for viewing in the video notes section."

Out of 100 videos, three had been viewed by non-owners, and two did not document a reason for access. A support specialist and a detective viewed the two videos. Conversations with ESS employees revealed a need for additional direction on whether detectives or members associated with the case should not have to document their reason for viewing.

No policy update is necessary if the intent is that anyone other than the owner should document their reason for viewing. However, if the intention was that any member directly investigating the case does not need to document a reason, the policy needs to be updated. During our review, we spent additional time trying to identify several individuals who accessed videos that were no longer with the City. With personnel turnover, noting the reason for video access and viewing ensures that any future reviews can determine if access was appropriate with a minimum of effort.

### **Recommendation**

We recommend APD evaluates the current policy and updates sections identified above as needed.

## Management Response

We agree with the recommended policy changes. Policy changes and training will be conducted by 12/31/2022. We will work with the Academy on how it will be documented.

*Estimated Implementation Date:* January 31, 2023

*Issue Owner:* Electronic Support Section Lieutenant

*Issue Final Approver:* Professional Standards and Training Division Chief

## ISS.5 - Refresher training

Our review identified several areas of non-compliance, including buffer mode, muting, and activation. The levels of non-compliance indicate a need for refresher training.

Officer's initial training on the new BWC system was in July and August 2021. Refresher training ensures that all officers understand the functions of the cameras and the requirements for use within policy. Future refresher training should focus on areas identified during monitoring reviews.

## Recommendation

We recommend that APD conducts refresher training for all employees assigned body-worn cameras addressing the use of buffer mode, verbalizing the reason for muting, use of muting, and activation.

## Management Response

We agree that annual refresher training is needed to assist in and maintain policy compliance.

*Estimated Implementation Date:* December 31, 2022

*Issue Owner:* Electronic Support Section Lieutenant

*Issue Final Approver:* Professional Standards and Training Division Chief

## ISS.6 - Annual training documentation

APD provided annual training on BWC as required by Directive 16.4.3 to all officers in our review; however, training documentation was lacking for some officers.

The training was documented using manual sign-in sheets. We reviewed over fifty sign-in sheets to verify that the 100 officers in our review had received the training. We could not locate seven officers on the sign-in sheets. ESS confirmed that the seven officers had either attended a training session or received one-on-one training.

Using manual sign-in sheets for training is inefficient. Annual training is required, but APD has no efficient method for verifying that all officers have received this training. Using a system to document attendance and track training is more efficient and effective.

## Recommendation

We recommend that ESS works with the Training Academy to identify an electronic method to track future BWC training, including possible use of the city's new learning management system.

## Management Response

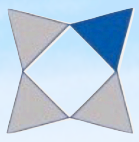
We anticipate documenting the training through the Benchmark training module.

*Estimated Implementation Date:* June 30, 2023

*Issue Owner:* Electronic Support Section Lieutenant

*Issue Final Approver:* Professional Standards and Training Division Chief

# APPENDIX C



**IntegrAssure**

OFFICE OF THE INDEPENDENT CONSENT DECREE MONITOR FOR THE CITY OF AURORA

**Report on the  
Hiring Process of  
Aurora Police and Fire Rescue:  
The Past and a Proposed Future**

**Report Issued: November 14, 2022**

## Table of Contents

<b>I.</b>	<b>INTRODUCTION .....</b>	<b>3</b>
<b>II.</b>	<b>METHODOLOGY AND GUIDING PRINCIPLES.....</b>	<b>4</b>
A.	METHODOLOGY .....	4
B.	GUIDING PRINCIPLES.....	7
1.	<i>Advancing Diversity in Public Safety</i> .....	7
2.	<i>The “Whole Person” Approach</i> .....	9
3.	<i>The Charter</i> .....	9
4.	<i>The Consent Decree Mandate</i> .....	10
5.	<i>Increased Role of APD and AFR in Collaboration with CSC City HR</i> .....	10
<b>III.</b>	<b>FINDINGS AND PRIMARY RECOMMENDATIONS .....</b>	<b>13</b>
A.	FINDINGS AND RECOMMENDATIONS 1: LACK OF CONSISTENCY AND DETAIL .....	13
1.	<i>Findings</i> .....	13
2.	<i>Recommendations</i> .....	13
B.	FINDINGS AND RECOMMENDATIONS 2: APPLICANT ENGAGEMENT AND MENTORSHIP.....	14
1.	<i>Findings</i> .....	14
2.	<i>Recommendations</i> .....	14
C.	FINDINGS AND RECOMMENDATIONS 3: SYSTEMATIC COORDINATION AND COLLABORATION.....	15
1.	<i>Findings</i> .....	15
2.	<i>Recommendations</i> .....	16
D.	FINDINGS AND RECOMMENDATIONS 4: DATA COLLECTION AND ANALYSIS.....	17
1.	<i>Findings</i> .....	17
2.	<i>Recommendations</i> .....	17
<b>IV.</b>	<b>HISTORICAL OVERVIEW OF THE HIRING PROCESSES: 2007-2021.....</b>	<b>18</b>
A.	THE 2009 RECRUITMENT, SELECTION, PROMOTION, AND RETENTION TASK FORCE .....	19
1.	<i>Task Force’s Findings – 2007 Hiring Process (AFR)</i> .....	19
2.	<i>Task Force’s Findings – 2007 Hiring Process (APD)</i> .....	20
3.	<i>Task Force Findings and Recommendations: AFR and APD</i> .....	21
B.	THE 2010 DEPARTMENT OF JUSTICE INVESTIGATION.....	21
C.	HIRING PROCESS CHANGES: POST-TASK FORCE AND DOJ INVESTIGATIONS .....	22
D.	CITY OF AURORA’S INTERNAL HIRING PROCESS ANALYSIS: 2020-2022.....	23
E.	THE 2021 CONSENT DECREE.....	24
<b>V.</b>	<b>CURRENT ENTRY-LEVEL HIRING PROCESSES.....</b>	<b>24</b>
A.	AURORA POLICE DEPARTMENT AND AURORA FIRE RESCUE.....	25
B.	HIRING DATA AND OBSERVATIONS .....	28
1.	<i>Data Examined</i> .....	28
2.	<i>Limitations</i> .....	29
3.	<i>Trends</i> .....	29
C.	AURORA FIRE RESCUE .....	30
D.	AURORA POLICE DEPARTMENT .....	33
1.	<i>Current Hiring Trends</i> .....	36
<b>VI.</b>	<b>PROPOSED ENTRY-LEVEL HIRING PROCESSES .....</b>	<b>38</b>
A.	RECRUITMENT, APPLICATION & SCREENING .....	39
B.	TESTING, BACKGROUNDS & INTERVIEW .....	41
C.	CONDITIONAL OFFER .....	44



---

<b>VII.</b>	<b>IMPLEMENTATION OF RECOMMENDATIONS.....</b>	<b>44</b>
A.	RECOMMENDATIONS NOT REQUIRING CSC RULES AND REGULATIONS CHANGES.....	44
B.	RECOMMENDATIONS REQUIRING CSC RULES AND REGULATIONS CHANGES .....	45
<b>VIII.</b>	<b>CONCLUSION .....</b>	<b>45</b>
<b>IX.</b>	<b>APPENDICES .....</b>	<b>46</b>
A.	APPENDIX A: DRAFT – 2009 TASK FORCE’S FINDINGS AND RECOMMENDATIONS FOR APD AND AFR	
B.	APPENDIX B: FINAL – 2009 TASK FORCE’S FINDINGS AND RECOMMENDATIONS FOR APD AND AFR	
C.	APPENDIX C: CURRENT IMPLEMENTATION STATUS OF 2009 TASK FORCE’S RECOMMENDATIONS FOR APD	
D.	APPENDIX D: CURRENT IMPLEMENTATION STATUS OF 2009 TASK FORCE’S RECOMMENDATIONS FOR AFR	
E.	APPENDIX E: DR. WAYNE CASCIO’S 2010 ASSESSMENT OF APD AND AFR HIRING DATA	
F.	APPENDIX F: CIVIL SERVICE COMMISSION’S MEMO FROM MAY 7, 2013	
G.	APPENDIX G: HIRING DATA FOR APD (2019, 2021, AND 2022)	
H.	APPENDIX H: HIRING DATA FOR AFR (2018, 2020, AND 2022)	
I.	APPENDIX I: RECOMMENDED CHANGES TO THE CIVIL SERVICE COMMISSION’S RULES AND REGULATIONS	
J.	APPENDIX J: ENTRY LEVEL HIRING PROCESS	

## I. INTRODUCTION

This report is an outgrowth of the Consent Decree entered into by the City of Aurora and the Attorney General of the State of Colorado mandating numerous reforms in the public safety system of the City of Aurora. This report focuses specifically on the hiring process of entry-level police officers and firefighters and is the first of a multi-phased review and recommendations process that focuses more broadly on recruiting, hiring and promotion of qualified and diverse candidates in the Aurora Police Department (APD) and Aurora Fire Rescue (AFR), and the disciplinary system that addresses in-service misconduct. Subsequent reports and findings will focus on recruitment, promotion, and discipline.

The hiring of entry-level police officers and firefighters is addressed in Section VII A and C of the Decree. The aim of a reformed process pursuant to the Consent Decree and the recommendations presented in this report is to provide APD and AFR with more active roles in the hiring process thus resulting in the most qualified candidates reflective of the population which those candidates will serve.

The report consists of six sections:

- The first section summarizes the methodology and approach taken for this report
- The second section provides an overview of the overall findings based upon research and discussions with Aurora stakeholders. The primary recommendations stemming from those findings are provided in detail.
- The third section provides an overview of the developmental history of the City's hiring processes from 2007 through 2022.
- The fourth section provides an overview of the current AFR and APD hiring processes, including a statistical analysis of several years of hiring data. The limitations of the data are expressly noted.
- The fifth section provides an overview of the proposed hiring processes for APD and AFR.
- The sixth section summarizes key recommendations that are essential to the successful implementation of the mandates of the Consent Decree, including a summary of which recommendations necessitate amendments to the "Civil Service Rules and Regulations."

In formulating the proposed entry-level hiring process as presented, we have taken into account the feedback from our extensive listening sessions and workshops with relevant stakeholders including Aurora Civil Service Commission (CSC), APD, AFR, the City of Aurora Human Resources Department (HR) the City of Aurora's City Attorney's Office, and the City Manager's Office. We have synthesized that stakeholder feedback in the context of the following considerations:

1. The mandate of the Consent Decree that both APD and AFR have the final say in hiring qualified and diverse candidates.
2. A comparison and analysis of the Charter provisions pertaining to the Civil Service Commission in each of its separate functions (hiring, promotion and discipline) relative to APD and AFR. While the Charter outlines the very limited mandatory minimum role of CSC with regard to the hiring

process, we have also considered the factors that led to the adoption of the current hiring process where CSC plays a far more active and significant role than envisioned by the Charter. Specifically, we considered the 2009 Task Force and the DOJ investigations and the value that the City Council-selected CSC Commissioners bring as representatives of the community to ensure fairness and to promote the goal of hiring the most qualified, diverse workforce possible.

3. The relative core competencies of APD and AFR, the CSC and City HR in order to make hiring in both agencies as effective, efficient, and transparent as possible. To the extent possible, we have removed as many administrative tasks as possible from CSC that will allow the CSC to continue performing both its charter-mandated role of providing for the examination and certification of all applicants as well as the additional functions recommended herein, while transferring non-mandated administrative tasks to HR, the agency that already performs these tasks for the rest of the City, who will oversee the administrative functions of the hiring process. These changes will also best allow the CSC to handle appeals, essentially providing oversight of the entire hiring process, ensuring that all aspects are appropriately administered in a fair and impartial manner. HR will be charged with collecting, tracking, and analyzing aggregate data and sharing results of these analyses with APD, AFR, CSC, and the public to provide transparency, to identify any disparate impacts among protected classes that may need to be investigated and potentially addressed, and to continuously improve the hiring process generally.
4. Providing checks and balances within the process so as to best ensure that APD and AFR are hiring the best qualified and most diverse candidates possible.
5. Providing input from the community in the selection process through the inclusion of no more than two City Council-appointed CSC commissioners and one CSC-selected Citizen Assessor who would be drawn from the community and appropriately trained in the interview process.

While this report provides recommendations in structuring the overall hiring process, there are still areas, including minimum qualifications and the application of preference points and specifics in expanding hiring requirements with a “whole person” concept that necessitate further discussions to ensure best practice in the hiring of the most qualified and diverse candidates possible.

## II. METHODOLOGY AND GUIDING PRINCIPLES

### A. METHODOLOGY

The recommendations outlined in this report are based upon our extensive listening sessions and workshops with relevant stakeholders including Aurora Civil Service Commission (CSC), APD, AFR, the City of Aurora Human Resources Department (HR) the City of Aurora’s City Attorney’s Office, and the City Manager’s Office and our examination of the history of hiring for APD and AFR in Aurora, as well as our application of what we believe to be best practices as applied to the Aurora milieu.

This process included extensive discussions in the beginning of the process, to ensure that direct stakeholders (APD, AFR, CSC, and HR) accurately understood the current hiring process as well as the historic timeline of previous efforts of reform. It became clear that there was a significant lack of understanding and there existed fundamental questions about the current hiring process from APD, AFR, and HR. As such, it was necessary to develop an accurate understanding of the current hiring

process before beginning an informed discussion on what potential changes could be implemented to improve them. These discussions involved multiple sessions with the Civil Service Commission staff to accurately capture the hiring process and then multiple, lengthy sessions with the stakeholders so they could accurately understand the current process.

During these conversations, it was discovered that the Civil Service Commission had made several changes to the APD and AFR hiring processes within the last year, including the re-implementation of an oral interview process, as well as providing access to the online NEOGOV database that not all relevant members of APD and AFR were aware that they had.

While the preliminary discussions to create an accurate understanding of the current hiring processes were lengthy, they were absolutely necessary to addressing misconceptions held by participating individuals, as well as identifying pain points that members of the group wanted to address through modifications to the hiring process. These sessions had an unanticipated by-product of improving communications and developing meaningful relationships between different agencies, which will, it is expected, bear fruit in other aspects of city management<sup>1</sup>.

Overall, there were six all-in<sup>2</sup> meetings with the direct stakeholders, varying in length from 3 hours to all day sessions. The following stakeholders and representatives were consistently engaged in this process:

- HR: Ryan Lantz (Director of Human Resources), Ron Hess (Human Resources Public Safety Coordinator)
- APD: Division Chief Mark Hildebrand, Sgt. Paul Poole
- AFR: Interim Chief Allen Robnett, Sherri Jo Stowell (Community Engagement Administrator)
- CSC: Chair Harold Johnson, Executive Director Matt Cain

Additionally, Lt. DePasse formerly from background investigations in APD, Lt. Rathbun from the APD Academy, various recruiters from APD, and various staff members from the Civil Service Commission were engaged throughout this process. Lastly, multiple sessions were conducted with individual agencies to prepare for the all-in meetings. During these discussions with individual stakeholders, efforts were made to understand their priorities and goals in reimagining the hiring process. These discussions were the foundation in identifying the overall objective of the project, which the group defined as ensuring both that the City hires a group of diverse and qualified individuals and that APD and AFR are given meaningful roles in the hiring process.

---

<sup>1</sup> The universal feedback from the all-in meetings were that none of the stakeholders expected that the process would be as collaborative and productive as it turned out to be. Many stakeholders shared with us that they enjoyed getting to know relevant stakeholders in the other agencies and that it was a great foundation for working together going forward.

<sup>2</sup> “All-in meetings” mean meetings where all relevant representatives from APD, AFR, HR, CSC, and the City Attorney’s Office participated.

The group collectively identified that the overall objective of this project was to ensure that the City hires a group of diverse and qualified individuals, with meaningful input from APD and AFR throughout the entire process and the final say with respect to candidate selection resting primarily with those agencies. This needed to be paired with coordination and assistance from the Human Resources department. These overall objectives were then used as a foundation to drive discussions on how the current hiring process should be changed to meet this goal.

All-in meetings concurrently discussed the current hiring processes and how they should be modified to meet the overall objective. When discussing potential changes, intentional efforts were made to seek and solicit input from each of the stakeholders on their thoughts regarding whether any specific recommendation was either feasible or not feasible, and the rationale for the determination. To aid in these discussions, the group was provided with relevant recommendations from the 2009 Task Force (see below) in an effort to determine current applicability and the value of those recommendations at this point. Subsequent discussions focused on building a consensus for each of the recommended changes.

Overall, the consensus across all stakeholders was that APD and AFR should play a far more active role in the hiring process than they currently do. It was felt that the Civil Service Commission should play a pivotal role in the hiring process by providing necessary checks and balances throughout. Finally, it was felt that there is an important role for HR to play in providing its expertise in order to ensure consistency in hiring practices across City agencies, as well as deeply examining the hiring process and outcome statistics to assess whether or not there are adverse impacts that need to be investigated and potentially addressed.

While data was sought and analyzed during this process from the Civil Service Commission, it was clear that the current system lacks functionality to make conclusive findings. Besides the dearth of historical data, the data has not been maintained in a way to allow for rigorous examination, and many hours were spent by IntegrAssure staff reconfiguring the data in a way in which it could be utilized. Indeed, despite past inquiries in 2009 and 2010 by the City's own task force and the US Department of Justice (see more below), there appeared to be little data available to determine key questions, including whether the current hiring process results in adverse impacts to applicants, why applicants fail to complete the hiring process, and why applicants fail to complete their training academies. Therefore, the changes recommended below are based more on best practices and the thoughts from the group on how to achieve the overall objectives rather than any data that was presented during these discussions. Nonetheless, the provided data was helpful in identifying existing data needs and areas where future data collection would be most beneficial.

The following materials were reviewed to formulate and guide discussions with the group:

- City of Aurora Charter
- 2009 Task Force's findings and recommendations for APD and AFR<sup>3</sup>

---

<sup>3</sup> There were two reports that were found during this process. One appears to be in draft form, which addressed both APD and AFR's hiring processes. That is attached as Appendix A. A second report only addressed AFR's recruitment and hiring processes and that report was titled "final." That report is attached as Appendix B. However, it is unclear based on

- Current implementation status of 2009 Task Force’s Recommendations for APD And AFR<sup>4</sup>
- Dr. Wayne Cascio’s 2010 Assessment of APD and AFR Hiring Data<sup>5</sup>
- Civil Service Commission’s Memo from May 7, 2013<sup>6</sup>
- Hiring data for AFR (2018, 2020, and 2022) and hiring data (2019, 2021, and 2022) for APD<sup>7</sup>
- City Council’s efforts to examine the hiring process in 2020 and 2021
- Research on how civil service commissions function throughout Colorado
- Research on national standards regarding minimum qualifications
- Research on holistic, “whole person” hiring processes
- Research on applicant ranking methodologies

## B. GUIDING PRINCIPLES

A number of fundamental principles informed the team’s approach to providing recommendations for the new Police Department and Fire Rescue hiring processes to meet the overall objective. This subsection provides a summary of those principles.

The project recognizes the declining number of qualified candidates applying for and making it through the hiring process. In particular, there is an exceedingly low number of qualified diverse candidates. As such, unless the goals and recommendations outlined in this section, and in upcoming reports on recruitment practices, are committed to by the City, the logistical changes made to the hiring process will have limited impact in transforming the hiring process to hire qualified and diverse candidates.

### 1. ADVANCING DIVERSITY IN PUBLIC SAFETY

In determining the right guiding principles for transforming the APD and AFR hiring process, the project evaluated the recommendations of the United States Department of Justice (DOJ) and Equal

---

the recollection of the relevant stakeholders whether or not either of the reports were published and what, if anything, was done with the recommendations.

<sup>4</sup> APD’s current status is attached as Appendix C. AFR’s current status is attached as Appendix D.

<sup>5</sup> Dr. Cascio’s Report is attached as Appendix E.

<sup>6</sup> This memo was prepared by the Civil Service Commission’s Administrator to summarize the changes made by CSC following the initiation of the investigation by DOJ through the conclusions of DOJ’s investigation on April 24, 2013. This memo was presented to the City Council’s Public Safety Committee and to the Civil Service Commission in May of 2013. This memo is attached as Appendix F.

<sup>7</sup> The analysis for APD is attached as Appendix G. There were multiple hiring cycles in 2021. Each hiring cycle was analyzed and then aggregated for 2021 as well. The analysis for AFR is attached as Appendix H.

Employment Opportunity Commission (EEOC) in the “Advancing Diversity in Law Enforcement” report, published in October 2016. The report and its findings are applicable to hiring the fire service as well. The report identified several notable barriers within the screening and hiring phases of the recruitment and hiring processes for law enforcement. Such barriers included an overreliance on screening examinations that were not tailored to the department’s specific needs, and the reliance on automatic disqualifiers in the screening process that disproportionately impacted individuals from minority and underrepresented communities.

In addition, the project assessed the impact of the DOJ/EEOC recommendations for advancing diversity in law enforcement to the changes in policies and practices made within the Federal Bureau of Investigation (FBI). The FBI successfully improved the diversity of its applicant pool through changes in the written exam, drug use qualifiers, and through the establishment of a “Whole Person” holistic view of each applicant. The agency also significantly expanded diversity recruitment efforts to improve the representation of U.S. communities.

Based upon the recommendations of the DOJ and EEOC, and their successful implementation at the FBI, the improvement of diversity, without any sacrifice to the quality of the overall workforce within the Aurora Police and Fire Departments, was made a primary goal. First among the recommendations to improve the hiring of diverse candidates is the establishment of a formal diversity recruitment and hiring program that will ensure adequate focus on the identification, recruitment and hiring of qualified diverse candidates. Although there is no single one-size fits all solution for increasing the number of minority, female, and LGBTQ+ candidates in both AFR and APD, there are several steps that must be undertaken to begin to meet the challenge, including:

- The proposed hiring process must be results-oriented and establish firm diversity, recruiting, and hiring goals that include race, ethnicity, and gender, including LGBTQ+ representation, and that also reflect the target populations of City of Aurora communities;
- The City of Aurora Human Resource Department must conduct an independent detailed barrier analysis or detailed review of each step of the process (including the equity impacts of AFR’s and APD’s minimum qualifications and the Ergometrics and Frontline tests) and report its findings. To the extent that barriers are identified, a re-examination of the relevancy of such barriers to job performance should be undertaken. These findings should be used to examine recruitment and/or hiring strategies and processes on an annual basis in order to sustain a culture of continuous improvement striving to have a quality workforce truly reflective of the population of Aurora. This examination should be transparent to the public and include reporting of the current demographics of the departments, an analysis of the equity of hiring practices, and the extent that identified barriers may hamper not just hiring, but also the recruitment of minorities, women and underrepresented groups;
- The City of Aurora Human Resource Department should establish policy guidelines for CSC, AFR and APD, that reflect the City’s diversity strategy and commitment. This policy must include the methods by which the Departments and CSC will consistently measure and report on their progress towards diversity goals; and

- The City of Aurora must increase staffing and provide adequate resources for diversity recruiting, hiring and the ongoing assessments undertaken by the Human Resource Department.

---

## 2. THE “WHOLE PERSON” APPROACH

Second, the project based its overall approach on the principle of the holistic, “whole person” review method, which takes into account all of an applicant’s information and life circumstances before an eligibility decision is made. This model eliminates the traditional method of considering applicants one qualification at a time and then rejecting said applicant if that singular qualification is not met. Instead, with a few exceptions, automatic disqualifiers are eliminated, and hiring officials review each applicant on a case-by-case basis, considering all elements of an applicant’s background, making a final decision on the applicant’s eligibility based upon the totality of all available information. The “Whole Person” concept also takes into consideration the notion that what may be an issue for one applicant may not be an issue for another applicant and circumstances are reviewed to determine the impact on “the person.” This method of review heavily emphasizes adaptability. Several departments that have implemented such screening methods have also implemented candidate ranking methods that reflect the nuances of the holistic process, thereby avoiding the cut-and-dry ranking methods that reduce candidates to a reflection only of a test score. Among these ranking methodologies are three that appear to be most often used with the holistic “whole person” approach: merit-based eligibility lists, neutral eligibility lists, and discretionary selection of candidates. The project is currently exploring these methods and their impact.

In the meantime, it is recommended that the City consider adopting the “whole person” review model. Such an adoption would require a reevaluation of current policies regarding the automatic disqualification of applicants due to marijuana usage, misdemeanor crimes, and automotive infractions. Additionally, it would require a reevaluation of those items identified during background investigations that currently result in disqualifications, but that in practice do not indicate a concerning pattern of behavior and do not negatively impact the essential skills and strengths an applicant brings to the department. Lastly, it would require further discussions on the appropriate categories and weight of preference points and the impact they should have to increase qualified and diverse applicants joining APD and AFR.

---

## 3. THE CHARTER

The City of Aurora’s Charter created the Civil Service Commission and imbued it with its authority, duties, and power. Section 3-17 (3) of the Charter delineates CSC’s duties and powers relative to hiring in one sentence, which states: “The Civil Service Commission shall be responsible for examination and certification of all applicants to positions in the Civil Service.” It is unclear exactly how, from a statutory point of view, the CSC came to “own” the entire hiring process. It appears, though, that nothing suggested in this document is contrary to the provisions of the Charter, and



indeed the recommendations offered in this report appear to be more in line with its intent and fully comport with the Charter.<sup>8</sup>

---

#### 4. THE CONSENT DECREE MANDATE

There are two mandates the City must comply with in transforming its hiring process.

Section VII A (Recruitment, Hiring, and Promotion- Objectives) of the Consent Decree reads as follows:

The City will transform recruiting and hiring processes to create a more diverse and qualified workforce and establish Aurora Police and Aurora Fire Rescue’s commitments to a culture of continuous improvements and becoming better police and fire departments.

Section VII C 1 (Hiring of Entry-Level Police Officers and Firefighters) of the Consent Decree reads as follows:

Before the effective date of this Consent Decree, the Civil Service Commission handled the entire process of hiring entry-level police officers and firefighters. This process led to new civil service employees and the departments meeting each other for the first time after the new employee is appointed and assigned to the training academy. To implement this Consent Decree and the policies and goals it requires, **this process will be reworked so that Aurora Police and Aurora Fire Rescue, with coordination and assistance from the Aurora Human Resources Department, will assume a much more active role in the hiring of candidates from the eligibility lists prepared by the Commission and have the final say on which candidates are hired.** The new procedures will require a change and recodification of the current Rules and Regulations of the Civil Service Commission. The City Manager, with assistance from Human Resources as needed, will work with the Civil Service Commission to bring about those changes by the Civil Service Commission Rules and Regulation Modification Deadline. The Consent Decree Monitor will review these modified procedures solely to ensure they meet the objectives of this section and are not inconsistent with other goals of the Decree using the process set out in Section II.A. [Emphasis Added]

---

#### 5. INCREASED ROLE OF APD AND AFR IN COLLABORATION WITH CSC CITY HR

The proposed hiring process was designed to further increase the role of APD and AFR in the hiring process and ensure that they have the final say in hiring as required by the Consent Decree and to make certain that both HR and CSC utilize their strengths to make APD and AFR hiring more effective,

---

<sup>8</sup> It should be noted that there is much more of a proscriptive approach to the Commission’s role relative to both promotions and discipline as opposed to succinct approach laid out for hiring.

efficient and transparent.<sup>9</sup> The recommendations recognize that APD and AFR have the greatest stake in the hiring of the members of their respective departments and that both CSC and HR have significant roles to play in that process.

We have attempted to relieve the CSC of as many administrative tasks by transferring these tasks to City HR. Our recommendations provide for HR to play a role as an impartial (and non-voting) observer collaborating with APD, AFR and CSC on continuous process improvement. This shared responsibility of APD, AFR, and CSC in the process is meant to foster collaborative and productive relationships and discussions. In performing these administrative tasks, HR will be collecting, tracking, and analyzing data throughout the process and sharing results of its analyses with APD, AFR, and CSC to continuously improve the hiring process. This level of transparency is not available in the current process, or historically, but is much needed so any discussion on increasing qualified and diverse candidates is not based on anecdotes but rather on actual data.

We have also recommended that a traditional procurement process be utilized for the selection of vendors who are involved in the process, removing questions of the reasons underlying the utilization of such vendors or their termination. The procurement process will also provide the appropriate level of scrutiny relative to the continued validity of the methodologies being utilized by the relevant vendors.

Moreover, the proposed process is designed to provide proper checks and balances throughout the process. CSC brings valuable insight into the hiring process and through their appointment by the City Council, are themselves citizen representatives in the process. The proposed hiring process also strengthens CSC's role as the appellate body to provide a candidate with a second look to ensure the impartiality and fairness of the process by the Commission, a role no other entity in the City can play. Thus, APD and AFR will be held accountable by CSC for the decisions they make in the process.

As noted, the Commissioners have been selected by the City Council and given the responsibility to represent and reflect the community in the hiring process. While the Consent Decree recognizes that the role of the Commission was outsized and the Commission itself took steps to address the issue, completely removing the Commission from the hiring process at this stage would risk falling back to the position in which the City found itself in 2009.

During 2009 and 2010 the City's hiring processes were examined by both a Task Force led by city management, with representatives from APD and AFR, and by the US Department of Justice (DOJ)<sup>10</sup>. Both of the examinations came about due to concerns black firefighters voiced about the disparate impact the hiring process was having on black applicants. Notably, the hiring process at that time

---

<sup>9</sup> Even before the Independent Monitor was selected certain changes were undertaken to provide APD and AFR with more input in the hiring process.

<sup>10</sup> While the results of the Task Force are available and appear in appendices to this report, no formal findings of DOJ were published, and it is unclear the extent to which any formal agreements to changes in the hiring process were made with DOJ.

was wholly within the control of the respective departments, and the concerns that were raised by these firefighters eventually led the City to change the APD and AFR hiring process, resulting in the current process. This history cannot be dismissed or discounted. As such, the newly recommended hiring process must ensure that there are proper checks and balances and sufficient safeguards to create a more diverse and qualified workforce for both APD and AFR.

Therefore, the recommended hiring process has the community, through up to two members of the Commission, participating at three critical junctures: pre-oral interview file review, oral interview, and the final selection. As for the oral interview stage, given its critical role in identifying the candidates that can best serve the community, we are proposing including a Citizen Assessor, to increase diversity in thought and perspective from the community. While the Consent Decree states that the agencies must have a final say in the selection of their employees, it also states that the objective of transforming the hiring process is to create a more diverse and qualified workforce. Additional community input in the oral interview process will increase the likelihood that community members can combat any existing implicit bias or pre-conceived notions the agencies may have to ensure that APD and AFR are selecting qualified and diverse workforce.

Lastly, throughout the hiring process, HR will design a selection criterion to select the most appropriate and qualified panelists/participants and provide appropriate trainings and scoring guidelines to ensure impartiality and consistency in all of the processes in evaluating applicants. This is a step that must be taken throughout the hiring process in selecting and training representatives from APD, AFR, and CSC as well. HR, in exercising its expertise in this fashion, will embed objectivity and consistency throughout the hiring process.

Simply put, the checks and balances that we have proposed provide vital direct community input into the hiring process while meeting the Consent Decree mandates of significantly increasing the input of APD and AFR in the process and giving those agencies the final decision on who will be hired.

### III. FINDINGS AND PRIMARY RECOMMENDATIONS

The extensive discussions and research detailed above yielded four foundational findings, which are offered in addition to the specific recommendations regarding alterations to the current hiring systems.

#### A. FINDINGS AND RECOMMENDATIONS 1: LACK OF CONSISTENCY AND DETAIL

##### 1. FINDINGS

Current job postings possessed inaccurate information and inconsistencies in emphasis and tone, depending on where the job posting is located.<sup>11</sup> For example, the job posting curated by the CSC differed in tone and content than the job postings located on the APD's website. In addition, the respective departments appeared unaware of all of the different places in which the job announcements were posted.

Most importantly, there was lack of clarity on who was responsible for ensuring that the messaging and content across all of the job postings were consistent and accurate. While it is clear that the CSC currently works with respective departments on crafting the content of the job postings, there was lack of accountability when it came to inaccuracies in the job postings.

Lastly, there is also a lack of detailed information provided to the applicants regarding what they can expect during the hiring process. While the job posting and the Civil Service Commission offer a cursory overview of the requirements, there is not sufficient information to provide an applicant, who may possess limited knowledge of the law enforcement application process, with a suitable understanding of what the process looks like and how to properly prepare. This increases the likelihood of discouragement and disengagement during the lengthy process, which requires a substantial amount of input and cooperation from an applicant to run efficiently and smoothly.

##### 2. RECOMMENDATIONS

APD and AFR must designate a specific unit within its department to coordinate with HR to oversee the content of the job postings and monitor all job postings to ensure their accuracy and consistency. HR must be the primary party responsible for providing the contents of the job postings to the CSC, which will then be disseminated to external websites to advertise the postings. This practice is consistent with all other job postings for positions in the City. APD and AFR must work with the CSC to ensure that the minimum qualifications information on the job postings is accurate as defined by CSC. APD and AFR must work with HR to ensure that the messaging is consistent with other City-

---

<sup>11</sup> During an all-in discussion on May 23, it was discovered that the current posting for APD on [nationtestingnetwork.com](http://nationtestingnetwork.com) stated that the applicant must be a citizen. However, this was inconsistent with the minimum qualifications per the Civil Service Commission.

positions. APD and AFR should be the responsible parties to identify and correct any inaccurate information in any of the job postings to ensure that accurate and uniform information is being advertised to attract applicants. The job postings must include additional resources where the applicant can find detailed information about the hiring process and the necessary documents to adequately prepare. This information must provide guidance on each stage of the hiring process, inform the applicant of their right to appeal and when they can exercise that right, as well as resources that will offer them with assistance in preparing for any of the necessary exams in the process.

## B. FINDINGS AND RECOMMENDATIONS 2: APPLICANT ENGAGEMENT AND MENTORSHIP

### 1. FINDINGS

While recruitment efforts are conducted solely by APD and AFR, the hiring process is overseen by the Civil Service Commission. There currently does not seem to be a systematic way for APD and AFR to be informed as to which individuals applied to their respective departments, nor information regarding individual applicants' progress. The CSC also does not view engaging with the applicant as an appropriate role for the Commission. Therefore, there is no singular entity that is tasked with being engaged with the applicants throughout the hiring process, providing the necessary investment and mentorship to increase an applicant's success.

All of the associated parties recognized that this lack of engagement was a critical factor that may undermine an applicant's success. The desire by APD and AFR to be fully engaged and informed of an applicant's progress throughout the hiring process was abundantly clear during all-in meetings and with individual departments. However, APD and AFR shared that they are not systematically informed when an applicant applies, nor provided updates of the applicants' progress through the hiring process. As such, the ability of the departments to adequately engage and encourage an applicant is limited.

The ability to know when an applicant applies and to stay engaged with the applicant is pivotal to increasing the number of applicants who make it through various stages of the hiring process for Aurora. As demonstrated by the analysis of the three years of hiring data for APD (2018, 2020, and 2022) and two years of hiring data (2019 and 2021) from APD (see below), the vast majority of the recruits depart the hiring process during the early screening process. Approximately half of the applicants depart the hiring process by failing to take or schedule the exam.

### 2. RECOMMENDATIONS

APD and AFR must systematically be informed of when an applicant applies to their respective departments and be provided contact information in a usable fashion to promptly engage with that applicant. Beyond initial contact with the applicant, the respective departments must continuously mentor applicants throughout the entire hiring process. The mentorship will include checking in on the applicant so the applicant is aware that the department is invested in the applicant's success, being a resource to the applicant if the applicant has any questions, and lending support as the

applicant progresses through each stage of the hiring process by providing appropriate previews, information, and guidance regarding upcoming steps. AFR previously provided training sessions on what to expect during the Candidate Physical Abilities Test (CPAT) and how to physically train to meet the expectations. Applicants for both APD and AFR can benefit from this level of support and guidance going forward.

During the all-in meetings, the need for this kind of mentorship was stressed by all parties as a critical element in ensuring that the applicant feels engaged throughout the process. Applicants who come from law enforcement families may already possess this level of support, as well as a familiarity with the overall process. However, first-generation applicants currently have no way to close this knowledge gap. APD and AFR expressed, from their experience, that minority applicants and other applicants who are not coming from law enforcement families especially need this level of mentorship and guidance to successfully make it through the hiring process.

Therefore, APD and AFR should immediately utilize their access to the current hiring system to gain a list of pending applicants. Department representatives should use this list to connect and engage with prospective applicants/recruits. The City has made recent efforts to focus and invest in improving recruitment efforts. It will be a tremendous loss to the City if such connections between applicants and recruiting mentors are not made immediately and sustained through the hiring process. Such connections will assist in ensuring that current applicants stay engaged in the process and help to improve the number of applicants who successfully complete the hiring process. As current APD and AFR recruiters cannot adequately contact all applicants due to the limited number of available recruiters, APD and AFR should have discussions regarding how best to implement mentoring programs within their departments. In addition to the efforts of the individual departments, the Civil Service Commission should regularly assess contact with candidates to ensure outreach is maintained to ensure oversight and accountability.

The monitor team understands that the departments have been granted access to NEOGOV after the Consent Decree, but also understand that APD did not receive a tutorial session on how to operate their access and successfully navigate the NEOGOV system to gain the necessary applicant information until the beginning of July 2022. There doesn't seem to be a sense of urgency to fully exercise this information, but all of the parties should prioritize making the information in NEOGOV user-friendly so APD and AFR can begin utilizing this information to provide mentorship to all applicants going forward.

## C. FINDINGS AND RECOMMENDATIONS 3: SYSTEMATIC COORDINATION AND COLLABORATION

### 1. FINDINGS

The biggest take-away from the all-parties meetings was that there is a lack of systematic coordination between APD, AFR, and the CSC. In addition, HR currently plays no role in the entry-level hiring process. While it was evident that there are discussions between the CSC and the respective departments from time to time, and at an increased frequency following the entry of the Consent Decree, this engagement does not appear to be systematic. The majority of the first all-in

meetings were focused on providing APD, AFR, and HR with an accurate, working knowledge of the current hiring process. In the early stages of this review and recommendation process, APD and AFR lacked a fundamental understanding of the current processes, and the all-in meetings provided an opportunity for the CSC to accurately educate the stakeholders about the current process. For example, during these conversations, it was revealed that APD and AFR have limited knowledge regarding the content and the substance of the Ergometrics video-based examinations. This lack of information and trust in the hiring process significantly limits the departments' abilities to sufficiently guide an applicant through the hiring process.

---

## 2. RECOMMENDATIONS

While the CSC has made significant changes in the hiring process in recent months, allowing for greater participation by AFR and APD (for which both APD and AFR expressed their gratitude and appreciation), it was clear from the all-in meetings that APD and AFR believe their role should be far more active.

A process that provides for appropriate active participation by CSC, AFR, APD and HR must be devised, playing to the recognized needs and strengths of each entity. Given that APD and AFR will be the agencies who will be training, supervising and employing each recruit for the next 20 years on average, each should be the lead agency in defining the qualifications of candidates that they are seeking and selecting the candidates who will work in their departments. HR should be utilized to assure all that the process is administrated in as fair, efficient, effective and transparent way as possible. And the CSC should not only fulfill its mandate under the Charter but should participate and provide its best advice to APD and AFR in the selection process as representatives of the community and to HR as it undertakes its administrative role. Moreover, CSC must serve as the independent arbiter of complaints of candidates relative to the administrative and selection processes.

HR should continue to ensure that there are appropriate standards, training, and process to create an enduring consistent and equitable hiring process. This should include developing standards for evaluating each of the tests throughout the hiring process, including the file review based on the Whole Person concept, and oral boards. Specifically, HR should organize a comprehensive assessment of the Ergometrics video-based examinations by a CSC, APD and AFR team, evaluating the tests in relation to the current needs of the respective departments. The team should review the tests to determine where improvements are required, what changes to the tests may be appropriate, and whether the needs of the departments necessitate other designs and forms of testing.

In order to effect the changes outlined above, certain Rules and Regulations of the CSC must be changed. For a complete list of proposed changes, please see Section VI and the included charts, as well as Appendix I.

## D. FINDINGS AND RECOMMENDATIONS 4: DATA COLLECTION AND ANALYSIS

### 1. FINDINGS

As discussed below, no singular entity oversees the entire hiring process from recruitment to hiring to administration of training at the respective APD and AFR Academies. Recruitment is overseen solely by APD and AFR and, until recently, neither agency had insight into the hiring process, which was overseen entirely by the CSC. Conversely, once final offers are issued, the CSC has no insight into which individuals actually complete the Academy and are officially employed by APD and AFR, as that process is completely overseen by the respective departments.

The siloed nature of this information results in fragmented and incomplete data, whereas more robust data could provide insights into what actually happens during the recruitment and hiring process. The recruitment process will be discussed in a later report, but initial conversations revealed that APD and AFR do not systematically track the contacts they make during recruitment efforts. This lack of information gathering, coupled with lack of insight into who actually applies, results in a lack of any objective insight into the success, or lack of success, of APD and AFR's recruitment efforts. The CSC, on the other hand, does apparently track data from the initial submission of applications through the issuance of final offers.<sup>12</sup> However, as discussed below, there are limitations on the data's accuracy and the ability to provide meaningful data on any adverse impact on minority applicants. Moreover, vendors engaged throughout the process, such as the JSA vendor and the examination vendor, track and report their data without any uniform structure, making it challenging to piece together an end-to-end analysis. Lastly, AFR and APD do not systematically track which recruits leave during the Academy and the reasons for departure, resulting in a lack any insight into barriers and pain points to rectify to ensure applicants successfully complete the Academy.

Significantly, CSC only had retained only three years of the hiring data, which included aggregate data as well. While it was CSC's understanding that that was all that they were permitted to retain per City's rules, it appears that entry-level applications have a retention period of five years going back plus the current hiring cycle, and that aggregate data may be retained indefinitely.

### 2. RECOMMENDATIONS

APD and AFR should be responsible for tracking the number of applicants applying after the hosting of recruitment events. This information will be used to assess the impact of current recruiting techniques and develop new recruiting strategies. This is especially valuable as the City increases its recruitment efforts, so recruitment strategies are based on robust, accurate data analysis rather than anecdotal evidence.

---

<sup>12</sup> It is unclear why the data from every prior year cannot be easily accessed by the CSC.



Most importantly, data collection processes should address the data insufficiencies and inaccuracies discussed above to ensure there is accurate data that can be used to conduct adverse impact analyses going forward. A formal process should be implemented by which Human Resources regularly conducts barrier analyses and/or disparate impact analyses for each step of the hiring processes and creates a thorough report on the findings. In order to do so, the City's record retention schedule, specifically HR's retention schedule, should be amended to remove any ambiguity relative to aggregate demographic data pertaining to recruitment and hiring. Human Resources will be responsible for using said assessments to evaluate the impact of the overall process and the newly established minimum qualifications on applicants. This level of internal examination is necessary to ensure continuous improvement of the process.

#### **IV. HISTORICAL OVERVIEW OF THE HIRING PROCESSES: 2007-2021**

In order to provide background and context for this report, this section provides an overview of the history, status, and recommendations of the relevant processes for the Aurora Police Department (APD) and Aurora Fire Rescue (AFR).

During 2009 and 2010 the City's hiring processes were examined by both a Task Force, led by city management with representatives from APD and AFR, and by the US Department of Justice (DOJ)<sup>13</sup>. These concurrent investigations resulted in outcomes that were at odds with each other. While the Task Force came up best-practice recommendations for both APD and AFR, it appears that its utility was significantly limited due to changes that took place by the City during the DOJ investigations, which took precedence over the Task Force's recommendations. Most noteworthy, the oral boards which the Task Force found were critical to identifying qualified applicants which were, by anecdotal accounts of various participants in this process, discontinued as a result of the DOJ investigation.

The City Council re-examined its hiring processes in 2020, specifically to evaluate adverse impact on minority applicants. This examination led to research on how Civil Service Commissions function in other cities, specifically their level of input and role in the hiring process, to inform efforts to increase diversity in APD and AFR. This examination by City Council was truncated because of the Attorney General's investigation and an awaited outcome in terms of findings and mandated reforms under the Consent Decree.

Nonetheless, the examinations provide some valuable information relevant to achieving the mandates of the Consent Decree and the purpose of this process.

---

<sup>13</sup> While the results of the Task Force are available and appear in appendices to this report, no formal findings of DOJ were published, and it is unclear the extent to which any formal agreements to changes in the hiring process were made with DOJ.

## A. THE 2009 RECRUITMENT, SELECTION, PROMOTION, AND RETENTION TASK FORCE

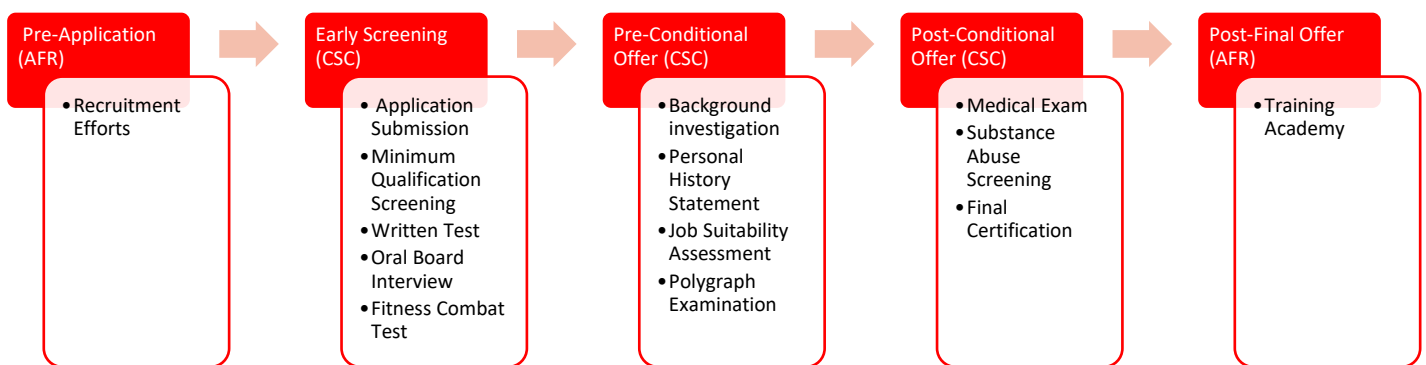
In May of 2009, then City Manager Ron Miller established the “Recruitment, Selection, Promotion and Retention Task Force” (Task Force) with the purpose of analyzing how AFR and APD’s policies, as well as those of the Civil Service Commission, impacted applicants and employees of the respective departments who fell within certain “protected classes.” The scope of the Task Force’s review extended to the recruitment, selection, promotion, and retention policies for the respective departments.

The Task Force was established following a meeting between city officials and several concerned Black firefighters, who believed that the “written test” administered by the Commission negatively impacted the hiring prospects of Black candidates. The membership of the Task Force included representatives from AFR, APD and was co-chaired by city management. The scope of the investigation was ultimately expanded to include additional elements of the hiring process. With regard to the entry-level examination processes, the Task Force primarily reviewed and provided recommendations on the following elements: the submission of the initial application, oral board interviews, fitness tests, and background checks.

The Task Force drafted two reports, one for AFR and one for APD and AFR, in which an overview of the hiring processes was provided as well as recommendations on how to improve them.<sup>14</sup>

### 1. TASK FORCE’S FINDINGS – 2007 HIRING PROCESS (AFR)

The Task Force found that in 2007, the hiring processes for AFR consisted of four phases prior to an offer of employment:



Phase 1 officially began with an applicant submitting an online entry-level application. The online application software automatically screened the incoming applications to determine if the applicants met the minimum qualifications required by the position. All individuals who were determined to

<sup>14</sup> Recruitment, Selection, Promotion, and Retention Task Force’s full draft report is attached as Appendix A. The Task Force’s Report on AFR is attached as Appendix B.

meet the minimum qualifications were invited to take a “written exam” administered by the Civil Service Commission. The results of the test established a ranking of the prospective candidates, with a score of 100 being the highest. Individuals who passed the written exam were then invited to attend oral board interviews. The interview panels consisted of one non-voting Civil Service Commissioner, one citizen, and two representatives from Aurora Fire Rescue. All applicants who passed the oral board interview were provided an overall ranking composed of the following three factors: written exam score (30%), oral board score (70%), and supplemental preference points. High ranking applicants were then invited to undergo the “Fitness Combat Test,” designed to test the applicants’ abilities to respond to intense physical challenges unique to the fire profession. All applicants who successfully completed the fitness test proceeded to Phase 2 of the hiring process.

Phase 2 consisted of more thorough examination of the applicants’ suitability. Background checks were performed by a team of five part-time investigators supervised by the Fire Investigation Bureau Head. Of those five background investigators, three were line firefighters and the other two were fire investigators. Applicants were required to submit a Personal History Statement, detailing their driving, employment, and financial histories. Applicants would undergo a Job Suitability Assessment conducted by outside psychologists specializing in Public Safety selection. Finally, an outside company would administer a polygraph examination. All individuals passing these four steps would have their applicant file presented to the Commission along with a recommendation for hire from the Chief of the Fire Department.

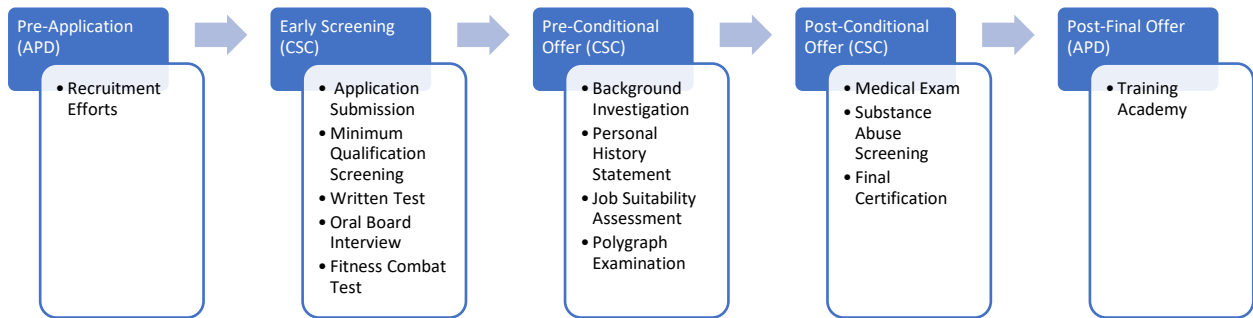
During Phase 3, the Commission would grant conditional job offers to applicants who successfully completed the previous stages. Applicants with conditional job offers would then undergo a Medical Exam and Substance Abuse screening. Individuals passing those tests would be listed on a Final Certification List, certified by the Commission, containing the number of recruits necessary to fill the upcoming Fire Academy, plus two alternates. Applicants were then given formal Job Offer letters from Human Resources in order on the list.

The hiring process, at this point, was essentially complete. In Phase 4, applicants underwent a twelve-week-long Fire Academy, followed by a year in the Field Training Probation Period during which their employment was held at the discretion of the Chief of the Department. Following the probationary period, individuals would become full-fledged members of the Aurora Fire Department.

---

## 2. TASK FORCE’S FINDINGS – 2007 HIRING PROCESS (APD)

In 2007, the hiring process for APD was similar to the 2007 process for AFR. The only meaningful differences were that, following the submission of an initial application, participants were invited to take the physical fitness examination rather than the written test. Applicants who successfully passed were then invited to take the written exam, administered by the Civil Service Commission. Applicants who passed the written exam then underwent the oral board interview process. All applicants who passed the oral board interview were provided an overall ranking composed of the following three factors: written exam score (60%), oral board score (40%), and supplemental preference points.



### 3. TASK FORCE FINDINGS AND RECOMMENDATIONS: AFR AND APD

The Task Force issued a number of recommendations to the Aurora Fire Department regarding its entry-level selection process. First, it suggested that an appeals process be implemented by which factual errors in initial applications could be reviewed, so as not to eliminate qualified applicants who made simple mistakes when filling out the application. Second, the Task Force noted that, following the initiation of their review and DOJ’s investigations, the Civil Service Commission eliminated the use of the “oral board” process. The Task Force recommended that such a process be considered in the future and, if reinstated, the Task Force also recommended that the ranking system utilize the results of “oral board” interviews to properly assess the strength of qualified candidates’ backgrounds. Finally, regarding the physical fitness test, the Task Force recommended that the Department create and post online videos with information regarding the physical fitness standards, as well as host several physical fitness practice sessions for applicants to properly prepare individuals for the examinations.

For the Aurora Police Department, the Task Force recommended making several alterations to the physical fitness examination, including the addition of technology and standards to ensure objectivity and consistency in test administration. Second, the Task Force recommended that the reinstatement of oral board process be considered. Third, the Task Force noted a lack of staff necessary to properly and efficiently conduct background investigations and proposed a system by which a sufficient number of investigators could be temporarily pulled from the line of duty to assist primary investigators in fulfilling the Department’s investigatory needs.

### B. THE 2010 DEPARTMENT OF JUSTICE INVESTIGATION

In 2009, the United States Department of Justice (DOJ) initiated an investigation into the City of Aurora’s organizational structure and hiring practices, with a specific focus on APD and AFR. DOJ’s investigation of the employment practices of the City’s Police and Fire Departments was conducted with a goal of discovering whether or not APD and AFR engaged in a pattern or practice of discrimination which negatively impacted Black and/or Hispanic applicants, pursuant to Section 707 of Title VII of the Civil Rights Act of 1964, as amended.

As part of this investigation, the DOJ extensively reviewed the organization and structure of the City's Police and Fire Departments, the Entry Level hiring processes for the Departments, the applicant flow and hiring data for the entry level positions, and the Equal Employment plans and policies of the Department. Upon review of the then-standing written tests administered by the Civil Service Commission, the Department of Justice found that the written tests did not conform to national standards and determined that alterations to the tests were necessary for both departments<sup>15</sup>.

Furthermore, in response to the Department of Justice's investigation, Counsel for the City of Aurora hired an expert, Dr. Wayne Cascio, to examine the available annual hiring data for entry-level police officers and firefighters to screen for evidence of adverse impact. Dr. Cascio provided his report, entitled "Analysis and Recommendations Regarding City of Aurora, CO Entry Level Police and Fire Department Staffing Decisions," to the City on March 18, 2010. Dr. Cascio's review concluded with two recommendations: 1) that the City examine each component of the hiring process to ensure that items asked of candidates were job-related; and 2) that during investigations of candidates the results be calibrated to ensure their ratings reflected a common interpretation of similar information.<sup>16</sup>

Dr. Cascio examined the aggregate and annual hiring data for entry-level police officers and firefighters at all levels of the hiring process to screen for evidence of adverse impact. Dr. Cascio applied well-established adverse impact analyses to aggregated data for the Police Department from 2002 to 2009, and aggregated data for the Fire Department for 2003, 2005, and 2007. For the Police Department, evidence of disparate impact was discovered within the background investigations component with regard to Hispanic applicants. For the Fire Department, the only evidence of disparate impact was found to be with regard to background investigations for African-American applicants. Dr. Cascio noted, however, that low sample sizes may have contributed to these findings, as only five African-American applicants made it to the background investigation phase of the hiring process, with none successfully passing. With such small numbers, the addition of just one or two passing applicants would have changed the conclusion.

### C. HIRING PROCESS CHANGES: POST-TASK FORCE AND DOJ INVESTIGATIONS

Following the publication of the findings of the 2009 Task Force and the 2010 DOJ investigation, the Civil Service Commission adopted several new changes to more closely align with the recommendations.<sup>17</sup> Among the actions taken, first, the Civil Service Commission significantly altered the written exams, switching in 2010 to video-based examinations provided by Ergometrics for AFR, and, with regard to the APD test, worked with Ergometrics to develop a version of their national, video-based law enforcement examination (the Frontline National Test for Law

---

<sup>15</sup> While no formal findings were issued by DOJ, this recollection was shared by the Civil Service Administrator.

<sup>16</sup> Dr. Cascio's full report is attached as Appendix C.

<sup>20</sup> APD and AFR's efforts in implementing the Task Force's recommendations are attached as Appendix D (APD) and Appendix E (AFR).

Enforcement) that specifically incorporated Aurora-specific police protocols that were in place at that time.

In alignment with the 2009 Task Force recommendations, the Commission eliminated the automatic disqualification of Fire-entry-level applicants due to the prior commission of driving violations. Furthermore, an appeals process was created by which applicants could supplement an answer on their application as it related to their ability to meet minimum requirements, thereby allowing applicants to remedy mistakes.

Regarding the physical fitness tests, the Commission worked to develop a new fitness test for Police applicants that was more appropriate and equitable. Additionally, the administration of the fitness test was moved from the beginning of the process to the end, allowing candidates more time to prepare for that test. For AFR, the Commission adopted the Candidate Physical Ability Test (CPAT), a nationally validated and utilized Fire fitness test. Following the implementation of the CPAT requirements, the practice of providing physical fitness preparation/training events for applicants was discontinued.

With regard to the background investigations, the Civil Service Commission assumed the primary duties of performing the entry-level background checks for both Police and Fire applicants<sup>18</sup>. Retired police officers and firefighters were contracted as background investigators and were trained on how to adequately conduct investigations<sup>19</sup>.

#### D. CITY OF AURORA'S INTERNAL HIRING PROCESS ANALYSIS: 2020-2022

In 2020, the City of Aurora City Council's Public Safety Committee and Civil Service Commission conducted its own review of the hiring process and a review of the hiring practices of several cities to determine how diversity could be achieved in the Departments. During this analysis, the City presented a summary of the entry-level hiring process for APD between 2018 and 2020. The analysis showed that while Whites/Caucasians were passing Ergometrics at a rate of 34.7%, Blacks/African Americans were passing it at 26.9% and Hispanic/Latino applicants were passing it at 28.6%. It also showed that 42.4% of White/Caucasian applicants passed the Job Suitability Test while Black/African American applicants passed it at 34.4% and Hispanic/Latino applicants passed it at 37.5%. Additionally, Brower Psychological Services (BPS), the third-party vendor responsible for conducting the Job Suitability Assessments (JSA) for Police applicants, was asked to present their analysis on adverse impact on minority applicants based on the outcomes of BPS's suitability evaluations. The purpose of the evaluation was to analyze whether or not BPS' practices resulted in the presence of racially and/or ethnically driven adverse impact against police applicants. BPS reported that there

---

<sup>18</sup> We were informed by CSC Commissioner Barb Cleland during October 11, 2022 CSC meeting that the City Council voted and supported this change by approving the budget for background investigators for CSC.

<sup>19</sup> However, this is no longer the case for Aurora Fire Rescue, as background investigations are now conducted by an outside agency.

was no statistically significant relationship between race/ethnicity and the pass/fail rate of the applicants.

## E. THE 2021 CONSENT DECREE

Most recently, following the death of Elijah McClain, an investigation team appointed by Colorado’s Attorney General conducted a thorough analysis of the practices and procedures utilized by Aurora Police Department and Aurora Fire Rescue in a variety of different areas, including recruitment, hiring, promotion and discipline. The final report, “Investigation of the Aurora Police Department and Aurora Fire Rescue,” was published on September 15, 2021, and documented a number of issues in policies and practices of both the Police and Fire Departments. Based on the findings of this investigation, the Colorado Attorney General and the City of Aurora entered into negotiations regarding how the issues identified in the report would be suitably addressed.

On November 22, 2021, the City of Aurora entered into a Consent Decree with the Attorney General, which mandated changes to a significant number of policies and practices for APD, AFR, and the Civil Service Commission. One such mandate involved alterations to the hiring process by which entry-level police officers and firefighters are selected. Through the Consent Decree, the City agreed that the current practice of the Civil Service Commission being responsible for “the entire process of hiring entry-level police officers and firefighters” was inappropriate and that the entry-level hiring processes needed to be reworked so that “Aurora Police and Aurora Fire Rescue, with coordination and assistance from the Aurora Human Resources Department, [would] assume a much more active role in the hiring of candidates...”<sup>20</sup>

Following the City of Aurora’s entering into the Consent Decree, and before the engagement of the Independent Monitor, the Civil Service Commission initiated several changes to the hiring process moving toward compliance with the Consent Decree. In December of 2021, the oral board interview process was reinstated for both Aurora Police and Fire Rescue candidates, with interviews being conducted for entry-level applicants joining the 2022 Academies. With respect to the re-introduced interviews, representatives from the departments were granted permission to sit-in on the candidate interview panels in a purely advisory non-voting role and lend advice to the Commission during the conditional offer review stage of the process.

## V. CURRENT ENTRY-LEVEL HIRING PROCESSES

The current entry-level hiring process has evolved slightly since 2010, with the most significant change occurring in 2021, as described above, with the reinstatement of the oral boards. A full description of current practices follows:

---

<sup>20</sup> “Hiring of Entry-Level Police Officers and Firefighters.” Stipulated Consent Decree & Judgment, *State of Colorado, ex rel. Philip J. Weiser, Attorney General v. City of Aurora, Colorado* (Dist. Ct. Arapahoe Cnty., Colo.)

## A. AURORA POLICE DEPARTMENT AND AURORA FIRE RESCUE

As was historically the case, the current Civil Service hiring processes begins with recruitment efforts targeting potential applicants, as authorized and overseen by the respective departments. Department recruiters refer individuals interested in applying to an entry-level position to the NEOGOV website (governmentjobs.com). Recruits then fill out online contact information cards so that they can be notified when a new entry-level hiring period begins. When a hiring period begins, the Civil Service Commission posts a job announcement to the NEOGOV website containing a job description and narratives prepared by department representatives. The application receiving period for each hiring period is set by the Civil Service Commission in coordination with the respective departments, taking into consideration the departments' hiring needs. Applicants interested in applying for the position initiate the hiring process by submitting an online application through the NEOGOV database.

The Civil Service Commission sets the minimum qualifications for the entry-level positions. Minimum qualifications can be changed upon requests from APD, AFR, or unilaterally by CSC. All incoming applications are automatically screened by the online system to determine if the applicants meet the minimum job qualifications<sup>21</sup>. Individuals who meet these requirements are then required to take the Ergometrics<sup>22</sup> video-based examinations. Police applicants take the Frontline and Integrity exams, and Fire applicants take the FireTEAM and Integrity exams. These video-based examinations consist of several components testing applicants' abilities to respond to job-specific situations, write accurate and comprehensive reports, and to read comprehensively. Applicants who successfully pass the Ergometrics exams by achieving the minimum passing score set by the Commission are placed on a Prospective Employment List (PEL). Applicants are ranked in scoring bands according to their weighted scores on the exams, plus any preference points granted for possession of certain features (veteran status, second language fluency, participation in the Aurora Explorer Program, and, for APD applicants, existing POST certification). All individuals in each scoring band are designated as holding an identical rank. Individuals within the scoring band are then randomly selected and assigned "priority numbers." Applicants on the PEL are then invited by priority number to submit a Personal History Statement, to be considered at later evaluative steps in the hiring process.

All applicants on the PEL are referred to the next round of testing for the completion of suitability evaluations, overseen and administered by an external, third-party organization. Until May 2022, the suitability evaluations for Police applicants were administered by Brower Psychological Services (BPS). BPS examinations consisted of two stages: a Job Suitability Assessment (JSA) administered before the issuance of conditional job offers by the Civil Service Commission, and a

---

<sup>21</sup> There are currently only three application items which can be appealed: the applicant's age, the applicant's education level, and the applicant's possession of a valid driver's license.

<sup>22</sup> Applicants are encouraged to take the exam through the National Testing Network regardless of whether or not the Civil Service Commission has received an application. Potential applicants select "Aurora Civil Service" as an agency to send their scores to, and scores are valid for one year.



medical/psychological examination, conducted after the issuance of conditional job offers. The first stage, the Job Suitability Assessment, was made up of several components. First, applicants were required to take two exams, geared towards the measurement of non-medical personality characteristics: the Cattell's 16 Personality Factors Test (16PF) and the California Psychological Inventory 434 Personality Test (CPI-434). After taking these tests, a clinician with BPS reviewed the applicant's results and application package in preparation for an interview. During the interview, the clinician interviewed the applicants using a standardized protocol to acquire more relevant information regarding the applicant's suitability for hire. Following the conclusion of the interviews, three to five evaluators gathered in a group format to review each applicant's data to determine a suitability rating. In conducting the applicant review, the team preserved neutrality and applicant anonymity by refraining from identifying applicants by name. Instead, applicants were identified by reference to neutral "Personal History Indicators," as revealed by the applicant's "Personal History Statements." Once a suitability rating ("suitable," "marginally suitable," or "not suitable") was decided upon, that rating was submitted to the Civil Service Commission.

In addition to the Job Suitability Assessments, at this stage of the process, background investigators conduct a background check of the potential applicants. The Civil Service Commission oversees the background investigation process for Police applicants and is responsible for hiring the background investigators. An outside organization is responsible for overseeing the background investigations for Fire applicants. In addition, Police applicants must also undergo a polygraph examination. The results of those examinations are provided to the Civil Service Commission along with the results of the Job Suitability Assessment.

The Civil Service Commissioners review and evaluate the applicants on the basis of the provided evaluations. As noted, following changes to the hiring process in the fourth quarter of 2021, a representative from the respective department assists the Commission in an advisory role relative to the review but does not have any voting rights. At this stage, Commissioners vote to either disqualify the applicant or move the applicant forward to an oral board interview. The interview is conducted by two representatives from the respective department, the Commissioners, and a citizen assessor<sup>23</sup>. At this stage, Commissioners and the representatives vote to either disqualify the

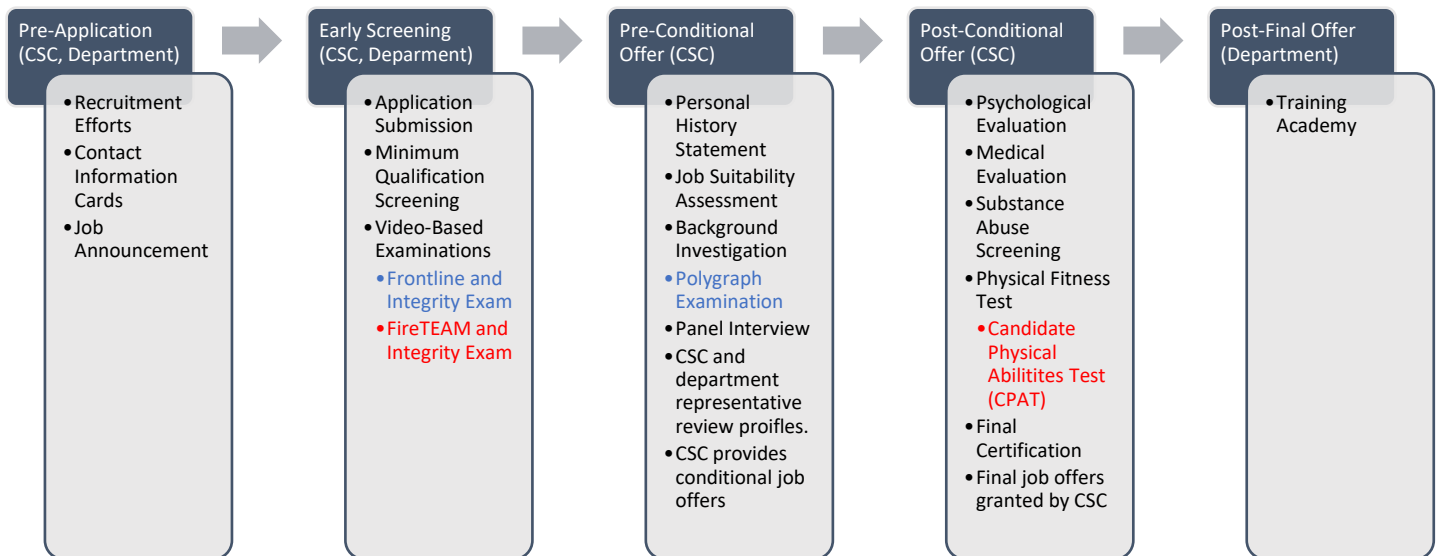
---

<sup>23</sup> A citizen assessor is used on one assessment panel in entry-level interviews as well as one panel of a promotional assessment center. Their inclusion in these processes is guided by the following areas in the Civil Service Commission Rules and Regulations: Section III, Rule 14 and 15 for entry-level, and Section VIII, Rule 46 for promotional assessment center. These rules also outline that the Citizen Assessor is selected by the Civil Service Commission. Commission staff maintains a database of citizen assessors that passed the screening process of the Civil Service Commission. Every few years, Commission staff sends out solicitations to various Aurora community groups, including APD volunteers through the Citizen Police Academy alumni association, asking if anyone wishes to become a citizen assessor. The Commission reviews letters of interest and any attached resume and has followed this initial screening with an open house style invitation to these interested citizens. Typically, prior supervisory experience is preferred, along with experience in interview settings and applicant and employee evaluations. After this screening and orientation process, and if there remains mutual interest between the potential citizen assessor and the Commission to become a citizen assessor, the citizen is included in the database of contacts. Any first-time citizen assessors are invited to attend the assessment center training performed by the consultant for promotional processes and then "shadow" the experienced citizen assessor in their first assessment center. The new citizen assessor goes through a day with the panel seeing and evaluating the performances of the candidates, however their scores are not counted in their first experience. If a citizen assessor

applicant or grant the applicant a conditional job offer. Applicants who receive conditional job offers are then required to undergo a thorough Post-Offer Psychological Examination and Medical Evaluation. At this stage, detailed questions regarding the applicant’s medical history and emotional intelligence are asked by a contracted physician. Additionally, applicants must further complete a Substance Abuse screening and Physical Fitness test. To meet the physical fitness requirements, Fire applicants must complete the national Candidate Physical Abilities Test (CPAT), consisting of eight physically challenging fire-specific tasks, within one year from the date of the Fire Academy.<sup>24</sup> Police applicants must complete the Police Department’s internal physical fitness test.

The results of these evaluations are again provided to the Commission, which then presents final job offer letters to the applicants who have successfully passed their evaluations. Applicants are chosen to fill the available positions in the upcoming Academies based on their applicant rank order on the PEL. Any remaining suitable applicants are eligible for placement in the next available Academy. Once in the Academies, the rank order of graduation is determined by the individual’s performance in the Academy itself. This concludes the Civil Service hiring process, and applicants are officially employed by their respective departments. All new recruits then enter a probationary period, where their employment is held at the discretion of their department heads.

Police-specific information is in blue. Fire-specific information is in red



appears to be grasping the evaluation process and contributing the citizen assessor perspective to the group evaluation process, then they are invited back to a future process as a scoring citizen assessor. These assessors then rotate through as various entry-level Police and Fire interviews are held as well as promotional assessment centers.

<sup>24</sup> All applicants are now required to obtain a CPAT certification prior to the start date of the Fire Academy.

## B. HIRING DATA AND OBSERVATIONS

### 1. DATA EXAMINED

Three years of hiring data for AFR (2018, 2020, and 2022) and two years of hiring data (2019 and 2021) from APD, provided by the Civil Service Commission, were analyzed to determine if any noteworthy observations could be made or trends assessed<sup>25</sup>. Looking at APD and AFR’s current personnel data and City of Aurora’s demographic data, APD and AFR need to hire qualified and diverse candidates to better reflect the community they serve.

#### City of Aurora - 2021 Census Demographic Data

White	Black	Hispanic	Asian	Hawaiian/ Pac. Islander	American Indian	2 or More Races	Male	Female
44.2%	16.7%	28.3%	6.8%	0.3%	0.9%	7.5%	49.7%	50.3%

#### Aurora Police Department - **Sworn** Personnel Demographics (1Q 2022)

White	Black	Hispanic	Asian	Hawaiian/ Pac. Islander	American Indian	2 or More Races	Male	Female
76.0%	4.2%	12.4%	2.8%	0.2%	0.6%	3.7%	77.3%	22.7%

#### Aurora Police Department - **Non-Sworn** Personnel Demographics (1Q 2022)

White	Black	Hispanic	Asian	Hawaiian/ Pac. Islander	American Indian	2 or More Races	Male	Female
69.7%	6.2%	12.4%	5.5%	0.7%	0.0%	5.5%	21.4%	78.6%

#### Aurora Fire Rescue - **Uniformed** Personnel Demographics (1Q 2022)

White	Black	Hispanic	Asian	Hawaiian/ Pac. Islander	American Indian	2 or More Races	Male	Female
76.1%	4.2%	9.7%	2.1%	0.9%	0.5%	6.5%	93.0%	7.0%

<sup>25</sup> This data was the extent of historic data maintained by the CSC. The data and the analysis are attached as Appendix G and H.

---

## 2. LIMITATIONS<sup>26</sup>

When attempting to initially code the data it was discovered that some applicants had multiple races assigned to them depending on which point of the process was being observed. In light of this, it was not possible to assign a single race to some applicants, necessitating the creation of a new “Multiple Indicated” race category. Given the small pool of minority applicants, a more accurate categorization of individuals could have had a significant impact on the results of the conducted analyses.

Since the pools for identified minority candidates were significantly smaller than those for white applicants, even a slight reduction in the number of minority candidates at any stage of the process can create a seemingly large effect. This is reflected in the data comparison between AFR’s hiring periods in 2020 and 2022. According to the data, there was a 78.6% reduction in Black applicants between 2020 and 2022, while there was only a 51.3% reduction for white applicants. However, the 78.6% reduction for Black applicants stems from a reduction from fifty-six applicants in 2020 to twelve in 2022, a decrease of forty-four applicants. The 51.3% reduction for white applicants stemmed from a reduction from five-hundred and twenty-two applicants in 2020 to two hundred and fifty-four in 2022, a decrease of two hundred and sixty-eight applicants. The threshold for large percentage drops is smaller for groups with smaller applicant pools.

---

## 3. TRENDS

Despite these limitations, some trends concerning which stages of the process result in the most disqualifications emerged. Across AFR’s hiring periods, the early screening process disqualifications (stemming from individuals not meeting minimum qualifications, failing to take or pass the written examinations, and other withdrawals at this early stage) account for the vast majority of applicant disqualifications. In 2018, between 75% and 85% of all applicants in each demographic category were disqualified at this stage. This is also true for 2020.

Similar to the Fire Rescue statistics, across almost all of the hiring periods, the early screening process results in the vast majority of applicant disqualifications for APD. For all demographic categories for the second hiring period in 2019, and the first through fifth hiring periods in 2021, the early screening period accounts for the disqualification of approximately two-thirds of the initial applicants. However, in the 2021-6<sup>27</sup> hiring period, passing rates for the early screening process improve

---

<sup>26</sup> The determination of adverse impact was not within the scope of this assignment.

<sup>27</sup> The hiring cycles for the Aurora Police Department are represented as a four-digit number, followed by a dash, and then another number. The first number in the sequence represents the year in which the hiring cycle took place, with the digit after the dash representing the cycle number. For example, “2019-2” represents the second hiring cycle of 2019.

dramatically. All categories have passing rates greater than 85%, with the majority having rates greater than 90%<sup>28</sup>.

Since the vast majority of applicants are eliminated from the hiring process during the early screening period, a closer look at the dynamics of these disqualifications is warranted. Across both departments, the failure of applicants to either schedule or take the Ergometrics written examinations accounts for approximately half of the applicant eliminations during the early screening period. Of the 900 Fire applicants eliminated during the early screening period in 2018, 49.2% were disqualified for failing to schedule/take the exam. For AFR's 2020 hiring cycle, 56.7% of the original 469 applicants were disqualified for failing to take the exam. Similar patterns are noted for the Police Department. The following represents the total percentage of individuals eliminated for failure to schedule or take the written exam during the screening periods of five Police Department hiring cycles: 2019-2 (58.4%), 2021-1 (67.4%), 2021-3 (67.2%), 2021-4 (60.6%), and 2021-5 (55.2%).

The remainder of the early screening eliminations are widely distributed between a multitude of additional reasons for applicant withdrawal and disqualification. Such reasons include the expiration of a prior Prospective Employment List (PEL), an applicant being barred from applying, applicants voluntarily withdrawing from the process, and applicants failing to achieve a passing score on the written examinations. Additionally, there are fifteen reasons for disqualifying applicants due to their failing to conform to the minimum qualifications: prior commission of a felony, failure to achieve POST certification, prior commission of a misdemeanor or petty offense, prior commission of DUI, prior history of reckless driving, prior driving suspensions, prior commission of driving violations, failure to possess a valid driver's license, prior sale of drugs, prior use of drugs, prior use of marijuana, prior inhalation of toxic vapors, failure to meet the minimum age requirement, lack of United States citizenship, and failure to meet the education requirement. For Fire applicants, the use of marijuana is the primary reason for disqualification. For Police applicants, the prior use of marijuana and the prior commission of driving violations are the primary reasons for disqualification.

At the very least, the above data demonstrates the urgent necessity of improving applicant engagement during the early screening process.

### C. AURORA FIRE RESCUE

Statistical analyses were performed on the available AFR hiring data from 2018, 2020, and 2022 to glean information regarding the success rates of applicants at various stages of the hiring process. With regard to the early selection process (minimum qualification screening, written examinations,

---

<sup>28</sup> This can be potentially attributed to more frequent and flexible hiring cycles that were implemented in 2021 to address significant challenges APD and AFR were facing regarding staffing. In 2021, the application period was open year-round and the Academy was offered on a more frequent basis, allowing applicants to have more timely access to immediate next steps. However, given lack of analysis conducted prior to and during these changes including any solicitation from applicants who fell out in earlier cycles as compared to more recent cycles, it is impossible to identify the determinative factors.



Aurora Fire Rescue Hiring Data Demographics, 2022																		
Ethnicity	Gender	Total Candidates	Total Voluntary Exits		Total Early Disqualifications		Total In-Process Withdrawals		Total In-Process Disqualifications		Total Background Check Disqualifications		Total Other Disqualifications		Total Declined		Total Received Offer	No Outcome Indicated
			Total Voluntary Exits	% Total Voluntary Exits	Total Early Disqualifications	% Total Early Disqualifications	Total In-Process Withdrawals	% Total In-Process Withdrawals	Total In-Process Disqualifications	% Total In-Process Disqualifications	Total Background Check Disqualifications	% Total Background Check Disqualifications	Total Other Disqualifications	% Total Other Disqualifications	Total Declined	% Total Declined		
American Indian/Alaska Native	Male	3	0	0.0%	0	0.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
<b>Totals - American Indian/Alaska Native</b>		<b>3</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>3</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
Asian	Male	11	0	0.0%	0	0.0%	2	18.2%	8	72.7%	1	9.1%	0	0.0%	0	0.0%	0	0.0%
	Female	3	0	0.0%	0	0.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
<b>Totals - Asian</b>		<b>14</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>	<b>14.3%</b>	<b>11</b>	<b>78.6%</b>	<b>1</b>	<b>7.1%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
Black or African American	Male	40	1	2.5%	7	17.5%	0	0.0%	29	72.5%	2	5.0%	0	0.0%	1	2.5%	0	0.0%
	Female	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
<b>Totals - Black or African American</b>		<b>41</b>	<b>1</b>	<b>2.4%</b>	<b>7</b>	<b>17.1%</b>	<b>0</b>	<b>0.0%</b>	<b>30</b>	<b>73.2%</b>	<b>2</b>	<b>4.9%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>2.4%</b>	<b>0</b>	<b>0.0%</b>
Hispanic or Latino	Male	118	7	5.9%	12	10.2%	5	4.2%	76	64.4%	9	7.6%	2	1.7%	1	0.8%	6	5.1%
	Female	8	0	0.0%	1	12.5%	2	25.0%	4	50.0%	1	12.5%	0	0.0%	0	0.0%	0	0.0%
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
<b>Totals - Hispanic or Latino</b>		<b>126</b>	<b>7</b>	<b>5.6%</b>	<b>13</b>	<b>10.3%</b>	<b>7</b>	<b>5.6%</b>	<b>80</b>	<b>63.5%</b>	<b>10</b>	<b>7.9%</b>	<b>2</b>	<b>1.6%</b>	<b>1</b>	<b>0.8%</b>	<b>6</b>	<b>4.8%</b>
Native Hawaiian or Other Pacific Islander	Male	3	0	0.0%	0	0.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>3</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>3</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
White or Caucasian	Male	378	14	3.7%	52	13.8%	36	9.5%	233	61.6%	12	3.2%	2	0.5%	4	1.1%	25	6.6%
	Female	44	2	4.5%	4	9.1%	8	18.2%	22	50.0%	2	4.5%	0	0.0%	1	2.3%	5	11.4%
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Undisclosed	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Totals - White or Caucasian</b>		<b>424</b>	<b>16</b>	<b>3.8%</b>	<b>56</b>	<b>13.2%</b>	<b>44</b>	<b>10.4%</b>	<b>257</b>	<b>60.6%</b>	<b>14</b>	<b>3.3%</b>	<b>2</b>	<b>0.5%</b>	<b>5</b>	<b>1.2%</b>	<b>30</b>	<b>7.1%</b>
Multiple Indicated	Male	68	3	4.4%	6	8.8%	10	14.7%	42	61.8%	2	2.9%	0	0.0%	1	1.5%	4	5.9%
	Female	13	3	23.1%	3	23.1%	0	0.0%	6	46.2%	0	0.0%	0	0.0%	0	0.0%	1	7.7%
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
<b>Totals - Multiple Indicated</b>		<b>81</b>	<b>6</b>	<b>7.4%</b>	<b>9</b>	<b>11.1%</b>	<b>10</b>	<b>12.3%</b>	<b>48</b>	<b>59.3%</b>	<b>2</b>	<b>2.5%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>1.2%</b>	<b>5</b>	<b>6.2%</b>
Other Not Listed Above	Male	5	0	0.0%	1	20.0%	0	0.0%	3	60.0%	0	0.0%	0	0.0%	0	0.0%	1	20.0%
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
<b>Totals - Other Not Listed Above</b>		<b>5</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>20.0%</b>	<b>0</b>	<b>0.0%</b>	<b>3</b>	<b>60.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>20.0%</b>
Undisclosed	Male	6	1	16.7%	1	16.7%	0	0.0%	4	66.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Female	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	3	0	0.0%	0	0.0%	3	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Totals - Undisclosed</b>		<b>10</b>	<b>1</b>	<b>10.0%</b>	<b>1</b>	<b>10.0%</b>	<b>3</b>	<b>30.0%</b>	<b>5</b>	<b>50.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>Totals by Indicated Gender</b>	Male	632	26	4.1%	79	12.5%	53	8.4%	401	63.4%	26	4.1%	4	0.6%	7	1.1%	36	5.7%
	Female	70	5	7.1%	8	11.4%	10	14.3%	37	52.9%	3	4.3%	0	0.0%	1	1.4%	6	8.6%
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Undisclosed	4	0	0.0%	0	0.0%	3	75.0%	1	25.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Grand Totals</b>		<b>707</b>	<b>31</b>	<b>4.4%</b>	<b>87</b>	<b>12.3%</b>	<b>66</b>	<b>9.3%</b>	<b>440</b>	<b>62.2%</b>	<b>29</b>	<b>4.1%</b>	<b>4</b>	<b>0.6%</b>	<b>8</b>	<b>1.1%</b>	<b>42</b>	<b>5.9%</b>

## D. AURORA POLICE DEPARTMENT

Similar statistical analyses were performed on the available APD hiring data for the second hiring period in 2019, and five hiring periods from 2021. Analyzing the data for all six of the hiring periods individually, as well as in the aggregate, with regard to the early screening process (minimum qualification screening, written examinations, and early withdrawal), the analyses demonstrated that, overall, Black/African American applicants were the least likely to pass the screening process, and therefore possessed the lowest passing rates of all the demographic categories.<sup>30</sup> In addition, when analyzing the passing rates of qualified applicants who successfully completed the early screening process, Black/African American applicants again consistently possessed the lowest passing rates.<sup>31</sup>

The data seems to indicate that Hispanic/Latino applicants also have relatively low passing rates during the early screening and overall hiring processes, but these findings are not consistent.<sup>32</sup> Additionally, American Indian/Alaskan Native applicants, as well as Native Hawaiian/Pacific Islander applicants, consistently have low passing rates, but as there are rarely more than one or two applicants per cycle, this data is not particularly revealing. Finally, in approximately half of the hiring periods, Asian applicants have higher passing rates than white applicants. In the other half, passing rates of Asian applicants are lower than the passing rates for white applicants. In the aggregate, this shows Asian applicant passing rates as being similar to those for white applicants.<sup>33</sup>

Also, it is frequently the case that zero applicants from certain demographic groups will receive final job offers. This is particularly true for Black/African American applicants, Asian applicants, American

---

<sup>30</sup> For the 2019-2 hiring period, Asian applicants had the highest early screening process passing rate (36.8%) and Black/African American applicants had the lowest (23.6%). For 2021-3, white applicants held the highest passing rate (12.3%) and Black/African American applicants the lowest (11.0%). For 2021-5, white applicants held the highest passing rate (8.4%) and Black/African American applicants held the lowest (5.0%). When the hiring data for all six hiring periods was aggregated, white applicants held the highest early screening process passing rate (28.5%) and Black/African Americans again held the lowest (18.8%).

<sup>31</sup> For the 2021-1 hiring period, “qualified” white applicants had the highest final passing rate (10.1%), with Black/African applicants having the lowest (6.7%). For 2021-3, Black/African American applicants again had the lowest selection rate (6.7%) and Hispanic/Latino applicants the highest (16.3%). Furthermore, for the 2019-2 and 2021-4 hiring periods, no Black/African American applicants were selected to receive a final offer of employment. In the aggregate, qualified white applicants had the highest final passing rate (18%), and Black/African American applicants the lowest (5.9%).

<sup>32</sup> For 2021-1, Hispanic/Latino applicants had the lowest early screening process passing rate (15.6%), as compared to white applicants (22.5%). For 2021-5, qualified Hispanic/Latino applicants had the lowest final passing rate (5.0%), with white applicants holding the highest (22.5%).

<sup>33</sup> For the 2021-1, 2021-3, and 2021-6 hiring cycles, Asian applicants’ early screening process passing rates were lower than those of white applicants. For the 2019-2, 2021-4, and 2021-5 hiring cycles, Asian applicants had higher early screening process passing rates than white applicants. For the 2019-2, 2021-1, 2021-5, and 2021-6 hiring cycles, qualified Asian applicants’ final passing rates were lower than those of white applicants. For the 2021-3 and 2021-4 hiring cycles, qualified Asian applicants’ final passing rates were greater than those of white applicants.







1. CURRENT HIRING TRENDS

Aurora Police Department Hiring Data Demographics, 2022																	
Ethnicity	Gender	Total Candidates	Total Voluntary Exit	% Total Voluntary Exit	Total Early Process Disqualifications	% Total Early Process Disqualifications	Total Early Withdrawal	% Total In-Process Withdrawals	Total In-Process Disqualifications	% Total In-Process Disqualifications	Total Background Check Disqualifications	% Total Background Check Disqualifications	Total Declined	% Total Declined	Total Received Offer	% Total Received Offer	No Outcome Indicated
American Indian/Alaska Native	Male	4	1	25.0%	1	25.0%	1	25.0%	1	25.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	5	0	0.0%	1	20.0%	0	0.0%	2	40.0%	1	20.0%	0	0.0%	1	20.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	2	0	0.0%	0	0.0%	0	0.0%	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0
<b>Totals - American Indian/Alaska Native</b>		<b>11</b>	<b>1</b>	<b>9.1%</b>	<b>2</b>	<b>18.2%</b>	<b>1</b>	<b>9.1%</b>	<b>5</b>	<b>45.5%</b>	<b>1</b>	<b>9.1%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>9.1%</b>	<b>0</b>
Asian	Male	18	0	0.0%	3	16.7%	2	11.1%	9	50.0%	3	16.7%	0	0.0%	1	5.6%	0
	Female	2	0	0.0%	2	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
<b>Totals - Asian</b>		<b>20</b>	<b>0</b>	<b>0.0%</b>	<b>5</b>	<b>25.0%</b>	<b>2</b>	<b>10.0%</b>	<b>9</b>	<b>45.0%</b>	<b>3</b>	<b>15.0%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>5.0%</b>	<b>0</b>
Black or African American	Male	133	18	13.5%	34	25.6%	24	18.0%	49	36.8%	6	4.5%	0	0.0%	2	1.5%	0
	Female	32	3	9.4%	4	12.5%	5	15.6%	14	43.8%	5	15.6%	0	0.0%	1	3.1%	0
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	2	1	50.0%	0	0.0%	0	0.0%	1	50.0%	0	0.0%	0	0.0%	0	0.0%	0
<b>Totals - Black or African American</b>		<b>168</b>	<b>22</b>	<b>13.1%</b>	<b>38</b>	<b>22.6%</b>	<b>29</b>	<b>17.3%</b>	<b>65</b>	<b>38.7%</b>	<b>11</b>	<b>6.5%</b>	<b>0</b>	<b>0.0%</b>	<b>3</b>	<b>1.8%</b>	<b>0</b>
Hispanic or Latino	Male	191	20	10.5%	60	31.4%	23	12.0%	65	34.0%	15	7.9%	1	0.5%	7	3.7%	0
	Female	57	3	5.3%	16	28.1%	10	17.5%	22	38.6%	4	7.0%	0	0.0%	2	3.5%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	4	1	25.0%	1	25.0%	0	0.0%	2	50.0%	0	0.0%	0	0.0%	0	0.0%	0
<b>Totals - Hispanic or Latino</b>		<b>252</b>	<b>24</b>	<b>9.5%</b>	<b>77</b>	<b>30.6%</b>	<b>33</b>	<b>13.1%</b>	<b>89</b>	<b>35.3%</b>	<b>19</b>	<b>7.5%</b>	<b>1</b>	<b>0.4%</b>	<b>9</b>	<b>3.6%</b>	<b>0</b>
Native Hawaiian or Other Pacific Islander	Male	9	1	11.1%	3	33.3%	1	11.1%	4	44.4%	0	0.0%	0	0.0%	0	0.0%	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>10</b>	<b>1</b>	<b>10.0%</b>	<b>3</b>	<b>30.0%</b>	<b>1</b>	<b>10.0%</b>	<b>5</b>	<b>50.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
White or Caucasian	Male	370	33	8.9%	79	21.4%	49	13.2%	163	44.1%	35	9.5%	2	0.5%	8	2.2%	1
	Female	74	9	12.2%	15	20.3%	11	14.9%	33	44.6%	4	5.4%	0	0.0%	2	2.7%	0
	Non-Binary	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
<b>Totals - White or Caucasian</b>		<b>445</b>	<b>42</b>	<b>9.4%</b>	<b>95</b>	<b>21.3%</b>	<b>60</b>	<b>13.5%</b>	<b>196</b>	<b>44.0%</b>	<b>39</b>	<b>8.8%</b>	<b>2</b>	<b>0.4%</b>	<b>10</b>	<b>2.2%</b>	<b>1</b>
Multiple Indicated	Male	84	14	16.7%	16	19.0%	10	11.9%	33	39.3%	9	10.7%	0	0.0%	2	2.4%	0
	Female	15	2	13.3%	3	20.0%	4	26.7%	6	40.0%	0	0.0%	0	0.0%	0	0.0%	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
<b>Totals - Multiple Indicated</b>		<b>99</b>	<b>16</b>	<b>16.2%</b>	<b>19</b>	<b>19.2%</b>	<b>14</b>	<b>14.1%</b>	<b>39</b>	<b>39.4%</b>	<b>9</b>	<b>9.1%</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>	<b>2.0%</b>	<b>0</b>
Other Not Listed Above	Male	5	0	0.0%	2	40.0%	0	0.0%	3	60.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
<b>Totals - Other Not Listed Above</b>		<b>5</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>	<b>40.0%</b>	<b>0</b>	<b>0.0%</b>	<b>3</b>	<b>60.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Undisclosed	Male	5	2	40.0%	1	20.0%	1	20.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	0
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0
	Undisclosed	3	1	33.3%	1	33.3%	1	33.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
<b>Totals - Undisclosed</b>		<b>8</b>	<b>3</b>	<b>37.5%</b>	<b>2</b>	<b>25.0%</b>	<b>2</b>	<b>25.0%</b>	<b>1</b>	<b>12.5%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
<b>Totals by Indicated Gender</b>	Male	819	89	10.9%	199	24.3%	111	13.6%	328	40.0%	68	8.3%	3	0.4%	20	2.4%	1
	Female	185	17	9.2%	41	22.2%	30	16.2%	77	41.6%	14	7.6%	0	0.0%	6	3.2%	0
	Non-Binary	3	0	0.0%	1	33.3%	0	0.0%	2	66.7%	0	0.0%	0	0.0%	0	0.0%	0
	Undisclosed	11	3	27.3%	2	18.2%	1	9.1%	5	45.5%	0	0.0%	0	0.0%	0	0.0%	0
<b>Grand Totals</b>		<b>1018</b>	<b>109</b>	<b>10.7%</b>	<b>243</b>	<b>23.9%</b>	<b>142</b>	<b>13.9%</b>	<b>412</b>	<b>40.5%</b>	<b>82</b>	<b>8.1%</b>	<b>3</b>	<b>0.3%</b>	<b>26</b>	<b>2.6%</b>	<b>1</b>

For APD’s 2022-3 hiring cycle, only 93 applicants were listed on the Prospective Employment List (PEL), having successfully completed the early screening process. Of those 93 applicants, only seven were hired. For the 2022-4 hiring cycle, only 48 applicants were listed on the PEL due to successful completion of the early screening process. However, all 48 have been disqualified, voluntarily withdrew, or deferred their testing to a later testing period.

Aurora Police Department Hiring Data Demographics, 2022-5																
Ethnicity	Gender	Total Candidates	Total Voluntary Exit		Total Early Process Disqualifications		Total In-Process Disqualifications		Total Background Check Disqualifications		Total Declined		Total Received Offer		No Outcome Indicated/ Undear	
			0	% Total Voluntary Exit	0	% Total Early Process Disqualifications	0	% Total In-Process Disqualifications	0	% Total Background Check Disqualifications	0	% Total Declined	0	% Total Received Offer		
American Indian/Alaska Native	Male	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Female	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
<b>Totals - American Indian/Alaska Native</b>		<b>2</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>50.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	
Asian	Male	5	0	0.0%	0	0.0%	3	60.0%	2	40.0%	0	0.0%	0	0.0%	0	
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
<b>Totals - Asian</b>		<b>5</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>3</b>	<b>60.0%</b>	<b>2</b>	<b>40.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	
Black or African American	Male	49	3	6.1%	13	26.5%	1	2.0%	31	63.3%	1	2.0%	0	0.0%	0	
	Female	11	0	0.0%	2	18.2%	0	0.0%	8	72.7%	1	9.1%	0	0.0%	0	
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
<b>Totals - Black or African American</b>		<b>61</b>	<b>3</b>	<b>4.9%</b>	<b>15</b>	<b>24.6%</b>	<b>1</b>	<b>1.6%</b>	<b>40</b>	<b>65.6%</b>	<b>2</b>	<b>3.3%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	
Hispanic or Latino	Male	67	5	7.5%	22	32.8%	2	3.0%	33	49.3%	2	3.0%	1	1.5%	2	3.0%
	Female	25	0	0.0%	10	40.0%	2	8.0%	9	36.0%	2	8.0%	0	0.0%	2	8.0%
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Undisclosed	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	
<b>Totals - Hispanic or Latino</b>		<b>93</b>	<b>5</b>	<b>5.4%</b>	<b>32</b>	<b>34.4%</b>	<b>4</b>	<b>4.3%</b>	<b>43</b>	<b>46.2%</b>	<b>4</b>	<b>4.3%</b>	<b>1</b>	<b>1.1%</b>	<b>4</b>	<b>4.3%</b>
Native Hawaiian or Other Pacific Islander	Male	4	0	0.0%	1	25.0%	1	25.0%	2	50.0%	0	0.0%	0	0.0%	0	
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Non-Binary	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>5</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>20.0%</b>	<b>1</b>	<b>20.0%</b>	<b>3</b>	<b>60.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	
White or Caucasian	Male	146	1	0.7%	33	22.6%	13	8.9%	85	58.2%	11	7.5%	0	0.0%	2	1.4%
	Female	22	2	9.1%	3	13.6%	3	13.6%	10	45.5%	2	9.1%	0	0.0%	2	9.1%
	Non-Binary	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
<b>Totals - White or Caucasian</b>		<b>169</b>	<b>3</b>	<b>1.8%</b>	<b>37</b>	<b>21.9%</b>	<b>16</b>	<b>9.5%</b>	<b>95</b>	<b>56.2%</b>	<b>13</b>	<b>7.7%</b>	<b>0</b>	<b>0.0%</b>	<b>4</b>	<b>2.4%</b>
Multiple Indicated	Male	29	1	3.4%	8	27.6%	2	6.9%	12	41.4%	5	17.2%	0	0.0%	1	3.4%
	Female	4	0	0.0%	0	0.0%	0	0.0%	4	100.0%	0	0.0%	0	0.0%	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
<b>Totals - Multiple Indicated</b>		<b>33</b>	<b>1</b>	<b>3.0%</b>	<b>8</b>	<b>24.2%</b>	<b>2</b>	<b>6.1%</b>	<b>16</b>	<b>48.5%</b>	<b>5</b>	<b>15.2%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>3.0%</b>
Other Not Listed Above	Male	2	0	0.0%	0	0.0%	0	0.0%	2	100.0%	0	0.0%	0	0.0%	0	
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
<b>Totals - Other Not Listed Above</b>		<b>2</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	
Undisclosed	Male	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	
	Female	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Non-Binary	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
	Undisclosed	0	0	***	0	***	0	***	0	***	0	***	0	***	0	
<b>Totals - Undisclosed</b>		<b>1</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	
<b>Totals by Indicated Gender</b>		<b>304</b>	<b>10</b>	<b>3.3%</b>	<b>79</b>	<b>26.0%</b>	<b>19</b>	<b>6.3%</b>	<b>168</b>	<b>55.3%</b>	<b>21</b>	<b>6.9%</b>	<b>1</b>	<b>0.3%</b>	<b>5</b>	<b>1.6%</b>
		<b>63</b>	<b>2</b>	<b>3.2%</b>	<b>15</b>	<b>23.8%</b>	<b>5</b>	<b>7.9%</b>	<b>32</b>	<b>50.8%</b>	<b>5</b>	<b>7.9%</b>	<b>0</b>	<b>0.0%</b>	<b>4</b>	<b>6.3%</b>
		<b>3</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>33.3%</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>	<b>66.7%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
		<b>1</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	
<b>Grand Totals</b>		<b>371</b>	<b>12</b>	<b>3.2%</b>	<b>95</b>	<b>25.6%</b>	<b>24</b>	<b>6.5%</b>	<b>203</b>	<b>54.7%</b>	<b>26</b>	<b>7.0%</b>	<b>1</b>	<b>0.3%</b>	<b>9</b>	<b>2.4%</b>

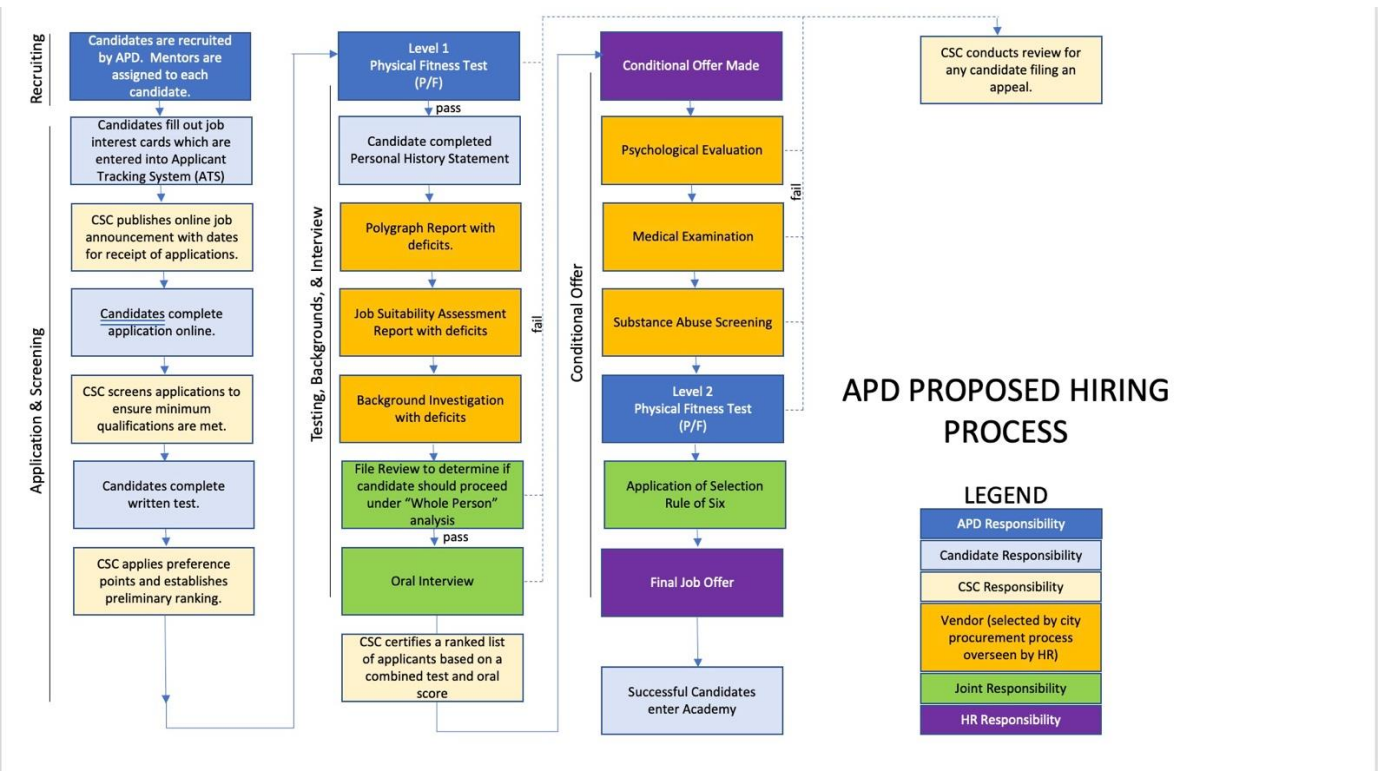
For 2022-5 hiring cycle, there were 372 applications received and 153 left the hiring process due to failure to schedule the written exam. Additional 41 failed to submit necessary documents. Out of 112 applicants who passed the exam, only 4 were hired and 4 deferred to the February 2023 class as of November 1, 2022.

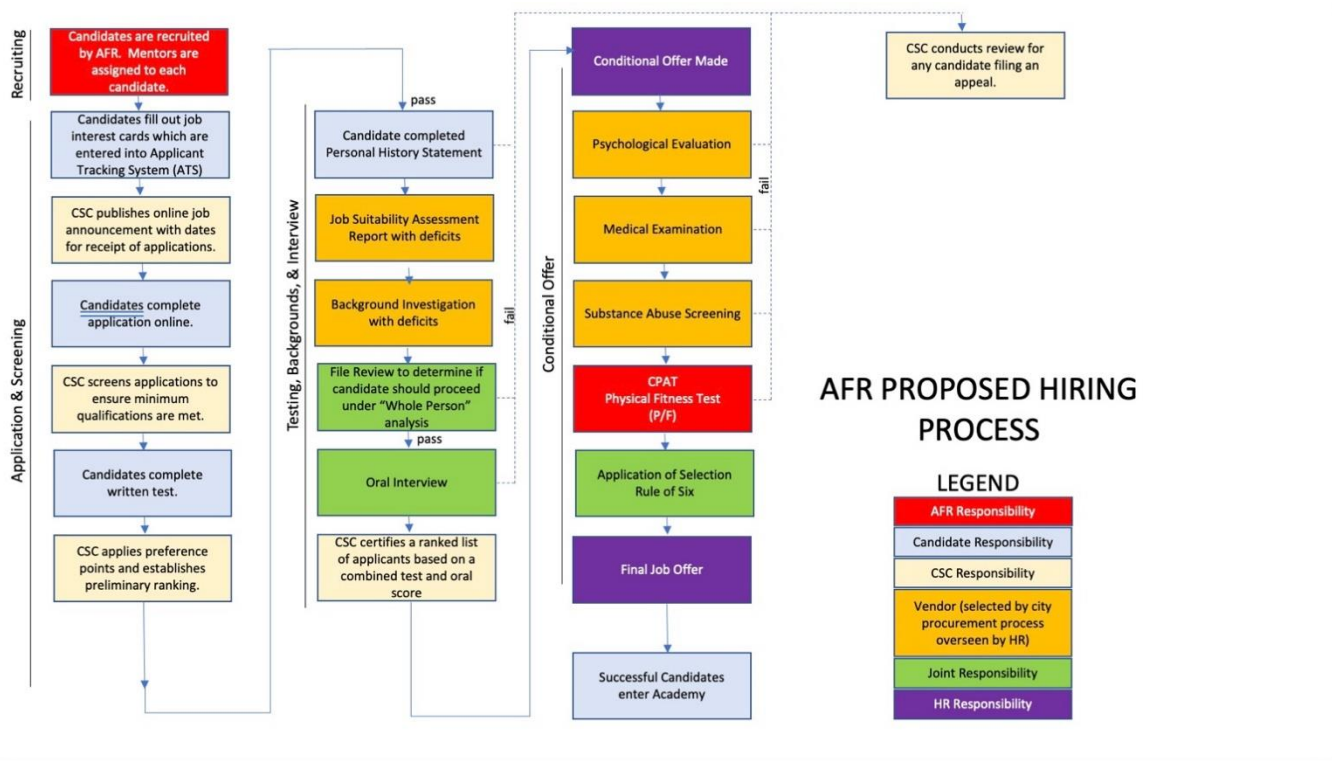
Although only preliminary data is available for the current AFR hiring cycle, it also demonstrates a concerning pattern of applicant drop-out. Of the 32 applicants in Band A who completed the early screening and submitted their Personal History Statement (PHS), only 14 scheduled their Job Suitability Assessment (JSA). Of the top 50 candidates in Band B, only ten applicants responded and scheduled their JSA. The current hiring cycles are defined by high levels of applicant withdrawal and disqualification, resulting in low numbers of applicants who successfully complete all stages of the hiring process and are issued final offers of employment.

This most recent hiring cycle demonstrates the need for immediate changes to take place while longer-term solutions, such as changes to Civil Service Commission Rules and Regulations are pending.

## VI. PROPOSED ENTRY-LEVEL HIRING PROCESSES

The proposed hiring process for both APD and AFR is as follows. The recommended hiring process is broken down into four different phases: pre-application, early screening, pre-conditional offer, and post-conditional offer. As the processes are highly similar, the descriptions for both departments have been combined. Differences between the processes are specifically noted. Flowcharts detailing the proposed processes follow and are reproduced in full page format at Appendix J:





### A. RECRUITMENT, APPLICATION & SCREENING

The recruitment process will be authorized and overseen by the respective departments. Recruiters from each department will engage with potential recruits, referring those who are interested in applying to an entry-level position in the department to the Workday website, maintained by the Human Resources Department. Recruits will fill out contact information cards so that they can be notified when a new entry-level hiring period begins<sup>34</sup>. Candidate information will be organized and maintained within the online Applicant Tracking System (ATS), to which recruiters will have full access, allowing for candidate profiles to be quickly referenced and potential candidates contacted. The individual departments will assign a mentor to each new recruit and entry-level qualified applicant. The leadership of each agency will ensure that the mentors reach out to all applicants who are present in the ATS, and that all applicants who filled out contact information cards are contacted about the rolling application periods. Rolling application periods will allow applicants the ability to join the list at any time by taking the test and completing the appropriate steps in the hiring process<sup>35</sup>. The mentors assigned to each recruit will, assisted by technology which automates the

<sup>34</sup> If the City continues with its current process of having an open application period throughout the year, this step will not be necessary, as the applicant will simply be invited to submit an application.

<sup>35</sup> This will enable the City to have a standing list wherein an applicant can start the application process at any point and be considered as part of the final selection process as part of Rule of Six if the applicant passes through all of the appropriate steps. The individual applicant's certification will expire at a set frequency, but a qualified applicant may join and complete the hiring process at any given time.

communication process, maintain regular contact with the applicant throughout the entirety of the hiring process, providing information and assistance to applicants to improve their success rate through each phase. Such assistance will include the provision of clear and timely communications regarding where the applicant stands in every stage of the hiring process; applicant expectations; and reminders, notifications, and guides on what recruits can expect from each step of the process. Moreover, mentors will be available to answer questions from candidates. This proposed step is designed to combat the extremely high number of applicants leaving the hiring process due to their failing to schedule the exam. This modification ensures that APD and AFR are informed from the very beginning of the hiring process of who their applicants are and are engaged throughout the process, a pivotal step in ensuring that APD and AFR play a more active role in the hiring process.

Human Resources will be responsible for consistently examining the minimum qualifications and disqualifiers to determine if any have a disparate impact on minority candidates. In order to conduct this analysis, HR will need robust data set and historical data set to establish a baseline. All necessary records retention schedules should be clarified to ensure that the historical aggregate data is not lost and the City can retain a robust data set going forward to conduct these analyses. The respective departments will draft narratives and a job description to be included in the job announcement. The job announcement will also include information on the physical fitness requirements. Human Resources will review the job announcement to ensure consistency in guidelines, formatting, categories of information, and advertisement across multiple platforms<sup>36</sup>. HR and the departments will then work together to create preliminary simple personal history questions to be added to the basic application. These supplemental questions constitute Part I of the applicants' Personal History Statements. These steps are envisioned to ensure APD and AFR have a far more active role in describing the ideal candidate and expertise from HR to ensure consistency in messaging for the City of Aurora as a whole, as well as on all APD and AFR job postings regardless of posting location.

After the expression of interest through the Workday site, applicants will initiate the hiring process by completing and submitting an online application, which will be received by HR via the Applicant Tracking System (ATS). The CSC will utilize the online system to automatically screen the applications to ensure that applicants are meeting the pre-set minimum qualifications. Individuals who do not meet the minimum qualifications will be disqualified. At this point, applicants who have been disqualified due to factual errors in their applications may appeal their disqualification to the CSC, which will manually review the applicant's case to determine if the disqualification was warranted. If it was not, the applicant will be allowed to proceed. The applicants who meet the minimum qualifications to take the written exams will be invited to do so through the ATS.

Applicants will then take the written examinations for their respective departments. As noted above the CSC will collaborate with the departments and HR to choose the written examination, the testing vendor, and the minimum "cut off score" for the examination period. This will ensure that the tests

---

<sup>36</sup> During the discussions, we discovered that there were inconsistencies and inaccuracies in the current job postings, depending on where the posting was located. Based on the discussions, the root cause for this appears to be based on the lack of a designated entity with the responsibility of ensuring consistency and accuracy in the job postings.

are consistent with the current values and objectives of each of the departments and that the departments are playing a far more active role in determining how to assess and identify qualified applicants. Standard procurement processes will apply to selection of vendors.

Human Resources will be responsible for consistently examining the minimum qualifications and disqualifiers to determine if any have a disparate impact on minority candidates and report to the respective agencies and CSC. As previously noted, minimum qualifications have not yet been reviewed and discussed among the stakeholders and, depending on those discussions, may need to be revised.

Preference points, as mandated by state law and as discretionarily established by the Civil Service Commission, will be applied at this stage of the process so as to provide as many applicants as possible with the opportunity to be viewed through the “Whole Person” approach. The establishment of categories of discretionary preference points should be reviewed annually by the Civil Service Commission with input from APD, AFR and HR, in order to determine whether any categories should be added or removed. As previously noted, the categories and level of preference points, have not yet been reviewed and discussed among the stakeholders and, depending on those discussions, may need to be revised.

## B. TESTING, BACKGROUNDS & INTERVIEW

All applicants who successfully score above the “cut off score,” as calculated from the test score and the addition of preference points, will proceed with the hiring process with an invitation to submit the second part of the Personal History Statement, the first part having been generated by the supplemental questions attached to the initial application. HR will determine the written guidelines and standards for the content and submission of the Statement. Physical fitness guidelines will be sent to the applicant along with the Personal History Statement in order to provide applicants with a formal notification of the goals that must be met later in the hiring process by the respective departments. This change will utilize the expertise of HR to maintain consistent evaluative criteria throughout the process, as well as to further the goals of improving diversity and equity.

Applicants will then undergo a job suitability assessment (JSA), conducted by a third-party vendor. This vendor will go through a Request for Proposal (RFP) process with the City and be selected according to the procurement guidelines of the City. The selection committee for this vendor will include two representatives from APD, 2 representatives from AFR and 1 CSC commissioner to provide their input and insight to aid the City in the selection of this vendor. Multiple vendors may be utilized to conduct the evaluations, if feasible.<sup>37</sup>

Human Resources will oversee the administration of background investigations and in collaboration with the departments, will determine the criteria and the standards for the investigations. HR will

---

<sup>37</sup> While we understand that there is a very limited pool of qualified vendors, we encourage the City to constantly evaluate the available options as this will provide the City with a broader understanding of how a vendor’s practices may have a disparate impact in the hiring process.



provide standardized training to the investigators, and will oversee the integration of current background staff supporting the Civil Service Commission. This change will ensure consistency in background investigations across the City, eliminating disparate outcomes resulting from methodological variations. The City should consider including review of an applicant's social media posts to identify applicants who exhibit explicit bias.

At this stage in the entry-level hiring process for the Aurora Police Department, a polygraph examination will also be conducted by a third-party vendor, which will go through the same procurement process as the JSA vendor, as discussed above. The results of the JSA, background investigation, and the polygraph examination (for APD) would be compiled and provided to Human Resources. Using a written matrix of evaluative criteria, which Human Resources will develop with input from the respective departments, three members of the respective departments and up to two commissioners from CSC will conduct a file review to determine which candidates should be disqualified based on the results of the JSA, polygraph (only for APD candidates), and background investigations. The evaluative criteria will be based on requisite needs for the role, written in a short and easily understandable manner, based on listed criteria that point to desired characteristics the department is seeking. Each member will have a vote and applicants who, by a majority vote are passed, will move on to the next stage of the hiring process, while those who do not will be disqualified. Applicants who are disqualified at this stage may appeal the disqualification to the Civil Service Commission, who will review the decision to ensure its fairness and correctness. This change will provide APD and AFR with a far more active role and decision-making power in assessing the applicants at this stage compared to the current process where they only play an advisory role, and not the decision-making role. In addition, the expertise from HR will be utilized to provide the process with appropriate safeguards to ensure fairness. Most importantly, CSC acting as the appellate body, will guard against allegations of bias or other unfairness in the process. Human Resources will be responsible for consistently examining the disqualified candidates and the outcomes of the file review to determine if any have a disparate impact on minority candidates. This analysis should include tracking voting records of each agency and the demographic data of the representatives from the respective agencies who made that decision.

Applicants who successfully pass this stage will be invited to attend a panel interview. The interview will be conducted by three representatives from the respective department, up to two CSC Commissioners, and one Citizen Assessor. Each panelist will have one vote. In addition to these panelists, a non-voting HR representative will attend the interviews and partake in a manner determined collectively. The non-voting HR representative will have the ability to break a tie by casting a vote if and when there is a tie. The panelists will have all received standardized training on how to evaluate the interview by HR, and will have received structured interview questions developed by HR, in collaboration with the departments and CSC, in advance of the panel interview. The questions should be well-defined by HR and be based on the requisite needs for the role, written in a short and easily understandable manner, and based on listed criteria that point to desired characteristics the department is seeking. These desired characteristics should be consistent and grounded on each agency's mission statement as well as the ideal characteristics sought during recruitment efforts. The questions should be asked consistently in the same manner. Any follow-up questions should be done after the base interview questions have been asked and responded to.

There should be some foundational principles guiding the formulation of the questions. First, there should be a specific purpose for each question. Second, there should be a list of specific key requirements that can be checked off by an assessor based on the response from the candidate. This will become the foundation for the assessor's post-interview discussion. Third, the process should be designed to ensure that the questions being asked provide a better understanding of the character of the candidate and do not relate to something that the candidate can be trained to do. Relatedly, the questions should not be long, complex, and/or multi-leveled. Lastly, additional questions should be limited to clarification of a question previously asked or questions to clarify details of facts observed in the background investigation.

The assessment developed by HR will incorporate an evaluation of the applicants' ability to interact with a diverse community and be based on the listed criteria of desired characteristics. At the conclusion of the interview, the applicant's responses will be collected and stored within their profile. This change will utilize HR's expertise to guide and train the panelists to properly ensure fairness in the process of the panel interview. The panelists from the respective departments, CSC Commissioners, and the Citizen Assessor will score the panel interviews based on the scoring criteria, developed by Human Resources, and provide them to Human Resources.

Human Resources will be responsible for obtaining and tracking panelists and their scores and the demographic data of the panelist and the candidate they interviewed. Human Resources will be responsible for consistently examining the panel interview scores to determine if any have a disparate impact on minority candidates. The HR representative will also be responsible for evaluating whether the representatives followed the training and guidelines in conducting interviews and, where there are potential concerns and issues, discussing with the leadership of the pertinent agency and/or the Commission to identify better qualified representatives to conduct the interviews. This analysis should include tracking scoring records of each agency and the demographic data of the representatives from the respective agencies who made that evaluation. The results of these analyses will be shared with the respective agencies and CSC for improved transparency.

Human Resources will utilize the scores from the panel interview and rank applicants according to their scores. CSC will then certify the list of applicants who have passed the written test, all of the background steps and who have not been disqualified. The list will be ranked by the applicants' combined scores from the panel interview and preference points.

Conditional offers will be issued for the number of available seats in the Academy plus a predetermined number to account for post-conditional offer slippage. Candidates will be ranked and will be notified by HR. Any candidate who did not receive a conditional offer can appeal to CSC. As stated above, any Commissioner who participated in any of the decision-making process for that candidate must not participate in the appellate process.

## C. CONDITIONAL OFFER

Applicants who receive a conditional offer will be required to undergo a psychological evaluation conducted by one or more third-party vendors, hired by utilizing similar procurement process as discussed above for all the other vendors in the hiring process. Applicants will also complete a medical evaluation conducted by one or more outside physicians. As part of the medical evaluation, applicants must undergo a substance abuse screening. The results of the medical evaluation will be provided to HR by the conducting physician(s). Additionally, applicants must perform a physical fitness test. The type of tests and the passing scores will be determined by the respective departments, with input from the CSC.

Following the conclusion of the preceding evaluations, HR will compile the results into a final applicant file which will be presented to the respective department for final review. There will be three representatives from the department and up to two CSC Commissioners who will review the file. For each seat available in the Academy the panel will vote on which of the top six candidates should be selected for that seat. Those not selected for that seat will retain their ranking and be considered for the next available seat using the same methodology. The process will continue until each seat in the academy is filled. Selection of each candidate out of the top six will be done using evaluative criteria, established jointly by HR and the individual department. A majority vote of the panel will select a candidate for each seat among the six as described. These changes will allow for each department to have a final say on who joins their ranks employing a whole person approach to the selection process and strengthen the appellate authority of CSC.

HR will notify the candidates selected by the respective department for receipt of final offers of employment. Candidates who are not selected will have a right to appeal the decision to the CSC. As noted above, any Commissioner who participated in any part of that candidate's process may not participate in the appellate process. Applicants receiving a final offer of employment will then be offered placements in the upcoming departmental Academy. APD and AFR will track the applicant's progress through the respective Academy process and analyze the reasons for disengagement to continuously improve its process. This data collection is pivotal to provide the City with critical insight on the end-to-end hiring process. The results of these analyses will be shared with HR, the City, and CSC for improved transparency.

## VII. IMPLEMENTATION OF RECOMMENDATIONS

### A. RECOMMENDATIONS NOT REQUIRING CSC RULES AND REGULATIONS CHANGES

In order to accommodate the series of proposed changes to the current Civil Service hiring processes, alterations will need to be made to the Civil Service Commission's Rules and Regulations. However, while those decisions by the Civil Service Commission are pending, there are multiple immediate next steps that can be taken to improve the outcomes of the current hiring process.

First, the City should conduct an assessment of the impact and relevance of the minimum qualifications and preference points set for designated roles within AFR and APD. This discussion has

already begun with all of the relevant stakeholders, and a list of preliminary suggested changes to the minimum qualifications and preference points have been developed. This topic should continue to be thoroughly explored and should be the next area of focus as the work on recruitment begins.

Second, the City should determine the extent of the “Whole Person” concept that will be used when screening applicants for minimum qualifications and automatic disqualifiers. This commitment to a holistic review process will enable the design and implementation of relevant matrices to aid and ensure fairness throughout the proposed hiring processes.

Third, a formal process should be implemented by which Human Resources regularly conducts barrier analyses and/or disparate impact analyses for each step of the hiring process and creates an annual report on the findings. Further, Human Resources should be responsible for using these assessments to evaluate the impact of the overall process and the newly established minimum qualifications on applicants. This level of internal examination is necessary to ensure continuous improvement of the process.

## B. RECOMMENDATIONS REQUIRING CSC RULES AND REGULATIONS CHANGES

There are a number of proposed changes to the Civil Service hiring processes that necessitate alterations to the Civil Service Commissions adopted Rules and Regulations.

The Rules and Regulations must be changed to comport with the recommendations presented above. This will require new regulations setting roles and responsibilities for the relevant entities in setting hiring periods and job postings, determining applicant minimum qualifications, selecting examinations and third-party vendors, setting hiring standards, maintaining and staffing candidate interview panels, assisting in candidate profile review, making determinations regarding final job offer provision, and more. For a complete list of proposed changes, please see Appendix I.

Lastly, the hiring processes must be changed to include a more robust appeals process for disqualified candidates. As proposed, there will be several opportunities throughout the process for disqualified/unselected candidates to appeal their disqualification decisions to the Civil Service Commission for review.

## VIII. CONCLUSION

IntegrAssure appreciates all of the stakeholders’ willingness to engage and collaborate on designing a new hiring process that will allow far more active role and the final say in hiring for APD and AFR with proper oversight from CSC and assistance from HR. While there are many changes that can be implemented immediately, the adoption of changes to CSC’s Rules and Regulations will facilitate the full implementation of the newly envisioned process to allow APD and AFR to provide meaningful input on their new hires to better reflect the diverse community they serve.

# APPENDIX A

**RECRUITMENT, SELECTION, PROMOTION AND RETENTION TASKFORCE**  
**PRELIMINARY REPORT OF FINDINGS AND RECOMMENDATIONS**  
**EXECUTIVE SUMMARY**

**PURPOSE**

This preliminary report presents the findings and recommendations of the “Recruitment, Selection, Promotion and Retention Taskforce” (Taskforce) established by Ron Miller, City Manager in May 2009. The Taskforce’s purpose was to evaluate the recruitment, selection, promotion and retention processes and strategies surrounding “protected classes” within the Aurora Police Department (APD) and the Aurora Fire Department (AFD) and to forward such recommendations to the Civil Service Commission and to the City Manager.

For the purposes of this report, the Taskforce used the City’s “Personnel Policies and Procedures Manual” in definition of “protected classes,” which states: “The City of Aurora is an equal opportunity employer. No applicant for employment or employee shall be discriminated against because of race, religion, color, sex, sexual orientation, age, disability, or national origin.”

**BACKGROUND**

The Taskforce was established as a result of a meeting between several Aurora African-American Firefighters and Ron Miller, City Manager, Chief Garcia, and Tom Nicholas, Deputy City Manager in May 2009. The discussion initially centered on issues related to the “written test,” administered by the Commission. This test is a major step in the selection process to fill a Fire academy. Commission staff has indicated that African-American candidates, as a whole, finished in the middle range on the written test. A prospective candidate for an academy is ranked by their score on the test, which then determines whether they proceed to an “oral board interview.” Typically, African-American candidates, whose scores finished in the middle to mid-upper range, do not advance to the “oral board” interviews.

The discussion with the City Manager, however, evolved to include processes for recruitment, testing and selection, promotion and retention that might affect not only African-American candidates but all candidates. It was agreed that addressing diversity extended beyond the “written test.” The Taskforce would include representatives from both the Fire and Police departments. The Taskforce, as reflected below, consisted of representatives from both Fire and Police departments.

1. Aurora Fire Department: Captain Allen Robnett, Lieutenant Ben Cadiz, Engineer Thomas Walker, Technician Joe Hill
2. Aurora Police Department: Sergeant Paul Poole, Detective Shannon Lucy-Youngquist, Officer Carolyn Renaud, and Agent Steven Crowe.
3. Co-Chairs: Tom Nicholas, Deputy City Manager and Janice Napper, Assistant City Manager

**Department of Justice:**

Nearly two months after the formation of the Taskforce, the DOJ sent a letter to the City that indicated that “Loretta King, Acting Assistant Attorney General, has authorized a full investigation of the City’s employment practices with respect to its Police and Fire departments to determine whether the City is engaged in a pattern or practice of discrimination against blacks and/or Hispanics with respect to employment in the police officer and firefighter positions, in violation of Title VII.” Both the Commission and the Taskforce were made aware of this investigation and pending interviews by the DOJ. The Taskforce and the Commission met with the City Attorney’s Office and the outside legal firm of Brownstein Hyatt Farber and Schreck, LLP, as represented by attorneys David Powell and Martha Bauer.

Initially, both the Commission and the Taskforce were requested to stand-down and to allow the DOJ to conduct an internal interview and investigation of city documents related to the claim. After many discussions with the City's outside legal firm and DOJ, the Taskforce was allowed to proceed with its evaluation of various aspects of recruitment, testing, promotion and retention but not evaluate or make recommendations regarding the "written test" itself or the processes.

The Taskforce struggled as the DOJ investigation continued to widen its scope from "written test" to "background investigations."

### **Civil Service Commission:**

The Civil Service Commission, to its credit, has struggled the most to work its way through an evaluation of its processes from "applications" through establishing their "Prospective Employee List," which serves as the list of eligible candidates for both the Fire and Police academies. The Commission is continuing to take steps to implement procedures that will be acceptable to the DOJ. The Commission has taken the following steps:

1. "Written Test:" The Commission has adopted the Ergometrics test for the Fall Fire Academy. Firefighters were invited to test Ergometrics before the Commission adoption. It was felt that the test was superior to the old written test and provide far more information.
2. "Oral Board." The Commission has suspended the need for an "oral board" based on the recommendations of an outside expert provided by the City Attorney's Office.

The Commission has and will continue to work through the many issues that the DOJ will bring forward. The Taskforce and the Commission share the same result, which is to properly recruit, test, and establish a "Prospective Employee List" that reflects the diversity of the community.

### **Summary:**

The Taskforce's preliminary "findings and recommendations" span well beyond the DOJ scope of investigation. There are recommendations affecting the "physical fitness test," "promotions," and "retention." The continuation of the DOJ investigation and the Commission's efforts to advance new procedures will, hopefully, provide for the changes in the Commission's and the Fire and Police departments to properly address diversity.

In concert with the DOJ's focus and the Commission's changes, the findings and recommendations contained in this Taskforce report cover other areas of importance. Some of the recommendations have already been employed, specifically within the Fire and Police "Fitness tests."

As it stands, this report primarily reflects an evaluation and review of candidate processes and retention that are outside the Commission's area of responsibility.

## **FIRE DEPARTMENT PRELIMINARY REPORT**

The following “findings and recommendations” address four major areas described as follows:

1. **Recruitment Processes:** The processes and strategies used by the Fire Department to recruit individuals to apply as potential candidates with a focus on increasing the number of qualified female applicants of all backgrounds and male applicants from different ethnic backgrounds.
2. **Entry-Level Selection Processes:** The Taskforce initially looked at both “the written test and oral board process;” however, the DOJ investigation has led the Civil Service Commission to undertake significant changes to both processes. The Taskforce did review and provide recommendations regarding the “Physical Agility Combat Test” process.
3. **Promotion Processes:** The Fire Chief has the authority to appoint Battalion Chiefs and the Deputy Chief positions. The Commission is responsible for the testing and establishing a Prospective Employee List (PEL) for ranks of entry-level firefighter 4<sup>th</sup> grade through Captain.
4. **Retention:** Retention of firefighters, notwithstanding their rank, is an important component of maintaining a highly skilled sworn workforce and in building leadership from within the Fire Department.

### **FIRE RECRUITMENT**

Historically, the Fire Department has assigned recruitment to the department’s Public Information Officer (PIO) as one of many other duties, and with a modest budget of \$7,000 plus towards recruitment efforts. When an application period was announced, the PIO would attend job fairs as time permitted to recruit potential candidates. During some application periods, though not consistently, advertisements were placed with local media outlets as a passive recruitment effort to inform a limited population that the Fire Department was recruiting to fill an academy; however, this effort did little to teach or to inform people about a firefighter career opportunity. As a result, the numbers of protected class candidates of diversity were insufficient to reflect the diversity of the City of Aurora community.

In January 2008, the Fire Chief, with funding support of \$30,000, established a recruitment team to initiate an aggressive recruitment of individuals of diversity, meaning potential female and male candidates of ethnicity. Attachment A: “Aurora Fire Department 2008 Recruitment Report” details the results as prepared by the Fire Department.

The 2008 recruitment efforts revealed that college and military job fairs are more productive. Additionally, emphasis on candidate test preparation classes helped individuals understand what they needed to focus on. The following chart shows that there were increases in the diversity areas between the Candidates Tested in 2007 and the 2008 number of candidates (who have not been tested) who have completed their applications.

<b>Ethnicity</b>	<b>2007 Candidates Tested</b>	<b>2008 Applicants</b>	<b>2008 over 2007</b>
Caucasian	406	651	<b>245</b>
African American	30	63	<b>33</b>
Hispanic	60	126	<b>66</b>
Native Hawaiian/Pacific Islander	11	11	<b>0</b>
American Indian/Alaskan Native	11	9	<b>-2</b>
Other/Two or more races		53	<b>53</b>



Unknown	10	18	8
<b>Total</b>	<b>528</b>	<b>931</b>	<b>403</b>
Female	45	55	10
Male	486	868	382
Other (the candidates failed to answer)		8	8
<b>Total</b>	<b>531</b>	<b>931</b>	<b>400</b>

## **Findings**

1. **Recruitment Support:** Though the recruitment effort was very impressive, it is only sustainable for short periods of time during a limited application period (the time the online application opens until it closes). The bulk of the recruitment work was performed by line Firefighters working a 56 hour work week, then recruiting on their off-duty hours, which created problems of not being able to recover from their normal workload.

Though the Fire Department produces high quality brochures and an informative web site, many applicants do not have a complete understanding of what a career in the fire service entails, or what will be expected of a new Member i.e. number and type of responses, post academy training etc. In evaluating other agencies (Los Angeles and Dallas) we find that a year round recruitment and education/preparation program is an efficient way to produce high quality diverse Prospective Employment Lists (PEL) on an ongoing basis.

### **Recommendations:**

- a. Assign one full-time employee with a budget capable of implementing a year-round recruitment program to insure an adequate number of candidates are ready for an application period.
  - b. The recruitment program should include candidate preparation classes for written tests, personal interviewing, and physical agility testing.
  - c. An application period and testing procedure should be considered one complete process, so that every application period establishes a new prospective employment list. This is not to suggest how often an application process is to be administered, only that each process ends in a new PEL.
2. **Communications:** In retrospect, the communication between the Fire recruitment effort and the Civil Service Commission should have had some milestones that would have established realistic outcomes for the 2008 recruitment effort. There have been, however, significant improvements in communication with Commission staff.

**Recommendation:** The Taskforce understands that the Civil Service Commission does not participate in recruiting; however, the Commission policies have a direct and significant effect on recruiting. Before a recruitment effort is undertaken, the Fire Department and Commission and staff will concur on the recruitment strategy outcomes and expectations associated with the testing processes.

## **FIRE ENTRY LEVEL SELECTION PROCESS**

The following represents the 2007 selection process used by the Commission’s “Flow Chart for Fire Entry Level Selection Process,” which consists of: Application, Written Exam, Oral Board, Rank, and Fitness Combat Test. Findings and recommendations are identified for each step within the process.

**Phase One:**

Step 1. **APPLICATION** process is online, and the computer automatically screens if applicant meets minimum qualifications.

**Findings:**

The automatic screening does not consider simple factual errors that can eliminate quality candidates. Actual examples are a candidate that indicated he did not speak English, and another who simply incorrectly added the months that his license was reinstated.

**Recommendation:**

The Taskforce would recommend that an appeals process be in place to review factual errors so a candidate who merely checked the wrong box is not eliminated.

Step 2. Qualified applicants are invited to the **WRITTEN EXAM**. Applicants given choice of date and time. Applicants pay \$15 to take the current written exam.

**Findings:**

The frequency to fill a Fire academy is not, presently, as large as needed for the Police Department, which may have two academies a year. Consequently, an established PEL for the Fire Department academies can last several years before the Commission retires an old list to establish a new PEL. Such is the case that effectively suspended the 2008 recruitment process conducted by the Fire Department.

However, the Commission is using the Ergometrics “written test” on the 2008 applicants for the 2010 Fall academy. When the new PEL is established, the results of the 2008 recruiting efforts can be evaluated.

The previous test established a ranking of candidates from a score of 100 and descending. The Taskforce evaluated the previous “written test” for the Fire Department and felt that the high cut score gave a false impression, suggesting that the candidate with the highest written score is best suited to be a firefighter. All industry experts contacted by this task force contradict this assumption. C.W.H., I/O Solutions, and the Los Angeles Fire and Police Departments all advocate a written and oral combined score to determine the best candidate.

**Civil Service Commission and DOJ:**

The Commission is taking a proactive position in moving forward with a “written test” that is deemed acceptable to the DOJ. The implication of such a test for the future will hopefully eliminate the problems of the previous testing process. The Fire Chief has participated, along with other Fire Department personnel in testing the Ergometrics test. There is a positive reception to the way the Ergometrics test identifies quality candidates.

**Recommendation:**

The Taskforce welcomes the Commission’s efforts to find a written testing tool that will produce the desired results of providing qualified candidates within the protected classes. Presently, the Taskforce recommends that the Commission continues to evaluate industry testing systems that will satisfy the requirements that may be handed down by the DOJ.

Step 3. Applicants passing the “written exam” are invited to **ORAL BOARD** interviews. Also given choice of date and time.

**Findings:**

The current “oral board” process consists of one commissioner (non-voting), one citizen, and two Fire representatives. The value of an “oral board” is the direct interview with a candidate, asking questions that are intended to evaluate the candidate’s communication skills, evaluation of skills that apply to a particular event, and a general sense of the individual. Given the Fire Department is a paramedic department and the requirement of every new firefighter, if they are not a paramedic, is to become one within four years of their employment, the ability of the candidate to communicate and to have the desire to become a paramedic is critical.

Since the Taskforce was established and the DOJ investigation, the Commission’s use of an “oral board” process has eliminated this step. The rationale is that an “oral board” process introduces subjectivity in the candidate evaluation process. The Commission, representatives of the Legal Department, and the Fire Chief visited Ergometrics June 11, 2010 to evaluate both the “written test” process and prospects of establishing an “oral board” process designed by Ergometrics to meet DOJ requirements.

**Recommendations:**

The Taskforce believes that some “oral board” or “interview” process remain a future possibility and that the Commission will continue to be open in the future to an industry acceptable process.

- Step 4. All passing applicants are **RANKED** according to written exam score (30%), oral board score (70%), and preference points

**Findings:**

The Taskforce has some concerns pertaining to the proposed Commission entry level process. An example is a protected class candidate who has completed a portion of the AFD Explorer program, has an Associate Degree in Fire Science, is a nationally registered paramedic, and has a history of community involvement. This individual is then considered equal with a candidate who is out of work and looking for employment. The candidate who has dedicated substantial effort is not rewarded while the other candidate has demonstrated no commitment to the profession.

It has come to the attention of the Task Force that the Civil Service Commission is considering an entry-level test that is all-inclusive, eliminating the need to conduct an oral interview. The Task Force has not had the opportunity to evaluate such a test, and can offer no opinion.

**Recommendation:**

The Taskforce recommends that in order to have a complete and thorough process, the strength of the candidate’s background should be revealed through, perhaps, the “oral board” process, or through what is being considered as the “interview” process. Through some established process, the following questions could be included towards identifying a qualifying candidate.

1. “What qualifies you to be an Aurora Firefighter?” This question would allow the candidate to list their qualifications and educational efforts.
2. “Describe your knowledge of the City of Aurora?” This question determines whether the candidate has taken the appropriate time to learn about Aurora.
3. “What would you like us to know about you?” This question provides the candidate to present additional information about who they are.

- Step 5. Top ranking applicants are invited to the **FITNESS COMBAT TEST** conducted by Training staff and overseen by the Commission.

## **Findings**

The Physical Agility Combat Test is used for both entry-level and lateral positions. While the test continues to demonstrate the ability to predict success in the academy, certain environmental and equipment conditions have a significant effect on a candidate's success or failure. The Physical Agility Combat test is very challenging and contains events that are not familiar to the general public. Candidates may have the physical strength to achieve a passing time, if given a few simple techniques and an opportunity to practice the components of the test. The following improvements could provide candidates the opportunity to really understand and prepare for this test.

- a. Conduct a series of department sanctioned orientation/practice sessions prior to the official Commission test. Invitations will be e-mailed to applicants using the Neo-Gov system. Out of town candidates can choose, at their own expense, to attend in person or view detailed video clips on the internet which include practice techniques that can be used, if the specific test equipment is not available.
- b. The Aurora Fire Department will produce and publish videos demonstrating the nature of the Physical Agility Combat Test, to include strength exercises to prepare the candidates.

## **Combat Test Events and Recommendations:**

Individuals must complete a total of five events consecutively, in the order below. Competitors must wear a properly fitted helmet, coat, fire department work gloves (not suppression gloves), and a breathing apparatus (not including the face piece) during the entire challenge. The challenge is timed from the start of the first event to the end of the fifth event. Competitors must complete the five events within 6 minutes and 30 seconds.

### **Event 1. Stair Climb with High Rise Pack**

The first event is the Stair Climb that consists of a 40 pound hose pack to be carried up six flights of stairs. This activity replicates a five story building where water is needed at the top. The firefighter must carry the hose up the stairs to the 5th floor, and then drops the hose-pack.

**Recommendation:** The 40 lb hose must be dry and weighed before each event.

### **Event 2. Hose Hoist**

The candidate descends to the fourth floor to begin the second event. Using a 5/8-inch utility rope the candidate stands at the balcony railing, leaning over at the waist (45 degrees) using an overhand grip (may use underhand) and alternating hands begins to pull a 50-pound hose roll (two sections of 2½-inch hose) the distance from the ground to the fourth floor. Once the end of the rope is reached, the donut must be grasped with one hand, then the other, and raised to shoulder height to clear the railing. The hose roll is then dropped to the balcony floor, and the firefighter begins to descend the stairs for the next event.

**Recommendation:** The hose and rope must be dry and weighed before each event.

### **Event 3. Forcible Entry**

The candidate descends four floors and walks to the forcible entry simulator (Kaiser Force Machine™) a distance of 20 feet. The candidate stands in a straddle position with slight knee flexion on two rails and, using a tow hand grip on a 9-pound plastic sledgehammer, swings the hammer from an overhead position downward striking a 165-pound steel beam positioned between the legs and below foot level. The candidate must strike the beam and move it a distance of 5 feet (approximately 20 to 30 blows).

**Recommendations:**

- a. The platform must be wiped down after each competitor.
- b. The sled must be on a level surface during the entire event.
- c. The platform must be cleaned each morning before the test begins.

**Event 4. Hose Advance**

Following the forcible entry event, the candidate walks a distance of 140 feet to a hose line positioned on the ground. The candidate stoops down to lift the nozzle attached to a 1¾-inch charged (filled with water) hose line, pivots under the hose, and places the line over the shoulder. The candidate grasps the nozzle and, leaning forward, advances the hose line a distance of 75 feet. The resistance is approximately 140 pounds (mid-point) and increases as the hose line is extended. Upon completion, the hose line nozzle is placed on the ground and the firefighter proceeds to the next event.

**Recommendations:**

- a. Hose must be set up the same (the same number of folds and length of folds) for each competitor.
- b. Hose surface must be dry and cleaned before each competitor.

**Event 5. Victim Rescue**

The candidate walks a distance of 30 feet to a supine mannequin. Approaching from the head end of the mannequin weighing 175 pounds, the firefighter squats and grasps the victim's shoulders, lifting the upper torso and pushing the mannequin to a seated position. The candidate then wraps his arms around the chest of the victim, lifts and stands from the squat position, then proceeds to walk backward dragging the victim a distance of 100 feet. The candidate then squats and lowers the victim to the ground reversing the start sequence to complete the event and test.

**Recommendations:** The following recommendations have been implemented.

- a. Mannequin must be clean, dry and weighed before each event.
- b. Mannequin must be placed in the same starting position spot for each competitor to grab.

**Phase Two:** Phase Two consists of Background Checks, Personal History Statement, Job Suitability Assessment, and the Polygraph Examination.

**Findings:**

- A. The Department has five part time investigators overseen by the Fire Investigation Bureau Head. Three of those investigators are line, 56 hour per week firefighters, and the other two, including the Fire Investigation Bureau Head, are 40 hour per week fire investigators. Ideally, the two 40 hr employees are used only if the other investigators are overwhelmed. The bulk of the background investigations are conducted by the three line Firefighters on their off-duty time, and are paid a per-file fee. The investigations are done at their homes on their home computers. However, this arrangement does not give the investigators the ability to conduct site visits or give them the research tools their police counterparts use. Due to the "part time" nature, a 40 hour investigation frequently takes a month or more, causing the delay in identifying unsuitable candidates, and in turn, delaying the start of the investigation of the next candidate.

**Recommendation:**

The Bureau Head, after evaluating the background needs of a hiring period, should pull the

necessary number of investigators off line, to a temporary 40 hr per-week assignment, to work as full time investigators. This would give the investigators the tools and resources necessary to increase the efficiency and allowing the Bureau Head to directly supervise the investigators.

- B. **Personal History Statement** requiring detail about applicant's driving, employment and financial history, relatives, etc. This is handled as part of the submission process. *This area was not reviewed by the Taskforce.*
- C. **Job Suitability Assessment (JSA)** conducted by an outside Psychologist specializing in Public Safety selection. *This area was not reviewed by the Taskforce.*
- D. **Polygraph** examination conducted by outside company specializing in Public Safety selection. *This area was not reviewed by the Taskforce.*
- E. If applicant passes all of the above steps, the file is presented to the Commission with a recommendation from the Chief. *This area was not reviewed by the Taskforce.*

### **Phase Three:**

- Step 1. Commission approves applicant to receive a **Conditional Job Offer** of employment.
- Step 2. The candidate must pass a **Medical Exam** and **Substance Abuse** screening to make the final certification list.
- Step 3. Final **Certification List** is created containing the number of Recruits needed in the Academy, plus two alternates.
- Step 4. Applicants given formal **Job Offer** letter from Human Resources.

### **Phase Four:**

The final stage in successfully becoming a firefighter is passing through the Fire Academy and the Field Training Probation Period. The Academy lasts 12 weeks for entry-level basics and a year in the Field Training Probation Period. The Taskforce did not review of this Phase. It is the policy and practice of the Fire Training Academy to always self-evaluate a review of this phase.

## **PROMOTION**

### **Background**

The current process for Fire Department's promotional selection consists of four phases, submission of a letter of interest and an official college transcript to Commission, written exam, assessment center and employment records evaluation. The following chart reflects the composition of the Fire Department by rank.

AURORA FIRE DEPARTMENT

CIVIL SERVICE STAFFING

**February 16, 2010**

<b>CIVIL SERVICE</b>	<b>FILLED POSITIONS:</b>	<b>305</b>		<b>VACANCIES: 2</b>
	FEMALE	22	7.21%	
	MALE	283	92.79%	

<i><b>Ethnicity</b></i>	<i><b>Sex</b></i>	<i><b>Number</b></i>	<i><b>%</b></i>
African American	Male	10	3.28%
Asian	Female	1	0.33%
Asian	Male	5	1.64%
Caucasian	Female	20	6.56%
Caucasian	Male	240	78.69%
Hawaiian/Pacific Islander	Male	3	0.98%
Hispanic	Male	17	5.57%
Native American	Female	1	0.33%
Native American	Male	3	0.98%
Two or more races	Male	5	1.64%

<b>TOTAL MINORITIES/PROTECTED-CLASS</b>	<b>65</b>	<b>21.31%</b>
---	-----------	---------------

**MINORITIES/PROTECTED-CLASS BY RANK:**

<i><b>Rank</b></i>	<i><b>Ethnicity</b></i>	<i><b>Sex</b></i>	<i><b>Number</b></i>	<i><b>%</b></i>	<i><b>% by Rank</b></i>
Battalion Chief	African American	Male	1	9.09%	
Battalion Chief	Native American	Female	1	9.09%	18.18%
Captain	African American	Male	1	5.00%	
Captain	Caucasian	Female	3	15.00%	
Captain	Hispanic	Male	1	5.00%	25.00%
Lieutenant	African American	Male	2	3.70%	
Lieutenant	Asian	Male	3	5.56%	
Lieutenant	Caucasian	Female	5	9.26%	
Lieutenant	Hawaiian/Pacific Islander	Male	1	1.85%	
Lieutenant	Hispanic	Male	1	1.85%	22.22%
Engineer	African American	Male	2	3.45%	
Engineer	Caucasian	Female	4	6.90%	
Engineer	Hispanic	Male	2	3.45%	
Engineer	Native American	Male	1	1.72%	15.52%
Rescue					
Technician	African American	Male	1	1.47%	
Rescue					
Technician	Asian	Male	1	1.47%	
Rescue					
Technician	Caucasian	Female	2	2.94%	

Rescue Technician	Hawaiian/Pacific Islander	Male	2	2.94%	
Rescue Technician	Hispanic	Male	6	8.82%	
Rescue Technician	Two or more races	Male	3	4.41%	22.06%
Arson Technician	Two or more races	Male	1	%	%
Fire Fighter	African American	Male	3	3.37%	
Fire Fighter	Asian	Female	1	1.12%	
Fire Fighter	Asian	Male	1	1.12%	
Fire Fighter	Caucasian	Female	6	6.74%	
Fire Fighter	Hispanic	Male	7	7.87%	
Fire Fighter	Native American	Male	2	2.25%	
Fire Fighter	Two or more races	Male	1	1.12%	23.60%

The Commission is required by City Charter to conduct testing for all promotional ranks in the Fire and Police departments. The department Chief shall notify the Commission of his/her intent to create, abolish or modify a current promotional rank, as soon as possible, but no later than four months prior to the recommended effective date.

**Letter of Interest, and Official College Transcript:** Candidates who wish to participate in promotional testing shall submit a letter of intent to the Commission by the deadline date that is published in the Notice of Examination. An official college or university transcript(s) must be in possession of the Commission prior to the commencement of testing, and other documents, as determined by the Commission, may be required for each promotional examination. The Commission has sole responsibility to determine if a candidate letter of intent and applicable documents are received by the Commission.

**Written Examination:** Written examinations shall be conducted by the Commission in accordance with the Commission Rules and Regulations sec 62.

**Assessment Centers:** An assessment center panel for promotional testing shall consist of three (3) to five (5) members, optimally: one (1) Aurora citizen selected by the Commission, and two (2) Firefighters, from another jurisdiction and ranked at or above the position level being tested, selected by the assessment center consultant. Evaluators should come from the immediate geographical area as determined by the Commission, and meet the qualifications of the Commission. The test consultant, with the approval of the Commission, shall determine the number of assessment center panels, for each promotional process. Ratings shall be averaged to determine the final assessment center score for each candidate. Assessment Center scheduled start times for candidates shall be established in advance. Assessment Centers will not be cancelled or delayed because of the lack of selected evaluators provided that the minimum number is present. Individuals arriving for the examination after the starting time may not be eligible to participate in the examination, at the discretion of the Commission. Whenever practical, feedback will be provided to all candidates participating in the assessment center under the guidelines in paragraph 63 b. of the Civil Service Rules and regulations.

**Findings:**

The Commission has used a variety of consultants, each have a different method of selecting assessors, which have different levels of experience. These results may cause a candidate's score to change



dramatically from year to year. Candidates have reported receiving low scores while receiving very positive feedback at the conclusion.

**Recommendation:**

The Commission Rules might specify a minimum level of assessor training in the assessment center specific to training. At the conclusion of the training the assessors must demonstrate proficiency and a lack of bias.

**RETENTION**

**Background:**

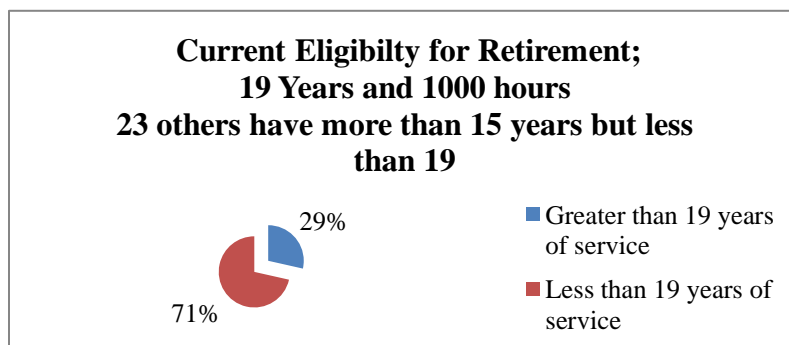
Over the past 5 years there were 35 resignations from the Fire Department. Of the 35 resignations, twelve candidates did not complete the fire academy or the probationary period of one year. Three of the resignations were rehired, and five fell into the category of death or medical disability. The end result is that a total of 15 resignations in the past five years translating to a 4% attrition rate. This was due to moves out of state or seeking employment elsewhere.

**Findings:**

In light of the financial situation across the country with the down economy and high unemployment, there does not seem to be a glaring problem of retention for the Fire Department. The length of employment of the majority of employees is approximately 20-25 years. The highest amount of new hires in the department occurred in 1978 and 1982. The majority of these new hires are still employed. The average age of the Fire Department is 42.2 years and the average years of service of 15. The following chart illustrates the average age and the years of service for the various ranks.

RANK	Age	Years
FIRE CHIEF	53	32
DEPUTY CHIEF	54.8	31
BATTALION CHIEF	52.6	27
CAPTAIN	45.2	20
LIEUTENANT	44.4	16
ENGINEER	46.7	18
RESCUE TECHNICIAN(paramedic)	38.7	10
ARSON TECHNICIAN	35	7
FIREFIGHTER 1	43.9	17
FIREFIGHTER 2	31.7	3
FIREFIGHTER 3	31.8	1
FIREFIGHTER 4	28.8	Less than 1

The common belief is that a poor economy has delayed a number of retirements. The analysis shows the increasing years of service from Captain through Deputy Chief is causing a “bubble” that is unsustainable.



### **Recommendation:**

The Fire Department strategy should anticipate the need for a greater number of new hires, and that consideration should also be given to the number of executive and command staff that will be retiring; therefore, a need to concentrate on career development.

In addition to concentrating on career development, the Fire Department should consider its efforts with the following recommendations.

1. **Fitness:** Department developed fitness programs should be instituted since the longevity factor for employment is so important. These programs could be developed by the health and safety officer, peer fitness advisers or individual company officers. The evaluation consists of one or more of the following:
  - a. A graded exercise test (sub-maximal treadmill)
  - b. Pulmonary function testing
  - c. Complete blood count
  - d. Flexibility measures that includes body composition analysis
  - e. Muscular fitness Assessment that includes nutritional guidance
  - f. Health risk appraisal

Any evaluations are strictly confidential and all information collected during the evaluation is given to the member in a final report. No information is kept by the Department without prior written consent of the member.

2. **Written Tests:** For the positions of Engineer, Fire Investigator lieutenant or captain, the process should be retained to establish the base knowledge of the position.
3. **Mentor Group:** The Fire Department has a limited mentoring program for new officers. The development of a peer support group of all ranks in the department could spur on candidates within the department to advance their careers.

## **POLICE DEPARTMENT REPORT**

The findings of the Taskforce are expressed as follows for the Aurora Police Department’s recruitment, testing and selection, and retention processes for police officers.

1. Recruitment Processes: The processes and strategies used by the Police Department to recruit individuals to apply, with a focus on increasing the number of qualified female applicants of all ethnic backgrounds and male applicants from different ethnic backgrounds.
2. Entry-Level Selection Processes: With the omission of “written test” because of the DOJ investigation, the Taskforce looked at the “oral board” process and the “Fitness Test” process.
3. Promotion Processes: The Police Chief has the authority to appoint the Division Chiefs and Deputy Police Chief positions. The Commission is responsible for the testing and establishing a Prospective Employee List (PEL) for ranks entry-level Police Officer through Captain.
4. Retention: Retention of police officers, notwithstanding their rank, is an important component of maintaining a highly skilled sworn workforce and in building leadership from within the Police Department.

### **RECRUITMENT PROCESS**

#### **Background Information:**

The Aurora Police Department’s diversity representation is expressed in the chart below. It is clear that the distribution of diversity within the organization does not reflect the community’s ethnicity.

Category	#	% of Sworn	Community
White	544	85.7%	63.4%
African-American	26	4.1%	15.3%
Hispanic	43	6.8%	25.1%
Asian	7	1.1%	5.0%
Hawaiian/Pacific Islander	1	0.2%	2.0%
American Indian	7	1.1%	0.1%
Two or More Races	7	1.1%	5.0%
<b>Total</b>	<b>635</b>		
Male	574	90.4%	49.6%
Female	61	9.6%	50.4%
<b>Total</b>	<b>635</b>		

In addition, the growth of the Police Department sworn staffing has risen from 390 sworn in 1990 to 635 in 2010, representing a 62.8% increase. There were 500 sworn positions in 1997, representing a 27% increase.

The Aurora Police Department has two full time recruiters and four full time background investigators. In 2009 Civil Service received 3,387 applications for the position of Police Officer. From these applications two basic Police Officer academy classes were set and one lateral class. Currently, the Civil Service Commission is completing a Police testing process and should have an active list for the first academy in

2010.

The Aurora Police Department, unlike the Aurora Fire Department, has a dedicated Recruitment Unit with specific Operational Procedures and Recruiting Plan. The Unit's Mission Statement reads: "The Aurora Police Department's Recruiting Unit strives to recruit and assist in the selection of applicants/candidates locally and nationally to become officers with the Department and to become stewards of the Department's established character and professionalism."

The Recruiting Unit Goals/Objectives are set forth by the department. Among the most important goals/objectives are:

1. Focus more strategically on the diversity of the Police personnel via continued practical application of ethnic/gender specific endeavors; and diversity specific education of APD personnel and community stakeholders on departmental efforts to reach diversity goals.
2. Develop and maintain an ancillary recruiting team.
3. Develop and maintain community collaboration/involvement with the recruiting process.
4. Complete and maintain an interactive recruiting web site with progressive links.
5. Assist in the development and maintenance of website based "On-line" police applications, candidate tracking, and inquiry processes with the Civil Service Commission staff and APD personnel.
6. Maintain specific focus on recruiting events effectiveness via consistent evaluation via enhanced supervisory oversight and evaluation.
7. Continue to build on the Recruiting Unit staff's presentation skills, knowledge and professionalism via increased training.
8. Increase focus on long term development recruiting in the community (youth program).

### **Recruiter Unit Responsibilities:**

1. Teaching prep classes to applicants
2. Recruiting perspective applicants locally as well as nationally, while attempting to improve employee diversity via recruiting "protected classes"
3. Mentor applicants through the testing
4. Help complete background investigations
5. Recruiters are contacting outside sources to raise funds for recruiting needs
6. Community Relations Officer, tasked with keeping Aurora's brand viable

### **Diversity Strategies:**

The Recruiting Unit continues to update photographs and displays depicting the desire of the department to hire diverse candidates during recruiting and community presentation events, and has developed an APD Recruitment Web-site. Advertisizing will continue in magazines and periodicals catering to specific racial, ethnic and gender groups. Even the diversity of the Recruiting Unit personnel will be the focus of the department as it relates to all public events. Finally, the department will diligently encourage and educate all potential applicants/candidates and the community at large of the department's zeal to create a police department that is as diverse as the community it serves.

### **Preparatory Course Systems**

The development of applicant/candidate preparatory courses becomes immensely critical throughout the hiring process. Providing semi-annual comprehensive educational courses for applicants/candidates enhances their opportunity to experience increased performance in the process. 90% of the preparatory classes focus on a written exam and oral board preparation. The additional course "So You Want to Be a Cop" provides insight and blunt awareness of law enforcement careers and provide the applicant/candidate

with the opportunity at the onset to make an informed and sober decision about becoming a law enforcement officer.

**Findings**

In the beginning of 2009 the recruiting budget was set at \$60,000.00 to meet the needs of the Police Department. In the first quarter of 2009 the budget was cut to \$30,000.00. With this budget cut, recruiters were unable to recruit in any local media outlets. Recruiters had to scale down any type of recruiting event that cost money to attend. The recruiters were unable to attend many of events that were rich in diversity. Recruiters had to work with outside sources to fund their recruiting efforts. The background unit did not have a budget; therefore, the background unit used money out of the recruiting unit’s budget to address many of their needs.

If there is inclement weather during the testing process, the Police Department does not have another location indoors to perform the physical test.

**Recommendations:**

1. Both full time recruiters should focus on recruiting applicants and should focus on recruiting protected classes to meet the needs of the department. Recruiters should not do background investigations.
2. Requires the recruiters working with the applicants at all stages of the testing process, it appears to be a conflict of interest with respect to background checking. Recruiters should continue to recruit and mentor applicants in the process. Recruiters should also continue to teach the prep classes based on the successfulness of the classes.
3. The recruiting unit should have a separate budget from that of the Background unit.
4. Background unit should add four to six investigators to be able to properly complete the large number of applicant backgrounds. This is 2 less than recommended by the MATRIX study, which evaluated the organizational of the APD.

**POLICE ENTRY-LEVEL AND LATERAL SELECTION PROCESS**

The following representation of the current selection process is taken from the Commission’s “Flow Chart for Police Entry-Level Selection Process.” Findings and recommendations are identified for each step within the process.

**Phase One:** This phase consists of a number of processes that will culminate in Prospective Employment List (PEL), the ranked order list from which the Civil Service Commission draws to fill a specific sized Academy. This process starts six months prior to an academy start date.

Step 1. **APPLICATION** submitted online. Computer automatically screens if applicant meets minimum qualification.

**Findings:** What are the findings?

**Recommendations:**

Step 2. Qualified applicants invited to **FITNESS TEST** screening conducted by Academy staff, and overseen by the Commission.

**Findings:**

The Fitness Test is designed to assess two fitness components: a) Dynamic Strength: the ability of the muscles to generate force to perform repeated tasks over an extended period of time; and b)

Cardiovascular Endurance: the ability of the heart and vascular system to transport and utilize oxygen for sustained activity involving stamina. This test is based on the Cooper Institute for Aerobics Research.

The Fitness Test is a pass/fail testing that is comprised of three separate exercises: 1 ½ mile run to be completed in 15 minutes and 16 seconds; 21 push-ups in a minute, and 29 sit-ups in a minute. In 2009 a large number of applicants failed to meet the physical requirement set by the Police department. It appeared that female applicants were having problems completing the push-up section of the test. Also if there is inclement weather there no alternative site set-up to perform the running part of the physical test outdoors.

**Recommendation:**

- a. The Commission has purchased a number of “Perfect Counter” that tracks reps and time, ensures full muscle engagement, audible rep feedback, and at a uniform height of 5 inches for pushups.
- b. Arrange with another organization for an alternative site to complete the running exercise, which might include a local fitness center. However, runs should be done at the same location/facility every time. Most people can complete the 1.5 mile run faster on an indoor track.

Step 3. Remaining applicants invited to **WRITTEN EXAM**. Applicants given choice of date and time.

**Findings:**

This test establishes a ranking of candidates based on their scores with a passing score of 70%. This exam has a weighted value of 60% of the total combined score with the Oral Board.

**Civil Service Commission and DOJ:**

The Commission is taking a proactive position in moving forward with a “written test” that is deemed acceptable to the DOJ. The implication of such a test for the future will hopefully eliminate the problems of the previous testing process. The Fire Chief has participated, along with other Fire Department personnel in testing the Ergometrics test. There is a positive reception to the way the Ergometrics test identifies quality candidates.

**Recommendation:**

The Police Department will be testing the Ergometrics for the January 2010 Training Academy candidates. The Taskforce recommends that the Commission continues to evaluate industry testing systems that will satisfy the requirements that may be handed down by the DOJ.

Step 4. All candidates passing written exam invited to **Oral Board** interviews, which is administered by the Commission.

**Findings:**

The candidate is given a choice of date and time. This test consists of 4 to 6 questions. Orals have a weighted value of 40%.

**Recommendation:**

The Commission has suspended the Fall Fire Academy “oral board” process. The Police Department remains committed to the position that a industry acceptable “oral board” process be considered by the Commission.

Step 5. **Prospective Employment List (PEL):** Candidates that make it through the Phase One processes qualify to be on the Prospective Employment List. This process will be driven by the Commission's newly established "written test" with or without an "oral board" process.

**Phase Two:** Once an academy is requested by the Police Department, the Civil Service Commission invites a certain number of candidates in rank order to complete the following.

Step 1. **Background Process:** Background checks are conducted by the Police Department investigators on the top ranking candidates who made it through Phase One.

**Findings:**

The current Police Department procedure to conduct background investigations has some major shortcomings that limits its efficiency. Based on the large number of applicants received in the previous testing process, recruiters had to assist in background investigations and continued to do so. Based on the current staffing of the background investigation unit, the only way to accomplish completing the background investigations is to incorporate recruiters. To get one applicant through all parts of the testing process is very challenging. The ratio is 9 to 1; therefore the background unit has to complete nine background investigations to get one qualified person. Background investigators are unable to keep up with the backgrounds based on the time that they are given to complete each investigation and the large number of applicants that need background investigations done. Recruiters have been tasked with teaching prep classes for the applicants. The recruiters are currently teaching three classes to applicants to improve testing scores, so each recruiter in some way interacts with the applicants in all parts of the testing process.

In 2008 the Police Department had an outside source come into the Department and evaluate the department in their needs. This matrix showed that the background unit should have 8 to 12 investigators to investigate and properly complete backgrounds, based on comparable Departments throughout the nation.

**Recommendation:**

After evaluating the background needs of a hiring period, the Bureau Head can pull the necessary number of investigators off line, to a temporary 40 hours per-week assignment, to work as full time investigators, thus increasing the efficiency of the investigation and allowing the Bureau Head to directly supervise the investigators on a day to day basis.

Step 2. **Job Suitability Assessment:** While the background checks are being done, a Job Suitability Assessment is conducted by an outside Psychologist specializing in Public Safety selection. *This area was not reviewed by the Taskforce.*

Step 3. **Polygraph Examination:** In addition to the Job Suitability Assessment, candidates go through a polygraph examination. *This area was not reviewed by the Taskforce.*

Step 4. If applicant passes these steps, their file is presented to the Commission with recommendation from the Chief. *This area was not reviewed by the Taskforce.*

**Phase Three:**

Step 1. Commission approves applicant to receive a **Conditional Job Offer** of employment.

**Findings:**

**Recommendations:**

Step 2. Must pass a **Medical Exam** and **Substance Abuse** screening to make the final certification list.

**Findings:**

**Recommendations:**

Step 3. Final **Certification List** created containing the number of Recruits needed in the Academy, plus two alternates.

Step 4. Applicants given formal **Job Offer** letter from Human Resources.

**Phase Four:**

The final stage in successfully becoming a police officer is passing through the Police Academy and the Field Training Probation Period. The Academy lasts 12 weeks for entry-level basics and a year in the Field Training Probation Period. The Taskforce was did not charged with a review of this Phase. It is the policy and practice of the Police Training Academy to always self-evaluate a review of this phase.

**RETENTION**

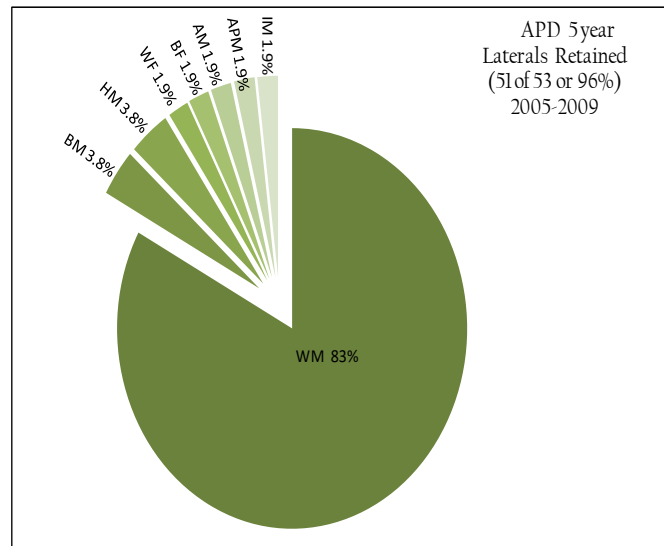
Background Information: To provide an accurate picture of the number of personnel *retained* as commissioned police officers (including the ethnic background and gender of those officers), it is important to examine the number of personnel *hired* to become commissioned police officers. All figures in this section of the report cover the years 2005 through 2009.

**Findings:**

Between the years of 2005 and 2009 the APD hired 53 Lateral Recruits, who are those who meet specified qualifications regarding previous law enforcement experience and attended a shorter Training Academy and had a shorter Field Training program that the Basic hires. The ethnic and gender statistics are as follows.

<i>Lateral hires 2005-2009</i>	#	% of L hires
White Male	44	83.0%
Black Male	2	3.8%
Hispanic Male	2	3.8%
White Female	1	1.9%
Black Female	1	1.9%
Asian Male	1	1.9%
Asian Pacific Male	1	1.9%
Indian Male	1	1.9%
Hispanic Female	0	0.0
Asian Female	0	0.0

\*One White Male did not graduate from the Academy and one White Male resigned during or shortly after the Field Training Program.

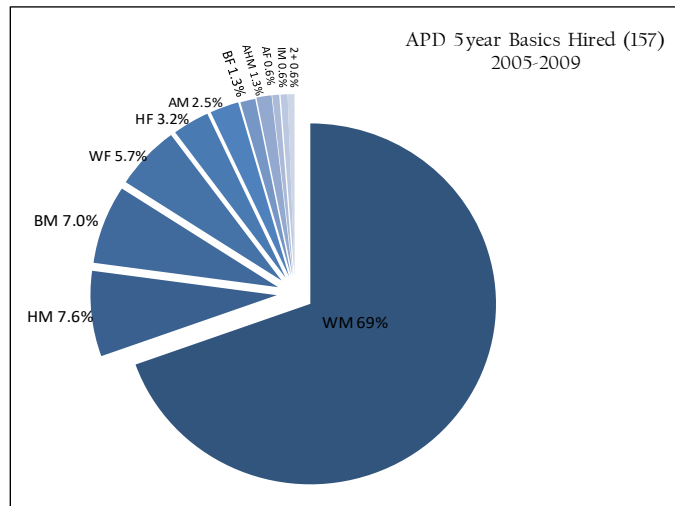




Asian Pacific Female	0	0.0
Indian Female	0	0.0
<b>Laterals hired</b> (by gender & race)	<b>53</b>	<b>100%</b>

During the same time period, the Department hired 157 Basic Recruits. These officers generally have fairly limited or no Law Enforcement experience, and attend a longer Training Academy and Field Training Program than the Lateral Officers.

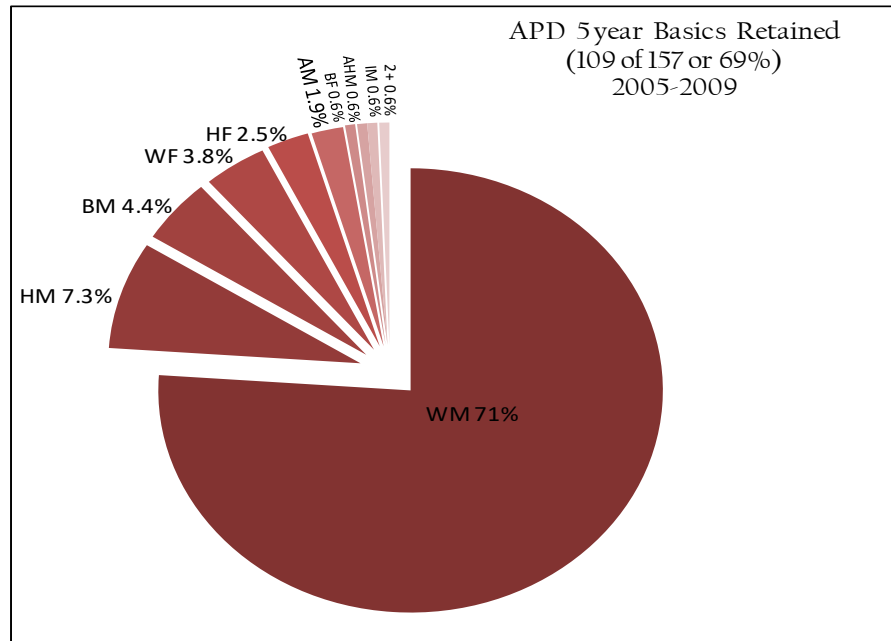
<b>Basic hires 2005-2009</b>	#	% of B hires
White Male	109	69.4%
Hispanic Male	12	7.6%
Black Male	11	7.0%
White Female	9	5.7%
Hispanic Female	5	3.2%
Asian Male	4	2.5%
Black Female	2	1.3%
Asian Hispanic Male	2	1.3%
Asian Female	1	0.6%
Indian Male	1	0.6%
Multi-Racial (2+)	1	0.6%
Asian Hispanic Female	0	0.0%
Indian Female	0	0.0%
<b>Basics hired</b> (by gender & race)	<b>157</b>	<b>100%</b>



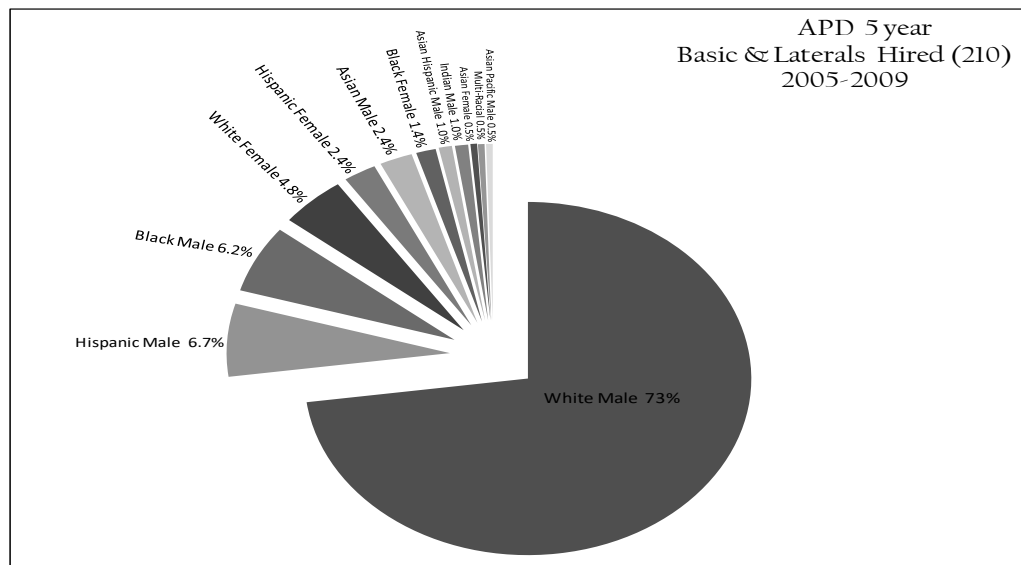
Of these 157 Basic Recruits, 18 did not complete the Training Academy:

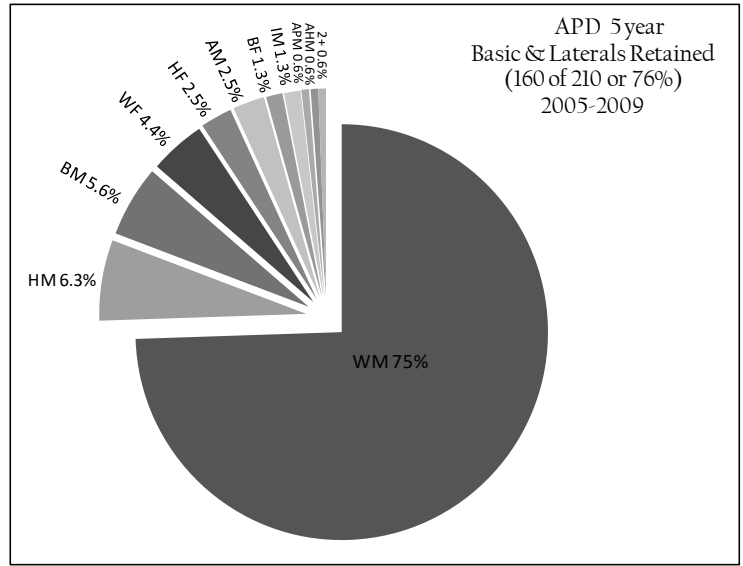
Did not graduate Academy	#	% of B hires
White Male	12	7.6%
Hispanic Male	1	0.6%
Black Male	0	0.0%
White Female	2	1.3%
Hispanic Female	1	0.6%
Asian Male	1	0.6%
Black Female	0	0
Asian Hispanic Male	0	0
Asian Female	1	0.6%
Indian Male	0	0
Multi-Racial (2+)	0	0.0%
Asian Hispanic Female	0	0.0%
Indian Female	0	0.0%
<b>did not retain</b>	<b>18</b>	<b>11.3%</b>

Of the 139 Recruits who entered the Field Training Program  
30 resigned while in the program:



The following charts depict the total number of Recruit Officers hired and the total number retained post Field Training.



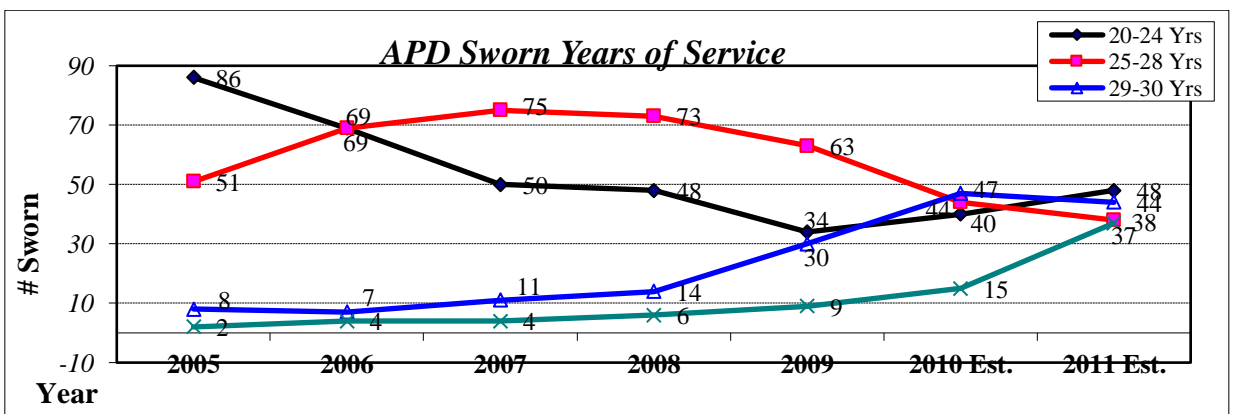


Police Administrative Services prepared a list of Police Department terminations for the years 2005 through 2009. The data base does not include ethnicity. A number of the officers who resigned went to the Denver Police Department. Even more left to work for overseas security companies.

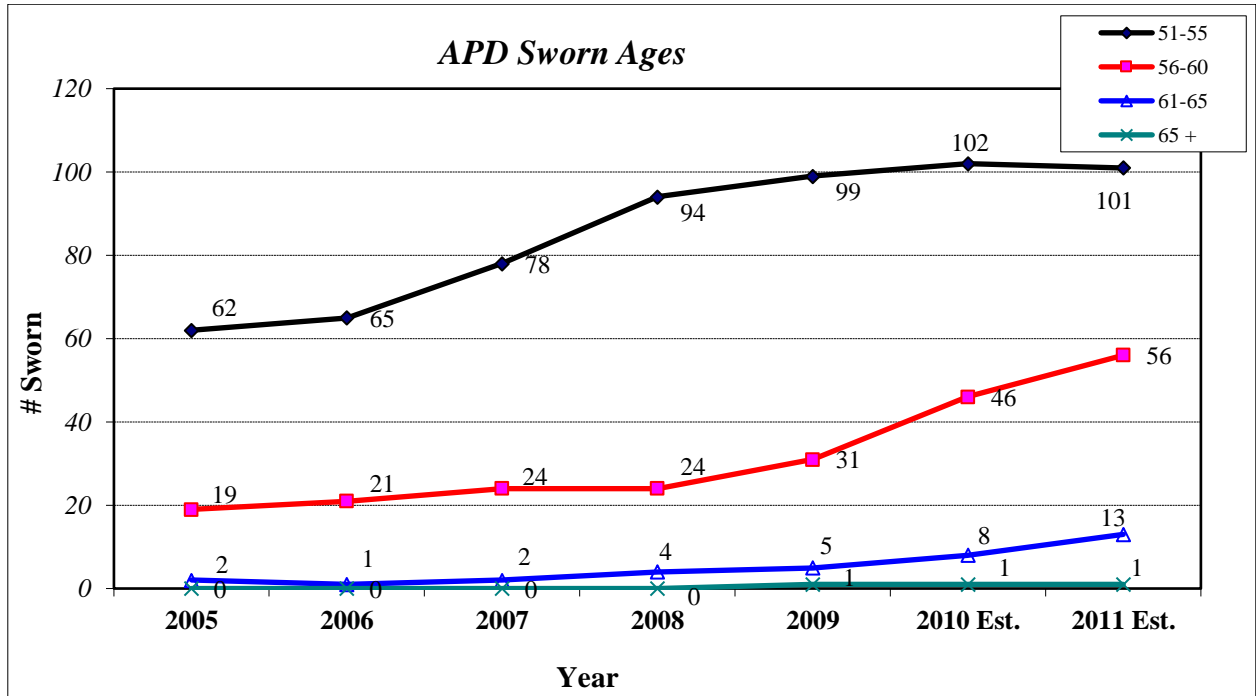
(These numbers do not include Recruit Officers who did not complete the Training Academy or those who resigned during the Field Training Program.)

Term Reason:	Death	3	All Males	
Term Reason:	Disability	12	7 Males	5 Females
Term Reason:	Resigned	51	47 Males	4 Females
Term Reason:	Retired	47	42 Males	5 Females
Term Reason:	Termination	2	All Males	
Term Reason:	Transfer	3	All Males	

The Aurora Police Department is experiencing a lower rate of attrition than normal, possibly due to the state of the economy. Police Administrative Services expect to see a fairly dramatic rise in the number of resignations when the economy improves. Below are tables that reflect age groupings of sworn members as well as the number of years of service. The following table represents projected years of service through 2011. The chart covers only officers with 20+ years of service.

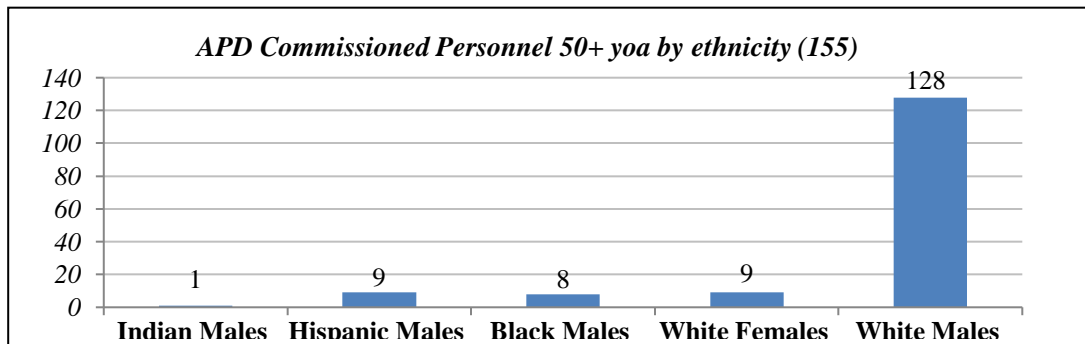


The following table reflects the ages of sworn members through 2011. Only officers 51 years of age and older are included.



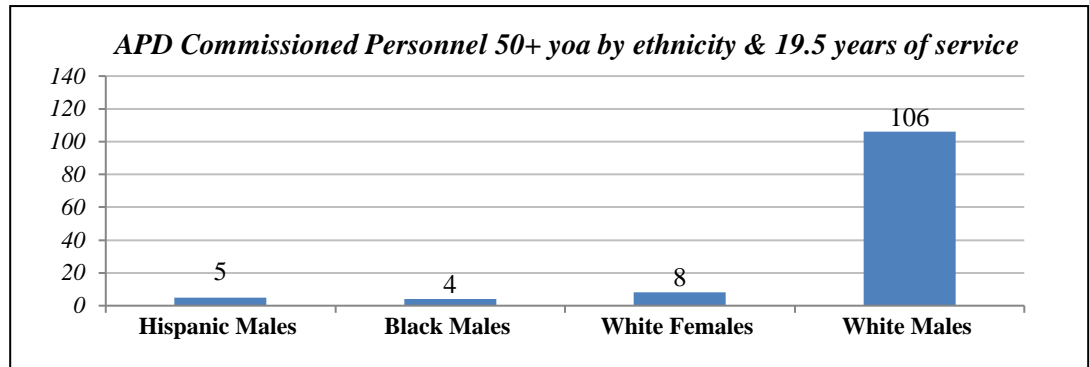
The following is the ethnicity breakdown of Aurora Commissioned personnel who are 50+ years of age from the last quarter of 2009:

IM = 1 HM = 9 BM = 8 WF = 9 WM = 128



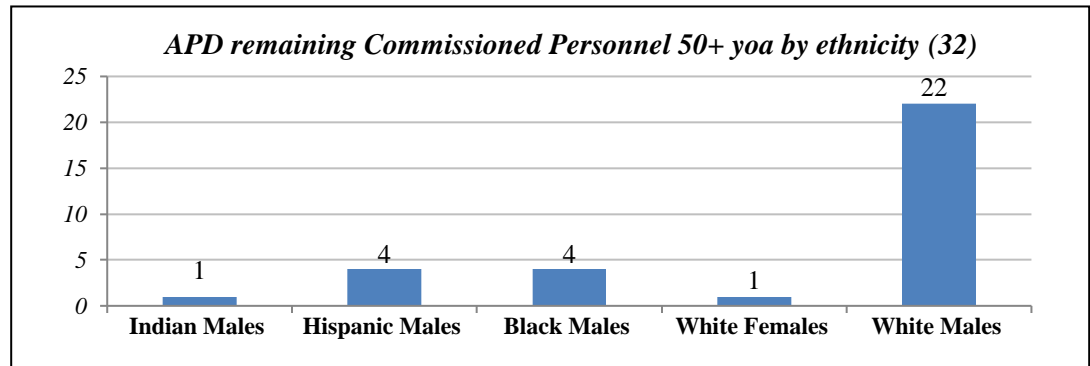
To be considered eligible for retirement from the City, Commissioned personnel must have at least 19.5 years of service and be at least 50 years old. Of the 155 personnel 50+ years of age, 123 also have 19.5 years of service or more. (4<sup>th</sup> quarter of 2009)

HM = 5 BM = 4 WF = 8 WM = 106



The remaining 50+ years of age Commissioned personnel are as follows (4<sup>th</sup> quarter of 2009):

IM = 1 HM = 4 BM = 4 WF = 1 WM = 22



Retention efforts should be strongly aimed at those officers less than 51 years of age. Those over 51 years are still high value employees but historically, most officers above 51 years of age will retire by the time they are 60. It is reasonable to expect that as the economy improves over the next few years we will see a large number of senior personnel retire.

**Recommendations:**

Potential recruits to the Aurora Police Department have expressed a variety of motives for applying with the APD. Basic recruits are often looking to get a foot in the door with any Law Enforcement. Others may be looking for an organization that has more growth and promotion potential than the smaller departments where they are currently employed. As Basic recruits age and mature, their reasons for staying at the APD may change as job satisfaction, as well as pay and benefits become more important.

Lateral applicants are often motivated by family concerns. They want better schools and a “better environment” for their children. They can be attracted by enhanced job growth and promotional opportunities, shorter job commutes and affordable housing, better pay and /or retirement benefits or better benefits in general than those offered by their current employer. In today’s economy, they may also be looking for a jurisdiction that offers better job security.

As mentioned earlier in this section, a number of officers who resigned went to other Police Departments, particularly the Denver Police Department. Reasons mentioned for moving from APD to DPD included

greater opportunity for significantly more off duty work and pay, as well as a Defined Benefit Retirement Program.

Overseas security companies have also drawn on a number of APD officers. Financial benefit seems to be a strong motive for a number of officers to go with security companies. It remains to be seen if this trend will continue as a number of the officers who left the Aurora Police Department to work for a year for these security companies have not been hired back by the APD when their security contract was up.

If the Police Department wants to retain personnel in both good and bad economic times, it is important to be competitive with local agencies in pay and benefits. The overview should include health insurance benefits and off duty work opportunities.

Opportunities for special assignments and promotions must be viewed as being accessible to all employees. The “good ol’ boy” system is perceived as being alive and well by a portion of commissioned personnel in general, and by its very nature, affects women and minorities in particular. Regardless of the validity of such perceptions, a concerted effort needs to be made to fight them. Mentoring and peer support programs can be helpful in constructing a level playing field for all employees.

Financial incentives for retention can include expanded opportunities for off duty employment, well advertised Health Savings Accounts, and a reevaluation of our retirement plan versus a defined benefits plan.

City sponsored child care outside of normal business hours would make it much easier for parents to promote as promotion often requires a return to swing shift or graveyard hours. Telecommuting options should be considered for non-uniform officers who do not have to be physically in the office to do their work.

**PROMOTION**

The following shows the “Rank Representation by Ethnicity / Gender” from the fourth quarter of 2009.

~ Aurora Police Department Civil Service Personnel ~  
 2009 Fourth Quarter Affirmative Action Report  
 Rank Representation by Ethnicity / Gender

	Chief of Police		Deputy Chief		Division Chiefs		Commanders		Captains		Lieutenants		Sergeants		Agents		Officers (I)		Totals	
WM	1	100.0%	1	100.0%	2	100.0%	3	75.0%	2	66.7%	25	80.6%	61	80.3%	77	81.1%	322	76.3%	494	77.8%
BM	-	-	-	-	-	-	-	-	-	-	1	3.2%	6	7.9%	2	2.1%	12	2.8%	21	3.3%
HM	-	-	-	-	-	-	1	25.0%	-	-	4	12.9%	4	5.3%	2	2.1%	28	6.6%	39	6.1%
AM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7	1.7%	7	1.1%
H/PM	-	-	-	-	-	-	-	-	-	-	-	1	1.3%	-	-	-	-	-	1	0.2%
AIM	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1.1%	5	1.2%	6	0.9%	
2+M	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1.1%	5	1.2%	6	0.9%	
WF	-	-	-	-	-	-	-	-	1	33.3%	1	3.2%	3	3.9%	10	10.5%	35	8.3%	50	7.9%
BF	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1.1%	4	0.9%	5	0.8%	
HF	-	-	-	-	-	-	-	-	-	-	-	1	1.3%	1	1.1%	2	0.5%	4	0.6%	
AF	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
H/PF	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AIF	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	0.2%	1	0.2%
2+F	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	0.2%	1	0.2%
TOTALS	1	100.0%	1	100.0%	2	100.0%	4	100.0%	3	100.0%	31	100.0%	76	100.0%	95	100.0%	422	100.0%	635	100.0%

**Background**

The current process for Police Promotional Selection consists of three phases with specific outcomes to establish an active promotional list for Agent, Sergeant, and Lieutenant. Promotion to Captain does not have a written test.

**Phase one:** Submit a letter of interest and an official transcript to Civil Service.

**Phase two:** Written exam

**Phase three:** Records Evaluation and Assessment Center

Officers are given three months to study for the test. They are asked to study two different books, APD directives, Colorado Revised Statutes and the contract for the APA. The following shows the percentages of minorities and females promoted between 2006 and 2009.

**Protected Class promoted**

	Protected class only	Females included
Commanders Rank	25.00%	0
Captains Rank	33.00%	66.00%
Lieutenants Rank	6.66%	13.33%
Sergeants Rank	20.68 %	34.48%
Agents rank	18.51%	29.62%

**Changes in Promotion Process 2006 – 2009**

There have been several important changes to the Police promotional process in the past four years.

Two years ago we started making both audio and visual recording of all assessment centers. The reason for this was twofold: to prevent disagreements among involved parties as to the details and fairness of the assessments and to afford candidates an opportunity to later review their performance as a training tool.

The Chief of Police can pick one assessor, with approval from the Civil Service Commission, for each exercise in an assessment center. The Aurora Police Association is afforded the same opportunity.

**Recommendations**

Two complaints are often heard about the Police Department’s promotional process. The first criticism is that the tests have little to do with the job requirements of the position. The second is that the process does not account for skills that are hard to test for and does not allow experienced administrators input as to those candidates who would most likely to be successful based on those skills and abilities that are not tested.

Recommendations to help alleviate these problems are as follows:

- Give additional credit to applicants for the rank of Sergeant for those who have served as detectives in the Agent rank.
- Make a change to the City Charter to allow “1 in 3.” This would allow the Chief of Police to promote from the top 3 applicants on the list rather than promoting strictly the next person on the list according to final ranking.
- Banding scores and allowing the Chief of Police to promote any person in that band regardless of final ranking by the testing process.





# EXHIBT A



## Aurora Fire Department 2008 RECRUITMENT REPORT



## Index

Recruitment Report	4
Conclusion	7
Exhibits:	
A Recruitment Personnel Flow Chart	9
B Source Report	10
C Candidate Prep Written Test	11
D Candidate Prep Oral Interview	13
E Candidate Prep Combat Test	15
F Ethnicity, Lateral	24
G Gender, Entry Level	25
H Ethnicity, Entry Level	25
I Current AFD Ethnicity and Gender	26
J Applicants for Testing	27

**AURORA FIRE DEPARTMENT  
2008 RECRUITMENT REPORT**

**Compiled by  
Deputy Chief of Special Services  
Mark S. Ricard**

In 2008 the Aurora City Council established goals and objectives one which was to;

- Support effective efforts to integrate/orient an increasingly diverse community.

The objective of this goal was to;

- Strengthen and build effective partnerships with ethnic communities and communities of color.
- Continue expanding city communications into diverse communities.
- Enhance communications with diverse populations and celebrate/appreciate diversity.
- Program activities for a multicultural audience.
- Expand various resources for Aurora's diverse population.

To help the Aurora Fire Department meet the goal and objectives, the City Council enhanced the recruiting budget (\$7,400) with a onetime supplement of \$30,000. To meet the goal of the Council and to also meet the goals and expectations of the Chief of the Aurora Fire Department, which is to actively pursue partnerships with the Communities of Faith, the Key Community Response Team (KCRT) and other community leaders as well as the Community College of Aurora, the Aurora Fire Department established a recruitment team of nine individuals. This team was overseen by the Deputy Chief of Special Services and chaired by a Battalion Chief for most of the year and then replaced with the Public Information Officer.

*Exhibit A – Recruiter Organization Chart.*

In January, the Deputy Chief of Special Services sent a request, to all members of the department, asking for all interested parties to attend a “brainstorming” meeting. The goal of this meeting was to glean ideas from members of the department, in best practices as they relate to recruiting. Eighteen members of the department attended and from those eighteen, nine were picked to form the “Recruiting Team”. The respective ranks varied from Firefighter to Battalion Chief and six of the nine are from the protected or minority classes.

During that meeting ideas for a formal recruiting process were discussed, as well as workable venues to attend, advertising mediums, website development, video productions and the purchase of branded items (give away items with the AFD logo).

In February, a Battalion Chief (a member of the recruitment team) was reassigned to HQ for a two week period, to organize and coordinate the “recruitment plan”.

The goal of this plan is to;

“Implement effective recruitment practices that will continuously improve the diversity of the Aurora Fire Department, to achieve a workforce more reflective of the community we serve”.

Also during the month all team members were assigned research projects. These projects included researching appropriate venues, such as job fairs, seminars and community events that would expose the recruiter's to a diverse and qualified group of potential candidates.

Website design and layout were two other project assignments. Several hundred “staff hours” were devoted to this project and a close relationship was established with our website designer (the Public Information Officer) and the Public Information office for the city. All guidelines and criteria, for establishing a website, were followed by the Aurora Fire Department. The website can be accessed at [fire.auroragov.org](http://fire.auroragov.org).

Media advertising is another assigned project and included print media, radio and movie theatre. Recruiting ads appeared in several newspapers, on several radio stations and included a Spanish speaking station.

Flyers and brochures were created and put in many community centers, fitness centers, community colleges, military bases and other places around the metro area.

*Exhibit B – Applicant Flow by Source, Entry Level*

One of the most important assignments, given at this time, was the establishment of the “Candidate Preparation Program.” This program is designed to educate applicants on the entire application process and the specific requirements of becoming an Aurora Firefighter. Items discussed were preparation for the written, the oral interview and the physical agility test. All of this information can be accessed on [fire.auroragov.org](http://fire.auroragov.org).

*Exhibit C – Candidate Preparation for Written Test*  
*Exhibit D – Candidate Preparation for Oral Interview*  
*Exhibit E – Candidate Preparation for Combat Test*

Although the Aurora Fire Department recruiters will attempt to update information on this site concerning the Combat Test it is the responsibility of the potential Fire Candidate to remain educated on possible changes to testing protocol that may be initiated by the Aurora Civil Service Commission.

In March, many of the previously identified venues were attended by members of the recruitment team. These included meetings with Aurora Police recruiter’s and the establishment of a co-recruitment team at some of the job fairs at Red Rocks Community College, career fairs at Fort Carson Army base and Buckley Air Base. Costs for participation were shared among APD and AFD.

Also during this month, meetings were held with the Civil Service Commission and the decision to do away with the paper application form was made. An on-line application was developed. April started the open “on-line” application process for both entry level and lateral entry applicants.

The Aurora Fire Department team gave a PowerPoint presentation to KCRT and the new “Recruitment Video” was shown for the first time. Those in attendance included the Deputy City Manager over Fire and Police, the Communities of Faith, Key Community Response Team leaders from Aurora Public Schools, Cherry Creek Schools, NAACP, Justice, Health Services and others.

The month of May saw recruiters attending job fairs including more at military bases and Community Colleges.

Meetings continued with CCA and plans were finalized for conducting “Candidate Preparation” seminars.

June, four candidate preparations classes (Written test preparation only) were conducted, at CCA’s Lowry, by members of the recruitment team.

Brochures, flyers and posters were distributed throughout the state’s Community Colleges that had EMS and Fire Science programs.

July continued participation in job fairs. Two more candidate preparation classes were conducted at CCA. These classes were a compilation of written, oral board and physical agility preparation.

This month was also the last month of accepting on-line applications.

*Exhibit F – Ethnicity, Lateral*  
*Exhibit G – Gender, Entry Level*  
*Exhibit H – Ethnicity, Entry Level*  
*Exhibit I – Current AFD Ethnicity and Gender*

August also had the recruitment team conducting two more in depth candidate preparation classes, and they participated in a job fair at the **Fire Rescue International** in Denver.

A recruitment team workshop/luncheon was conducted at Heritage Eagle Bend and items discussed included accomplishments, identifying issues, best practices and review of the Civil Service procedures for applications and a review of the recruitment team goals.

September through December saw much of the same as it relates to participation in job fairs, finishing any items left undone in any project and purchasing a stockpile of recruitment flyers, brochures and posters. Another outcome of our partnership with Aurora Police recruiter’s was the purchase of giveaway items that are crucial to a potential candidate remembering the name of the Aurora Fire Department. We purchased recruitment coins, extra recruitment DVD’s, ink pens and carabineers. All with the name of the department and the website address.

January 2009, the recruitment team is scheduled to go to each fire station, on all three shifts, and deliver recruitment literature, DVD’s, coins (for each employee).

### **Conclusion**

As early as 1987, the Aurora Fire Department has asked for a full time recruiter position. Until now, there has never been a comprehensive plan to seek and educate qualified applicants. There was never a plan to teach applicants the art of test taking for a Civil Service position, nor an avenue for showing them the knowledge, skills and abilities needed to become an Aurora firefighter. Because of the funding, for recruiting in 2008, we now have those programs in place and have been able to accumulate

enough operating supplies, advertising and other items, to extend our efforts for two to five years, without extra funding.

Approximately \$10,000 was spent on recruiter expenses. This would include off duty time spent on projects and time spent at fairs and seminars. Easily five times that amount could have been justified for time spent on recruiting endeavors by the Deputy Chief of Special Services, the Administrative Chief, the Battalion Chief assigned to recruiting and the Public Information Officer. It should also be noted that members of the recruiting team spent numerous hours preparing projects, developing advertising flyers, brochures, working with Civil Service on application problems and other issues, non-gratis in order to keep expenses down.

Advertising expenses totaled approximately \$6,000 and include a series of movie theatre ads at the Aurora 16, Brighton Pavilion's, Pavilion's 15 and Westminster Promenade 24.

These totaled 67 screens and ran from 2-4 weeks. The total of this advertising medium alone was over \$4,800.

Brochures, flyers and posters accounted for another \$2,000. By investing in these items and intentionally keeping the copy somewhat generic, we are able to use these items for an extended period of time.

While participating in job fairs and seminars, around the state, it was determined that the recruiter's could use a microphone/amplifier speaker system, a continuous play DVD, poster stands and DVD's. This total was around \$1500.

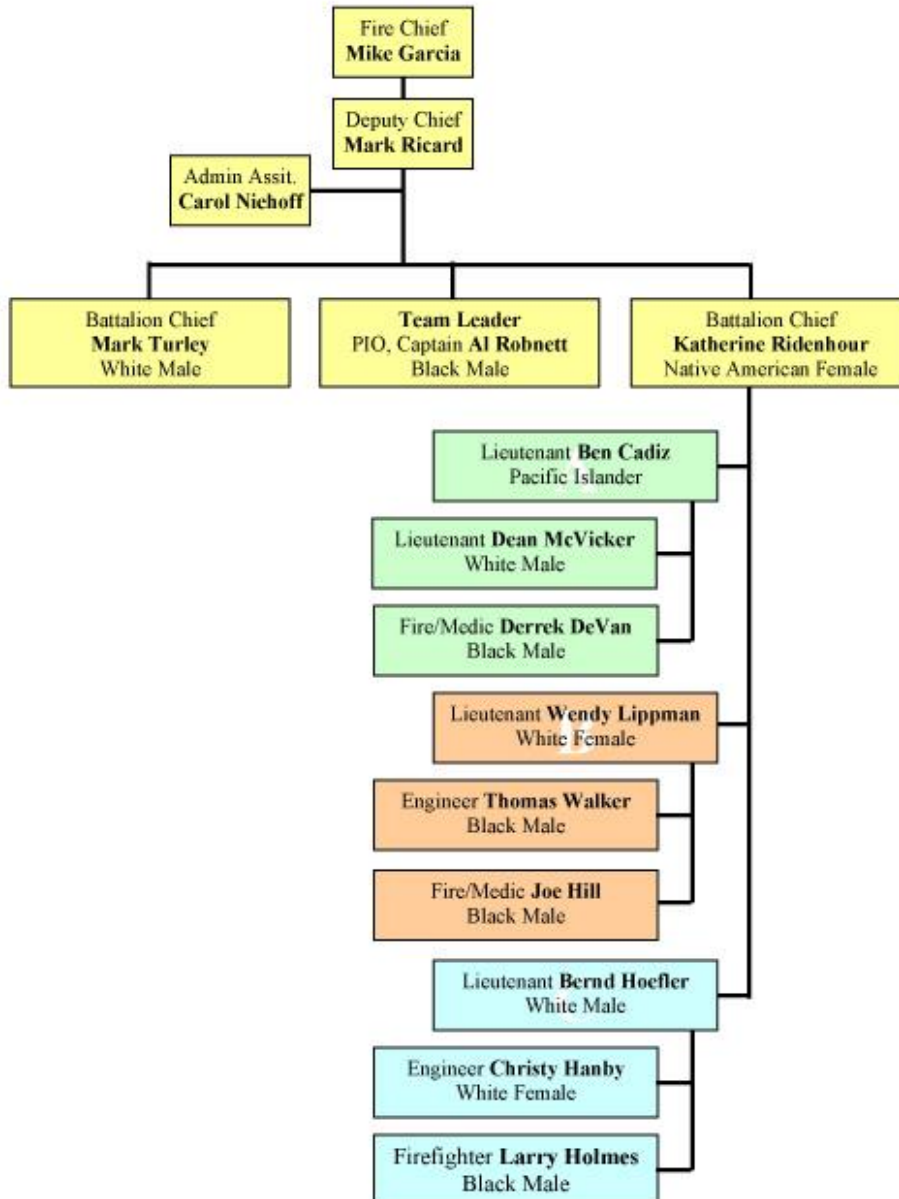
Another \$2,000 was spent on general operating expenses which included business cards, cell phone expenses, entry fees to various venues, printing costs, luncheons and a voice over for the recruitment video.

After partnering with the Aurora Police recruiter's, it was suggested by them to purchase "give away items" that can be given to potential candidates at recruiting venues. The Aurora Fire Department has developed, designed and purchased recruitment coins, ink pens and carabiners, to be given at these events. This expense accounted for \$9,000.

After analyzing the data we obtained through the NeoGov applications, it was determined that approximately 62% of all applicants accessed the Aurora Fire Department application acceptance announcement, via a website. 41% used the Aurora City website, 15% used the Fire Department website (which was only active for a short period of time during the recruiting period) and a general website search 6% of the time. It was also decided that because of the overwhelming use of the website, any future money allocated to advertising, the majority should be spent in website development or updates.

**Exhibits**  
**Exhibit A**

Aurora Fire Department  
**Recruitment Personnel Flow Chart**  
With Ethnicity



**Exhibit B**

Step	Group	Start	Passed	Failed	Pass Rate	
MQ Auto Screening- Job Specific-ENT FF	Aurora Recruiter	25	22	3	88.00%	
	Aurora City website	320	261	59	81.56%	
	Aurora Fire or Police website	148	121	27	81.76%	
	Family or Friend-Aurora Police or Firefighter	169	139	30	82.25%	
	Family or Friend-non public safety	67	59	8	88.06%	
	College Job Fair	16	11	5	68.75%	
	Industry Job Fair	8	7	1	87.50%	
	Movie Theater Advertisement	4	3	1	75.00%	
	Aurora Television Channel	5	2	3	40.00%	
	Aurora Job Line	12	10	2	83.33%	
	Special Community Presentation	1	1	0	100.00%	
	Civil Service Commission	18	15	3	83.33%	
	General Website Job Search	107	84	23	78.50%	
	Denver/Aurora Newspaper	12	11	1	91.67%	
	Fire or Police Trade Magazine	19	11	8	57.89%	
	Unknown	0	0	0	N/A	
	<b>Total:</b>		<b>931</b>	<b>757</b>	<b>174</b>	<b>81.31%</b>



**Exhibit C**  
**Candidate Preparation  
for the  
Written Test**

**Suggestions and Tips**

The suggestions and tips presented here to help candidates better prepare for the Entry Level Written Examination. The information may help candidates to understand the nature of the written examination and maximize their own performance on this portion of the application testing process.

The Entry Level Written Examination is designed to evaluate the readiness of each candidate to assume the duties of an entry level firefighter. The Fire Department will use the written test to evaluate each candidate's potential in a variety of different areas, each of which is a critical element needed for success as a firefighter.

I.O Solutions, the company that supplies the test materials, offers a study guide that may be purchased on their website at [www.IFPRA.com](http://www.IFPRA.com). It contains additional materials to what is provided here. It does not guarantee better results on the written test, but it may help.

I.O. Solutions offers two packets, a Standard Edition study Guide (\$5.95) and an Enhanced Edition (\$14.95) Both are identical, except that the Enhanced edition includes a practice written test, which may be helpful. You may purchase a written version or a downloadable version. The website also offers the ARCO Firefighters Study Guide, which also may be helpful. The Aurora Fire Department does not endorse either product.

**NOTE:** Lateral Entry Level candidates do not have to undergo the written testing process.

**The Written Examination consists of two parts:**

Part I is designed to measure your cognitive or aptitude and knowledge skills. Basic questions such as mathematics, reading comprehension, problem-solving ability, deductive and inductive reasoning will be evaluated.

Part II is designed to evaluate your suitability to the job in terms of your personality attributes. It measures job-related personal characteristics that have been demonstrated to be indicators of success for the firefighter position.

The written examination is not necessarily intended to be one you study for. Part I is based on a high school education. However, you can prepare by reading articles or books on practical subjects and taking practice tests. You can also review and practice mathematical computations and applications such as addition, subtraction, multiplication, division and fractions.

You cannot study for Part II. The best thing to do on this part of the test is to answer the questions honestly. Any attempts to "fake" the right answers may work to your disadvantage. Also, do not attempt to answer the questions the way you think a Firefighter would. Again, the best advice we can give you is to answer these questions honestly. Part II will evaluate your stress tolerance, team orientation, motivation and attitude.

You will have a total maximum time of 2½ hours to complete the examination.

**On the Day of the Examination:**

Make sure you get a good night's sleep before the examination and eat a good meal before you arrive. Wear comfortable clothing, as you may be sitting for up to 2½ hours.

Business casual is acceptable.

Arrive at least 10 minutes early to check in.

Bring photo identification. It must be a government-issued, photo identification such as a driver's license or passport. No one will be allowed to take the examination without proper identification.

Listen carefully to all instructions given by the test proctor. If needed, ask for clarification in order to understand all the instructions.

The written examination may be administered on a computer or using an actual test booklet. No computer skills are necessary. Both computer tests and booklet tests are identical. Candidates are not allowed to bring in any supplies; everything to take the examination will be furnished.

Cell phones, pagers and other communication devices are not permitted during testing. If candidates bring a backpack, handbag or other personal items, those can be placed under the work station but are considered off limits during the test. In other words, do not give the appearance of trying to cheat!

Don't forget to bring a positive outlook and confident attitude!

### **While Taking the Examination:**

Read all instructions for the examination fully. Make sure you understand how to properly utilize the computer or fill out the answer sheet.

Take your time and be calm - there should be plenty of time to complete the examination.

Don't get stuck on any one question—if you don't know an answer then leave the question and come back to it later. When you do come back to that question, then at least guess—there is no penalty for guessing and your guess may be correct. Do not leave any question unanswered.

Please read each question carefully. Do not go too quickly. Be sure you understand the meaning of each question. Carefully look over each answer.

Watch out for words that may be misleading such as "always", "never" and "all". Again, carefully read the material and reread it if necessary.

Try to answer the question before you read the answers. Then pick the answer that closest matches your initial response.

If you have extra time after completing the test, review your answers, particularly those that you were unsure of the answer.

You will be notified of your test results within three business days.

**Good luck!**

*Exhibit D*

Candidate Preparation  
for the  
Oral Interview

**Oral Interview Suggestions and Tips**

**Preparing for the Oral Interview:**

Participating in the Aurora Firefighter/Paramedic hiring process is challenging and demanding. The interview ideas and tips provided are to assist candidates with being better prepared and more confident.

Do you know what the job of a firefighter/paramedic is? Find out as much as possible about the position of Entry Level or Lateral Entry position to better prepare for the interview and the career.

Candidates are encouraged to read the Firefighter and Rescue Technician (EMT-Paramedic) job descriptions in order to understand and know the Department's requirements.

The Aurora Fire Department is dedicated to exceptional customer service. It is important candidates understand the career demands of an Aurora Firefighter. Candidates not only become firefighters, but also will attend the Emergency Medical Technician Paramedic (EMT-P) School and become a fully functioning paramedic. Paramedic School is part of an Aurora firefighter's training and is paid for by the department.

Your oral interview will last approximately 20-25 minutes. The interview board members will be comprised of two fire department personnel, one citizen and one Civil Service proctor. You can expect 5-6 questions. Use your time wisely. If you complete your interview in 10 minutes, you probably did not answer the questions fully. Likewise, if time stops and you are only on the third question, you will not receive full points for each question.

Most people are nervous in interviews – this is natural. However, by properly preparing and practicing interviewing skills, you can improve your confidence and presentation. There are many ways to improve your interviewing and speaking skills. Some of the ways you may consider practicing are:

Video and audio tape yourself practicing questions and review both for ways to improve

Setting up mock interviews with friends and family

Make lists of interview questions that may be asked

List all your qualities, attributes and traits that will make you a good firefighter/paramedic and be comfortable in talking about yourself

Make a list of all your accomplishments and how those apply to the fire service

Take college classes on public speaking, join public speaking clubs, and seek out opportunities to hone your speaking skills

*Practice, Practice, Practice!* Take every opportunity to focus on making this interview your best!

**On the Day of the Interview:**

Know where you are going! Preplan your route.

Dress professionally, not business casual.

Arrive 10 minutes early. **DO NOT BE LATE!** Your appointment time will allow you plenty of time to get checked in.

After you have been checked in, you will be given the list of your interview questions and time to review them. You may make notes on a separate sheet of paper if you like. Our goal is to set you up for success.

Think positive thoughts, feel good about yourself and abilities and plan to put your best forward and shine!

### **During Your Interview:**

If appropriate, shake the interview board members hands upon entering the room and repeat their names using appropriate title.

Take a seat after being directed to do so.

Make yourself comfortable but don't slouch – use good posture. There will a pitcher of water and glasses in the room. If you need a drink, now is the time to get one.

Don't forget to smile. Be yourself and focus on your message.

Lean forward and listen carefully to the board member asking the questions.

Place your question sheet on the table.

Listen for instructions on how to proceed. Your time starts when you begin to answer the first question.

Take a few seconds to organize your thoughts before you start your responses.

When answering questions, make good eye contact with all the board members – don't just stare at one person.

If the question has two parts, make sure you answer both parts of the question.

If during your answer you get confused or lose your train of thought, stop and refer back to the question in front of you. (No help or advice will be given by the board)

Pause between thought processes, avoid using “and ums”, “ahs”, “and stuff like that”. These can be distracting to the board. Pauses may seem like an eternity to you while you are gathering your thoughts, but typically do not seem out of place to the board members.

Use your time wisely. Answer the question as succinctly as possible; do not ramble.

Minimize stories and if you use examples, use ones that illustrate your point and apply to the question.

A closing statement may be acceptable, however, be brief, do not ramble. Thank the board members for their time and consideration.

Remain seated until one of the board members gives exit instructions.

You must leave all written materials on the table.

*Exhibit E*

**Candidate Preparation Information for the Combat Test  
City of Aurora Civil Service Commission  
Physical Performance Assessment**

The Combat Test is designed to measure the necessary strength and fitness levels required to be a successful Aurora Firefighter. Similar to all aspects of the testing process, the Combat Test is an important element to determine a potential candidate's ability to participate in suppression and emergency operations.

Below is a detailed description of the Civil Service administered Combat Test along with "tips" for each event that potentially may be helpful for some applicants. However, it is imperative that each candidate understands the key to **your** success is **your** current and future fitness level. There is ample fire service and/or fitness industry research which concludes that preparing for a fire service physical fitness test **should begin a minimum of 12 weeks prior to the test date.**

Candidates who attend the Recruit Academy must possess a high fitness level prior to and at the beginning of the Academy in order to complete the drills and fitness training required. Passing the Civil Service Combat Test does not guarantee that the candidate possesses the fitness level required to complete the Recruit Academy or to perform emergency and routine operations associated with firefighting and emergency medical services. The fitness programs and training scenarios presented in the Recruit Academy will improve your fitness level regardless of your current ability, but you must possess the strength, endurance, stamina and aerobic fitness levels prior to and at the start of the Recruit Academy to ensure you can be successful throughout training as well as your career.

Below is a sampling of websites to assist your fitness training that some individuals have found helpful. The Aurora Fire Department does not endorse or support any of these programs or any products they may offer, but provides these links as additional information on how to proceed with a comprehensive fitness program that may assist you in preparing for the Combat Test.

[www.Crossfit.com](http://www.Crossfit.com)

[www.firejock.com](http://www.firejock.com)

[www.dragondoor.com/dv044.html](http://www.dragondoor.com/dv044.html)

<http://firefightersworkout.com/>

<http://www.strengthcats.com/firepower.htm>

Successful firefighters commit to a lifelong habit of maintaining a comprehensive fitness level and living a healthy lifestyle. The job of a firefighter requires a higher than average physical fitness level. In order to become the best firefighter and team member you can be, you need to be dedicated to getting into and staying in great shape for your entire career.

Please check back for the Combat Test Video which will be posted here in the near future.

**Combat Test Information and Tips**

## Introduction

The following information is designed to familiarize a potential Aurora Fire Department candidate with the components required for the mandatory passing of the Aurora Civil Service facilitated Combat Test based upon the of the Aurora Fire Department/ARA Human Factors physical agility test. The Combat Test is designed to test the potential Aurora Fire Department candidate's ability to successfully perform fire suppression and other emergency related activities and is proctored by the Aurora Civil Service Commission.

During the actual Combat Test, the candidate will wear a "bunker coat", an SCBA (self contained breathing apparatus) pack (not on air), a helmet, and a pair of firefighting gloves provided by Civil Service. The firefighting related clothing will be similar to the currently issued Personal Protective Equipment worn by members of the Department. Candidates are encouraged to wear comfortable clothing appropriate for arduous physical activity and current weather conditions. Clothing items such as T-shirts, sweat shirts, sweat pants, shorts and sturdy athletic shoes are recommended.

On the day of your actual Combat Test, pay close attention to the instruction provided to you by the Civil Service representative and/or an Aurora Fire Department employee designated by the Commission. The Civil Service Commission has the authority to make all final decisions on rules and procedures concerning their proctored Combat Test. Once the Combat Test is initiated, no questions will be answered by the proctors and/or the facilitators. Be sure to ask any questions before the test begins.

On the day of the actual Combat Test (refer to the Civil Service Commission Applicant Information Package), there are two additional tests that must be passed. These tests are in addition to the Combat Test, and must be successfully passed in order for the candidate to continue in the Civil Service testing process. These two additional tests are the *Mask Event* and the *Aerial Ladder Climb*. The Mask Event and Aerial Ladder Climb will not be practiced at the practice sessions but will be described to the potential candidate on the day of the test in the same manner as the description of the Combat Test.

## Description of Events with Tips

Below is the Civil Service Commission Physical Performance Test Information Package which describes the test events.

Tips are included for each event ([noted in blue](#)) which some candidates may find helpful. These tips are not guaranteed to increase the ability of a potential candidate to pass the Combat Test; however, may be useful when preparing for the test. Likewise, although practice and improvement of technique may assist a potential candidate in performing the Combat Test, it will not substitute for lack of appropriate core, upper and lower body strength, agility, and general excellent anaerobic and aerobic fitness required to successfully pass the Combat Test.

**The common trait among candidates who successfully pass the Combat Test is the apparent evidence that the candidate has been engaged over a significant period of time in**

**a multi-faceted physical fitness program that has increased and/or maintained the candidate's strength, flexibility, agility, speed and anaerobic and aerobic fitness to an excellent or high fitness level.**

**Note:** The below information is the recent description supplied by the Aurora Civil Service Commission concerning the expectations for a potential Fire applicant/candidate to pass the Aurora Civil Service Commission proctored Combat Test. The TIPS are provided from the Fire Department and are in [blue](#).

**AURORA CIVIL SERVICE COMMISSION  
FIRE FIGHTER PHYSICAL PERFORMANCE TEST  
APPLICANT INFORMATION PACKAGE**

**General:**

The Aurora Fire Department and the Civil Service Commission welcome qualified applicants to test for the Firefighter position.

Fire fighting is an exciting and rewarding career. It is also one of the most physically demanding occupations in America. Unlike other manual labor jobs that are designed around the capabilities of the work-force, firefighters must respond to the demands of the situation and work in many and varied environments which can be hot, smoky and extremely hazardous.

Firefighters wear heavy equipment that severely limits performance and also carry heavy loads, including litters that weigh well over 200 pounds. Much of what firefighters do in emergency situations requires both muscular and aerobic fitness. This means that physical fitness is a very important component of job performance.

Being in top physical condition is a prerequisite for employment as a firefighter; is the best possible protection against on-the-job injuries; and is the key to staying on the job. Said another way, while it is important to have a high level of fitness to compete for a job in the Department, it is even more important to maintain fitness once on the job. A commitment to life-long fitness is an essential part of being a firefighter.

This handout provides an overview of the Physical Performance Test to better help you prepare for a challenging career in the fire service with the city of Aurora. The Physical Performance Test was designed to provide the Aurora Civil Service Commission and the Fire Department a list of prospective employees who exhibit the highest probability of success as a firefighter.

Considerable research was conducted to accurately measure the necessary levels of fitness to safely perform the duties of firefighters. High levels of anaerobic and aerobic fitness and muscular strength and endurance have been consistently identified as the most important determinate of job performance. So, increasing your anaerobic and aerobic fitness and muscular strength is an excellent method of improving performance on the test. Although, it will be difficult to practice exactly the test events, achieving a high level of conditioning by training with weights and cardiovascular conditioning will increase your likelihood of passing the test.

### **Note of Caution:**

The Aurora Fire Department and Civil Service Commission do not assume any responsibility for any medical consequences that may arise from participating in the applicant selection process to include the physical performance test.

Prior to the test, we strongly urge you to check with your personal physician to determine your current health status and/or the status of any existing medical condition, which may prevent you from successfully completing all test events in allotted time.

While performing the physical performance test events, if you experience shortness of breath, dizziness, nausea, vomiting or chest pain, you should STOP all activity immediately and seek medical advice before continuing.

### **The Physical Performance Test (Combat Test):**

The Test was designed after an exhaustive job task analysis and accurately reflects the physical demands of a number of fire suppression activities. The test was specifically designed to test necessary fire fighting physical capacities. The test standard was established as a minimum standard for probability of success during the fire academy.

It is not possible to provide applicants with an opportunity to use the equipment at the testing site prior to the administration of the actual test. However, a description of the test events is provided below to allow you to familiarize yourself with them.

### **Test Conditions:**

The test is a timed event and is graded pass/fail. A maximum of six minutes and 30 seconds is allowed to complete all five events of the test. Time starts when the grader announces "GO" for the stair climb and stops when the Grader announces "STOP" at the end of the victim rescue, or whenever the time exceeds maximum allowable time. Applicant will be fitted with helmet, bunker coat, leather gloves and department-issue breathing apparatus without face piece while performing the test. No other equipment, devices, straps, etc. may be used.

An applicant should pace himself/herself as he/she moves from event to event. Applicants may rest at any time during performance of the test, but the clock will continue to run. Only one opportunity is allowed to complete the test.

## **Combat Test Information**

### **Test Station # 1 - Stair Climb:**

Applicant will pick up a current department-issue high-rise hose bundle, weighing approximately 30 to 40 pounds, place it on his/her shoulder and carry it to the top floor of the drill tower



stairway. Applicant will deposit the hose load on the floor where indicated. Handrails may be used to assist applicant on the way up and taking more than one step at a time is allowed. This completes the Stair Climb event.

*Note: Applicants should pace themselves up the stair climb. Individuals who attempt to complete this event too quickly frequently place themselves in extreme oxygen debt, find it difficult to recover, and thus reduce their performance on the events that follow.*

### **TIPS:**

- Pace yourself during the stair climb; going out too fast can rob you of energy needed later in the combat test.
- Help yourself up and down the stairs using the hand rail.
- Skipping stairs on the way up is allowed but remember to pace yourself and do not skip any stairs on the way down.
- Walk at a slow to moderate pace to the next event allows the candidate to recuperate - **no running allowed.**

The candidate **cannot:**

- Place the hose pack over or on the SCBA bottle.
- Carry the hose pack in any other manner except on the shoulder (either shoulder).
- Skip stairs on the descent. Watch Video

### **Test Station # 2 - Hose Hoist:**

Applicant will walk down to the 4th floor, touching each step, to Test Station #2. Using a hand over hand pulling motion, applicant will hoist the donut roll (approximately 30-40 lbs.) with the aid of a rope to the 4th floor of the drill tower. The donut roll must be pulled **over the top handrail** and dropped on the floor. Applicant must keep at least one foot on the drill tower stairway floor at all times. The **Hose Hoist** event is complete when the donut roll is dropped on the floor.

### **TIPS:**

- Use the largest muscles available for each event as using small or smaller muscles can fatigue them and make it difficult later in the combat test.
- Try to complete the hose roll hoist in a short time period as holding the rope with your hands fatigues your forearms which you will need in the next event.
- The candidate can go as fast or slow descending the stairs but this is a great opportunity to slow your pace, take deep breaths and try to regain your strength for the next event.
- *Remember:* The right pace is essential in allowing yourself the maximum time to rest yet giving you enough time for each event.
- *Be sure to hit every step in your descent!*
- Walk at a slow to moderate pace to the next event allows the candidate to recuperate - **no running allowed.**

The candidate **cannot:**

- Pull the rope across the railing during the hose pack hoist; it must be lifted with each pull.
- Use a raised foot against the railing to assist with hoisting the hose pack

Cannot skip stairs on the descent. [Watch Video](#)

### **Test Station # 3 - Forcible Entry:**

Applicant will walk down stairs touching each step and proceed to Test Station #3. Using a 9-lb shot hammer, applicant will drive the metal beam of the Keiser Force Machine a distance of five feet. Applicant should strike the end of the beam, contacting the surface of the beam as squarely as possible for maximum force transfer. Applicant should pay attention to the position of the beam in relation to the arch of the foot; they should be on the same plane. Getting "ahead" of you will result in the point of impact at the handle of the Force Machine as opposed to the head of the mallet. **The Forcible Entry** event is complete when the leading edge of the beam passes the end of the sled.

#### **TIPS:**

- Technique and being comfortable swinging a shot hammer will help tremendously.
- Using large swings with the shot hammer will cost you in time and energy.
- Shorten the swings and strike the hammer head with a precise perpendicular hit on the bar.
- Try keeping your heels close to the same plane or in front of the bar as this helps in striking the bar with a more precise and perpendicular hit.
- For candidates with weaker or fatigued forearms, try a rocking motion with your hips, using your arms only to hold the hammer and your rocking motion to swing the hammer head. (This is a weaker swing but can save some forearm strength for later events).
- Walk at a slow to moderate pace to the next event allows the candidate to recuperate - **no running allowed.**

The candidate **cannot**:

- “Hook” the sledge hammer over the bar and drag the bar. [Watch Video](#)

### **Test Station # 4 - Hose Advance:**

Applicant will walk the required distance of 140 feet to Test Station # 4. He/She will grasp the end of a charged 1-3/4 inch hose and drag it 75 feet to the finish line. The **Hose Advance** event is complete when the applicant’s feet cross finish line and drops the hose where indicated.

#### **TIPS:**

- Most people find it helpful to run or walk fast at the start of the hose pull to increase their momentum later in the event.
- For people with weaker or fatigued forearms, try placing the hose over the chosen shoulder and place the nozzle under the opposite arm to reduce the use of the forearms and allow them to recuperate.
- Some may find it helpful to place the nozzle at their knee level in order to pull against the hose more efficiently.

- Do not stop during the hose pull - try to complete the event in one continuous motion thus taking advantage of your momentum at the end.
- Walk at a slow to moderate pace to the next event allows the candidate to recuperate - **no running allowed.**

The candidate **cannot**:

- Walk backward; the candidate must move in a forward motion while pulling the charged hose line.

### [Watch Video](#)

#### **Test Station # 5 - Victim Rescue:**

Applicant will walk 40 feet to Test Station #5 and grasp the supine victim (approximately 175-pound mannequin) and drag it 100 feet. Applicant should place his/her chest as close as possible against the back of the mannequin and lift with his/her whole body. The **Victim Rescue** event is complete when the feet of the mannequin cross the finish line.

**TIPS:**

- At this time, your body is fatigued and a “can do it” attitude goes a long way in this event.
- Technique and being comfortable picking up the dummy will help tremendously.
- For people with shorter arms, using the strap provided will assist in lifting the mannequin to your chest. (Using the strap is a preference but can cost you time while you wrap your hands around it.)
- Try to lift the mannequin so as little of the mannequin is dragging on the ground. (Dragging the mannequin on the ground increases friction thereby costing time and increased effort.)
- Try to complete the event with one fluid motion.
- If you have to stop or lose grip of the dummy, “collect yourself”, grip and lift the dummy, walk backwards until the feet of the dummy cross the finish line.
- You can stop and rest as much as you like or as time allows but **the clock will still run.**

The candidate **cannot**:

- Walk forward, you must walk backwards.
- The dummy cannot be carried in any other way than the above mentioned position.
- Run during this event.
- Drag the mannequin by the strap, its clothing or any part of its body. [Watch Video](#)

### [Watch full test Video](#)

**Successfully completing all five events completes  
*The Physical Performance Test.***

**Additional Testing Requirements:**

Applicants must also be able to perform critical job functions of working while wearing a protective mask during periods of limited visibility and working on tall ladders, therefore the following events will be performed by applicants who **PASS** the physical performance test. Applicant will wear helmet, bunker coat, and leather gloves during the events in addition to any equipment specific to the event.

### **Mask Event:**

Applicant wears an air mask with face shield blacked out (taped). Applicant will be assisted in donning the air mask w/face shield. Applicant will be led through one floor of the drill tower. Applicant **PASSES** if he/she completes the task without removing the mask; and **FAILS** if he/she removes mask in any manner.

### **Aerial Ladder Climb:**

Applicant wears a ladder belt. A safety rope will be attached to the belt and run over the tip of the ladder in such a manner to allow a Firefighter on the ground to stop the applicant in case of a fall. Applicant will be instructed on proper ladder climbing procedures; hands and feet on every rung. Applicant will climb an aerial ladder extended to 80 feet and at 75 degrees elevation. Upon reaching and touching the top rung of the ladder, applicant will stop; look down and identify an object (tool, axe, etc.) on the ground; and return to the base of the ladder. Applicant **PASSES** if he/she successfully completes the event; **FAILS** if he/she cannot climb to the top of the ladder, does not touch the top rung, cannot look down, or needs assistance to get off the ladder. This completes the additional testing requirements.

### **Additional Information:**

Dressing rooms and lockers are not available in the test area. It is recommended that watches and other valuables not be brought to the test.

### **Some Training Tips to Prepare for the Test:**

One of the best activities to help applicant's train for the physical performance test includes climbing stairs while carrying heavy weights in a backpack or similar configuration. Other simple tests such as push-ups and sit-ups can be very helpful in predicting performance on the Physical Performance Test. As a minimum, applicants should be capable of performing at least 25 push-ups and 45 sit-ups. To increase your performance on this measure of muscular endurance, test yourself to failure (until you can't do any more repetitions). Take this number and divide it by two. Add one to this number and perform three sets of the number of repetitions every other day. Test yourself each week to measure your improvement. In addition, the following also will assist applicants in preparing for the test:

### **1.5 Mile Run Self-Test**

A good way to determine if you have an adequate level of cardiovascular fitness is to test yourself on the 1.5 mile run. The table below is used to rate your performance on the 1.5-mile run.

*Categories for Aerobic Fitness*

- Superior = less than 10 minutes
- Excellent = between 10 and 11 minutes
- Good = between 11 and 12 minutes
- Fair = between 12 and 13 minutes
- Poor = between 13 and 14 minutes
- Very Poor = 14 minutes or more

*Conclusion of Aurora Civil Service Combat Test Description.*

**Successful passing of the Aurora Civil Service Commission proctored Combat Test is for Fire applicant testing purposes only and DOES NOT insure successful completion of the subsequent arduous physical demands and high fitness levels required during an Aurora Fire Department Recruit Academy.**

**Exhibit F**



My HR | My Links | Help & Support | Logout

<b>Class</b>	<b>Post</b>	<b>Admin</b>	<b>Benefits</b>	<b>Reports</b>	<b>CandidateTrack</b>	<b>Tests</b>	<b>Requisitions</b>	<b>List</b>
--------------	-------------	--------------	-----------------	----------------	-----------------------	--------------	---------------------	-------------

Welcome, **Heather Dearman**

**Applicant Flow by Ethnicity**

Exam Title **Firefigther-Lateral**  
Exam Number **00003**

Department **Civil Service Commission**  
Division  
Vacancies

Applicant Flow by Gender    Applicant Flow by Ethnicity    Show Applications: **All (Active & Archived)**

Step	Group	Start	Passed	Failed	Pass Rate
2. Application Reviewed	Caucasian	83	48	35	57.83%
	African American	2	0	2	0.00%
	Hispanic	8	2	6	25.00%
	Native Hawaiian/Pacific Islander	0	0	0	N/A
	American Indian/Alaskan Native	2	1	1	50.00%
	Other/Two or more races	5	3	2	60.00%
	Unknown	1	0	1	0.00%
	<b>Total:</b>		<b>101</b>	<b>54</b>	<b>47</b>

Failed Reason	Group	Failed
Lateral Not Qualified	Caucasian	16
	African American	1
	Hispanic	4
	Native Hawaiian/Pacific Islander	0
	American Indian/Alaskan Native	1
	Other/Two or more races	0
	Unknown	1
	<b>Total:</b>	<b>23</b>

Failed Reason	Group	Failed
Withdrawn from process	Caucasian	1
	African American	0
	Hispanic	0
	Native Hawaiian/Pacific Islander	0
	American Indian/Alaskan Native	0
	Other/Two or more races	0
	Unknown	0
	<b>Total:</b>	<b>1</b>

Failed Reason	Group	Failed
DQ Drug Use	Caucasian	1
	African American	0
	Hispanic	0
	Native Hawaiian/Pacific Islander	0
	American Indian/Alaskan Native	0
	Other/Two or more races	0
	Unknown	0
	<b>Total:</b>	<b>1</b>

Failed Reason	Group	Failed
Lateral not invited	Caucasian	17
	African American	1
	Hispanic	2
	Native Hawaiian/Pacific Islander	0
	American Indian/Alaskan Native	0
	Other/Two or more races	2
	Unknown	0
	<b>Total:</b>	<b>22</b>

[https://secure.neogov.com/employers/app\\_tracking/appflow.cfm?EPID=70847&ESID=195...](https://secure.neogov.com/employers/app_tracking/appflow.cfm?EPID=70847&ESID=195...) 1/6/2009

**Exhibit G**

	Group	Start	Passed	Failed	Pass Rate
MQ Auto Screening-Job Specific-ENT FF	Male	868	707	161	81.45%
	Female	55	43	12	78.18%
	Unknown	8	7	1	87.50%
	<b>Total:</b>	<b>931</b>	<b>757</b>	<b>174</b>	<b>81.31%</b>

**Exhibit H**

	Group	Start	Passed	Failed	Pass Rate
MQ Auto Screening- Job Specific-ENT FF	Caucasian	651	543	108	83.41%
	African American	63	40	23	63.49%
	Hispanic	126	103	23	81.75%
	Native Hawaiian/Pacific Islander	11	7	4	63.64%
	American Indian/Alaskan Native	9	9	0	100.00%
	Other/Two or more races	53	41	12	77.36%
	Unknown	18	14	4	77.78%
	<b>Total:</b>	<b>931</b>	<b>757</b>	<b>174</b>	<b>81.31%</b>

**Exhibit I**

<p><b>AURORA FIRE DEPARTMENT</b>  <b>CIVIL SERVICE STAFFING</b>  <b>February 18, 2009</b></p>
---

<b>CIVIL SERVICE TOTAL:</b>	<b>305</b>
FEMALE	21 6.89%
MALE	284 93.11%

<i>Ethnicity</i>	<i>EEO Codes</i>	<i>Sex</i>	<i>Number</i>	<i>%</i>
African American	2	Male	10	3.28%
Asian	4	Female	1	0.33%
Asian	4	Male	6	1.97%
Caucasian	1	Female	19	6.23%
Caucasian	1	Male	240	78.69%
Hawaiian/Pacific Islander	5	Male	3	0.98%
Hispanic	3	Male	17	5.57%
Native American	6	Female	1	0.33%
Native American	6	Male	3	0.98%
Two or more races	7	Male	5	1.64%

<b>TOTAL MINORITIES/PROTECTED-CLASS</b>	<b>65</b>	<b>21.31%</b>
---	-----------	---------------

**MINORITIES/PROTECTED-CLASS BY RANK:**

<i>Rank</i>	<i>EEO Codes</i>	<i>Total Rank #</i>	<i>Ethnicity</i>	<i>Sex</i>	<i>Number</i>	<i>%</i>	<i>% by Rank</i>
Battalion Chief	2	11	African American	Male	1	9.09%	
Battalion Chief	6	11	Native American	Female	1	9.09%	18.18%
Captain	2	20	African American	Male	1	5.00%	
Captain	1	20	Caucasian	Female	3	15.00%	
Captain	3	20	Hispanic	Male	1	5.00%	25.00%
Lieutenant	2	52	African American	Male	2	3.85%	
Lieutenant	4	52	Asian	Male	3	5.77%	
Lieutenant	1	52	Caucasian	Female	5	9.62%	
Lieutenant	5	52	Hawaiian/Pacific Islander	Male	1	1.92%	
Lieutenant	3	52	Hispanic	Male	2	3.85%	25.00%
Engineer	2	58	African American	Male	2	3.45%	
Engineer	4	58	Caucasian	Female	4	6.90%	
Engineer	3	58	Hispanic	Male	2	3.45%	
Engineer	6	58	Native American	Male	1	1.72%	15.52%
Rescue Technician	2	54	African American	Male	1	1.85%	
Rescue Technician	4	54	Asian	Male	1	1.85%	
Rescue Technician	1	54	Caucasian	Female	2	3.70%	
Rescue Technician	5	54	Hawaiian/Pacific Islander	Male	1	1.85%	
Rescue Technician	3	54	Hispanic	Male	3	5.56%	
Rescue Technician	7	54	Two or more races	Male	2	3.70%	20.37%
Arson Technician	7	1	Two or more races	Male	1	100.00%	100.00%
Fire Fighter	2	105	African American	Male	3	2.86%	
Fire Fighter	4	105	Asian	Female	1	0.95%	
Fire Fighter	4	105	Asian	Male	2	1.90%	
Fire Fighter	1	105	Caucasian	Female	5	4.76%	
Fire Fighter	5	105	Hawaiian/Pacific Islander	Male	1	0.95%	
Fire Fighter	3	105	Hispanic	Male	9	8.57%	
Fire Fighter	6	105	Native American	Male	2	1.90%	
Fire Fighter	7	105	Two or more races	Male	2	1.90%	26.67%



Exhibit J

**Entry level Applications July 31st 2008**

Candidates have yet to be tested

Ethnicity	Start
Caucasian	651
African American	63
Hispanic	126
Native Hawaiian/Pacific Islander	11
American Indian/Alaskan Native	9
Other/Two or more races	53
Unknown	18
<b>Total:</b>	<b>931</b>
Male	868
Female	55
Other	8
<b>Total:</b>	<b>931</b>

**Entry level Applications November 2<sup>nd</sup> 2007**

Candidates were tested November 9<sup>th</sup> 2007

Ethnicity	Total
Caucasian	406
African American	30
Hispanic	60
American Indian/Alaskan	11
Asian/ Pacific Islander	11
Other	10
Grand Total	528
SEX	Total
Female	45
Male	486
Grand Total	531

# APPENDIX B

**RECRUITMENT, SELECTION, PROMOTION AND RETENTION TASKFORCE**  
**PRELIMINARY REPORT OF FINDINGS AND RECOMMENDATIONS**  
**EXECUTIVE SUMMARY**

**PURPOSE**

This preliminary report presents the findings and recommendations of the “Recruitment, Selection, Promotion and Retention Taskforce” (Taskforce) established by Ron Miller, City Manager in May 2009. The Taskforce’s purpose was to evaluate the recruitment, selection, promotion and retention processes and strategies surrounding “protected classes” within the Aurora Police Department (APD) and the Aurora Fire Department (AFD) and to forward such recommendations to the Civil Service Commission and to the City Manager.

For the purposes of this report, the Taskforce used the City’s “Personnel Policies and Procedures Manual” in definition of “protected classes,” which states: “The City of Aurora is an equal opportunity employer. No applicant for employment or employee shall be discriminated against because of race, religion, color, sex, sexual orientation, age, disability, or national origin.”

This preliminary report has been presented to the Police Chief and the Fire Chief for their review and discussion. The Taskforce now submits this preliminary report to the Civil Service Commission (Commission) for review and discussion.

**BACKGROUND**

The Taskforce was established as a result of a meeting between several Aurora African-American Firefighters and Ron Miller, City Manager, Chief Garcia, and Tom Nicholas, Deputy City Manager in May 2009. The discussion initially centered on issues related to the “written test” administered by the Commission. This test is a major step in the selection process to fill a Fire academy. Commission staff has indicated that African-American candidates, as a whole, finished in the middle range on the written test. A prospective candidate for an academy is ranked by their score on the test, which then determines whether they proceed to an “oral board interview.” Typically, African-American candidates, whose scores finished in the middle to mid-upper range, do not advance to the “oral board” interviews.

The discussion with the City Manager, however, evolved to include processes for recruitment, testing and selection, promotion and retention that might affect not only African-American candidates but all candidates. It was agreed that addressing diversity extended beyond the “written test.” The Taskforce would include representatives from both the Fire and Police departments. The Taskforce, as reflected below, consisted of representatives from both Fire and Police departments.

1. Aurora Fire Department: Captain Allen Robnett, Lieutenant Ben Cadiz, Engineer Thomas Walker, Fire-Medic Joe Hill
2. Aurora Police Department: Sergeant Paul Poole, Detective Shannon Lucy-Youngquist, Officer Carolyn Renaud, and Agent Steven Crowe.

### 3. Co-Chairs: Tom Nicholas, Deputy City Manager and Janice Napper, Assistant City Manager

Since the establishment of the Taskforce and the submittal of this report, there has been the Department of Justice investigation that stalled the Taskforce and the Civil Service Commission for a period of time. The Taskforce resumed its purpose and worked through various stages of candidate processing towards admittance to either a Fire or Police academy.

#### **Department of Justice:**

Nearly two months after the formation of the Taskforce, the Department of Justice (DOJ) sent a letter to the City that indicated that “Loretta King, Acting Assistant Attorney General, has authorized a full investigation of the City’s employment practices with respect to its Police and Fire departments to determine whether the City is engaged in a pattern or practice of discrimination against blacks and/or Hispanics with respect to employment in the police officer and firefighter positions, in violation of Title VII.” Both the Commission and the Taskforce were made aware of this investigation and pending interviews by the DOJ. The Taskforce and the Commission met with the City Attorney’s Office and the outside legal firm of Brownstein Hyatt Farber and Schreck, LLP, as represented by attorneys David Powell and Martha Bauer.

Initially, both the Commission and the Taskforce were requested to stand-down and to allow the DOJ to conduct an internal interview and investigation of city documents related to the claim. After many discussions with the City’s outside legal firm and DOJ, the decision was that Taskforce could proceed with its evaluation of various aspects of recruitment, testing, promotion and retention but that it could not evaluate or make recommendations regarding the “written test” itself or the processes.

The Taskforce struggled as the DOJ investigation continued to widen its scope from “written test” to “background investigations.”

#### **Civil Service Commission:**

The Civil Service Commission, to its credit, has struggled the most to work its way through an evaluation of its processes from “applications” through establishing their “Prospective Employee List,” which serves as the list of eligible candidates for both the Fire and Police academies. It is obvious that the Commission is under the weight of the DOJ investigation and continues to take steps to implement procedures that will be acceptable to the DOJ. As of the submittal of this report, the Commission has taken the following steps:

1. “Written Test:” The Commission has adopted the Ergometrics test for the Fall Fire Academy. Firefighters were invited to test Ergometrics before the Commission adoption. It was felt that the test was superior to the old written test and provide far more information.
2. “Oral Board.” The Commission has suspended the need for an “oral board” based on the recommendations of an outside expert provided by the City Attorney’s Office.

3. "APD Chief Captain's Points:" The Commission reversed its previous rule making to allow the APD Chief to have a weighted value in the "captain" selection process. The reversal was reported as a conflict of the current City Charter.
4. "Background Investigations:" The Commission is undertaking a discussion of whether it will administer "background investigations" or allow the APD and AFD to continue their processes with some modifications.

The Commission has and will continue to work through the many issues that the DOJ will bring forward. The Taskforce and the Commission share the same result and that is to properly recruit, test, and establish a "Prospective Employee List" that reflects the diversity of the community.

**Summary:**

The Taskforce's preliminary "findings and recommendations" span well beyond the DOJ scope of investigation. There are recommendations affecting the "physical fitness test," "promotions," and "retention." The continuation of the DOJ investigation and the Commission's efforts to advance new procedures will, hopefully, provide for the changes in the Commission's and the Fire and Police departments to properly address diversity.

In concert with the DOJ's focus and the Commission's changes, the findings and recommendations contained in this Taskforce report cover other areas of importance. Some of the recommendations have already been employed, specifically within the Fire and Police "fitness tests."

As it stands, this report is more for the internal processes outside the Commission's area of responsibility. It is important that the respective Fire and Police departments review the findings and recommendations with a view towards continuing the advancement of diversity with their respective organizations.

## **FIRE DEPARTMENT PRELIMINARY REPORT**

The following “findings and recommendations” address four major areas described, as follows:

1. Recruitment Processes: The processes and strategies used by the Fire Department to recruit individuals to apply as potential candidates with a focus on increasing the number of qualified female applicants of all backgrounds and male applicants from different ethnic backgrounds.
2. Entry-Level Selection Processes: The Taskforce initially looked at both “the written test and oral board process;” however, the DOJ investigation has lead the Civil Service Commission to undertake significant changes to both processes. The Taskforce did review and provide recommendations regarding the “Physical Agility Combat Test” process.
3. Promotion Processes: The Fire Chief has the authority to appoint Battalion Chiefs and the Deputy Chief positions. The Commission is responsible for testing and establishing a Prospective Employee List (PEL) for ranks of entry-level firefighter 4<sup>th</sup> grade through Captain.
4. Retention: Retention of firefighters, notwithstanding their rank, is an important component of maintaining a highly skilled sworn workforce and in building leadership from within the Fire Department.

### **FIRE RECRUITMENT**

Historically, the Fire Department has assigned recruitment to the department’s Public Information Officer (PIO) as one of many other duties, and with a modest budget of \$7,000 plus towards recruitment efforts. When an application period was announced, the PIO would attend job fairs as time permitted to recruit potential candidates. During some application periods, though not consistently, advertisements were placed with local media outlets as a passive recruitment effort to inform a limited population that the Fire Department was recruiting to fill an academy; however, this effort did little to teach or to inform people about a firefighter career opportunity. As a result, the numbers of protected class candidates of diversity were insufficient to reflect the diversity of the City of Aurora community.

In January 2008, the Fire Chief, with funding support of \$30,000, established a recruitment team to initiate an aggressive recruitment of individuals of diversity, meaning potential female and male candidates of ethnicity. Attachment A: “Aurora Fire Department 2008 Recruitment Report” details the results as prepared by the Fire Department.

The 2008 recruitment efforts revealed that college and military job fairs are more productive. Additionally, emphasis on candidate test preparation classes helped individuals understand what they needed to focus on. The following chart shows that there were increases in the diversity areas between the Candidates Tested in 2007 and the 2008 number of candidates (who have not been tested) who have completed their applications.

<b>Ethnicity</b>	<b>2007 Candidates Tested</b>	<b>2008 Applicants</b>	<b>2008 over 2007</b>
Caucasian	406	651	<b>245</b>
African American	30	63	<b>33</b>
Hispanic	60	126	<b>66</b>
Native Hawaiian/Pacific Islander	11	11	<b>0</b>
American Indian/Alaskan Native	11	9	<b>-2</b>
Other/Two or more races		53	<b>53</b>
Unknown	10	18	<b>8</b>
<b>Total</b>	<b>528</b>	<b>931</b>	<b>403</b>
Female	45	55	<b>10</b>
Male	486	868	<b>382</b>
Other (the candidates failed to answer)		8	<b>8</b>
<b>Total</b>	<b>531</b>	<b>931</b>	<b>400</b>

## **Findings**

1. **Recruitment Support:** Though the recruitment effort was very impressive, it is only sustainable for short periods of time during a limited application period (the time the online application opens until it closes). The bulk of the recruitment work was performed by line Firefighters working a 56 hour work week, then recruiting on their off-duty hours, which created problems of not being able to recover from their normal workload.

Though the Fire Department produces high quality brochures and an informative web site, many applicants do not have a complete understanding of what a career in the fire service entails or what will be expected of a new Member, i.e., number and type of responses, post academy training, etc. In evaluating other agencies (Los Angeles and Dallas) we find that a year-round recruitment and education/preparation program is the only efficient way to produce high quality diverse PELs on an ongoing basis.

### **Recommendations:**

- a. Assign one full-time employee with a budget capable of implementing a year-round recruitment program to insure an adequate number of candidates are ready for an application period.
- b. The recruitment program should include candidate preparation classes for written tests, personal interviewing, and physical agility testing.

c. An application period and testing procedure should be considered one complete process, so that every application period establishes a new prospective employment list. This is not to suggest how often an application process is to be administered, only that each process ends in a new PEL.

2. **Communications:** In retrospect, the communication between the Fire recruitment effort and the Civil Service Commission should have had some benchmarks that would have established realistic outcomes for the 2008 recruitment effort. There have been, however, significant improvements in communication with Commission staff.

**Recommendation:** The Taskforce understands that the Civil Service Commission does not participate in recruiting; however, the Commission policies have a direct and significant effect on recruiting. Before a recruitment effort is undertaken, the Fire Department, Commission and staff will concur on the recruitment strategy outcomes and expectations associated with the testing processes.

### **FIRE ENTRY LEVEL SELECTION PROCESS**

The following represents the 2007 selection process used by the Commission's "Flow Chart for Fire Entry Level Selection Process," which consists of: Application, Written Exam, Oral Board, Rank, and Fitness Combat Test. Findings and recommendations are identified for each step within the process.

#### **Phase One:**

Step 1. **APPLICATION** process is online, and the computer automatically screens if applicant meets minimum qualifications.

#### **Findings:**

The automatic screening does not consider simple factual errors that can eliminate quality candidates. Actual examples are a candidate that indicated he did not speak English, and another who simply incorrectly added the months that his license was reinstated.

#### **Recommendation:**

The Taskforce would recommend that an appeals process be in place to review factual errors so a candidate who merely checked the wrong box is not eliminated.

Step 2. Qualified applicants are invited to **WRITTEN EXAM**. Applicants given choice of date and time. Applicants pay \$15 to take the current written exam.

#### **Findings:**

The frequency to fill a Fire academy is not, presently, as large as needed the Police Department, which may have two academies a year. Consequently, an established PEL for the Fire Department academies can last several years before the Commission retires



an old list to establish a new PEL. Such is the case that effectively suspended the 2008 recruitment process conducted by the Fire Department.

However, the Commission is using the Ergometrics “written test” on the 2008 applicants for the 2010 Fall academy. When the new PEL is established, the results of the 2008 recruiting efforts can be evaluated.

The previous test established a ranking of candidates from a score of 100 and descending. The Taskforce evaluated the previous “written test” for the Fire Department and felt that the high cut score gave a false impression, suggesting that the candidate with the highest written score is best suited to be a firefighter. All industry experts contacted by this task- force contradict this assumption. C.W.H., I/O Solutions, and the Los Angeles Fire and Police Departments all advocate a written and oral combined score to determine the best candidate.

**Civil Service Commission and DOJ:**

The Commission is taking a proactive position in moving forward with a “written test” that is deemed acceptable to the DOJ. The implication of such a test for the future will hopefully eliminate the problems of the previous testing process. The Fire Chief has participated, along with other Fire Department personnel in evaluating the Ergometrics test. There is a positive perception to the way the Ergometrics test identifies quality candidates.

**Recommendation:**

The Taskforce welcomes the Commission’s efforts to find a written testing tool that will produce the desired results of providing qualified candidates within the protected classes. Presently, the Taskforce recommends that the Commission continues to evaluate industry testing systems that will satisfy the requirements that may be handed down by the DOJ.

Step 3. Applicants passing the “written exam” are invited to **ORAL BOARD** interviews. Also given choice of date and time.

**Findings:**

The current “oral board” process consists of one commissioner (non-voting), one citizen, and two Fire representatives. The value of an “oral board” is the direct interview with a candidate, asking questions that are intended to evaluate the candidate’s communication skills, evaluation of skills that apply to a particular skill set, and a general sense of the individual. Given that the Fire Department is a paramedic department and the requirement of every new firefighter, if they are not a paramedic, is to become one within four years of their employment, the ability of the candidate to communicate and to have the desire to become a paramedic is critical.

Since the Taskforce was initiated, a great deal of activity has surrounded the Commission’s use of “oral boards” as part of the establishment of the PEL. The

Commission, representatives of the Legal Department, and the Fire Chief visited Ergometrics June 11, 2010 to evaluate both the “written test” process and prospects of establishing an “oral board” process designed by Ergometrics to meet DOJ requirements. The Commission has, subsequent to this visit, suspended the “oral board” process for the Fall Fire Academy candidates.

**Recommendations:**

The Taskforce believes that some “oral board” or “interview” process remain a future possibility and that the Commission will continue to be open in the future to an industry- acceptable process.

Step 4. All passing applicants **RANKED** according to written exam score (30%), oral board score (70%), and preference points.

**Findings:**

The Taskforce has some concerns pertaining to the proposed Commission entry level process. An example is a protected class candidate who has completed a portion of the AFD Explorer program, has an Associate Degree in Fire Science, is a nationally registered paramedic, and has a history of community involvement. This individual is then considered equal with a candidate who is out of work and looking for employment. The candidate who has dedicated substantial effort is not rewarded while the other candidate has demonstrated no commitment to the profession.

It has come to the attention of the Taskforce that the Civil Service Commission is considering an entry-level test that is all-inclusive, eliminating the need to conduct an oral interview. The Task Force has not had the opportunity to evaluate such a test, and can offer no opinion.

**Recommendation:**

The Taskforce recommends that in order to have a complete and thorough process, the strength of the candidate’s background should be revealed through, perhaps, the “oral board” process, or through what is being considered as the “interview” process. Through some established process, the following questions could be included towards identifying a qualifying candidate.

1. “What qualifies you to be an Aurora Firefighter?” This question would allow the candidate to list their qualities and educational efforts.
2. “Describe your knowledge of the City of Aurora?” This question determines whether the candidate has taken the appropriate time to learn about Aurora.
3. “What would you like us to know about you?” This question provides the candidate to present additional information about who they are.

Step 5. Top ranking applicants are invited to **FITNESS COMBAT TEST** conducted by Training staff and overseen by the Commission.

## **Findings**

The Physical Agility Combat Test is used for both entry-level and lateral positions. While the test continues to demonstrate the ability to predict success in the academy, certain environmental and equipment conditions have a significant affect on a candidate's success or failure. The Physical Agility Combat test is very challenging and contains events that are not familiar to the general public. Candidates may have the physical strength to achieve a passing time if given a few simple techniques and an opportunity to practice the components of the test. The following improvements could provide candidates the opportunity to really understand and prepare for this test:

- a. Conduct a series of department-sanctioned orientation/practice sessions prior to the official Commission test. Invitations will be e-mailed to applicants using the Neo-Gov system. Out-of-town candidates can choose, at their own expense, to attend in person or view detailed video clips on the internet which include practice techniques that can be used if the specific test equipment is not available.
- b. The Aurora Fire Department will produce and publish videos demonstrating the nature of the Physical Agility Combat Test, to include strength exercises to prepare the candidates.

## **Combat Test Events and Recommendations:**

Individuals must complete a total of five events consecutively, in the order below. Competitors must wear a properly fitted helmet, coat, fire department work gloves (not suppression gloves), and a breathing apparatus (not including the face piece) during the entire challenge. The challenge is timed from the start of the first event to the end of the fifth event. Competitors must complete the five events within 6 minutes and 30 seconds.

### **Event 1.        Stair Climb with High Rise Pack**

The first event is the Stair Climb, which consists of a 40-pound hose pack to be carried up the stairs from ground level to the fifth floor. This activity replicates a five story building where water is needed at the top. The firefighter must carry the hose up the stairs to the fifth floor, and then drops the hose-pack.

**Recommendation:** The 40 lb hose must be dry and weighed before each event.

### **Event 2.        Hose Hoist**

The candidate descends to the fourth floor to begin the second event. Using a 5/8-inch utility rope, the candidate stands at the balcony railing, leaning over at the waist (45 degrees), using an overhand grip (may use underhand) and alternating hands begins to pull a 50-pound hose roll (two sections of 2½-inch hose) the distance from the ground to the fourth floor. Once the end of the rope is reached, the hose roll must be grasped with one hand, then the other, and raised to shoulder height to clear the railing. The hose roll

is then dropped to the balcony floor, and the firefighter begins to descend the stairs for the next event.

**Recommendation:** The hose and rope must be dry and weighed before each event.

**Event 3.        Forcible Entry**

The candidate descends four floors and walks to the forcible entry simulator (Kaiser Force Machine™), a distance of 20 feet. The candidate stands in a straddle position with slight knee flexion on two rails and, using a tow hand grip on a 9-pound plastic sledgehammer, swings the hammer from an overhead position downward striking a 165-pound steel beam positioned between the legs and below foot level. The candidate must strike the beam and move it a distance of 5 feet (approximately 20 to 30 blows).

**Recommendations:**

- a. The platform must be wiped down after each competitor.
- b. The sled must be on a level surface during the entire event.
- c. The platform must be cleaned prior to each day of testing.

**Event 4.        Hose Advance**

Following the forcible entry event, the candidate walks a distance of 140 feet to a hose line positioned on the ground. The candidate stoops down to lift the nozzle attached to a 1¾-inch charged (filled with water) hose line, pivots under the hose, and places the line over the shoulder. The candidate grasps the nozzle and, leaning forward, advances the hose line a distance of 75 feet. The resistance is approximately 140 pounds (mid-point) and increases as the hose line is extended. Upon completion, the hose line nozzle is placed on the ground and the firefighter proceeds to the next event

**Recommendations:**

- a. Hose must be set up the same (the same number of folds and length of folds) for each competitor.
- b. Hose surface must be dry and cleaned before each competitor.

**Event 5.        Victim Rescue**

The candidate walks a distance of 30 feet to a supine mannequin. Approaching from the head end of the mannequin weighing 175 pounds, the firefighter squats and grasps the victim's shoulders, lifting the upper torso and pushing the mannequin to a seated position. The candidate then wraps his arms around the chest of the victim, lifts and stands from the squat position, then proceeds to walk backward dragging the victim a distance of 100 feet. The candidate then squats and lowers the victim to the ground to complete the event and test.

**Recommendations:**

- a. Mannequin must be clean, dry and weighed before each event.

- b. Mannequin must be placed in the same starting position spot for each competitor to grab.

**Phase Two:** Phase Two consists of Background Checks, Personal History Statement, Job Suitability Assessment, and the Polygraph Examination.

**Findings:**

- A. The Department has five part-time investigators overseen by the Fire Investigation Bureau Head. Three of those investigators are line, 56-hour per week firefighters, and the other two, including the Fire Investigation Bureau Head, are 40-hour per week fire investigators. Ideally, the two 40 hour employees are used only if the other investigators are overwhelmed. The bulk of the background investigations are conducted by the three line Firefighters on their off-duty time, and are paid a per-file fee. The investigations are done at their homes on their home computers. However, this arrangement does not give the investigators the ability to conduct site visits or give them the research tools their police counterparts use. Due to the “part-time” nature, a 40 hour investigation frequently takes a month or more, causing the delay in identifying unsuitable candidates, and in turn, delaying the start of the investigation of the next candidate.

**Recommendation:**

The Bureau Head, after evaluating the background needs of a hiring period, should pull the necessary number of investigators off line to a temporary 40 hr per-week assignment, to work as full-time investigators. This would give the investigators the tools and resources necessary to increase efficiency and allow the Bureau Head to directly supervise the investigators.

- B. **Personal History Statement** requiring detail about applicant's driving, employment and financial history, relatives, etc. This is handled as part of the submission process. *This area was not reviewed by the Taskforce.*
- C. **Job Suitability Assessment (JSA)** conducted by an outside Psychologist specializing in Public Safety selection. *This area was not reviewed by the Taskforce.*
- D. **Polygraph** examination conducted by outside company specializing in Public Safety selection. *This area was not reviewed by the Taskforce.*
- E. If applicant passes all of the above steps, the file is presented to the Commission with a recommendation from the Chief. *This area was not reviewed by the Taskforce.*

**Phase Three:**

Step 1. Commission approves applicant to receive a **Conditional Job Offer** of employment

Step 2. The candidate must pass a **Medical Exam** and **Substance Abuse** screening to make the final certification list

Step 3. Final **Certification List** is created containing the number of Recruits needed in the Academy, plus two alternates

Step 4. Applicants given formal **Job Offer** letter from Human Resources

**Phase Four:**

The final stage in successfully becoming a firefighter is passing through the Fire Academy and the Field Training Probation Period. The Academy lasts 12 weeks for and a year in the Field Training Probation Period. The Taskforce did not review this Phase. It is the policy and practice of the Fire Training Academy to always self-evaluate a review of this phase.

**PROMOTION**

**Background**

The current process for the Fire Department’s promotional selection consists of four phases: submission of a letter of interest and an official college transcript to Civil Service, written exam, assessment center and employment records evaluation. The following chart reflects the composition of the Fire Department by rank.

AURORA FIRE DEPARTMENT CIVIL SERVICE STAFFING February 16, 2010			
<b>CIVIL SERVICE</b>	<b>FILLED POSITIONS:</b>	<b>305</b>	<b>VACANCIES: 2</b>
	FEMALE	22 7.21%	
	MALE	283 92.79%	
<b><i>Ethnicity</i></b>	<b><i>Sex</i></b>	<b><i>Number</i></b>	<b><i>%</i></b>
African American	Male	10	3.28%
Asian	Female	1	0.33%
Asian	Male	5	1.64%
Caucasian	Female	20	6.56%
Caucasian	Male	240	78.69%
Hawaiian/Pacific Islander	Male	3	0.98%
Hispanic	Male	17	5.57%
Native American	Female	1	0.33%
Native American	Male	3	0.98%
Two or more races	Male	5	1.64%

**TOTAL MINORITIES/PROTECTED-CLASS****65****21.31%****MINORITIES/PROTECTED-CLASS BY RANK:**

<b>Rank</b>	<b>Ethnicity</b>	<b>Sex</b>	<b>Number</b>	<b>%</b>	<b>% by Rank</b>
Battalion Chief	African American	Male	1	9.09%	
Battalion Chief	Native American	Female	1	9.09%	18.18%
Captain	African American	Male	1	5.00%	
Captain	Caucasian	Female	3	15.00%	
Captain	Hispanic	Male	1	5.00%	25.00%
Lieutenant	African American	Male	2	3.70%	
Lieutenant	Asian	Male	3	5.56%	
Lieutenant	Caucasian	Female	5	9.26%	
Lieutenant	Hawaiian/Pacific Islander	Male	1	1.85%	
Lieutenant	Hispanic	Male	1	1.85%	22.22%
Engineer	African American	Male	2	3.45%	
Engineer	Caucasian	Female	4	6.90%	
Engineer	Hispanic	Male	2	3.45%	
Engineer	Native American	Male	1	1.72%	15.52%
Rescue Technician	African American	Male	1	1.47%	
Rescue Technician	Asian	Male	1	1.47%	
Rescue Technician	Caucasian	Female	2	2.94%	
Rescue Technician	Hawaiian/Pacific Islander	Male	2	2.94%	
Rescue Technician	Hispanic	Male	6	8.82%	
Rescue Technician	Two or more races	Male	3	4.41%	22.06%
Arson Technician	Two or more races	Male	1	100.00%	100.00%
Fire Fighter	African American	Male	3	3.37%	
Fire Fighter	Asian	Female	1	1.12%	
Fire Fighter	Asian	Male	1	1.12%	
Fire Fighter	Caucasian	Female	6	6.74%	
Fire Fighter	Hispanic	Male	7	7.87%	
Fire Fighter	Native American	Male	2	2.25%	
Fire Fighter	Two or more races	Male	1	1.12%	23.60%

The Commission is required by City Charter to conduct testing for all promotional ranks in the Fire and Police Departments. The department Chief shall notify the Commission of his/her

intent to create, abolish or modify a current promotional rank, as soon as possible, but no later than 4 months prior to the recommended effective date.

**Letter of Interest, and Official College Transcript:** Candidates who wish to participate in promotional testing shall submit a letter of intent to the Commission by the deadline date that is published in the Notice of Examination. An official college or university transcript(s) must be in possession of the Commission prior to the commencement of testing, and other documents, as determined by the Commission, may be required for each promotional examination. The Commission has sole responsibility to determine if a candidate letter of intent and applicable documents are received by the Commission.

**Written Examination:** Written examinations shall be conducted by the Commission in accordance with the Civil Service Rules and regulations sec 62.

**Assessment Centers:** An assessment center panel for promotional testing shall consist of three (3) to five (5) members, optimally: one (1) Aurora citizen selected by the Commission, and two (2) Firefighters from another jurisdiction and ranked at or above the position level being tested, selected by the assessment center consultant. Evaluators should come from the immediate geographical area as determined by the Commission, and meet the qualifications of the Commission. The test consultant, with the approval of the Commission, shall determine the number of assessment center panels for each promotional process. Ratings shall be averaged to determine the final assessment center score for each candidate. Assessment Center scheduled start times for candidates shall be established in advance. Assessment Centers will not be cancelled or delayed because of the lack of selected evaluators provided that the minimum number is present. Individuals arriving for the examination after the starting time may not be eligible to participate in the examination, at the discretion of the Commission. Whenever practical, feedback will be provided to all candidates participating in the assessment center under the guidelines in paragraph 63 b. of the Civil Service Rules and regulations.

**Findings:**

Civil Service has used a variety of consultants, each having a different method of selecting assessors who have different levels of experience. These results may cause a candidate's score to change dramatically from year to year. Candidates have reported receiving low scores while receiving very positive feedback at the conclusion.

**Recommendation:**

The Commission Rules should specify a minimum level of assessor training in the assessment center specific to. At the conclusion of the training the assessors must demonstrate proficiency and a lack of bias.



## RETENTION

### Background:

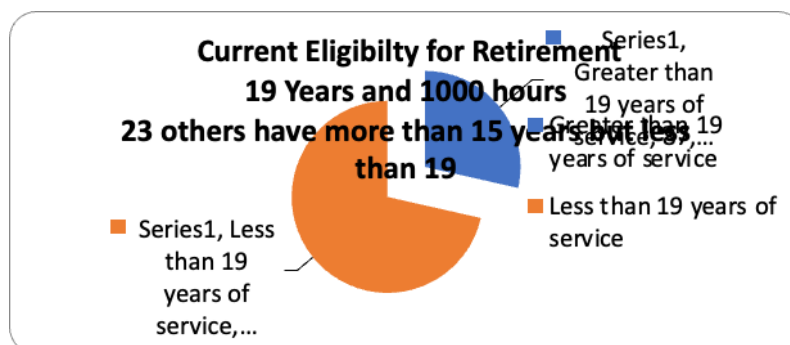
Over the past 5 years there were 35 resignations from the Fire Department. Of the 35 resignations, twelve candidates did not complete the fire academy or the probationary period of one year. Three of the resignations were rehired, and five fell into the category of death or medical disability. The end result is that a total of 15 resignations in the past five years translating to a 4% attrition rate. This was due to moves out of state or seeking employment elsewhere.

### Findings:

In light of the down economy across the country and high unemployment, there does not seem to be a glaring problem of retention for the Fire Department. The length of employment of the majority of employees is approximately 20-25 years. The highest amount of new hires in the department occurred in 1978 and 1982. The majority of these new hires are still employed. The average age of the Fire personal is 42.2 years and the average years of service is 15. The following chart illustrates the average age and the years of service for the various ranks.

RANK	Age	Years
FIRE CHIEF	53	32
DEPUTY CHIEF	54.8	31
BATTALION CHIEF	52.6	27
CAPTAIN	45.2	20
LIEUTENANT	44.4	16
ENGINEER	46.7	18
RESCUE TECHNICIAN(paramedic)	38.7	10
ARSON TECHNICIAN	35	7
FIREFIGHTER 1	43.9	17
FIREFIGHTER 2	31.7	3
FIREFIGHTER 3	31.8	1
FIREFIGHTER 4	28.8	Less than 1

The common belief is that a poor economy has delayed a number of retirements. The analysis shows the increasing years of service from Captain through Deputy Chief is causing a “bubble” that is unsustainable.



### **Recommendation:**

The Fire Department strategy should anticipate the need for a greater number of new hires, and consideration should also be given to the number of executive and command staff that will be retiring; Therefore, there is a need to concentrate on career development.

In addition to concentrating on career development, the Fire Department should consider its efforts with the following recommendations.

1. **Fitness:** Department-developed fitness programs should be instituted since the longevity factor for employment is so important. These programs could be developed by the Health and Safety Officer, peer fitness advisers or individual company officers. The evaluation consists of one or more of the following:
  - a. A graded exercise test (sub-maximal treadmill)
  - b. Pulmonary function testing
  - c. Complete blood count
  - d. Flexibility measures that includes body composition analysis
  - e. Muscular fitness assessment that includes nutritional guidance
  - f. Health risk appraisal

Any evaluations are strictly confidential and all information collected during the evaluation is given to the member in a final report. No information is kept by the Department without prior written consent of the member.

2. **Written Tests:** For the positions of Engineer, Fire Investigator Lieutenant, and Captain, the process should be retained to establish the base knowledge of the position.
3. **Mentor Group:** The Fire Department has a limited mentoring program for new officers. The development of a peer support group of all ranks in the department could spur on candidates within the department to advance their careers.

**Wages and Benefits:** In order to recruit and retain top candidates, the Fire Department must be competitive with all metro area departments. The Fire Department had 40,298 thousand responses in 2009, which is the third highest in Colorado, behind Denver and Colorado Springs. The next closest department had more than 20,000 fewer responses. Yet AFD ranks seventh in the state in pay. AFD is one of two departments with a "Money Purchase" retirement plan, and of the two, the AFD contribution is significantly less than the other. Other departments have an FPPA defined-benefit retirement program, which is considered by employee groups to be a superior plan. The Fire Department recommendation is that the City strongly consider policies and options that will retain and bring in quality firefighters.

# APPENDIX C

# 2009 Task Force Report - Aurora Police Department: Recommendations and Status Updates

## RECRUITMENT

### Recommendation

### Status

a.) Both full time recruiters should focus on recruiting applicants and should focus on recruiting protected classes to meet the needs of the department.

The process of having full time recruiters focus on specifically protected category candidates was taking place from 2000 - early 2009. Once recruiters were required to conduct backgrounds as well, the focus significantly diminished. The requirement to have recruiters also be background investigators was opposed to strenuously but to no avail.

b.) Recruiters should not do background investigations.

Recruiters have been engaged in only recruiting since 2012. Having them conducting backgrounds as well was certainly a mistake made by Chief's Office at the time.

c.) Requires the recruiters working with the applicants at all stages of the testing process, it appears to be a conflict of interest with respect to background checking. Recruiters should continue to recruit and mentor applicants in the process. Recruiters should also continue to teach the prep classes based on the successfulness of the classes.

This process has improved in the last 8 years. With the use of NeoGov and the recruiters' internal tracking system, applicants can be part of a pathway to follow up attempts. The process can be improved/streamlined however to ensure that more applicants are tracked. The recruiters are presently working on those improvements with CSC and within the APD work group.

d.) The recruiting unit should have a separate budget from that of the Background unit.

The budget has been separated since a re-organization of the department in 2015.

e.) Background unit should add four to six investigators to be able to properly complete the large number of applicant backgrounds. This is 2 less than recommended by the MATRIX study, which evaluated the organizational role of the APD.

Presently, APD only uses in-house background investigators for lateral applicants. CSC uses outside contractors for basic applicant backgrounds. It is recommended that the entire background process be under 1 "roof."

## ENTRY-LEVEL HIRING

### Fitness Test

#### Recommendation

a.) The Commission has purchased a number of "Perfect Counter" that tracks rep and time, ensures full muscle engagement, audible rep feedback, and at a uniform height of 5 inches for pushups.

b.) Arrange with another organization for an alternative site to complete the running exercise, which might include a local fitness center. However, runs should be done at the same location/facility every time. Most people can complete the 1.5 mile run faster on an indoor track.

#### Status

These counters are no longer being used. There have been changes to the physical fitness requirements and process for meeting those requirements. Other methods have been introduced over the years to bring equity to the fitness test process. There are "pre-training" opportunities offered to all applicants with emphasis on those individual who have been found to have difficulties in the past. APD's "So You Want To Be A Cop" presentation series is offered to candidates and applicants alike, offering insight into not only ways to improve one's success in the fitness portion of testing; but in providing "in-depth" instruction into many phases of training, police operations, salaries, benefits, work hours, support services, etc. This presentation is offered ot large groups (up 200) in sizable city venues; as well as more intimate settings in the community (churches, school classrooms, civic organizations, recreation centers, etc.)

That is presently in effect.

### Written Exam

#### Recommendation

a.) The Police Department will be testing the Ergometrics for the January 2010 Training Academy candidates. The Taskforce recommends that the Commission continues to evaluate industry testing systems that will satisfy the requirements that may be handed down by the DOJ.

#### Status

The evaluation of the Ergometrics process has consistently been under review by both APD and CSC. However, adjustments and changes are made via negotiations between CSC & Ergometrics. As CSC is the one contracting with Ergometrics, APD can only recommend adjustments if required.

## Oral Board Interview

### Recommendation

a.) The Commission has suspended the Fall Fire Academy "oral board" process. The Police Department remains committed to the position that an industry acceptable "oral board" process be considered by the Commission.

### Status

There have only recently been instituted a process for oral interviews by APD. It is in place and being evaluated

## Background Checks

### Recommendation

a.) After evaluating the background needs of a hiring period, the Bureau Head can pull the necessary number of investigators off line, to a temporary 40 hours per-week assignment, to work as full-time investigators, thus increasing the efficiency of the investigation and allowing the Bureau Head to directly supervise the investigators on a day to day basis.

### Status

The utilization of temporary investigators was initiated in 2008. At the time the BIU (Background Investigations Unit) created a BIU training course, opening it up to all of APD. The focus was to offer an opportunity to any officer who wanted to improve overall investigative skills. The ultimate goal was to provide adequate background investigations skills to training participants to avoid having "walking wounded" and/or "under investigation/disciplined" personnel assigned to BIU to assist with application overflow. When an overflow occurred, the previously BIU trained personnel were in a position to "hit the ground running" and were more eager to work.

# PROMOTION

## **Findings**

Two complaints are often heard about the Police Department's promotional process. The first criticism is that the tests have little to do with the job requirements of the position. The second is that the process does not account for skills that are hard to test for and does not allow experienced administrators input as to those candidates who would most likely to be successful based on those skills and abilities that are not tested. Recommendations to help alleviate these problems are as follows:

## **Recommendation**

a.) Give additional credit to applicants for the rank of Sergeant for those who have served as detectives in the Agent rank.

b.) Make a change to the City Charter to allow "1 in 3." This would allow the Chief of Police to promote from the top 3 applicants on the list rather than promoting strictly the next person on the list according to final ranking.

c.) Banding scores and allowing the Chief of Police to promote any person in that band regardless of final ranking by the testing process.

## **Status**

During the oral assessment portion of the promotional testing, an candidate's resume or "book" is submitted offering a review of the candidate's additional training and experience. The addition of "points" for previously being an Agent or an Officer/Investigator is a matter for CSC.

This has been proposed to CSC and pursued by a number of Chiefs since 2009. There has been occasional push back from police union(s) on this matter. It has been alleged via unions that such a process could be used to address protected category deficiencies, which could be viewed as unequal to the field of candidates who have successfully completed the testing process for promotion.

Relative to promotions, this has not taken place.

## **RETENTION**

### **Findings**

a.) Potential recruits to the Aurora Police Department have expressed a variety of motives for applying with the APD. Basic recruits are often looking to get a foot in the door with any Law Enforcement. Others may be looking for an organization that has more growth and promotion potential than the smaller departments where they are currently employed. As Basic recruits age and mature, their reasons for staying at the APD may change as job satisfaction, as well as pay and benefits become more important.

b.) Lateral applicants are often motivated by family concerns. They want better schools and a “better environment” for their children. They can be attracted by enhanced job growth and promotional opportunities, shorter job commutes and affordable housing, better pay and/or retirement benefits or better benefits in general than those offered by their current employer. In today’s economy, they may also be looking for a jurisdiction that offers better job security.

c.) As mentioned earlier in this section, a number of officers who resigned went to other Police Departments, particularly the Denver Police Department. Reasons mentioned for moving from APD to DPD included greater opportunity for significantly more off duty work and pay, as well as a Defined Benefit Retirement Program.



d.) Overseas security companies have also drawn on a number of APD officers. Financial benefit seems to be a strong motive for a number of officers to go with security companies. It remains to be seen if this trend will continue as a number of the officers who left the Aurora Police Department to work for a year for these security companies have not been hired back by the APD when their security contract was up.

### **Recommendation**

a.) If the Police Department wants to retain personnel in both good and bad economic times, it is important to be competitive with local agencies in pay and benefits. The overview should include health insurance benefits and off duty work opportunities.

b.) Opportunities for special assignments and promotions must be viewed as being accessible to all employees. The "good ol' boy" system is perceived as being alive and well by a portion of commissioned personnel in general, and by its very nature, affects women and minorities in particular. Regardless of the validity of such perceptions, a concerted effort needs to be made to fight them. Mentoring and peer support programs can be helpful in constructing a level playing field for all employees.

c.) Financial incentives for retention can include expanded opportunities for off duty employment, well-advertised Health Savings Accounts, and a reevaluation of our retirement plan versus a defined benefits plan.

### **Status**

Negotiations with Aurora City Council (APA or FOP) take place regularly to prepare contracts that will compete with area law enforcement agencies. Local and national comparisons are often presented during negotiations to impact decisions by the parties involved. Off-duty work opportunities and Secondary Employment processes have significantly improved over the years to meet this recommendation. Off-duty offerings and regulations continue to evolve as recently as 2 years ago and are under continuous scrutiny to ensure optimum opportunities for officers.

Mentoring programs ebb & flow in APD. There is no "formally established" mentoring program present within the organization and there should be. Such a formal program has been proposed but with no progress made, ever. This is an APD problem and there has not been the administrative will to initiate a formal mentoring program. The person seeking an assignment or promotion must seek the assistance of a "champion" to achieve assistance. There is no established/formal interview process within the agency for special assignments. Each special assignment has its own process which is NOT evaluated for equity and professionalism.

This is presently in effect and evolving.

d.) City sponsored child care outside of normal business hours would make it much easier for parents to promote as promotion often requires a return to swing shift or graveyard hours. Telecommuting options should be considered for non-uniform officers who do not have to be physically in the office to do their work.

There is no formal COA child care program. There are adhoc support systems that have been pursued by groups of employees out of necessity but nothing formal. The APD Wellness Unit does assist officers & families individually with acute child care issues. Obviously, COVID has necessitated the need for those units which can effectively telecommunicate, to do so. Via trial and error, that process has improved immensely.

# APPENDIX D

# 2009 Task Force Report - Recommendations and Status Updates

## RECRUITMENT

### Recommendation

a.) Assign one full-time employee with a budget capable of implementing a year-round recruitment program to insure an adequate number of candidates are ready for an application period.

b.) The recruitment program should include candidate preparation classes for written tests, personal interviewing, and physical agility testing.

c.) An application period and testing procedure should be considered one complete process, so that every application period establishes a new prospective employment list. This is not to suggest how often an application process is to be administered, only that each process ends in a new PEL.

d.) The Taskforce understands that the Civil Service Commission does not participate in recruiting; however, the Commission policies have a direct and significant effect on recruiting. Before a recruitment effort is undertaken, the Fire Department, Commission and staff will concur on the recruitment strategy outcomes and expectations associated with the testing processes.

### Status

Fire department has designated one FTE as a recruiter. However, managing the lateral hiring process takes a considerable amount of time away from recruiting. Additionally, the budget funding for recruiting tasks is usually spent on the cost of hiring lateral employees by paying background investigators and vendors who conduct job suitability assessments and medical evaluations.

There was a preparation class in the past. We are unsure when it discontinued. At this time all that is offered to potential applicants is a test booklet for self-study.

This is the current process

We do coordinate on timing for application periods and number of do employees need it. There are no conversations concerning recruiting between Aurora Fire Rescue and Civil Service Commission.

## **ENTRY-LEVEL HIRING**

### **Application Submission**

#### **Recommendation**

a.) The Taskforce would recommend that an appeals process be in place to review factual errors so a candidate who merely checked the wrong box is not eliminated.

#### **Status**

There are 3 questions that are allow to be appealed. Valid driver's license, Age and high school education.

### **Written Exam**

#### **Recommendation**

a.) The Taskforce welcomes the Commission's efforts to find a written testing tool that will produce the desired results of providing qualified candidates within the protected classes. Presently, the Taskforce recommends that the Commission continues to evaluate industry testing systems that will satisfy the requirements that may be handed down by the DOJ.

#### **Status**

At the time of this writing, the Commission switched from I/O solutions to the current ergo metrics fire team test.

### **Oral Board Interview**

#### **Recommendation**

a.) The Taskforce believes that some "oral board" or "interview" process remain a future possibility and that the Commission will continue to be open in the future to an industry-acceptable process.

#### **Status**

The Commission stated in the fourth quarter of 2021 that they are agreeable to this condition. Interviews were conducted for Entry Level applicants who joined the 2022 Academy. The process continues to need refinement and consistency in its use.

## Rankings

a.) The Taskforce recommends that in order to have a complete and thorough process, the strength of the candidate's background should be revealed through, perhaps, the "oral board" process, or through what is being considered as the "interview" process. Through some established process, the following questions could be included towards identifying a qualifying candidate.

1. "What qualifies you to be an Aurora Firefighter?" This question would allow the candidate to list their qualities and educational efforts.

2. "Describe your knowledge of the City of Aurora?" This question determines whether the candidate has taken the appropriate time to learn about Aurora.

3. "What would you like us to know about you?" This question provides the candidate to present additional information about who they are.

Though the in-person interview was agreed upon in fourth quarter 2021 the structure and scoring matrix of the first session was not been provided to the fire department. The department was asked to contribute a question for the second session. The fire department provided to members to sit on the panel for both sessions.

## Physical Fitness Test

### OVERALL

#### Recommendation

a.) Conduct a series of department-sanctioned orientation/practice sessions prior to the official Commission test. Invitations will be e-mailed to applicants using the Neo-Gov system. Out-of-town candidates can choose, at their own expense, to attend in person or view detailed video clips on the internet which include practice techniques that can be used if the specific test equipment is not available.

#### Status

Until 2018 potential applicants were invited to a "field day" event to interact with members of AFR and to do practice sessions. This practice was discontinued and only the CPAT has been used since that time to evaluate physical fitness.

b.) The Aurora Fire Department will produce and publish videos demonstrating the nature of the Physical Agility Combat Test, to include strength exercises to prepare the candidates.

Currently the CPAT test endorsed by the International Association of firefighters is the fitness evaluation tool. However the combat test is still used during the course of the Academy.

## EVENTS

### 1.) STAIR CLIMB WITH HIGH RISE PACK

#### Recommendation

#### Status

a.) The 40 lb hose must be dry and weighed before each event.

### 2.) HOSE HOIST

#### Recommendation

#### Status

a.) The hose and rope must be dry and weighed before each event.

### 3.) FORCIBLE ENTRY

#### Recommendation

#### Status

a.) The platform must be wiped down after each competitor.

b.) The sled must be on a level surface during the entire event.

c.) The platform must be cleaned prior to each day of testing.

### 4.) HOSE ADVANCE

#### Recommendation

#### Status

a.) Hose must be set up the same (the same number of folds and length of folds) for each competitor.

b.) Hose surface must be dry and cleaned before each competitor.

**5.) VICTIM RESCUE**

**Recommendation** **Status**

a.) Mannequin must be clean, dry and weighed before each event.

b.) Mannequin must be placed in the same starting position spot for each competitor to grab.

**Background Checks**

**Recommendation** **Status**

a.) The Bureau Head, after evaluating the background needs of a hiring period, should pull the necessary number of investigators off line to a temporary 40 hr per-week assignment, to work as full-time investigators. This would give the investigators the tools and resources necessary to increase efficiency and allow the Bureau Head to directly supervise the investigators.

The background investigations are being conducted by an outside agency. No longer in house.



## PROMOTION

### Assessment Centers and Assessor Training

#### Recommendation

a.) The Commission Rules should specify a minimum level of assessor training in the assessment center specific to. At the conclusion of the training the assessors must demonstrate proficiency and a lack of bias.

#### Status

I find no reference in these civil service rules that pertains to training of assessors.

**Please note the Assessment Centers section of the report for this issue which is in the Civil Service rule book.**

"Assessment Centers: An assessment center panel for promotional testing shall consist of three (3) to five (5) members, optimally: one (1) Aurora citizen selected by the Commission, and two (2) Firefighters, from another jurisdiction and ranked at or above the position level being tested, selected by the assessment center consultant. Evaluators should come from the immediate geographical area as determined by the Commission, and meet the qualifications of the Commission. The test consultant, with the approval of the Commission, shall determine the number of assessment center panels, for each promotional process. ususRatings shall be averaged to determine the final assessment center score for each candidate. Assessment Center scheduled start times for candidates shall be established in advance. Assessment Centers will not be cancelled or delayed because of the lack of selected evaluators provided that the minimum number is present. Individuals arriving for the examination after the starting time may not be eligible to participate in the examination, at the discretion of the Commission. Whenever practical, feedback will be provided to all candidates participating in the assessment center under the guidelines in paragraph 63 b. of the Civil Service Rules and regulations. **Response: This is a failed practice! We are a relatively small community. It is very difficult to find assessors in the immediate area that are unbiased and unaffected by comments and opinions relayed to them by friends and associates from many agencies about the test takers. We believe best practices would dictate that assessors come from outside of the state so that we can be assured of an unbiased evaluation of each candidate.**

## RETENTION

### Overall

#### Recommendation

a.) The Fire Department strategy should anticipate the need for a greater number of new hires, and consideration should also be given to the number of executive and command staff that will be retiring ; Therefore, there is a need to concentrate on career development.

#### Status

All of these recommendations are part of the current AFR manual of procedures.

## Fitness

### Recommendation

### Status

a.) Department-developed fitness programs should be instituted since the longevity factor for employment is so important. These programs could be developed by the Health and Safety Officer, peer fitness advisers or individual company officers. The evaluation consists of one or more of the following:

- a. A graded exercise test (sub - maximal treadmill)
- b. Pulmonary function testing
- c. Complete blood count
- d. Flexibility measures that includes body composition analysis
- e. Muscular fitness assessment that includes nutritional guidance
- f. Health risk appraisal

All of these recommendations are part of the current AFR manual of procedures.

b.) Any evaluations are strictly confidential and all information collected during the evaluation is given to the member in a final report. No information is kept by the Department without prior written consent of the member.

All of these recommendations are part of the current AFR manual of procedures.

## Written Tests

### Recommendation

### Status

a.) For the positions of Engineer, Fire Investigator Lieutenant, and Captain, the process should be retained to establish the base knowledge of the position.

## Mentor Group

### Recommendation

### Status

a.) The Fire Department has a limited mentoring program for new officers. The development of a peer support group of all ranks in the department could spur on candidates within the department to advance their careers.

All of these recommendations are part of the current AFR manual of procedures.

## Wages and Benefits

### Recommendation

a.) In order to recruit and retain top candidates, the Fire Department must be competitive with all metro area departments. The Fire Department had 40,298 thousand responses in 2009, which is the third highest in Colorado, behind Denver and Colorado Springs. The next closest department had more than 20,000 fewer responses. Yet AFD ranks seventh in the state in pay. AFD is one of two departments with a "Money Purchase" retirement plan, and of the two, the AFD contribution is significantly less than the other. Other departments have an FPPA defined - benefit retirement program, which is considered by employee groups to be a superior plan. The Fire Department recommendation is that the City strongly consider policies and options that will retain and bring in quality firefighters.

### Status

# APPENDIX E

Analysis and Recommendations Regarding City of Aurora, CO Entry-Level Police and  
Fire Department Staffing Decisions

Wayne F. Cascio, Ph.D.  
March 18, 2010

Report Prepared at the Request of Counsel for the City of Aurora,  
D. Powell, Esq. and Martha Bauer, Esq.

I have examined aggregate reports on police and fire department hiring prepared by the City of Aurora, CO. These reports reflect the effects of its hiring procedures at each stage of the overall staffing process. The reports present both aggregated data as well as annual data (where available). In the case of hiring procedures for entry-level police officers, data by race/ethnic group were available from 2002 through 2009 for each stage of the hiring process. In the case of hiring for entry-level firefighters in the City of Aurora, data were available only for the years 2003, 2005, and 2007.

Before discussing specific results by race/ethnic group at each stage of the hiring process, it is important to address the concept of adverse impact and ways of detecting it. Adverse impact refers to group differences in the outcome of an employment decision. Adverse-impact analyses play a central role in allegations of employment discrimination, as well as in employment-discrimination lawsuits, and they have become a standard component of the evaluation of employee-selection procedures.

The most common approach for evaluating adverse impact is the 4/5ths rule, as outlined in the *Uniform Guidelines on Employee Selection Procedures* (1978). A major limitation of the 4/5ths rule is that it does not take into consideration the potential impact of sampling error (Morris & Lobsenz, 2000). When sample size is small, the 4/5ths rule will often identify cases of adverse impact even when selection rates are equal in the population (Roth, Bobko, & Switzer, 2006). It is important to emphasize that even if one observes adverse impact in a sample, the central question is whether there is adverse impact in the population and whether a hiring authority can continue to use the selection procedure with subsequent applicants.

Statistical significance procedures are available to test whether the adverse-impact ratio is different from .80 in the population (e.g., Morris and Lobsenz, 2000). Unfortunately, the statistical power for such tests (e.g., the z-test for differences in proportions, the Fisher Exact Test, Yates's continuity-corrected chi-square test) is low, especially when samples are small (Collins & Morris, 2008). Statistical power is the likelihood of correctly rejecting a null hypothesis (e.g., that the selection rates for Group1 and Group2 are equal in the population), when that hypothesis is false and should be rejected.

It is important to note that in practice, decisions about adverse impact are not based solely on statistical evidence. Courts may consider a variety of factors to determine whether a prima facie case of employment discrimination has been made. The Uniform guidelines (1978) recommend that adverse-impact statistics be interpreted in light of the hiring organization's recruiting practices that encourage or discourage minority applicants.

In addition, when sample size is small, the Uniform Guidelines suggest that adverse-impact statistics might be supplemented with data for the same job across time. Pooling results across samples, as was done by the City of Aurora with respect to its police and fire departments, increases the precision of the statistics that guide decisions and conclusions about adverse-impact. For that reason, I place more confidence in adverse-impact analyses conducted on the aggregated results across years, rather than on such analyses conducted on small samples within any given year.

#### The City of Aurora's Adverse-Impact Analyses by Race/Ethnic Group

In the Police Department from 2002-2009, there were 3224 White applicants, 423 African-American applicants, and 597 Hispanic applicants. No 4/5ths rule violations were reported for the following phases of the hiring process: application standards, the physical fitness test, the written examination, the oral interview, the job-suitability assessment, or the list expired (that is, the eligibility list expired before an applicant could be hired). With respect to the background investigation, there was a 4/5ths rule violation for Hispanic applicants, relative to White applicants and African-American applicants).

With respect to the Fire Department, data were aggregated across years 2003, 2005, and 2007. I assume that these were the only years for which data were available, perhaps because no hiring was done in other years. Across these years, there were 336 White applicants, 63 African-American applicants, and 136 Hispanic applicants. It is important to note that with respect to African-American applicants, the small sample size of that group almost guarantees low statistical power, and the likelihood of incorrect conclusions about adverse impact in the population of African-American applicants.

As in the Police Department, no 4/5ths rule violations were reported for the following phases of the Fire Department's hiring process: application standards, the physical fitness test, the written examination, the oral interview, the job-suitability assessment, or the list expired (that is, the eligibility list expired before an applicant could be hired). With respect to the background investigation, there was a 4/5ths rule violation for African-American applicants, relative to White applicants and to Hispanic applicants). Closer examination reveals that zero African-American applicants passed this phase of the hiring process out of 1, 4, and 3 applicants, respectively, in years 2003, 2005, and 2007. With such small numbers in this sub-

group, the addition of just one or two passing applicants in a given year would have changed the conclusion about the existence of adverse impact.

That said, in my opinion it is important to examine closely both the process as well as the outcomes of the background-investigation process. In terms of process, it is critical to ensure that investigators receive standardized training, and that they are “calibrated” in the course of that training to treat similar information in a standardized fashion. Likewise, it is important to ensure that different raters are evaluating applicants in the same manner, regardless of race/ethnicity.

This could be done, in the context of training for example, by asking each background investigator to assess identical background information for a hypothetical candidate. The only difference across investigators is that in one file the applicant is described as White, in another as Hispanic, and in a third as African American. Examination and discussion of each investigator’s ratings across multiple files and different race/ethnic groups may help to identify differences in interpretation and the reasons for such differences. The end result is that the decisions of investigators can all be calibrated to a common standard.

Another important consideration is the type of information examined, and whether there is a job-related reason for it. For more information on this topic, as well as on background investigations in general, see the 226-page manual prepared by the California Commission on Peace Officer Selection and Training (POST). Shelley Spilberg, Ph.D., who works for that Commission, provided the following information to me:

“An overview of the POST peace officer selection standards:  
[http://www.post.ca.gov/Hiring/Peace\\_Officers/Selection\\_Standards.asp](http://www.post.ca.gov/Hiring/Peace_Officers/Selection_Standards.asp).

The POST Background Investigation Manual and the Personal History Questionnaire:  
<http://www.post.ca.gov/selection/bim/bi-manual.asp>.

Chapter 2 of the BI Manual contains our taxonomy of evaluative dimensions, each of which includes an operational definition and “markers” for the investigator to use in collecting information and summarizing it for the hiring authority. Note that the 10 POST background-investigation dimensions are quite similar to the taxonomy developed for use by screening psychologists. The POST Psychological Dimensions are found at <http://lib.post.ca.gov/Publications/psychological-traits.pdf>. In contrast to the background dimensions, however, the psychological screening dimensions provide peace officer *job behaviors*, both positive and counterproductive. It was felt that psychologists are better qualified and capable of making *inferences* regarding these future behaviors based on the information collected during the evaluation.”

By examining the process as well as the outcomes of the background-investigation process, I believe that the City of Aurora can ensure both job-relatedness and reduce or eliminate adverse impact.

There are two final considerations, namely, that as a general matter, it is good practice for the City to examine each of the components of its hiring process, such as the oral interview component, to ensure that items asked of candidates are job-related (based on a comprehensive job analysis of the entry-level police and fire jobs), and that, as with background investigations, panel members are “calibrated” to ensure that their ratings reflect a common interpretation of similar information.

Second, it is critical to improve the recruitment process, especially for African Americans and Hispanics. Adverse impact - for example, in meeting minimum qualification standards or in passing a background investigation - can be reduced or eliminated if the pool of candidates is of high quality. Adverse impact depends on the percentage of applicants who are selected in each sub-group (that is, the selection ratio). The selection ratio, in turn, depends on the number of applicants. So the larger the pool of qualified applicants in the minority group, the higher the selection ratio and the lower the probability of adverse impact.

As for diversity-based recruiting, here are some suggestions from a recently published textbook (Cascio & Aguinis, 2011, p. 244). Perhaps the City of Aurora might find some of them to be helpful and doable.

### **Recruiting for Diversity**

For organizations that wish to increase the diversity of their workforces, the first (and most difficult) step is to determine their needs, goals, and target populations. Once you know what you want your diversity program to accomplish, you can take steps such as the following (Dineen & Soltis, in press; Kravitz & Klineberg, 2000; Truxillo & Bauer, 1999; Thaler-Carter, 2001):

- Show that you value diversity by communicating values of fairness and inclusion (Avery & McKay, 2006).
- Make initial contacts and gather information from community-support and other external recruitment and training organizations.
- Develop one or more results-oriented programs. What actions will be taken, who will be involved, and how and when will actions be accomplished?
- Invite program representatives to tour your organization, and recognize that they will pay attention to three aspects (Avery & McKay, 2006; McKay & Avery, 2006): the number of minorities at the site, the level of jobs held by minorities, and the types of interactions observed between minority- and majority-group members.
- Select a diversity of organizational contacts and recruiters for outreach and support, including employees outside the HR department.
- Get top-management approval and support. Train managers to value diversity in the



workplace.

- Develop procedures for monitoring and follow-up; make revisions as needed to accomplish objectives.
- Think carefully about the messages your organization wishes to transmit concerning its diversity programs; do not leave interpretation to the imagination of the applicant. For example, Cropanzano, Slaughter, and Bachiochi (2005) found that preferential-treatment plans are generally unappealing to prospective minority candidates, who want to ensure that they will be perceived as having been treated fairly and not as receiving preferential treatment.

These are necessary, but not sufficient, conditions for effective diversity recruiting. A WetFeet.com study (Gere et al., 2002) found that, although as many as 44 percent of African American candidates said they eliminated a company from consideration because of a lack of gender or ethnic diversity, three other diversity-related attributes affected their decisions to apply or remain. These were the ready availability of training and career-development programs, the presence of a diverse upper management (Avery, 2003), and the presence of a diverse workforce.

## References

- Cascio, W. F., & Aguinis, H. (2011). *Applied psychology in human resource management* (7<sup>th</sup> ed.). Upper Saddle River, N.J.: Pearson.
- Collins, M. W., & Morris, S. B. (2008). Testing for adverse impact when sample size is small. *Journal of Applied Psychology, 93*, 463-471.
- Morris, S. B., & Lobsenz, R. (2000). Significance tests and confidence intervals for the adverse impact ratio. *Personnel Psychology, 53*, 89-111.
- Roth, P. L., Bobko, P., & Switzer, F. S. (2006). Modeling the behavior of the 4/5ths rule for determining adverse impact: Reasons for caution. *Journal of Applied Psychology, 91*, 507-522.
- U. S. Equal Employment Opportunity Commission. (1978). Uniform guidelines on employee selection procedures. *Federal Register, 43*, 38290-38315.

# APPENDIX F

# Memorandum

**To:** Civil Service Commission

**From:** Matt Cain, Civil Service Commission Administrator

**Date:** May 7, 2013

**Re:** Civil Service Commission Accomplishments since July 1, 2009

---

The following summarizes changes made by the Civil Service Commission following the receipt of the Department of Justice investigation letter on July 1, 2009. These changes were made with the goal of addressing concerns outlined in that letter. These accomplishments have been credited as leading to an outcome where the Department of Justice closed their investigation on April 24, 2013 and took no action against the City (see attachment).

1. **Second Language Preference Points** – Adopted by the Civil Service Commission December 8, 2009 this policy awards entry-level Police and Fire applicants five additional points toward their overall ranking for hire based on their proficiency in any one of five target languages (Korean, Russian, Sign Language, Spanish, Vietnamese). Applicants proficient in any other language outside the five target languages are eligible for two additional points.
2. **Objective Fire Entry-Level testing process** – Adopted by the Civil Service Commission May 5, 2010 this objective testing process utilizes an innovative video-based examination to rank entry-level Fire applicants which replaces the traditional paper written exam and subjective interview processes. Applicant scores are banded into groups representing statistically equal treatment of applicants within a band.
3. **Correcting Application Mistakes** – Adopted by the Civil Service Commission May 25, 2010 this allows entry-level Police or Fire applicants the ability to supplement an answer on their application as it relates to their ability to meet the minimum qualifications. An applicant's ability to meet minimum qualifications is investigated during the background investigation.
4. **Updating Fire application disqualifiers** – Adopted by the Civil Service Commission June 22, 2010 this removed Fire entry-level application automatic disqualifications for certain driving violations.
5. **Lateral Hiring Process Updates** – Adopted by the Civil Service Commission September 14, 2010 this emphasized that the Chiefs of the respective departments are the sole hiring authorities in the Lateral selection process and formally added the following language from Ordinance 89-88 to the Commission rulebook, "WHEREAS, lateral entry will also assist the Police and Fire Departments in implementing their affirmative action programs."
6. **Entry-Level Background Investigations** – Adopted by the Civil Service Commission November 9, 2010 the Civil Service Commission assumed the duties of performing Police and Fire entry-level background investigations. This includes hiring retired Police Officers or Firefighters as contract background investigators trained to conduct investigations according to structured California POST requirements.
7. **Developing new Aurora-specific Police Entry-Level test** – In December, 2010 in the context of item 2 above, further enhanced the effectiveness of the test by incorporating Aurora Police protocols. This replaces the traditional paper written exam and subjective interview process.

8. **RCS Investigations** – In late 2010 through 2011, this company has been contracted to provide expert training to Commission background investigators on how to conduct investigations according to California POST.
9. **Later scheduling of Police Fitness testing** – Commencing with testing in 2011, moves the police and fire fitness testing from the beginning of the testing process to near the end of the testing process to allow applicants additional time and training to meet the fitness requirements. This is intended to improve the pass rate of applicants and especially females.
10. **Police implement Recruit mentoring program** – At the beginning of 2012, the Police Department implemented a Recruit mentoring program. Recruits pair off with seasoned Officers to orient them with best practices, the geographical area of the department, the organization, and its structure. The program lasts for 12 months, ending when the probationary period is over.
11. **Appeal of Job Suitability Assessment Results** – Adopted by the Civil Service Commission on April 10, 2012, this change to the Commission rulebook allows Police and Fire applicants the ability to appeal to the Commission for a second opinion from another Psychologist specializing in Public Safety selection. If granted, the Commission then considers both Psychologist’s findings on the applicant in deciding to allow a full background investigation.
12. **New Police Fitness Test adopted** – Beginning with a moratorium on the Cooper-based fitness test adopted on April 10, 2012 and resulting in the adoption of a modified job standards test on June 12, 2012, this resulted in Police applicants no longer having to pass a fitness test consisting of sit-ups, push-ups and a 1.5 mile run and now requires Police applicants to pass an obstacle course in 60 seconds. A second attempt provision was also adopted on June 12, 2012.
13. **New Police Frontline Examination utilized** – April, 2012 marked the conclusion of an 18-month partnership with Ergometrics, Inc. to produce the content and video scenarios for the new national Frontline video-based examination of prospective Police applicants. The resulting test was locally validated with the new test administered to 875 entry-level Police applicants in April, 2012.
14. **CPAT adopted as Fire fitness standard** – Adopted by the Civil Service Commission on November 13, 2012 and effective for the first Fire Academy in 2013, this requires all applicants to obtain a CPAT certification prior to the start date of the Academy to be eligible for hire. The CPAT test is a nationally validated and utilized Fire fitness test.

Attachment: “Department of Justice closes investigation of Aurora police and fire hiring practices; takes no action against the city.”

## **Department of Justice closes investigation of Aurora police and fire hiring processes; takes no action against the city**

Aurora Mayor Steve Hogan announced today the Civil Rights Division of the United States Department of Justice has closed its almost four-year old investigation into the employment practices of the city's fire and police departments without taking any type of action against the city.

Hogan theorized that in declining to bring legal action against the city, the Justice Department was likely impressed with the many changes Aurora has already made in its hiring procedures throughout the course of the investigation, aimed at improving the fairness of the process. One of the biggest changes was the implementation of video based examinations to rank candidates, replacing traditional written examinations. This new method has been so successful in Aurora that the new police test (developed and filmed in Aurora) is now used nationwide with Aurora Police Department officers and employees serving as actors in various testing scenarios presented to applicants.

Hogan also highlighted the Aurora Civil Service Commission's adoption of policies that award second-language preference points to applicants, along with changes in background investigations and fitness testing. "I am pleased the Department of Justice did not find a basis to take action against the city based on our employment practices," said Hogan. "We have taken great strides to improve our process, but the work is not done. Rest assured that Aurora will continue to look for additional way to improve and ensure that equal opportunity is always at the forefront of the hiring process."

The Department of Justice began its investigation in 2009 as an examination of city policies and procedures concerning entry-level police and fire hiring and whether that process unfairly discriminated against Hispanic and Black applicants. Extensive interviews were conducted with city officials and fire and police command staff. The police and fire departments also voluntarily provided thousands of documents relating to all stages of the hiring process. The investigation was later expanded to include a look at whether Aurora Police Department physical fitness testing was unfairly biased against women.

If the Department of Justice had taken action against Aurora, the city might have been subject to significant fines and penalties. "The Department of Justice undertook a very important investigation," added Hogan. It's gratifying to know that our efforts to ensure equal opportunity have been recognized, and to know that we are moving in the right direction."

# APPENDIX G









## APD Applicant Outcomes 2021-1

Ethnicity	Gender	Total Candidates	In-Process Disqualification				Background Check Disqualification					Other Disqualification				Candidate Declined			Candidate Received Offer			NOI																		
			ASAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined		Hired	Pending	Deferred	Total Received Offer	% Total Received Offer													
American Indian/Alaska Native	Male	6	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
	Female	3	0	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
	Undisclosed	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
<b>Totals - American Indian/Alaska Native</b>		<b>10</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>10.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				
Asian	Male	36	3	0	5	13.9%	0	1	0	1	2.8%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Female	5	1	0	1	20.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
<b>Totals - Asian</b>		<b>41</b>	<b>4</b>	<b>0</b>	<b>6</b>	<b>14.6%</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2.4%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
Black or African American	Male	146	5	0	16	11.0%	0	0	5	5	3.4%	0	0	0	1	1	0.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	1.4%	0	1	0		
	Female	32	1	1	4	12.5%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - Black or African American</b>		<b>179</b>	<b>6</b>	<b>1</b>	<b>20</b>	<b>11.2%</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>2.8%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0.6%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>1.1%</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>		
Hispanic or Latino	Male	216	7	0	21	9.7%	0	0	1	1	0.5%	0	0	0	0	0	0.0%	0	1	1	0.5%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	84	4	0	13	15.5%	0	0	2	1	3.6%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	2	0	0	1	50.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - Hispanic or Latino</b>		<b>302</b>	<b>11</b>	<b>0</b>	<b>35</b>	<b>11.6%</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>1.3%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0.3%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>1.3%</b>	<b>4</b>	<b>1.3%</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Native Hawaiian or Other Pacific Islander	Male	11	0	0	1	9.1%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>11</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>9.1%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
White or Caucasian	Male	597	22	0	80	13.4%	0	12	6	18	3.0%	0	0	0	0	0	0.0%	1	1	2	0.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	110	3	1	15	13.6%	1	2	0	3	2.7%	0	0	0	0	0	0.0%	0	1	1	0.9%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals - White or Caucasian</b>		<b>708</b>	<b>25</b>	<b>1</b>	<b>95</b>	<b>13.4%</b>	<b>1</b>	<b>14</b>	<b>6</b>	<b>21</b>	<b>3.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>0.4%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16</b>	<b>16</b>	<b>2.3%</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	
Multiple Indicated	Male	99	4	0	16	16.2%	0	0	2	2	2.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	23	0	0	4	17.4%	0	0	1	1	4.3%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - Multiple Indicated</b>		<b>123</b>	<b>4</b>	<b>0</b>	<b>20</b>	<b>16.3%</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>2.4%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>1.6%</b>	<b>2</b>	<b>1.6%</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Other Not Listed Above	Male	9	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	3	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	***	0	0	0	0	0.0%	0	0</																											



**APD Applicant Outcomes 2021-3**

Ethnicity	Gender	Total Candidates	In-Process Disqualification				Background Check Disqualification				Other Disqualification				Candidate Declined			Candidate Received Offer			NOI							
			ASAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined		% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer	
American Indian/Alaska Native	Male	6	0	0	1	16.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals - American Indian/Alaska Native</b>		<b>6</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>16.7%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Asian	Male	28	1	0	1	3.6%	0	0	1	1	3.6%	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	2	7.1%
	Female	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals - Asian</b>		<b>30</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>3.3%</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3.3%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>6.7%</b>
Black or African American	Male	110	5	0	9	8.2%	0	1	1	2	1.8%	1	0	0	0	1	0.9%	0	1	1	0.9%	1	0	0	1	0.9%	0	
	Female	22	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
	Non-Binary	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
	Undisclosed	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
<b>Totals - Black or African American</b>		<b>136</b>	<b>5</b>	<b>0</b>	<b>9</b>	<b>6.6%</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1.5%</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0.7%</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0.7%</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0.7%</b>	<b>0</b>	
Hispanic or Latino	Male	192	10	0	14	7.3%	1	3	4	8	4.2%	0	0	0	0	0	0.0%	0	0	0	0.0%	5	1	0	6	3.1%	0	
	Female	54	3	0	6	11.1%	0	1	1	2	3.7%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	1.9%	0	
	Non-Binary	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
	Undisclosed	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
<b>Totals - Hispanic or Latino</b>		<b>250</b>	<b>13</b>	<b>0</b>	<b>20</b>	<b>8.0%</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>10</b>	<b>4.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>7</b>	<b>2.8%</b>	<b>0</b>	
Native Hawaiian or Other Pacific Islander	Male	8	0	0	1	12.5%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>8</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>12.5%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
White or Caucasian	Male	380	19	3	50	13.2%	1	6	6	13	3.4%	0	0	0	0	0	0.0%	1	2	3	0.8%	14	0	0	14	3.7%	0	
	Female	87	5	0	14	16.1%	1	1	1	3	3.4%	0	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	1.1%	0	
	Non-Binary	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
	Undisclosed	1	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
<b>Totals - White or Caucasian</b>		<b>470</b>	<b>24</b>	<b>3</b>	<b>65</b>	<b>13.8%</b>	<b>2</b>	<b>7</b>	<b>7</b>	<b>16</b>	<b>3.4%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>0.6%</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>3.2%</b>	<b>0</b>	
Multiple Indicated	Male	78	5	2	14	17.9%	0	0	3	3	3.8%	0	0	1	0	1	1.3%	0	1	1	1.3%	5	0	0	5	6.4%	0	
	Female	28	2	0	6	21.4%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0
<b>Totals - Multiple Indicated</b>		<b>106</b>	<b>7</b>	<b>2</b>	<b>20</b>	<b>18.9%</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>2.8%</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0.9%</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0.9%</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>4.7%</b>	<b>0</b>	
Other Not Listed Above	Male	11	0	0	0	0.0%	0	0	1	1	9.1%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	1	1	9.1%	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0
<b>Totals - Other Not Listed Above</b>		<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>9.1%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>9.1%</b>	<b>0</b>	
Undisclosed	Male	9	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
	Female	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0
	Undisclosed	4	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
<b>Totals - Undisclosed</b>		<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Totals by Indicated Gender	Male	822	40	5	90	10.9%	2	10	16	28	3.4%	1	0	1	0	2	0.2%	1	4	5	0.6%	27	1	1	29	3.5%	0	
	Female	194	10	0	26	13.4%	1	2	2	5	2.6%	0	0	0	0	0	0.0%	0	0	0	0.0%	2	0	0	2	1.0%	0	
	Non-Binary	6	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
	Undisclosed	10	0	0	1	10.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0
<b>Grand Totals</b>		<b>1032</b>	<b>50</b>	<b>5</b>	<b>117</b>	<b>11.3%</b>	<b>3</b>	<b>12</b>	<b>18</b>	<b>33</b>	<b>3.2%</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0.2%</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>0.5%</b>	<b>29</b>	<b>1</b>	<b>1</b>	<b>31</b>	<b>3.0%</b>	<b>0</b>	



APD Applicant Outcomes 2021-4		In-Process Disqualification				Background Check Disqualification				Other Disqualification				Candidate Declined			Candidate Received Offer			NOI											
Ethnicity	Gender	Total Candidates	In-Process Disqualification				Background Check Disqualification				Other Disqualification				Candidate Declined			Candidate Received Offer			No Outcome Indicated										
			ISAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined		% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer				
American Indian/Alaska Native	Male	2	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
<b>Totals - American Indian/Alaska Native</b>		<b>2</b>	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	
Asian	Male	11	1	0	2	18.2%	0	1	0	1	9.1%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	9.1%	0	0	0	0	0.0%	0
	Female	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
<b>Totals - Asian</b>		<b>12</b>	1	0	2	16.7%	0	1	0	1	8.3%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	8.3%	0	0	0	0	0.0%	0
Black or African American	Male	22	1	0	2	9.1%	0	1	1	2	9.1%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	9	0	0	3	33.3%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
<b>Totals - Black or African American</b>		<b>32</b>	1	0	5	15.6%	0	1	1	2	6.3%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
Hispanic or Latino	Male	55	2	0	5	9.1%	0	0	2	2	3.6%	2	0	0	0	3.6%	0	0	0	0.0%	4	0	0	4	7.3%	0	0	0	0	0.0%	0
	Female	13	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
<b>Totals - Hispanic or Latino</b>		<b>68</b>	2	0	5	7.4%	0	0	2	2	2.9%	2	0	0	0	2.9%	0	0	0	0.0%	4	0	0	4	5.9%	0	0	0	0	0.0%	0
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>1</b>	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
White or Caucasian	Male	103	4	1	9	8.7%	1	6	1	8	7.8%	0	0	0	0	0.0%	0	0	0	0.0%	5	0	1	6	5.8%	1	0	0	0	0.0%	1
	Female	19	0	0	3	15.8%	0	1	0	1	5.3%	0	0	0	0	0.0%	0	1	1	5.3%	1	0	1	2	10.5%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
<b>Totals - White or Caucasian</b>		<b>122</b>	4	1	12	9.8%	1	7	1	9	7.4%	0	0	0	0	0.0%	0	1	1	0.8%	6	0	2	8	6.6%	1	0	0	0	0.0%	1
Multiple Indicated	Male	7	0	0	1	14.3%	0	3	0	3	42.9%	0	0	0	0	0.0%	0	0	0	0.0%	2	0	1	3	42.9%	0	0	0	0	0.0%	0
	Female	3	0	0	1	33.3%	0	1	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	33.3%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
<b>Totals - Multiple Indicated</b>		<b>10</b>	0	0	2	20.0%	0	4	0	4	40.0%	0	0	0	0	0.0%	0	0	0	0.0%	3	0	1	4	40.0%	0	0	0	0	0.0%	0
Other Not Listed Above	Male	5	0	0	0	0.0%	0	0	1	1	20.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
<b>Totals - Other Not Listed Above</b>		<b>5</b>	0	0	0	0.0%	0	0	1	1	20.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
Undisclosed	Male	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Female	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
<b>Totals - Undisclosed</b>		<b>1</b>	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
Totals by Indicated Gender	Male	206	8	1	19	9.2%	1	11	5	17	8.3%	2	0	0	0	1.0%	0	0	0	0.0%	12	0	2	14	6.8%	1	0	0	0	0.0%	1
	Female	46	0	0	7	15.2%	0	2	0	2	4.3%	0	0	0	0	0.0%	0	1	1	2.2%	2	0	1	3	6.5%	0	0	0	0	0.0%	0
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0
<b>Grand Totals</b>		<b>253</b>	8	1	26	10.3%	1	13	5	19	7.5%	2	0	0	0	0.8%	0	1	1	0.4%	14	0	3	17	6.7%	1	0	0	0	0.0%	1



APD Applicant Outcomes 2021-5

Ethnicity	Gender	Total Candidates	In-Process Disqualification				Background Check Disqualification				Other Disqualification				Candidate Declined			Candidate Received Offer				NOI					
			ASAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined		Hired	Pending	Deferred	Total Received Offer	% Total Received Offer
American Indian/Alaska Native	Male	5	0	0	3	60.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Female	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Non-Binary	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Undisclosed	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
<b>Totals - American Indian/Alaska Native</b>		<b>5</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>60.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Asian	Male	9	2	0	3	33.3%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Female	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Non-Binary	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Undisclosed	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
<b>Totals - Asian</b>		<b>9</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>33.3%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Black or African American	Male	33	3	0	6	18.2%	0	1	0	1	3.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	1	1	1	3.0%	0	
	Female	7	0	0	1	14.3%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Undisclosed	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
<b>Totals - Black or African American</b>		<b>40</b>	<b>3</b>	<b>0</b>	<b>7</b>	<b>17.5%</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2.5%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2.5%</b>	<b>0</b>	
Hispanic or Latino	Male	44	5	0	8	18.2%	0	4	1	5	11.4%	0	0	0	0.0%	0	0	0	0.0%	0	1	0	1	2.3%	2		
	Female	15	1	0	4	26.7%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Undisclosed	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
<b>Totals - Hispanic or Latino</b>		<b>59</b>	<b>6</b>	<b>0</b>	<b>12</b>	<b>20.3%</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>5</b>	<b>8.5%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1.7%</b>	<b>2</b>		
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	1
	Female	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Non-Binary	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Undisclosed	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>
White or Caucasian	Male	87	5	0	12	13.8%	0	3	7	10	11.5%	0	0	0	0.0%	0	0	0	0.0%	2	5	0	7	8.0%	2		
	Female	20	1	0	4	20.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	1	1	0	2	10.0%	1		
	Non-Binary	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Undisclosed	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
<b>Totals - White or Caucasian</b>		<b>107</b>	<b>6</b>	<b>0</b>	<b>16</b>	<b>15.0%</b>	<b>0</b>	<b>3</b>	<b>7</b>	<b>10</b>	<b>9.3%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>3</b>	<b>6</b>	<b>0</b>	<b>9</b>	<b>8.4%</b>	<b>3</b>		
Multiple Indicated	Male	16	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Female	5	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Undisclosed	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
<b>Totals - Multiple Indicated</b>		<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Other Not Listed Above	Male	4	0	0	0	0.0%	0	1	0	1	25.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Female	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
<b>Totals - Other Not Listed Above</b>		<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>16.7%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>
Undisclosed	Male	1	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Female	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	***	0
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	1	0	1	100.0%	0		
<b>Totals - Undisclosed</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>33.3%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>33.3%</b>	<b>0</b>		
<b>Totals by Indicated Gender</b>	Male	200	15	0	33	16.5%	0	9	8	17	8.5%	0	0	0	0.0%	0	0	0	0.0%	2	6	1	9	4.5%	5		
	Female	48	2	0	9	18.8%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	1	1	0	2	4.2%	1		
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0.0%	0	
	Undisclosed	2	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	1	0	1	50.0%	0		
<b>Grand Totals</b>		<b>251</b>	<b>17</b>	<b>0</b>	<b>42</b>	<b>16.7%</b>	<b>0</b>	<b>9</b>	<b>8</b>	<b>17</b>	<b>6.8%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>3</b>	<b>8</b>	<b>1</b>	<b>12</b>	<b>4.8%</b>	<b>6</b>		



# APD Applicant Outcomes 2021-6

Ethnicity	Gender	Total Candidates	Voluntary Exit				Early Process Withdrawal/ Disqualification															In-Process Withdrawal						In-Process Disqualification																				
			Early Process Withdrawal	Failed to Take/ Schedule FrontLine Exam	Total Early Withdrawal/ Disqualifications	% Total Early Withdrawal/ Disqualifications	Barred from Applying	Barred from Firearm Possession	Failed FrontLine Exam	Felony	Post Misdemeanor	Misdemeanor or Petty	Driving Offense Alcohol or Drugs	Reckless Driving	Driving Suspension	Driving Violations	Valid Driver's License	Drug Sale	Drug Use	Marijuana	Toxic Vapors	Age	Non US Citizen	Education Requirement	Total Early Withdrawal/ Disqualifications	% Total Early Withdrawal/ Disqualifications	Before PHS	After PHS	Before JSA	After JSA	Before OOS	Before Interview	During Interview	After Interview	After PEL	Total In-Process Withdrawals	% Total In-Process Withdrawals	Didn't Submit Docs	Didn't take Seminar	Didn't take Fitness Test	Fitness Test	Didn't Schedule JSA	No Show JSA	No Show OOS				
American Indian/Alaska Native	Male	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - American Indian/Alaska Native		0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Asian	Male	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Asian		1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Black or African American	Male	8	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	3	1	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Black or African American		11	1	0	1	9.1%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Hispanic or Latino	Male	16	1	0	1	6.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	2	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Hispanic or Latino		18	1	0	1	5.6%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Totals - Native Hawaiian or Other Pacific Islander		0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
White or Caucasian	Male	25	3	0	3	12.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	9	2	0	2	22.2%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - White or Caucasian		34	5	0	5	14.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Multiple Indicated	Male	3	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Female	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Totals - Multiple Indicated		4	0	0	0	0.0%	0	0	0	0																																						

APD Applicant Outcomes 2021-6

Ethnicity	Gender	Total Candidates	In-Process Disqualification				Background Check Disqualification				Other Disqualification					Candidate Declined			Candidate Received Offer				NOI							
			ISAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined	Hired		Pending	Deferred	Total Received Offer	% Total Received Offer			
American Indian/Alaska Native	Male	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - American Indian/Alaska Native		0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Asian	Male	1	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Asian		1	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
Black or African American	Male	8	2	0	6	75.0%	0	1	1	2	25.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
	Female	3	0	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	33.3%	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Black or African American		11	2	0	7	63.6%	0	1	1	2	18.2%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	9.1%	0	0	0		
Hispanic or Latino	Male	16	4	0	11	68.8%	1	1	1	3	18.8%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	6.3%	0	0	0		
	Female	2	0	0	1	50.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Hispanic or Latino		18	4	0	12	66.7%	1	2	1	4	22.2%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	5.6%	0	0	0		
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Native Hawaiian or Other Pacific Islander		0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
White or Caucasian	Male	25	7	0	13	52.0%	0	5	3	8	32.0%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	4.0%	0	0	0		
	Female	9	0	0	2	22.2%	0	0	3	2	5	55.6%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - White or Caucasian		34	7	0	15	44.1%	0	8	5	13	38.2%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	2.9%	0	0	0		
Multiple Indicated	Male	3	1	0	2	66.7%	1	0	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
	Female	1	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Multiple Indicated		4	1	0	3	75.0%	1	0	0	1	25.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
Other Not Listed Above	Male	1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Other Not Listed Above		1	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	
Undisclosed	Male	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Female	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals - Undisclosed		0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Totals by Indicated Gender	Male	54	14	0	33	61.1%	2	7	5	14	25.9%	0	0	0	0	0.0%	0	0	0	0.0%	2	0	0	2	3.7%	0	0	0		
	Female	15	0	0	5	33.3%	0	4	2	6	40.0%	0	0	0	0	0.0%	0	0	0	0.0%	1	0	0	1	6.7%	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
	Undisclosed	0	0	0	0	***	0	0	0	0	***	0	0	0	0	***	0	0	0	***	0	0	0	0	0	0	0	***	0	
Grand Totals		69	14	0	38	55.1%	2	11	7	20	29.0%	0	0	0	0	0.0%	0	0	0	0.0%	3	0	0	3	4.3%	0	0	0		

APD Applicant Outcomes 2021		Ethnicity	Gender	Total Candidates	Voluntary Exit				Early Process Disqualification															In-Process Withdrawal																	
					Early Process Withdrawal	Failed to Take/ Schedule FrontLine Exam	Total Voluntary Exits	% Total Voluntary Exits	Barred from Applying	Barred from Firearm Possession	Failed FrontLine Exam	Felony	Post Misdemeanor	Misdemeanor or Petty	Driving Offense Alcohol or Drugs	Reckless Driving	Driving Suspension	Driving Violations	Valid Driver's License	Drug Sale	Drug Use	Marijuana	Toxic Vapors	Age	Non US Citizen	Education Requirement	Total Early Disqualifications	% Total Early Disqualifications	Before PHS	After PHS	Before JSA	After JSA	Before OOS	Before Interview	During Interview	After Interview	After PEL	Total In-Process Withdrawals	% Total In-Process Withdrawals		
American Indian/Alaska Native	Male	19	1	9	10	52.6%	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	0	0	5	26.3%	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	3	1	1	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - American Indian/Alaska Native		23	2	10	12	52.2%	0	0	0	0	0	0	0	0	1	3	0	0	0	0	0	0	0	0	6	26.1%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Asian	Male	85	4	38	42	49.4%	0	0	11	1	0	0	0	0	1	4	0	0	0	0	0	0	0	0	22	25.9%	2	0	0	0	0	0	0	0	1	0	3	3.5%			
	Female	7	0	4	4	57.1%	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2	28.6%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Asian		93	4	43	47	50.5%	0	0	11	1	0	0	0	0	2	4	0	0	0	0	0	0	0	0	24	25.8%	2	0	0	0	0	0	0	0	1	0	3	3.2%			
Black or African American	Male	319	8	171	179	56.1%	5	2	15	1	2	1	3	1	6	28	4	1	1	7	0	0	0	1	78	24.5%	3	0	0	0	0	0	0	0	0	0	3	0.9%			
	Female	73	3	39	42	57.5%	0	0	5	0	1	0	0	0	2	1	9	2	0	1	0	0	0	0	21	28.8%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	3	0	0	0	0.0%	0	0	0	0	0	0	1	0	0	1	1	0	0	0	0	0	0	0	3	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	3	0	1	1	33.3%	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Totals - Black or African American		398	11	211	222	55.8%	5	2	20	1	3	2	3	3	8	39	7	1	1	8	0	0	0	1	104	26.1%	3	0	0	0	0	0	0	0	0	0	3	0.8%			
Hispanic or Latino	Male	523	25	269	294	56.2%	5	2	29	3	2	3	3	4	9	32	7	0	3	17	0	0	2	0	121	23.1%	2	2	4	0	0	1	0	0	0	9	1.7%				
	Female	168	5	97	102	60.7%	2	0	2	1	0	4	2	0	0	8	0	0	0	12	0	0	0	0	31	18.5%	0	1	2	1	0	0	0	0	0	4	2.4%				
	Non-Binary	2	0	0	0	0.0%	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	2	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	4	0	3	3	75.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - Hispanic or Latino		697	30	369	399	57.2%	7	2	31	4	3	7	5	4	9	40	7	0	3	30	0	0	2	0	154	22.1%	2	3	6	1	0	1	0	0	0	13	1.9%				
Native Hawaiian or Other Pacific Islander	Male	21	2	10	12	57.1%	0	0	1	0	0	0	0	0	0	2	0	0	0	2	0	0	0	1	6	28.6%	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Totals - Native Hawaiian or Other Pacific Islander		21	2	10	12	57.1%	0	0	1	0	0	0	0	0	0	2	0	0	0	2	0	0	0	1	6	28.6%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
White or Caucasian	Male	1192	70	575	645	54.1%	10	0	55	4	3	13	12	11	22	46	1	1	7	41	1	0	0	1	228	19.1%	19	5	6	0	1	8	2	3	2	46	3.9%				
	Female	245	12	119	131	53.5%	2	0	11	0	0	1	1	2	2	18	0	0	0	8	0	0	1	0	46	18.8%	1	1	4	0	0	2	0	1	0	9	3.7%				
	Non-Binary	2	0	1	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	2	0	1	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - White or Caucasian		1441	82	696	778	54.0%	12	0	66	4	3	14	13	13	24	64	1	1	8	49	1	1	0	1	275	19.1%	20	6	10	0	1	10	2	4	2	55	3.8%				
Multiple Indicated	Male	203	5	96	101	49.8%	2	0	9	3	6	0	2	2	2	12	0	0	1	6	0	0	1	1	47	23.2%	0	1	1	0	0	0	0	0	0	0	2	1.0%			
	Female	60	2	30	32	53.3%	1	0	7	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	11	18.3%	0	0	1	0	0	0	0	0	0	0	1	1.7%			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Undisclosed	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - Multiple Indicated		264	7	127	134	50.8%	3	0	16	3	6	0	2	2	3	13	1	1	6	0	0	1	1	58	22.0%	0	1	2	0	0	0	0	0	0	0	3	1.1%				
Other Not Listed Above	Male	30	1	17	18	60.0%	0	0	4	0	0	0	0	0	1	0	1	0	0	1	0	0	0	1	8	26.7%	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	3	0	1	1	33.3%	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Undisclosed	1	0	1	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - Other Not Listed Above		35	1	20	21	60.0%	0	0	4	0	0	0	0	0	1	1	1	1	1	0	0	1	0	10	28.6%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Undisclosed	Male	15	0	8	8	53.3%	0	0	1	0	0	0	0	0	1	0	0	0	0	1	2	0	0																		

## APD Applicant Outcomes 2021

APD Applicant Outcomes 2021		In-Process Disqualification														Background Check Disqualification				Other Disqualification				Candidate Declined			Candidate Received Offer			NOI							
		Total Candidates	Didn't Submit Docs	Didn't take Seminar	Didn't take Fitness Test	Fitness Test	Didn't Schedule ISA	No Show ISA	No Show OOS	ISAU	Post Offer Psych	Total In-Process Disqualifications	% Total In-Process Disqualifications	Phase 1	Phase 2	Full	Total Background Check Disqualifications	% Total Background Check Disqualifications	Previous PEL	Cond. Offer Rescinded	No Resp. to Cond. Offer	Failed to Contact after Deferral	Total Other Disqualifications	% Total Other Disqualifications	Final Offer	Conditional Offer	Total Declined	% Total Declined	Hired	Pending	Deferred	Total Received Offer	% Total Received Offer	No Outcome Indicated			
American Indian/Alaska Native	Male	19	3	0	0	1	0	0	0	0	4	21.1%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	3	0	0	0	1	0	0	0	0	1	33.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - American Indian/Alaska Native</b>		<b>23</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>21.7%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Asian	Male	85	2	0	1	1	0	0	1	7	12	14.1%	0	2	1	3	3.5%	0	0	0	0	0	0.0%	0	0	0	0	0	0	3	0	0	3	3.5%	0		
	Female	7	0	0	0	0	0	0	0	1	0	14.3%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - Asian</b>		<b>93</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>13</b>	<b>14.0%</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>3.2%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3.2%</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Black or African American	Male	319	16	0	4	1	2	0	0	16	0	12.2%	0	4	8	12	3.8%	1	0	0	0	1	2	0.6%	0	1	1	0.3%	3	0	1	4	1.3%	1			
	Female	73	3	0	1	3	0	0	0	1	1	13.3%	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	1	0	0	1	1.4%	0		
	Non-Binary	3	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	3	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - Black or African American</b>		<b>398</b>	<b>19</b>	<b>0</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>1</b>	<b>12.1%</b>	<b>0</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>3.0%</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0.5%</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0.3%</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>1.3%</b>	<b>1</b>	<b>0</b>	<b>0</b>	
Hispanic or Latino	Male	523	17	1	6	2	2	2	1	28	0	11.3%	2	8	9	19	3.6%	2	0	0	0	0	2	0.4%	0	1	1	0.2%	14	2	0	16	3.1%	2			
	Female	168	4	0	6	5	0	1	0	8	0	14.3%	0	4	2	6	3.6%	0	0	0	0	0	0.0%	0	0	0	0	0	1	0	0	1	0.6%	0			
	Non-Binary	2	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	4	0	0	1	0	0	0	0	0	1	25.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - Hispanic or Latino</b>		<b>697</b>	<b>21</b>	<b>1</b>	<b>13</b>	<b>7</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>36</b>	<b>0</b>	<b>12.1%</b>	<b>2</b>	<b>12</b>	<b>11</b>	<b>25</b>	<b>3.6%</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0.3%</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0.1%</b>	<b>15</b>	<b>2</b>	<b>0</b>	<b>17</b>	<b>2.4%</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Native Hawaiian or Other Pacific Islander	Male	21	0	0	1	0	1	0	0	0	2	9.5%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	1	
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>21</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>9.5%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	
White or Caucasian	Male	1192	70	0	23	4	2	4	0	57	4	13.8%	2	32	23	57	4.8%	0	0	0	0	0	0.0%	2	3	5	0.4%	37	5	1	43	3.6%	4				
	Female	245	18	0	9	0	0	1	0	9	1	38	15.5%	2	7	3	12	4.9%	0	0	0	0	0.0%	0	2	2	0.8%	4	1	1	6	2.4%	1				
	Non-Binary	2	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	2	1	0	0	0	0	0	0	0	1	50.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - White or Caucasian</b>		<b>1441</b>	<b>89</b>	<b>0</b>	<b>32</b>	<b>4</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>66</b>	<b>5</b>	<b>14.1%</b>	<b>4</b>	<b>39</b>	<b>26</b>	<b>69</b>	<b>4.8%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>0.5%</b>	<b>41</b>	<b>6</b>	<b>2</b>	<b>49</b>	<b>3.4%</b>	<b>5</b>	<b>0</b>	<b>0</b>		
Multiple Indicated	Male	203	9	0	9	0	2	1	0	10	2	16.3%	1	3	5	9	4.4%	0	0	0	1	0	1	0.5%	0	1	1	0.5%	8	0	1	9	4.4%	0			
	Female	60	5	0	2	2	0	1	0	2	0	20.0%	0	1	1	2	3.3%	0	0	0	0	0	0.0%	0	0	0	0	0	2	0	0	2	3.3%	0			
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	***	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - Multiple Indicated</b>		<b>264</b>	<b>14</b>	<b>0</b>	<b>11</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>12</b>	<b>2</b>	<b>17.0%</b>	<b>1</b>	<b>4</b>	<b>6</b>	<b>11</b>	<b>4.2%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0.4%</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0.4%</b>	<b>10</b>	<b>0</b>	<b>1</b>	<b>11</b>	<b>4.2%</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Other Not Listed Above	Male	30	0	0	0	0	0	0	0	0	0	0.0%	0	1	2	3	10.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	1	1	3.3%	0			
	Female	3	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Totals - Other Not Listed Above</b>		<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>8.6%</b>	<b>0</b>	<b>0</b>	<b>0</b>																	



**APD Applicant Outcome Comparison**  
**Year-over-Year 2021 v 2019**

Ethnicity		Total Candidates by Year			In-Process Disqualifications									Background Check Disqualifications																			
		2019 Candidates	2021 Candidates	2021/2019 Raw Change	No Show JSA			No Show OOS			JSAU			Post Offer Psych			Total In-Process Disqualifications			Phase 1 Disqualifications			Phase 2 Disqualifications			Full Background (Phase 3) Disqualifications							
	Gender				2019 % No Show JSA	2021 % No Show JSA	2021/2019 Raw Change	2019 % No Show OOS	2021 % No Show OOS	2021/2019 Raw Change	2019 % JSAU	2021 % JSAU	2021/2019 Raw Change	2019 % Post Offer Psych	2021 % Post Offer Psych	2021/2019 Raw Change	2019 % In-Process Disqual	2021 % In-Process Disqual	2021/2019 Raw Change	2019 % Phase 1 Disqualification	2021 % Phase 1 Disqualification	2021/2019 Raw Change	2019 % Phase 2 Disqualification	2021 % Phase 2 Disqualification	2021/2019 Raw Change	2019 % Full Background Disqualification	2021 % Full Background Disqualification	2021/2019 Raw Change					
American Indian/Alaska Native	Male	0	19	+19	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	21.1%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***			
	Female	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	33.3%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***			
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Totals - American Indian/Alaska Native		0	23	+23	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	21.7%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
Asian	Male	17	85	+68	0.0%	0.0%	0.0%	0.0%	1.2%	1.2%	11.8%	8.2%	-3.5%	0.0%	0.0%	0.0%	17.6%	14.1%	-3.5%	0.0%	0.0%	0.0%	5.9%	2.4%	-3.5%	0.0%	1.2%	1.2%	0.0%	1.2%			
	Female	2	7	+5	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	0.0%	***	***	***	***	***	0.0%	***	***	***	***	***	***	0.0%	***	
	Totals - Asian		19	93	+74	0.0%	0.0%	0.0%	0.0%	1.1%	1.1%	10.5%	8.6%	-1.9%	0.0%	0.0%	0.0%	15.8%	14.0%	-1.8%	0.0%	0.0%	0.0%	5.3%	2.2%	-3.1%	0.0%	1.1%	1.1%	0.0%	1.1%		
Black or African American	Male	46	319	+273	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.3%	5.0%	0.7%	0.0%	0.0%	0.0%	10.9%	12.2%	1.4%	0.0%	0.0%	0.0%	4.3%	1.3%	-3.1%	0.0%	2.5%	2.5%	0.0%	2.5%			
	Female	9	73	+64	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	1.4%	-9.7%	0.0%	1.4%	1.4%	11.1%	12.3%	1.2%	0.0%	0.0%	0.0%	11.1%	0.0%	-11.1%	0.0%	0.0%	0.0%	0.0%	0.0%			
	Non-Binary	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	0.0%	***	***	***	***	***	***	0.0%	***	
	Undisclosed	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	0.0%	***	***	***	***	***	0.0%	***	***	***	***	***	***	0.0%	***	
	Totals - Black or African American		55	398	+343	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.5%	4.3%	-1.2%	0.0%	0.3%	0.3%	10.9%	12.1%	1.2%	0.0%	0.0%	0.0%	5.5%	1.0%	-4.4%	0.0%	2.0%	2.0%	0.0%	2.0%		
Hispanic or Latino	Male	158	523	+365	1.9%	0.4%	-1.5%	0.0%	0.2%	0.2%	4.4%	5.4%	0.9%	0.0%	0.0%	0.0%	12.7%	11.3%	-1.4%	1.3%	0.4%	-0.9%	3.8%	1.5%	-2.3%	0.6%	1.7%	1.1%	0.0%	1.7%			
	Female	26	168	+142	0.0%	0.6%	0.6%	0.0%	0.0%	0.0%	15.4%	4.8%	-10.6%	0.0%	0.0%	0.0%	30.8%	14.3%	-16.5%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	0.0%	1.2%	1.2%	0.0%	1.2%			
	Non-Binary	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	0.0%	***	***	***	***	***	***	0.0%	***	
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Totals - Hispanic or Latino		188	697	+509	1.6%	0.4%	-1.2%	0.0%	0.1%	0.1%	5.9%	5.2%	-0.7%	0.0%	0.0%	0.0%	14.9%	12.1%	-2.8%	1.1%	0.3%	-0.8%	3.2%	1.7%	-1.5%	0.5%	1.6%	1.0%	0.0%	1.6%		
Native Hawaiian or Other Pacific Islander	Male	3	21	+18	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	-33.3%	0.0%	0.0%	0.0%	33.3%	9.5%	-23.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Totals - Native Hawaiian or Other Pacific Islander		3	21	+18	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	-33.3%	0.0%	0.0%	0.0%	33.3%	9.5%	-23.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
White or Caucasian	Male	449	1192	+743	0.9%	0.3%	-0.6%	0.0%	0.0%	0.0%	6.7%	4.8%	-1.9%	0.0%	0.3%	0.3%	13.1%	13.8%	0.6%	0.4%	0.2%	-0.3%	5.8%	2.7%	-3.1%	2.4%	1.9%	-0.5%	0.0%	-0.5%			
	Female	117	245	+128	0.9%	0.4%	-0.4%	0.0%	0.0%	0.0%	6.0%	3.7%	-2.3%	0.0%	0.4%	0.4%	13.7%	15.5%	1.8%	0.0%	0.8%	0.8%	5.1%	2.9%	-2.3%	0.9%	1.2%	0.4%	0.0%	0.4%			
	Non-Binary	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	0.0%	***	***	***	***	0.0%	***			
	Undisclosed	5	2	-3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
	Totals - White or Caucasian		571	1441	+870	0.9%	0.3%	-0.5%	0.0%	0.0%	0.0%	6.5%	4.6%	-1.9%	0.0%	0.3%	0.3%	13.1%	14.1%	1.0%	0.4%	0.3%	-0.1%	5.6%	2.7%	-2.9%	2.1%	1.8%	-0.3%	0.0%	-0.3%		
Multiple Indicated	Male	42	203	+161	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	7.1%	4.9%	-2.2%	0.0%	1.0%	1.0%	7.1%	16.3%	9.1%	2.4%	0.5%	-1.9%	14.3%	1.5%	-12.8%	2.4%	2.5%	0.1%	0.0%	0.1%			
	Female	15	60	+45	0.0%	1.7%	1.7%	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	13.3%	0.0%	-13.3%	6.7%	1.7%	-5.0%	6.7%	1.7%	-5.0%	0.0%	-5.0%			
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	0.0%	***	***	***	***	***	***	***	***	***	***	***	***	0.0%	***	
	Totals - Multiple Indicated		57	264	+207	0.0%	0.8%	0.8%	0.0%	0.0%	0.0%	5.3%	4.5%	-0.7%	0.0%	0.8%	0.8%	10.5%	17.0%	6.5%	5.3%	0.4%	-4.9%	12.3%	1.5%	-10.8%	3.5%	2.3%	-1.2%	0.0%	-1.2%		
Other Not Listed Above	Male	4	30	+26	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	-25.0%	0.0%	0.0%	0.0%	50.0%	0.0%	-50.0%	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%	0.0%	0.0%	6.7%	6.7%				
	Female	1	3	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	***	***	***	***	***	***	***	***	0.0%	***
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	0.0%	***	***	***	***	***	***	***	***	***	***	***	***	***	0.0%	***
	Totals - Other Not Listed Above		5	35	+30	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	-20.0%	0.0%	0.0%	0.0%	40.0%	0.0%	-40.0%	0.0%	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%	5.7%	5.7%	0.0%	5.7%		
Undisclosed	Male	2	15	+13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	6.7%	-43.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%			
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	***	***	***	***	***	***	***	0.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	8	+8	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	***	***	***	***	***	***	0.0%	***		
	Totals - Undisclosed		2	28	+26	0.0%	0.0%	0.0%	0.0%	0.0																							

APD Applicant Outcome Comparison Year-over-Year 2021 v 2019			Total Candidates by Year			Total Background Check Disqualifications			Other Disqualifications												Candidate Declined											
									Disqualified on Previous PEL			Conditional Offer Rescinded			No Response to Conditional Offer			Failed to Respond After Deferral						Total Other Disqualifications			Declined Final Offer			Declined Conditional Offer		
									2019	2021	2021/2019 Raw Change	2019 % Disqual on Previous PEL	2021 % Disqual on Previous PEL	2021/2019 Raw Change	2019 % Conditional Offer Rescinded	2021 % Conditional Offer Rescinded	2021/2019 Raw Change	2019 % No Resp. to Cond. Offer	2021 % No Resp. to Cond. Offer	2021/2019 Raw Change				2019 % Fail to Resp. after Deferral	2021 % Fail to Resp. after Deferral	2021/2019 Raw Change	2019 % Other Disqual	2021 % Other Disqual	2021/2019 Raw Change	2019 % Declined Final Offer	2021 % Declined Final Offer	2021/2019 Raw Change
Ethnicity	Gender	2019 Candidates	2021 Candidates	2021/2019 Raw Change	2019 % Background Check Disqual	2021 % Background Check Disqual	2021/2019 Raw Change	2019 % Disqual on Previous PEL	2021 % Disqual on Previous PEL	2021/2019 Raw Change	2019 % Conditional Offer Rescinded	2021 % Conditional Offer Rescinded	2021/2019 Raw Change	2019 % No Resp. to Cond. Offer	2021 % No Resp. to Cond. Offer	2021/2019 Raw Change	2019 % Fail to Resp. after Deferral	2021 % Fail to Resp. after Deferral	2021/2019 Raw Change	2019 % Other Disqual	2021 % Other Disqual	2021/2019 Raw Change	2019 % Declined Final Offer	2021 % Declined Final Offer	2021/2019 Raw Change	2019 % Declined Conditional Offer	2021 % Declined Conditional Offer	2021/2019 Raw Change				
		American Indian/Alaska Native	Male	0	19	+19	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
	Female	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***				
Totals - American Indian/Alaska Native		0	23	+23	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
Asian	Male	17	85	+68	5.9%	3.5%	-2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
	Female	2	7	+5	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***				
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
Totals - Asian		19	93	+74	5.3%	3.2%	-2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
Black or African American	Male	46	319	+273	4.3%	3.8%	-0.6%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	0.6%	0.6%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%				
	Female	9	73	+64	11.1%	0.0%	-11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
	Non-Binary	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
	Undisclosed	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
Totals - Black or African American		55	398	+343	5.5%	3.0%	-2.4%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%				
Hispanic or Latino	Male	158	523	+365	5.7%	3.6%	-2.1%	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	0.6%	0.2%	-0.4%				
	Female	26	168	+142	0.0%	3.6%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
	Non-Binary	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
Totals - Hispanic or Latino		188	697	+509	4.8%	3.6%	-1.2%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	0.5%	0.1%	-0.4%				
Native Hawaiian or Other Pacific Islander	Male	3	21	+18	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***				
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***				
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***				
Totals - Native Hawaiian or Other Pacific Islander		3	21	+18	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
White or Caucasian	Male	449	1192	+743	8.7%	4.8%	-3.9%	0.0%	0.0%	0.0%	0.2%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	-0.2%	0.0%	0.2%	0.2%	0.2%	0.3%	0.0%				
	Female	117	245	+128	6.0%	4.9%	-1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.8%				
	Non-Binary	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
	Undisclosed	5	2	-3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
Totals - White or Caucasian		571	1441	+870	8.1%	4.8%	-3.3%	0.0%	0.0%	0.0%	0.2%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	-0.2%	0.0%	0.1%	0.1%	0.2%	0.3%	0.2%				
Multiple Indicated	Male	42	203	+161	19.0%	4.4%	-14.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%				
	Female	15	60	+45	26.7%	3.3%	-23.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***			
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
Totals - Multiple Indicated		57	264	+207	21.1%	4.2%	-16.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%				
Other Not Listed Above	Male	4	30	+26	0.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
	Female	1	3	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
Totals - Other Not Listed Above		5	35	+30	0.0%	8.6%	8.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
Undisclosed	Male	2	15	+13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***				
	Undisclosed	0	8	+8	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
Totals - Undisclosed		2	28	+26	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
Totals by Indicated Gender	Male	721	2407	+1686	8.2%	4.3%	-3.9%	0.0%	0.1%	0.1%	0.1%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.2%	0.1%	0.0%	0.1%	0.1%	0.3%	0.2%	0.0%				
	Female	170	564	+394	7.1%	3.5%	-3.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%					
	Non-Binary	0	9	+9	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***				
	Undisclosed	9	20	+11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
Grand Totals		900	3000	+2100	7.9%	4.1%	-3.8%	0.0%	0.1%	0.1%	0.1%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.2%	0.1%	0.0%	0.1%	0.1%	0.2%	0.3%	0.0%				

APD Applicant Outcome Comparison Year-over-Year 2021 v 2019		Total Candidates by Year			Total Declined			Candidate Hired			Pending			Candidate Deferred			Total Candidate Received Offer			No Outcome Indicated		
Ethnicity	Gender	2019 Candidates	2021 Candidates	2021/2019 Raw Change	2019 % Declined	2021 % Declined	2021/2019 Raw Change	2019 % Candidate Hired	2021 % Candidate Hired	2021/2019 Raw Change	2019 % Pending	2021 % Pending	2021/2019 Raw Change	2019 % Candidate Deferred	2021 % Candidate Deferred	2021/2019 Raw Change	2019 % Candidate Received Offer	2021 % Candidate Received Offer	2021/2019 Raw Change	2019 % No Outcome Indicated	2021 % No Outcome Indicated	2021/2019 Raw Change
		American Indian/Alaska Native	Male	0	19	+19	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
	Female	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - American Indian/Alaska Native		0	23	+23	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
Asian	Male	17	85	+68	0.0%	0.0%	0.0%	0.0%	3.5%	3.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	3.5%	0.0%	0.0%	0.0%
	Female	2	7	+5	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
Totals - Asian		19	93	+74	0.0%	0.0%	0.0%	0.0%	3.2%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	3.2%	0.0%	0.0%	0.0%
Black or African American	Male	46	319	+273	0.0%	0.3%	0.3%	0.0%	0.9%	0.9%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	1.3%	1.3%	0.0%	0.3%	0.3%
	Female	9	73	+64	0.0%	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	0.0%	0.0%
	Non-Binary	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%
	Undisclosed	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%
Totals - Black or African American		55	398	+343	0.0%	0.3%	0.3%	0.0%	1.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	1.3%	1.3%	0.0%	0.3%	0.3%
Hispanic or Latino	Male	158	523	+365	0.6%	0.2%	-0.4%	4.4%	2.7%	-1.8%	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	4.4%	3.1%	-1.4%	0.0%	0.4%	0.4%
	Female	26	168	+142	0.0%	0.0%	0.0%	3.8%	0.6%	-3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	0.6%	-3.3%	0.0%	0.0%	0.0%
	Non-Binary	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Totals - Hispanic or Latino		188	697	+509	0.5%	0.1%	-0.4%	4.3%	2.2%	-2.1%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	4.3%	2.4%	-1.8%	0.0%	0.3%	0.3%
Native Hawaiian or Other Pacific Islander	Male	3	21	+18	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	4.8%
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Native Hawaiian or Other Pacific Islander		3	21	+18	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	4.8%
White or Caucasian	Male	449	1192	+743	0.2%	0.4%	0.2%	3.6%	3.1%	-0.5%	0.0%	0.4%	0.4%	0.4%	0.1%	-0.4%	4.0%	3.6%	-0.4%	0.0%	0.3%	0.3%
	Female	117	245	+128	0.0%	0.8%	0.8%	3.4%	1.6%	-1.8%	0.0%	0.4%	0.4%	0.0%	0.4%	0.4%	3.4%	2.4%	-1.0%	0.0%	0.4%	0.4%
	Non-Binary	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%
	Undisclosed	5	2	-3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Totals - White or Caucasian		571	1441	+870	0.2%	0.5%	0.3%	3.5%	2.8%	-0.7%	0.0%	0.4%	0.4%	0.4%	0.1%	-0.2%	3.9%	3.4%	-0.5%	0.0%	0.3%	0.3%
Multiple Indicated	Male	42	203	+161	0.0%	0.5%	0.5%	2.4%	3.9%	1.6%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	2.4%	4.4%	2.1%	0.0%	0.0%	0.0%
	Female	15	60	+45	0.0%	0.0%	0.0%	13.3%	3.3%	-10.0%	0.0%	0.0%	0.0%	6.7%	0.0%	-6.7%	20.0%	3.3%	-16.7%	0.0%	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%
Totals - Multiple Indicated		57	264	+207	0.0%	0.4%	0.4%	5.3%	3.8%	-1.5%	0.0%	0.0%	0.0%	1.8%	0.4%	-1.4%	7.0%	4.2%	-2.9%	0.0%	0.0%	0.0%
Other Not Listed Above	Male	4	30	+26	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	3.3%	0.0%	3.3%	3.3%	0.0%	0.0%	0.0%	0.0%
	Female	1	3	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%
	Undisclosed	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%
Totals - Other Not Listed Above		5	35	+30	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%	2.9%	2.9%	0.0%	0.0%	0.0%	0.0%
Undisclosed	Male	2	15	+13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	8	+8	***	0.0%	***	***	0.0%	***	12.5%	12.5%	***	***	0.0%	***	12.5%	12.5%	***	***	0.0%	0.0%
Totals - Undisclosed		2	28	+26	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	3.6%	0.0%	0.0%	0.0%	3.6%	3.6%	0.0%	0.0%	0.0%	0.0%
Totals by Indicated Gender	Male	721	2407	+1686	0.3%	0.3%	0.1%	3.3%	2.7%	-0.6%	0.0%	0.3%	0.3%	0.3%	0.2%	-0.1%	3.6%	3.2%	-0.4%	0.0%	0.3%	0.3%
	Female	170	564	+394	0.0%	0.4%	0.4%	4.1%	1.4%	-2.7%	0.0%	0.2%	0.2%	0.6%	0.2%	-0.4%	4.7%	1.8%	-2.9%	0.0%	0.2%	0.2%
	Non-Binary	0	9	+9	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%
	Undisclosed	9	20	+11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%	0.0%	0.0%	0.0%
Grand Totals		900	3000	+2100	0.2%	0.3%	0.1%	3.4%	2.4%	-1.0%	0.0%	0.3%	0.3%	0.3%	0.2%	-0.2%	3.8%	2.9%	-0.9%	0.0%	0.3%	0.3%





APD Applicant Outcomes 2022-2		In-Process Disqualification									Background Check Disqualification				Candidate Declined				Candidate Received Offer					NOI														
Ethnicity	Gender	Total Candidates	Failed Fitness Test	Failed Post Offer Psych	Failed to Schedule Written	Failed to Submit Docs	ISAU	No Show/ISA	No Show/ISA + Poly	No Show Written	In-Process Disqualifications		Background - Phase 1	Background - Phase 2	Background - Full	Background - Full (Post Interview)	Past PEL BG	Investigator Disqual	Total Background Check Disqualifications		Declined Conditional Offer	Declined Conditional Offer - Took Denver Offer		Hired	Reinstating (Previously Hired)	Signed Conditional Offer	Deferred	Pending	Total Received Offer		No Outcome Indicated							
											% Total In-Process Disqualifications	% Total In-Process Disqualifications							% Total Background Check Disqualifications	% Total Background Check Disqualifications		% Total Declined	% Total Declined						% Total Received Offer	% Total Received Offer								
American Indian/Alaska Native	Male	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Female	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	1	0	0	0	1	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - American Indian/Alaska Native		3	0	0	0	1	0	0	0	0	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	33.3%	0	0	0	0	0	0		
Asian	Male	3	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Totals - Asian		3	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Black or African American	Male	37	0	0	0	2	2	0	0	4	10.8%	0	0	3	0	0	3	8.1%	0	0	0	0	0	2	0	0	0	0	2	5.4%	0	0	0	0	0	0		
	Female	5	0	0	0	0	0	0	0	0	0.0%	0	1	0	0	0	1	20.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Black or African American		42	0	0	0	2	2	0	0	4	9.5%	0	1	3	0	0	4	9.5%	0	0	0	0	0	2	0	0	0	0	2	4.8%	0	0	0	0	0	0	0	
Hispanic or Latino	Male	47	0	0	0	3	2	0	0	5	10.6%	0	2	2	0	0	4	8.5%	0	0	0	0	0	0	1	0	0	0	1	2.1%	0	0	0	0	0	0	0	
	Female	10	0	0	0	0	1	0	0	1	10.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Hispanic or Latino		58	0	0	0	3	3	0	0	6	10.3%	0	2	2	0	0	4	6.9%	0	0	0	0	0	1	0	0	0	1	1.7%	0	0	0	0	0	0	0	0	
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Native Hawaiian or Other Pacific Islander		1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
White or Caucasian	Male	80	0	0	0	7	6	0	0	13	16.3%	1	3	4	0	0	8	10.0%	0	0	1	1	1.3%	2	0	0	0	2	2.5%	0	0	0	0	0	0	0		
	Female	18	1	0	0	1	2	0	0	4	22.2%	0	0	1	0	0	1	5.6%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - White or Caucasian		98	1	0	0	8	8	0	0	17	17.3%	1	3	5	0	0	9	9.2%	0	0	1	1	1.0%	2	0	0	0	2	2.0%	0	0	0	0	0	0	0		
Multiple Indicated	Male	19	0	0	0	2	4	0	0	6	31.6%	0	0	2	0	0	2	10.5%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	6	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Multiple Indicated		25	0	0	0	2	4	0	0	6	24.0%	0	0	2	0	0	2	8.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Not Listed Above	Male	2	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Other Not Listed Above		2	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Undisclosed	Male	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	1	0	0	0	0	0																															



**APD Applicant Outcomes 2022-3**

Ethnicity	Gender	Total Candidates	In-Process Disqualification							In-Process Disqualifications		Background Check Disqualification							Candidate Declined				Candidate Received Offer					NOI										
			Failed Fitness Test	Failed Post Offer Psych	Failed to Schedule Written	Failed to Submit Docs	ISAU	No Show /SA	No Show /SA + Poly	No Show Written	Total In-Process Disqualifications	% Total In-Process Disqualifications	Background - Phase 1	Background - Phase 2	Background - Full	Background - Full (Post Interview)	Past PEL BG	Investigator Disqual	Total Background Check Disqualifications	% Total Background Check Disqualifications	Declined Conditional Offer	Declined Conditional Offer - Took Denver Offer	Total Declined	% Total Declined	Hired	Reinstating (Previously Hired)	Signed Conditional Offer		Deferred	Pending	Total Received Offer	% Total Received Offer						
American Indian/Alaska Native	Male	1	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
	Female	2	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	1	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	1	0	0	0	0	1	0	0	0	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - American Indian/Alaska Native		4	0	0	0	1	0	0	0	1	25.0%	0	0	0	0	0	0	1	25.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Asian	Male	8	0	0	0	1	0	0	0	4	50.0%	0	1	0	0	0	0	1	12.5%	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - Asian		9	0	0	0	1	0	0	0	4	44.4%	0	1	0	0	0	0	1	11.1%	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
Black or African American	Male	29	0	0	0	0	2	0	0	12	41.4%	0	0	1	0	1	0	2	6.9%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	10	0	0	0	3	1	0	0	2	20.0%	0	2	0	0	0	0	2	20.0%	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	1	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - Black or African American		40	0	0	0	3	3	0	0	15	37.5%	0	2	1	0	1	0	4	10.0%	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
Hispanic or Latino	Male	49	0	0	0	3	4	0	0	16	32.7%	1	3	1	2	0	0	7	14.3%	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	17	0	0	0	2	1	0	0	9	52.9%	0	1	0	0	0	0	1	5.9%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	1	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Hispanic or Latino		67	0	0	0	5	5	0	0	26	38.8%	1	4	1	0	0	0	8	11.9%	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	
Native Hawaiian or Other Pacific Islander	Male	3	0	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Native Hawaiian or Other Pacific Islander		3	0	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
White or Caucasian	Male	91	0	0	0	13	6	0	0	34	37.3%	0	5	1	3	1	0	10	11.0%	1	0	1	1.1%	2	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	21	0	0	0	3	2	0	0	10	47.6%	1	0	0	0	0	0	1	4.8%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - White or Caucasian		112	0	0	0	16	8	0	0	44	39.3%	1	5	1	0	0	0	11	9.8%	1	0	1	0.9%	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Multiple Indicated	Male	20	0	0	0	2	3	0	0	9	45.0%	0	1	1	0	0	0	2	10.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Female	3	0	0	0	2	0	0	0	2	66.7%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Multiple Indicated		23	0	0	0	4	3	0	0	9	39.1%	0	1	1	0	0	0	2	8.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Not Listed Above	Male	1	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Other Not Listed Above		1	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Undisclosed	Male	1	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%																			



APD Applicant Outcomes 2022-4

Ethnicity	Gender	Total Candidates	In-Process Disqualification							In-Process Disqualification		Background Check Disqualification					Candidate Declined			Candidate Received Offer					NOI							
			Failed Fitness Test	Failed Post Offer Psych	Failed to Schedule Written	Failed to Submit Docs	ISAU	No Show/ISA	No Show/ISA + Poly	No Show Written	Total In-Process Disqualifications	% Total In-Process Disqualifications	Background - Phase 1	Background - Phase 2	Background - Full	Background - Full (Post Interview)	Past PEL BG	Investigator Disqual	Total Background Check Disqualifications	% Total Background Check Disqualifications	Declined Conditional Offer	Declined Conditional Offer - Took Denver Offer	Total Declined	% Total Declined		Hired	Reinstating (Previously Hired)	Signed Conditional Offer	Deferred	Pending	Total Received Offer	% Total Received Offer
American Indian/Alaska Native	Male	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Female	1	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Totals - American Indian/Alaska Native	2	0	1	0	0	0	0	0	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian	Male	2	0	0	0	1	0	0	0	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Female	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Totals - Asian	3	0	0	0	1	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Black or African American	Male	18	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Female	6	0	0	0	0	0	0	0	0	0.0%	0	1	0	0	0	1	16.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Undisclosed	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Totals - Black or African American	25	0	0	0	0	0	0	0	0	0.0%	0	1	0	0	0	1	4.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic or Latino	Male	28	0	0	0	2	1	0	1	4	14.3%	1	1	0	0	0	2	7.1%	0	0	0	0	0	0	0	0	0	1	1	3.6%	0	
	Female	5	0	0	0	0	0	0	0	0	0.0%	0	0	1	0	0	1	20.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Undisclosed	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Totals - Hispanic or Latino	34	0	0	0	2	1	0	1	4	11.8%	1	1	1	0	0	3	8.8%	0	0	0	0	0	0	0	0	0	1	1	2.9%	0	
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Totals - Native Hawaiian or Other Pacific Islander	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White or Caucasian	Male	53	0	0	0	8	4	0	1	12	22.6%	0	3	3	0	0	6	11.3%	0	0	0	0	0	0	0	0	0	1	1	2	3.8%	0
	Female	13	0	0	0	3	1	0	0	4	30.8%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Totals - White or Caucasian	66	0	0	0	11	5	0	1	16	24.2%	0	3	3	0	0	6	9.1%	0	0	0	0	0	0	0	0	0	1	2	3.0%	0	
Multiple Indicated	Male	16	0	0	0	0	1	0	0	1	6.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	6.3%	0	
	Female	2	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Totals - Multiple Indicated	18	0	0	0	0	1	0	0	1	5.6%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	5.6%	0	
Other Not Listed Above	Male	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Totals - Other Not Listed Above	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
Undisclosed	Male	2	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Undisclosed	1	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Totals - Undisclosed	3	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Totals by Indicated Gender	Male	121	0	0	0	11	6	0	1	18	14.9%	1	4	3	0	0	8	6.6%	0	0	0	0	0	0	0	1	0	3	4	3.3%	0	
	Female	28	0	1	0	3	1	0	0	5	17.9%	0	1	1	0	0	2	7.1%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0
	Undisclosed	3	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Grand Totals	152	0	1	0	14	7	0	1	23	15.1%	1	5	4	0	0	10	6.6%	0	0	0	0	0	0	0	1	0	3	4	2.6%	0	









APD Applicant Outcomes 2022				In-Process Disqualification					In-Process Disqualification		Background Check Disqualification					Candidate Declined				Candidate Received Offer					NOI												
Ethnicity	Gender	Total Candidates	Failed Fitness Test	Failed Post Offer Psych	Failed to Schedule Written	Failed to Submit Docs	ISAU	No Show JSA	No Show JSA + Poly	No Show Written	Total In-Process Disqualifications	% Total In-Process Disqualifications	Background - Phase 1	Background - Phase 2	Background - Full	Background - Full (Post Interview)	Past PEL BG	Investigator Disqual	Total Background Check Disqualifications	% Total Background Check Disqualifications	Declined Conditional Offer	Declined Conditional Offer - Took Denver Offer	Total Declined	% Total Declined	Hired	Reinstating (Previously Hired)	Signed Conditional Offer	Deferred	Pending	Total Received Offer	% Total Received Offer	No Outcome Indicated					
American Indian/Alaska Native	Male	4	0	0	0	0	0	0	0	1	1	25.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Female	5	0	1	0	0	1	0	0	0	2	40.0%	0	0	0	0	1	1	20.0%	0	0	0	0	1	1	0	0	0	0	1	20.0%	0	0				
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	2	0	0	0	2	0	0	0	0	2	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - American Indian/Alaska Native		11	0	1	0	2	1	0	0	1	5	45.5%	0	0	0	0	0	0	1	9.1%	0	0	0	0	1	0	0	0	0	1	9.1%	0	0	0			
Asian	Male	18	0	0	2	3	0	0	0	4	9	50.0%	0	1	1	1	0	0	3	16.7%	0	0	0	0	1	0	0	0	0	1	5.6%	0	0	0			
	Female	2	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - Asian		20	0	0	2	3	0	0	0	4	9	45.0%	0	1	1	1	0	0	3	15.0%	0	0	0	0	1	0	0	0	0	1	5.0%	0	0	0	0		
Black or African American	Male	133	0	0	27	6	4	0	0	12	49	36.8%	1	0	4	0	1	0	6	4.5%	0	0	0	0	2	0	0	0	0	2	1.5%	0	0	0			
	Female	32	0	0	8	3	1	0	0	2	14	43.8%	0	5	0	0	0	0	5	15.6%	0	0	0	0	1	0	0	0	0	1	3.1%	0	0	0			
	Non-Binary	1	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	2	0	0	0	0	0	0	0	1	1	50.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Black or African American		168	0	0	36	9	5	0	0	15	65	38.7%	1	5	4	0	1	0	11	6.5%	0	0	0	0	3	0	0	0	0	3	1.8%	0	0	0	0		
Hispanic or Latino	Male	191	0	0	23	16	9	0	1	16	65	34.0%	2	7	3	3	0	0	15	7.9%	1	0	1	0.5%	4	1	0	1	1	7	3.7%	0	0	0			
	Female	57	0	0	8	2	3	0	0	9	22	38.6%	0	3	1	0	0	0	4	7.0%	0	0	0	0	1	0	0	0	0	2	3.5%	0	0	0	0		
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	4	0	0	1	0	0	0	0	1	2	50.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Totals - Hispanic or Latino		252	0	0	32	18	12	0	1	26	89	35.3%	2	10	4	0	0	0	19	7.5%	1	0	1	0.4%	5	1	0	1	1	9	3.6%	0	0	0	0		
Native Hawaiian or Other Pacific Islander	Male	9	0	0	2	0	0	0	0	2	4	44.4%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	1	0	0	1	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Native Hawaiian or Other Pacific Islander		10	0	0	3	0	0	0	0	2	5	50.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
White or Caucasian	Male	370	0	0	59	49	20	1	0	34	163	44.1%	3	17	9	5	1	0	35	9.5%	1	1	2	0.5%	6	0	1	0	1	8	2.2%	1	0	0			
	Female	74	1	0	7	10	5	0	0	10	33	44.6%	1	1	2	0	0	0	4	5.4%	0	0	0	0	1	0	0	1	0	2	2.7%	0	0	0	0		
	Non-Binary	1	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - White or Caucasian		445	1	0	66	59	25	1	0	44	196	44.0%	4	18	11	0	0	0	39	8.8%	1	1	2	0.4%	7	0	0	1	10	2.2%	1	0	0	0			
Multiple Indicated	Male	84	0	0	9	7	8	0	0	9	33	39.3%	0	4	4	1	0	0	9	10.7%	0	0	0	0	0	0	0	0	0	1	2	2.4%	0	0	0		
	Female	15	0	0	4	2	0	0	0	0	6	40.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Multiple Indicated		99	0	0	13	9	8	0	0	9	39	39.4%	0	4	4	0	0	0	9	9.1%	0	0	0	0	0	0	0	0	1	2	2.0%	0	0	0	0		
Other Not Listed Above	Male	5	0	0	1	1	0	0	0	1	3	60.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Other Not Listed Above		5	0	0	1	1	0	0	0	1	3	60.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Undisclosed	Male	5	0	0	0	0	0	0	0	1	1	20.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Female	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Undisclosed	3	0	0	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Undisclosed		8	0	0	0	0	0	0	0	1	1	12.5%	0	0	0																						

APD Applicant Outcome Comparison Year-over-Year 2022 v 2021		Total Candidates by Year/Cycle			Voluntary Exits			Early Process Disqualifications			In-Process Withdrawals			Didn't Submit Docs			Didn't take Seminar			Didn't take Fitness Test			Failed Fitness Test			
Ethnicity	Gender	2019 Candidates	2022 Candidates	2022/2019 Raw Change	2019 % Voluntary Exits	2022 % Voluntary Exits	2022/2019 Raw Change	2019 % Early Process Disqualification	2022 % Early Process Disqualification	2022/2019 Raw Change	2019 % In-Process Withdrawal	2022 % In-Process Withdrawal	2022/2019 Raw Change	2019 % Didn't Submit Docs	2022 % Didn't Submit Docs	2022/2019 Raw Change	2019 % Didn't take Seminar	2022 % Didn't take Seminar	2022/2019 Raw Change	2019 % Didn't take Fitness Test	2022 % Didn't take Fitness Test	2022/2019 Raw Change	2019 % Failed Fitness Test	2022 % Failed Fitness Test	2022/2019 Raw Change	
		American Indian/Alaska Native	Male	0	4	+4	***	25.0%	***	***	25.0%	***	***	25.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%
	Female	0	5	+5	***	0.0%	***	***	20.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - American Indian/Alaska Native		0	11	+11	***	9.1%	***	***	18.2%	***	***	9.1%	***	***	18.2%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Asian	Male	17	18	+1	47.1%	0.0%	-47.1%	11.8%	16.7%	4.9%	17.6%	11.1%	-6.5%	5.9%	16.7%	10.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	2	2	0	50.0%	0.0%	-50.0%	50.0%	100.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Asian		19	20	+1	47.4%	0.0%	-47.4%	15.8%	25.0%	9.2%	15.8%	10.0%	-5.8%	5.3%	15.0%	9.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Black or African American	Male	46	133	+87	47.8%	13.5%	-34.3%	30.4%	25.6%	-4.9%	6.5%	18.0%	11.5%	4.3%	4.5%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	-2.2%	
	Female	9	32	+23	66.7%	9.4%	-57.3%	0.0%	12.5%	12.5%	11.1%	15.6%	4.5%	0.0%	9.4%	9.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	0.0%	***	
	Undisclosed	0	2	+2	***	50.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	
Totals - Black or African American		55	168	+113	50.9%	13.1%	-37.8%	25.5%	22.6%	-2.8%	7.3%	17.3%	10.0%	3.6%	5.4%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	-1.8%	
Hispanic or Latino	Male	158	191	+33	50.0%	10.5%	-39.5%	18.4%	31.4%	13.1%	8.2%	12.0%	3.8%	5.7%	8.4%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	-0.6%	
	Female	26	57	+31	50.0%	5.3%	-44.7%	15.4%	28.1%	12.7%	0.0%	17.5%	17.5%	11.5%	3.5%	-8.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	-3.8%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	4	4	0	50.0%	25.0%	-25.0%	50.0%	25.0%	-25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals - Hispanic or Latino		188	252	+64	50.0%	9.5%	-40.5%	18.6%	30.6%	11.9%	6.9%	13.1%	6.2%	6.4%	7.1%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	0.0%	-1.1%	
Native Hawaiian or Other Pacific Islander	Male	3	9	+6	0.0%	11.1%	11.1%	66.7%	33.3%	-33.3%	0.0%	11.1%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Native Hawaiian or Other Pacific Islander		3	10	+7	0.0%	10.0%	10.0%	66.7%	30.0%	-36.7%	0.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
White or Caucasian	Male	449	370	-79	46.3%	8.9%	-37.4%	20.0%	21.4%	1.3%	7.3%	13.2%	5.9%	4.9%	13.2%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	-0.4%	
	Female	117	74	-43	50.4%	12.2%	-38.3%	19.7%	20.3%	0.6%	6.8%	14.9%	8.0%	6.0%	13.5%	7.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	1.4%	0.5%	
	Non-Binary	0	1	+1	***	0.0%	***	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	0.0%	***	
	Undisclosed	5	0	-5	80.0%	***	***	20.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	0.0%	
Totals - White or Caucasian		571	445	-126	47.5%	9.4%	-38.0%	20.0%	21.3%	1.4%	7.2%	13.5%	6.3%	5.1%	13.3%	8.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.2%	-0.3%	
Multiple Indicated	Male	42	84	+42	45.2%	16.7%	-28.6%	21.4%	19.0%	-2.4%	4.8%	11.9%	7.1%	0.0%	8.3%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	15	15	0	13.3%	13.3%	0.0%	13.3%	20.0%	6.7%	6.7%	26.7%	20.0%	6.7%	13.3%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.3%	0.0%	-13.3%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Multiple Indicated		57	99	+42	36.8%	16.2%	-20.7%	19.3%	19.2%	-0.1%	5.3%	14.1%	8.9%	1.8%	9.1%	7.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	0.0%	-3.5%	
Other Not Listed Above	Male	4	5	+1	50.0%	0.0%	-50.0%	0.0%	40.0%	40.0%	0.0%	0.0%	0.0%	25.0%	20.0%	-5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	1	0	-1	100.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
Totals - Other Not Listed Above		5	5	0	60.0%	0.0%	-60.0%	0.0%	40.0%	40.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Undisclosed	Male	2	5	+3	50.0%	40.0%	-10.0%	0.0%	20.0%	20.0%	0.0%	20.0%	20.0%	50.0%	0.0%	-50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	3	+3	***	33.3%	***	***	33.3%	***	***	33.3%	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
Totals - Undisclosed		2	8	+6	50.0%	37.5%	-12.5%	0.0%	25.0%	25.0%	0.0%	25.0%	25.0%	50.0%	0.0%	-50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Totals by Indicated Gender	Male	721	819	+98	47.0%	10.9%	-36.2%	20.2%	24.3%	4.0%	7.5%	13.6%	6.1%	5.0%	10.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	-0.6%	
	Female	170	185	+15	48.2%	9.2%	-39.0%	17.6%	22.2%	4.5%	5.9%	16.2%	10.3%	6.5%	9.2%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.5%	-1.8%	
	Non-Binary	0	3	+3	***	0.0%	***	***	33.3%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	0.0%	***	
	Undisclosed	9	11	+2	66.7%	27.3%	-39.4%	33.3%	18.2%	-15.2%	0.0%	9.1%	9.1%	0.0%	18.2%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grand Totals		900	1018	+118	47.4%	10.7%	-36.7%	19.9%	23.9%	4.0%	7.1%	13.9%	6.8%	5.2%	9.9%	4.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.1%	-0.8%	

**APD Applicant Outcome Comparison  
Year-over-Year 2022 v 2021**

Ethnicity		Total Candidates by Year/Cycle			In-Process Disqualifications																				
		2019 Candidates	2022 Candidates	2022/2019 Raw Change	Didn't Schedule JSA			Didn't Schedule Written			No Show JSA			No Show OOS			JSAU			Post Offer Psych			Total In-Process Disqualifications		
Gender	2019 % Didn't Schedule JSA	2022 % Didn't Schedule JSA	2022/2019 Raw Change	2019 % Didn't Schedule Written	2022 % Didn't Schedule Written	2022/2019 Raw Change	2019 % No Show JSA	2022 % No Show JSA	2022/2019 Raw Change	2019 % No Show OOS	2022 % No Show OOS	2022/2019 Raw Change	2019 % JSAU	2022 % JSAU	2022/2019 Raw Change	2019 % Post Offer Psych	2022 % Post Offer Psych	2022/2019 Raw Change	2019 % In-Process Disqual	2022 % In-Process Disqual	2022/2019 Raw Change				
American Indian/Alaska Native	Male	0	4	+4	***	0.0%	***	***	0.0%	***	25.0%	***	***	0.0%	***	***	0.0%	***	***	25.0%	***				
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	0.0%	***	***	20.0%	***	***	20.0%	***	***	40.0%	***				
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***				
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	100.0%	***				
<b>Totals - American Indian/Alaska Native</b>		<b>0</b>	<b>11</b>	<b>+11</b>	<b>***</b>	<b>0.0%</b>	<b>***</b>	<b>***</b>	<b>0.0%</b>	<b>***</b>	<b>9.1%</b>	<b>***</b>	<b>***</b>	<b>9.1%</b>	<b>***</b>	<b>***</b>	<b>9.1%</b>	<b>***</b>	<b>***</b>	<b>45.5%</b>	<b>***</b>				
Asian	Male	17	18	+1	0.0%	0.0%	0.0%	0.0%	11.1%	11.1%	0.0%	0.0%	0.0%	22.2%	22.2%	11.8%	0.0%	-11.8%	0.0%	0.0%	0.0%	17.6%	50.0%	32.4%	
	Female	2	2	0	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
<b>Totals - Asian</b>		<b>19</b>	<b>20</b>	<b>+1</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>10.0%</b>	<b>10.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>10.5%</b>	<b>0.0%</b>	<b>-10.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>15.8%</b>	<b>45.0%</b>	<b>29.2%</b>	
Black or African American	Male	46	133	+87	0.0%	0.0%	0.0%	0.0%	20.3%	20.3%	0.0%	0.0%	0.0%	9.0%	9.0%	4.3%	3.0%	-1.3%	0.0%	0.0%	0.0%	10.9%	36.8%	26.0%	
	Female	9	32	+23	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	6.3%	6.3%	11.1%	3.1%	-8.0%	0.0%	0.0%	0.0%	11.1%	43.8%	32.6%	
	Non-Binary	0	1	+1	***	0.0%	***	***	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	100.0%	***
	Undisclosed	0	2	+2	***	0.0%	***	***	***	***	***	0.0%	***	***	50.0%	***	***	0.0%	***	***	***	***	***	50.0%	***
<b>Totals - Black or African American</b>		<b>55</b>	<b>168</b>	<b>+113</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>21.4%</b>	<b>21.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>8.9%</b>	<b>8.9%</b>	<b>5.5%</b>	<b>3.0%</b>	<b>-2.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>10.9%</b>	<b>38.7%</b>	<b>27.8%</b>	
Hispanic or Latino	Male	158	191	+33	0.0%	0.0%	0.0%	0.0%	12.0%	12.0%	1.9%	0.5%	-1.4%	8.4%	8.4%	4.4%	4.7%	0.3%	0.0%	0.0%	0.0%	12.7%	34.0%	21.4%	
	Female	26	57	+31	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	15.8%	15.8%	15.4%	5.3%	-10.1%	0.0%	0.0%	0.0%	30.8%	38.6%	7.8%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	
<b>Totals - Hispanic or Latino</b>		<b>188</b>	<b>252</b>	<b>+64</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>12.7%</b>	<b>12.7%</b>	<b>1.6%</b>	<b>0.4%</b>	<b>-1.2%</b>	<b>10.3%</b>	<b>10.3%</b>	<b>5.9%</b>	<b>4.8%</b>	<b>-1.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>14.9%</b>	<b>35.3%</b>	<b>20.4%</b>	
Native Hawaiian or Other Pacific Islander	Male	3	9	+6	0.0%	0.0%	0.0%	0.0%	22.2%	22.2%	0.0%	0.0%	0.0%	22.2%	22.2%	33.3%	0.0%	-33.3%	0.0%	0.0%	0.0%	33.3%	44.4%	11.1%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	1	+1	***	0.0%	***	***	***	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	***	***	***	***	100.0%	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>3</b>	<b>10</b>	<b>+7</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>30.0%</b>	<b>30.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>33.3%</b>	<b>0.0%</b>	<b>-33.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>33.3%</b>	<b>50.0%</b>	<b>16.7%</b>	
White or Caucasian	Male	449	370	-79	0.2%	0.0%	-0.2%	0.0%	15.9%	15.9%	0.9%	0.3%	-0.6%	9.2%	9.2%	6.7%	5.4%	-1.3%	0.0%	0.0%	0.0%	13.1%	44.1%	30.9%	
	Female	117	74	-43	0.0%	0.0%	0.0%	0.0%	***	***	0.9%	0.0%	-0.9%	13.5%	13.5%	6.0%	6.8%	0.8%	0.0%	0.0%	0.0%	13.7%	44.6%	30.9%	
	Non-Binary	0	1	+1	***	0.0%	***	***	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	0.0%	
	Undisclosed	5	0	-5	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	***	***	
<b>Totals - White or Caucasian</b>		<b>571</b>	<b>445</b>	<b>-126</b>	<b>0.2%</b>	<b>0.0%</b>	<b>-0.2%</b>	<b>0.0%</b>	<b>14.8%</b>	<b>14.8%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>-0.7%</b>	<b>9.9%</b>	<b>9.9%</b>	<b>6.5%</b>	<b>5.6%</b>	<b>-0.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>13.1%</b>	<b>44.0%</b>	<b>30.9%</b>	
Multiple Indicated	Male	42	84	+42	0.0%	0.0%	0.0%	0.0%	10.7%	10.7%	0.0%	0.0%	0.0%	10.7%	10.7%	7.1%	9.5%	2.4%	0.0%	0.0%	0.0%	7.1%	39.3%	32.1%	
	Female	15	15	0	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	40.0%	20.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
<b>Totals - Multiple Indicated</b>		<b>57</b>	<b>99</b>	<b>+42</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>13.1%</b>	<b>13.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.1%</b>	<b>9.1%</b>	<b>5.3%</b>	<b>8.1%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>10.5%</b>	<b>39.4%</b>	<b>28.9%</b>	
Other Not Listed Above	Male	4	5	+1	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	20.0%	20.0%	25.0%	0.0%	-25.0%	0.0%	0.0%	0.0%	50.0%	60.0%	10.0%	
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	0.0%	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
<b>Totals - Other Not Listed Above</b>		<b>5</b>	<b>5</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>0.0%</b>	<b>-20.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>40.0%</b>	<b>60.0%</b>	<b>20.0%</b>	
Undisclosed	Male	2	5	+3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	20.0%	-30.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	3	+3	***	0.0%	***	***	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	***	***	***	0.0%	
<b>Totals - Undisclosed</b>		<b>2</b>	<b>8</b>	<b>+6</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>12.5%</b>	<b>12.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>50.0%</b>	<b>12.5%</b>	<b>-37.5%</b>	
<b>Totals by Indicated Gender</b>		<b>721</b>	<b>819</b>	<b>+98</b>	<b>0.1%</b>	<b>0.0%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>15.0%</b>	<b>15.0%</b>	<b>1.0%</b>	<b>0.2%</b>	<b>-0.7%</b>	<b>9.8%</b>	<b>9.8%</b>	<b>6.4%</b>	<b>5.0%</b>	<b>-1.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>13.0%</b>	<b>40.0%</b>	<b>27.0%</b>	
Male	170	185	+15	0.0%	0.0%	0.0%	0.0%	***	***	0.6%	0.0%	-0.6%	11.4%	11.4%	7.1%	5.4%	-1.7%	0.0%	0.5%	0.5%	16.5%	41.6%	25.2%		
Female	0	3	+3	***	0.0%	***	***	***	***	***	0.0%	***	***	***	***	***	0.0%	***	***	***	***	***	66.7%	***	
Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
Undisclosed	9	11	+2	0.0%	0.0%	0.0%	0.0%	***	***	0.0%	0.0%	0.0%	18.2%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	45.5%	45.5%		
<b>Grand Totals</b>		<b>900</b>	<b>1018</b>	<b>+118</b>	<b>0.1%</b>	<b>0.0%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>15.0%</b>	<b>15.0%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>-0.7%</b>	<b>10.1%</b>	<b>10.1%</b>	<b>6.4%</b>	<b>5.0%</b>	<b>-1.4%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>13.6%</b>	<b>40.5%</b>	<b>26.9%</b>	

APD Applicant Outcome Comparison Year-over-Year 2022 v 2021			Background Check Disqualifications																								
Ethnicity	Gender	Total Candidates by Year/Cycle			Phase 1 Disqualifications			Phase 2 Disqualifications			Full Background (Phase 3) Disqualifications			Full Background (Phase 3) Post Interview			Past PEL Background Disqualification			Total Background Check Disqualifications			Disqualified on Previous PEL				
		2019 Candidates	2022 Candidates	2022/2019 Raw Change	2019 % Phase 1 Disqualification	2022 % Phase 1 Disqualification	2022/2019 Raw Change	2019 % Phase 2 Disqualification	2022 % Phase 2 Disqualification	2022/2019 Raw Change	2019 % Full Background Disqualification	2022 % Full Background Disqualification	2022/2019 Raw Change	2019 % Full Background Post Interview	2022 % Full Background Post Interview	2022/2019 Raw Change	2019 % Past PEL background Disqual.	2022 % Past PEL background Disqual.	2022/2019 Raw Change	2019 % Background Check Disqual	2022 % Background Check Disqual	2022/2019 Raw Change	2019 % Disqual on Previous PEL	2022 % Disqual on Previous PEL	2022/2019 Raw Change		
American Indian/Alaska Native	Male	0	4	+4	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	20.0%	***	***	20.0%	***	***	0.0%	***	0.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***
Totals - American Indian/Alaska Native		0	11	+11	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	9.1%	***	***	0.0%	***	0.0%	***	
Asian	Male	17	18	+1	0.0%	0.0%	0.0%	5.9%	5.6%	-0.3%	0.0%	5.6%	5.6%	0.0%	5.6%	5.6%	0.0%	0.0%	0.0%	5.9%	16.7%	10.8%	0.0%	0.0%	0.0%		
	Female	2	2	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Asian		19	20	+1	0.0%	0.0%	0.0%	5.3%	5.0%	-0.3%	0.0%	5.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	15.0%	9.7%	0.0%	0.0%	0.0%		
Black or African American	Male	46	133	+87	0.0%	0.8%	0.8%	4.3%	0.0%	-4.3%	0.0%	3.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.8%	4.3%	4.5%	0.2%	0.0%	0.0%	0.0%		
	Female	9	32	+23	0.0%	0.0%	0.0%	11.1%	15.6%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	15.6%	4.5%	0.0%	0.0%	0.0%		
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%	***	***	0.0%	***	
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%	***	***	0.0%	***	
Totals - Black or African American		55	168	+113	0.0%	0.6%	0.6%	5.5%	3.0%	-2.5%	0.0%	2.4%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.5%	6.5%	1.1%	0.0%	0.0%	0.0%		
Hispanic or Latino	Male	158	191	+33	1.3%	1.0%	-0.2%	3.8%	3.7%	-0.1%	0.6%	1.6%	0.9%	0.0%	1.6%	1.6%	0.0%	0.0%	0.0%	5.7%	7.9%	2.2%	0.0%	0.0%	0.0%		
	Female	26	57	+31	0.0%	0.0%	0.0%	0.0%	5.3%	5.3%	0.0%	1.8%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.0%	7.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals - Hispanic or Latino		188	252	+64	1.1%	0.8%	-0.3%	3.2%	4.0%	0.8%	0.5%	1.6%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	7.5%	2.8%	0.0%	0.0%	0.0%		
Native Hawaiian or Other Pacific Islander	Male	3	9	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%	***	0.0%	***		
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander		3	10	+7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
White or Caucasian	Male	449	370	-79	0.4%	0.8%	0.4%	5.8%	4.6%	-1.2%	2.4%	2.4%	0.0%	0.0%	1.4%	1.4%	0.0%	0.3%	0.3%	8.7%	9.5%	0.8%	0.0%	0.0%	0.0%		
	Female	117	74	-43	0.0%	1.4%	1.4%	5.1%	1.4%	-3.8%	0.9%	2.7%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.0%	5.4%	-0.6%	0.0%	0.0%	0.0%		
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	5	0	-5	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	
Totals - White or Caucasian		571	445	-126	0.4%	0.9%	0.5%	5.6%	4.0%	-1.6%	2.1%	2.5%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.1%	8.8%	0.7%	0.0%	0.0%	0.0%		
Multiple Indicated	Male	42	84	+42	2.4%	0.0%	-2.4%	14.3%	4.8%	-9.5%	2.4%	4.8%	2.4%	0.0%	1.2%	1.2%	0.0%	0.0%	0.0%	19.0%	10.7%	-8.3%	0.0%	0.0%	0.0%		
	Female	15	15	0	13.3%	0.0%	-13.3%	6.7%	0.0%	-6.7%	6.7%	0.0%	-6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	26.7%	0.0%	-26.7%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Multiple Indicated		57	99	+42	5.3%	0.0%	-5.3%	12.3%	4.0%	-8.2%	3.5%	4.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	21.1%	9.1%	-12.0%	0.0%	0.0%	0.0%		
Other Not Listed Above	Male	4	5	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Other Not Listed Above		5	5	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Undisclosed	Male	2	5	+3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	
Totals - Undisclosed		2	8	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals by Indicated Gender	Male	721	819	+98	0.7%	0.7%	0.0%	5.7%	3.5%	-2.1%	1.8%	2.6%	0.8%	0.0%	1.2%	1.2%	0.0%	0.2%	0.2%	8.2%	8.3%	0.1%	0.0%	0.0%	0.0%		
	Female	170	185	+15	1.2%	0.5%	-0.6%	4.7%	4.9%	0.2%	1.2%	1.6%	0.4%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	7.1%	7.6%	0.5%	0.0%	0.0%	0.0%		
	Non-Binary	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	9	11	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Grand Totals		900	1018	+118	0.8%	0.7%	-0.1%	5.4%	3.7%	-1.7%	1.7%	2.4%	0.7%	0.0%	1.0%	1.0%	0.0%	0.3%	0.3%	7.9%	8.1%	0.2%	0.0%	0.0%	0.0%		

APD Applicant Outcome Comparison Year-over-Year 2022 v 2021			Other Disqualifications											Candidate Declined									Candidate Hired						
			Total Candidates by Year/Cycle			Conditional Offer Rescinded			No Response to Conditional Offer			Failed to Respond After Deferral			Total Other Disqualifications			Declined Final Offer			Declined Conditional Offer					Total Declined			
			2019 Candidates	2022 Candidates	2022/2019 Raw Change	2019 % Conditional Offer Rescinded	2022 % Conditional Offer Rescinded	2022/2019 Raw Change	2019 % No Resp. to Cond. Offer	2022 % No Resp. to Cond. Offer	2022/2019 Raw Change	2019 % Fail to Resp. after Deferral	2022 % Fail to Resp. after Deferral	2022/2019 Raw Change	2019 % Other Disqual	2022 % Other Disqual	2022/2019 Raw Change	2019 % Declined Final Offer	2022 % Declined Final Offer	2022/2019 Raw Change	2019 % Declined Conditional Offer	2022 % Declined Conditional Offer				2022/2019 Raw Change	2019 % Declined	2022 % Declined	2022/2019 Raw Change
Ethnicity	Gender																												
American Indian/Alaska Native	Male	0	4	+4	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	20.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - American Indian/Alaska Native		0	11	+11	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	9.1%	***	
Asian	Male	17	18	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	5.6%		
	Female	2	2	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Asian		19	20	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%		
Black or African American	Male	46	133	+87	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	1.5%			
	Female	9	32	+23	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	3.1%			
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Black or African American		55	168	+113	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	1.8%			
Hispanic or Latino	Male	158	191	+33	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.5%	-0.1%	0.6%	0.5%	-0.1%	4.4%	2.1%	-2.3%			
	Female	26	57	+31	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	1.8%	-2.1%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals - Hispanic or Latino		188	252	+64	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.4%	-0.1%	0.5%	0.4%	-0.1%	4.3%	2.0%	-2.3%				
Native Hawaiian or Other Pacific Islander	Male	3	9	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander		3	10	+7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
White or Caucasian	Male	449	370	-79	0.2%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.2%	0.5%	0.3%	0.2%	0.5%	0.3%	3.6%	1.6%	-1.9%	
	Female	117	74	-43	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%	1.4%	-2.1%		
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	5	0	-5	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***		
Totals - White or Caucasian		571	445	-126	0.2%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.2%	0.4%	0.3%	0.2%	0.4%	0.3%	3.5%	1.6%	-1.9%		
Multiple Indicated	Male	42	84	+42	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	-2.4%		
	Female	15	15	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.3%	0.0%	-13.3%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Multiple Indicated		57	99	+42	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%		
Other Not Listed Above	Male	4	5	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Other Not Listed Above		5	5	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Undisclosed	Male	2	5	+3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Undisclosed		2	8	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals by Indicated Gender	Male	721	819	+98	0.1%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.3%	0.4%	0.1%	0.3%	0.4%	0.1%	3.3%	1.6%	-1.7%		
	Female	170	185	+15	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.1%	2.2%	-2.0%		
	Non-Binary	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	9	11	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Grand Totals		900	1018	+118	0.1%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	-0.1%	0.0%	0.0%	0.0%	0.2%	0.3%	0.1%	0.2%	0.3%	0.1%	3.4%	1.7%	-1.8%		

APD Applicant Outcome Comparison Year-over-Year 2022 v 2021		Candidate Received Offer																					
Ethnicity	Gender	Total Candidates by Year/Cycle			Pending			Candidate Deferred			Reinstating (Previously Hired)			Signed Conditional Offer			Total Candidate Received Offer			No Outcome Indicated			
		2019 Candidates	2022 Candidates	2022/2019 Raw Change	2019 % Pending	2022 % Pending	2022/2019 Raw Change	2019 % Candidate Deferred	2022 % Candidate Deferred	2022/2019 Raw Change	2019 % Reinstating (Previously Hired)	2022 % Reinstating (Previously Hired)	2022/2019 Raw Change	2019 % Signed Conditional Offer	2022 % Signed Conditional Offer	2022/2019 Raw Change	2019 % Candidate Received Offer	2022 % Candidate Received Offer	2022/2019 Raw Change	2019 % No Outcome Indicated	2022 % No Outcome Indicated	2022/2019 Raw Change	
American Indian/Alaska Native	Male	0	4	+4	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Female	0	5	+5	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	20.0%	***	***	***	0.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***
Totals - American Indian/Alaska Native		0	11	+11	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	9.1%	***	***	***	0.0%	***	
Asian	Male	17	18	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	5.6%	0.0%	0.0%	0.0%		
	Female	2	2	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Asian		19	20	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	5.0%	0.0%	0.0%	0.0%		
Black or African American	Male	46	133	+87	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	1.5%	0.0%	0.0%	0.0%		
	Female	9	32	+23	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.1%	3.1%	0.0%	0.0%	0.0%		
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	2	+2	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Black or African American		55	168	+113	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	1.8%	0.0%	0.0%	0.0%		
Hispanic or Latino	Male	158	191	+33	0.0%	0.5%	0.5%	0.0%	0.5%	0.5%	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	4.4%	3.7%	-0.8%	0.0%	0.0%	0.0%	
	Female	26	57	+31	0.0%	0.0%	0.0%	0.0%	1.8%	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	3.5%	-0.3%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	4	4	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals - Hispanic or Latino		188	252	+64	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%	0.0%	0.0%	0.0%	4.3%	3.6%	-0.7%	0.0%	0.0%	0.0%	
Native Hawaiian or Other Pacific Islander	Male	3	9	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander		3	10	+7	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
White or Caucasian	Male	449	370	-79	0.0%	0.3%	0.3%	0.4%	0.0%	-0.4%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	4.0%	2.2%	-1.8%	0.0%	0.3%	0.3%	
	Female	117	74	-43	0.0%	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%	2.7%	-0.7%	0.0%	0.0%	0.0%	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
	Undisclosed	5	0	-5	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	
Totals - White or Caucasian		571	445	-126	0.0%	0.2%	0.2%	0.4%	0.0%	-0.4%	0.0%	0.0%	0.0%	0.0%	0.3%	0.2%	3.9%	2.2%	-1.6%	0.0%	0.2%	0.2%	
Multiple Indicated	Male	42	84	+42	0.0%	1.2%	1.2%	0.0%	1.2%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	0.0%	0.0%	0.0%	0.0%	
	Female	15	15	0	0.0%	0.0%	0.0%	6.7%	0.0%	-6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	-20.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Multiple Indicated		57	99	+42	0.0%	1.0%	1.0%	1.8%	0.0%	-1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.0%	2.0%	-5.0%	0.0%	0.0%	0.0%	
Other Not Listed Above	Male	4	5	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Other Not Listed Above		5	5	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Undisclosed	Male	2	5	+3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
Totals - Undisclosed		2	8	+6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals by Indicated Gender		721	819	+98	0.0%	0.4%	0.4%	0.3%	0.2%	0.0%	0.0%	0.1%	0.1%	0.0%	0.1%	0.1%	3.6%	2.4%	-1.2%	0.0%	0.1%	0.1%	
		170	185	+15	0.0%	0.0%	0.0%	0.6%	1.1%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.7%	3.2%	-1.5%	0.0%	0.0%	0.0%	
		0	3	+3	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%	0.0%
		9	11	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Grand Totals		900	1018	+118	0.0%	0.3%	0.3%	0.3%	0.4%	0.1%	0.0%	0.1%	0.1%	0.0%	0.1%	0.1%	3.8%	2.6%	-1.2%	0.0%	0.1%	0.1%	

# APPENDIX H



AFR Applicant Outcomes 2018		Voluntary Exit				Early Process Disqualification																	In-Process Withdrawal																	
Ethnicity	Gender	Total Candidates	Early Process Withdrawal	Failed to Take/ Schedule FireTEAM Exam	Total Voluntary Exits	% Total Voluntary Exits	Barred from Applying	Expired on List	Failed FireTEAM Exam	Felony	Post Misdemeanor	Misdemeanor or Petty	Driving Offense Alcohol or Drugs	Reckless Driving	Driving Suspension	Driving Violations	Valid Driver's License	Drug Sale	Drug Use	Marijuana	Toxic Vapors	Age	Non US Citizen	Education Requirement	Total Early Disqualifications	% Total Early Disqualifications	Before PHS	After PHS	Before JSA	After JSA	Before OOS	Before Interview	During Interview	After Interview	After PEL	Total In-Process Withdrawals	% Total In-Process Withdrawals			
			0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
American Indian/Alaska Native	Male	6	0	3	3	50.0%	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	16.7%	1	0	0	0	0	0	0	0	2	33.3%			
	Female	1	0	0	0	0.0%	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100.0%	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
Totals - American Indian/Alaska Native		7	0	3	3	42.9%	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	28.6%	1	0	0	0	0	1	0	0	2	28.6%			
Asian	Male	20	2	4	6	30.0%	1	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	30.0%	1	0	0	0	0	0	0	0	1	5.0%			
	Female	3	0	1	1	33.3%	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	2	66.7%	0	0	0	0	0	0	0	0	0	0	0		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
Totals - Asian		23	2	5	7	30.4%	1	1	5	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	8	34.8%	1	0	0	0	0	0	0	0	1	4.3%			
Black or African American	Male	70	0	33	33	47.1%	1	6	14	1	0	0	1	0	0	0	1	0	1	4	0	0	0	0	2	29	41.4%	2	0	1	0	0	0	0	0	3	4.3%			
	Female	7	0	2	2	28.6%	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	28.6%	0	0	0	1	0	0	0	0	0	1	14.3%		
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	1	0	0	0	0.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Totals - Black or African American		78	0	35	35	44.9%	1	7	15	1	0	0	1	0	0	0	1	0	1	4	0	0	0	0	2	31	39.7%	2	0	1	1	0	0	0	0	0	4	5.1%		
Hispanic or Latino	Male	171	4	67	71	41.5%	2	12	29	2	0	1	4	0	0	0	0	0	4	0	0	0	0	2	56	32.7%	1	0	1	1	0	3	0	0	0	6	3.5%			
	Female	16	0	9	9	56.3%	0	2	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	5	31.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	2	0	2	2	100.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Totals - Hispanic or Latino		189	4	78	82	43.4%	2	14	30	2	0	1	4	0	0	0	1	0	5	0	0	0	2	61	32.3%	1	0	1	1	0	3	0	0	0	0	6	3.2%			
Native Hawaiian or Other Pacific Islander	Male	7	0	4	4	57.1%	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	28.6%	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
Totals - Native Hawaiian or Other Pacific Islander		7	0	4	4	57.1%	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	28.6%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
White or Caucasian	Male	694	20	250	270	38.9%	5	102	84	2	0	2	9	0	0	0	1	0	5	25	0	4	3	0	242	34.9%	14	0	10	1	1	9	0	0	0	35	5.0%			
	Female	84	2	28	30	35.7%	2	7	13	0	0	0	0	0	0	0	1	0	0	2	0	0	0	0	25	29.8%	0	0	3	1	0	3	0	0	0	7	8.3%			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	2	0	1	1	50.0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	50.0%			
Totals - White or Caucasian		780	22	279	301	38.6%	7	109	97	2	0	2	9	0	0	0	2	0	5	27	0	4	3	0	267	34.2%	15	0	13	2	1	12	0	0	0	43	5.5%			
Multiple Indicated	Male	111	5	26	31	27.9%	0	11	17	0	0	0	2	0	0	0	0	1	0	0	0	1	0	0	32	28.8%	0	0	2	0	0	0	0	0	0	2	1.8%			
	Female	12	1	3	4	33.3%	0	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	5	41.7%	1	0	1	0	0	0	0	0	0	2	16.7%			
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	***		
Totals - Multiple Indicated		123	6	29	35	28.5%	0	14	18	0	0	0	2	0	0	0	0	1	0	0	0	2	0	37	30.1%	1	0	3	0	0	0	0	0	0	0	4	3.3%			
Other Not Listed Above	Male	3	0	2	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0		
	Female	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
	Non-Binary	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
	Undisclosed	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	***	0	0	0	0	0	0	0	0	0	0	0	***	
Totals - Other Not Listed Above		3	0	2	2	66.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	33.3%	0	0	0	0	0	0	0	0	0	0	0	0	0	
Undisclosed	Male	19	1	5	6	31.6%	0	2	2	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	5	26.3%	1	0	0	0	1</									









**AFR Applicant Outcome Comparison  
Year-over-Year 2022 v 2018**

**In-Process Disqualifications**

Ethnicity	Gender	Total Candidates by Year			Didn't Schedule JSA			No Show/ Schedule Written			No Show Medical			No Show JSA			No Show OOS			JSAU			Post Offer Psych		
		2018 % Candidates	2022 % Candidates	2022/2018 Raw Change	2018 % Didn't Schedule JSA	2022 % Didn't Schedule JSA	2022/2018 Raw Change	2018 % No Show/ Schedule Written	2022 % No Show/ Schedule Written	2022/2018 Raw Change	2018 % No Show Medical	2022 % No Show Medical	2022/2018 Raw Change	2018 % No Show OOS	2022 % No Show OOS	2022/2018 Raw Change	2018 % JSAU	2022 % JSAU	2022/2018 Raw Change	2018 % Post Offer Psych	2022 % Post Offer Psych	2022/2018 Raw Change			
American Indian/Alaska Native	Male	6	3	-3	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***		
<b>Totals - American Indian/Alaska Native</b>		<b>7</b>	<b>3</b>	<b>-4</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>66.7%</b>	<b>66.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>		
Asian	Male	20	11	-9	0.0%	0.0%	0.0%	0.0%	36.4%	36.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	-5.0%	0.0%	0.0%		
	Female	3	3	0	0.0%	0.0%	0.0%	0.0%	66.7%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
<b>Totals - Asian</b>		<b>23</b>	<b>14</b>	<b>-9</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>42.9%</b>	<b>42.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>4.3%</b>	<b>7.1%</b>	<b>2.8%</b>	<b>0.0%</b>	<b>0.0%</b>		
Black or African American	Male	70	40	-30	0.0%	2.5%	2.5%	0.0%	55.0%	55.0%	0.0%	0.0%	0.0%	1.4%	0.0%	-1.4%	0.0%	0.0%	2.9%	0.0%	-2.9%	0.0%	0.0%		
	Female	7	1	-6	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
<b>Totals - Black or African American</b>		<b>78</b>	<b>41</b>	<b>-37</b>	<b>0.0%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>0.0%</b>	<b>56.1%</b>	<b>56.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.3%</b>	<b>0.0%</b>	<b>-1.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>-2.6%</b>	<b>0.0%</b>	<b>0.0%</b>		
Hispanic or Latino	Male	171	118	-53	4.1%	0.8%	-3.2%	0.0%	40.7%	40.7%	0.0%	0.0%	0.0%	0.6%	0.0%	-0.6%	0.0%	2.5%	2.5%	4.7%	4.2%	-0.4%	0.0%	0.0%	
	Female	16	8	-8	6.3%	0.0%	-6.3%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	2	0	-2	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	
<b>Totals - Hispanic or Latino</b>		<b>189</b>	<b>126</b>	<b>-63</b>	<b>4.2%</b>	<b>0.8%</b>	<b>-3.4%</b>	<b>0.0%</b>	<b>39.7%</b>	<b>39.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>-0.5%</b>	<b>0.0%</b>	<b>2.4%</b>	<b>2.4%</b>	<b>4.2%</b>	<b>4.0%</b>	<b>-0.3%</b>	<b>0.0%</b>	<b>0.0%</b>	
Native Hawaiian or Other Pacific Islander	Male	7	3	-4	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>7</b>	<b>3</b>	<b>-4</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>33.3%</b>	<b>33.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>33.3%</b>	
White or Caucasian	Male	694	378	-316	3.6%	1.9%	-1.8%	0.0%	29.4%	29.4%	0.1%	0.0%	-0.1%	0.1%	0.3%	0.1%	0.1%	2.4%	2.2%	1.6%	0.3%	-1.3%	0.1%	0.5%	
	Female	84	44	-40	0.0%	0.0%	0.0%	0.0%	20.5%	20.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	0.0%	-4.8%	0.0%	2.3%		
	Non-Binary	0	1	+1	***	0.0%	***	***	100.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	***	0.0%	***	0.0%	***	
	Undisclosed	2	1	-1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Totals - White or Caucasian</b>		<b>780</b>	<b>424</b>	<b>-356</b>	<b>3.2%</b>	<b>1.7%</b>	<b>-1.6%</b>	<b>0.0%</b>	<b>28.5%</b>	<b>28.5%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>-0.1%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>2.1%</b>	<b>2.0%</b>	<b>1.9%</b>	<b>0.2%</b>	<b>-1.7%</b>	<b>0.1%</b>	<b>0.7%</b>	
Multiple Indicated	Male	111	68	-43	4.5%	2.9%	-1.6%	0.0%	39.7%	39.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	1.5%	-2.1%	0.0%	0.0%		
	Female	12	13	+1	8.3%	0.0%	-8.3%	0.0%	23.1%	23.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
<b>Totals - Multiple Indicated</b>		<b>123</b>	<b>81</b>	<b>-42</b>	<b>4.9%</b>	<b>2.5%</b>	<b>-2.4%</b>	<b>0.0%</b>	<b>37.0%</b>	<b>37.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.3%</b>	<b>1.2%</b>	<b>-2.0%</b>	<b>0.0%</b>	<b>0.0%</b>		
Other Not Listed Above	Male	3	5	+2	0.0%	0.0%	0.0%	0.0%	60.0%	60.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
<b>Totals - Other Not Listed Above</b>		<b>3</b>	<b>5</b>	<b>+2</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>60.0%</b>	<b>60.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
Undisclosed	Male	19	6	-13	5.3%	0.0%	-5.3%	0.0%	16.7%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%	0.0%	0.0%		
	Female	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	***	0.0%	***	0.0%	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	14	3	-11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	-7.1%	0.0%	0.0%		
<b>Totals - Undisclosed</b>		<b>33</b>	<b>10</b>	<b>-23</b>	<b>3.0%</b>	<b>0.0%</b>	<b>-3.0%</b>	<b>0.0%</b>	<b>10.0%</b>	<b>10.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>6.1%</b>	<b>0.0%</b>	<b>-6.1%</b>	<b>0.0%</b>	<b>0.0%</b>		
<b>Totals by Indicated Gender</b>		<b>1101</b>	<b>632</b>	<b>-469</b>	<b>3.5%</b>	<b>1.7%</b>	<b>-1.7%</b>	<b>0.0%</b>	<b>34.7%</b>	<b>34.7%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>-0.1%</b>	<b>0.3%</b>	<b>0.2%</b>	<b>-0.1%</b>	<b>0.1%</b>	<b>1.9%</b>	<b>1.8%</b>	<b>2.5%</b>	<b>1.1%</b>	<b>-1.3%</b>	<b>0.1%</b>	<b>0.5%</b>	
		<b>123</b>	<b>70</b>	<b>-53</b>	<b>1.6%</b>	<b>0.0%</b>	<b>-1.6%</b>	<b>0.0%</b>	<b>24.3%</b>	<b>24.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.3%</b>	<b>1.4%</b>	<b>-1.8%</b>	<b>0.0%</b>	<b>1.4%</b>		
		<b>0</b>	<b>1</b>	<b>+1</b>	<b>***</b>	<b>0.0%</b>	<b>***</b>	<b>***</b>	<b>100.0%</b>	<b>***</b>	<b>***</b>	<b>0.0%</b>	<b>***</b>	<b>***</b>	<b>0.0%</b>	<b>***</b>	<b>0.0%</b>	<b>***</b>	<b>***</b>	<b>***</b>	<b>0.0%</b>	<b>***</b>	<b>0.0%</b>	<b>***</b>	
		<b>19</b>	<b>4</b>	<b>-15</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.3%</b>	<b>0.0%</b>	<b>-5.3%</b>	<b>0.0%</b>	<b>0.0%</b>		
<b>Grand Totals</b>		<b>1243</b>	<b>707</b>	<b>-536</b>	<b>3.2%</b>	<b>1.6%</b>	<b>-1.7%</b>	<b>0.0%</b>	<b>33.5%</b>	<b>33.5%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>-0.1%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>-0.1%</b>	<b>0.1%</b>	<b>1.7%</b>	<b>1.6%</b>	<b>2.6%</b>	<b>1.1%</b>	<b>-1.4%</b>	<b>0.1%</b>	<b>0.6%</b>	

AFR Applicant Outcome Comparison Year-over-Year 2022 v 2018			Total Candidates by Year			Total In-Process Disqualifications			Background Check Disqualifications						Background Check Disqualifications			Disqualified on Previous PEL			Conditional Offer Rescinded						
									Phase 1 Disqualifications			Phase 2 Disqualifications			Full Background (Phase 3) Disqualifications			Total Background Check Disqualifications			Disqualified on Previous PEL			Conditional Offer Rescinded			
			Ethnicity	Gender	2018 % Candidates	2022 % Candidates	2022/2018 Raw Change	2018 % In-Process Disqual	2022 % In-Process Disqual	2022/2018 Raw Change	2018 % Phase 1 Disqualification	2022 % Phase 1 Disqualification	2022/2018 Raw Change	2018 % Phase 2 Disqualification	2022 % Phase 2 Disqualification	2022/2018 Raw Change	2018 % Full Background Disqualification	2022 % Full Background Disqualification	2022/2018 Raw Change	2018 % Background Check Disqual	2022 % Background Check Disqual	2022/2018 Raw Change	2018 % Disqual on Previous PEL	2022 % Disqual on Previous PEL	2022/2018 Raw Change	2018 % Conditional Offer Rescinded	2022 % Conditional Offer Rescinded
American Indian/Alaska Native	Male	6	3	-3	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	1	0	-1	0.0%	***	***	0.0%	0.0%	***	0.0%	0.0%	***	0.0%	0.0%	***	0.0%	0.0%	***	0.0%	0.0%	***	0.0%	0.0%	***	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
<b>Totals - American Indian/Alaska Native</b>			<b>7</b>	<b>3</b>	<b>-4</b>	<b>0.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
Asian	Male	20	11	-9	15.0%	72.7%	57.7%	0.0%	0.0%	0.0%	0.0%	9.1%	9.1%	10.0%	0.0%	-10.0%	10.0%	9.1%	-9.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	3	3	0	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
<b>Totals - Asian</b>			<b>23</b>	<b>14</b>	<b>-9</b>	<b>13.0%</b>	<b>78.6%</b>	<b>65.5%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>7.1%</b>	<b>7.1%</b>	<b>8.7%</b>	<b>0.0%</b>	<b>-8.7%</b>	<b>8.7%</b>	<b>7.1%</b>	<b>-1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
Black or African American	Male	70	40	-30	4.3%	72.5%	68.2%	0.0%	0.0%	0.0%	1.4%	0.0%	-1.4%	0.0%	5.0%	5.0%	1.4%	5.0%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	7	1	-6	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***
<b>Totals - Black or African American</b>			<b>78</b>	<b>41</b>	<b>-37</b>	<b>3.8%</b>	<b>73.2%</b>	<b>69.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>-2.6%</b>	<b>0.0%</b>	<b>4.9%</b>	<b>4.9%</b>	<b>2.6%</b>	<b>4.9%</b>	<b>2.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
Hispanic or Latino	Male	171	118	-53	13.5%	64.4%	51.0%	0.0%	0.8%	0.8%	2.9%	4.2%	1.3%	2.3%	2.5%	0.2%	5.3%	7.6%	2.4%	0.0%	1.7%	1.7%	0.0%	0.0%	0.0%	0.0%	
	Female	16	8	-8	6.3%	50.0%	43.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	12.5%	6.3%	6.3%	12.5%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	2	0	-2	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***
<b>Totals - Hispanic or Latino</b>			<b>189</b>	<b>126</b>	<b>-63</b>	<b>12.7%</b>	<b>63.5%</b>	<b>50.8%</b>	<b>0.0%</b>	<b>0.8%</b>	<b>0.8%</b>	<b>2.6%</b>	<b>4.0%</b>	<b>1.3%</b>	<b>2.6%</b>	<b>3.2%</b>	<b>0.5%</b>	<b>5.3%</b>	<b>7.9%</b>	<b>2.6%</b>	<b>0.0%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
Native Hawaiian or Other Pacific Islander	Male	7	3	-4	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
<b>Totals - Native Hawaiian or Other Pacific Islander</b>			<b>7</b>	<b>3</b>	<b>-4</b>	<b>0.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
White or Caucasian	Male	694	378	-316	11.8%	61.6%	49.8%	0.7%	0.0%	-0.7%	1.9%	1.3%	-0.6%	1.3%	1.9%	0.6%	3.9%	3.2%	-0.7%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	0.0%	
	Female	84	44	-40	13.1%	50.0%	36.9%	0.0%	0.0%	0.0%	2.4%	0.0%	-2.4%	0.0%	4.5%	4.5%	2.4%	4.5%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	1	+1	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	0.0%	***	***	***	***	***	***	***	***
	Undisclosed	2	1	-1	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Totals - White or Caucasian</b>			<b>780</b>	<b>424</b>	<b>-356</b>	<b>11.9%</b>	<b>60.6%</b>	<b>48.7%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>-0.6%</b>	<b>1.9%</b>	<b>1.2%</b>	<b>-0.7%</b>	<b>1.2%</b>	<b>2.1%</b>	<b>1.0%</b>	<b>3.7%</b>	<b>3.3%</b>	<b>-0.4%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
Multiple Indicated	Male	111	68	-43	17.1%	61.8%	44.6%	1.8%	0.0%	-1.8%	6.3%	2.9%	-3.4%	5.4%	0.0%	-5.4%	13.5%	2.9%	-10.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	12	13	+1	8.3%	46.2%	37.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
<b>Totals - Multiple Indicated</b>			<b>123</b>	<b>81</b>	<b>-42</b>	<b>16.3%</b>	<b>59.3%</b>	<b>43.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>-1.6%</b>	<b>5.7%</b>	<b>2.5%</b>	<b>-3.2%</b>	<b>4.9%</b>	<b>0.0%</b>	<b>-4.9%</b>	<b>12.2%</b>	<b>2.5%</b>	<b>-9.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
Other Not Listed Above	Male	3	5	+2	0.0%	60.0%	60.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
<b>Totals - Other Not Listed Above</b>			<b>3</b>	<b>5</b>	<b>+2</b>	<b>0.0%</b>	<b>60.0%</b>	<b>60.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
Undisclosed	Male	19	6	-13	10.5%	66.7%	56.1%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Female	0	1	+1	***	100.0%	***	***	0.0%	***	***	0.0%	***	***	***	***	***	***	0.0%	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	14	3	-11	7.1%	0.0%	-7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	-14.3%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Totals - Undisclosed</b>			<b>33</b>	<b>10</b>	<b>-23</b>	<b>9.1%</b>	<b>50.0%</b>	<b>40.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.0%</b>	<b>0.0%</b>	<b>-3.0%</b>	<b>6.1%</b>	<b>0.0%</b>	<b>-6.1%</b>	<b>9.1%</b>	<b>0.0%</b>	<b>-9.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Totals by Indicated Gender</b>	Male	1101	632	-469	12.0%	63.4%	51.5%	0.6%	0.2%	-0.5%	2.5%	2.1%	-0.4%	1.9%	1.9%	0.0%	5.0%	4.1%	-0.9%	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	
	Female	123	70	-53	10.6%	52.9%	42.3%	0.0%	0.0%	0.0%	2.4%	0.0%	-2.4%	0.8%	4.3%	3.5%	3.3%	4.3%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	1	+1	***	100.0%	***	***	0.0%	***	***	0.															

AFR Applicant Outcome Comparison Year-over-Year 2022 v 2018		Other Disqualifications											Candidate Declined													
		Total Candidates by Year			No Response to Conditional Offer			Failed to Respond to Contact			Failed to Contact After Deferral			Total Other Disqualifications			Declined Final Offer			Declined Conditional Offer			Total Declined			
		2018 % Candidates	2022 % Candidates	2022/2018 Raw Change	2018 % No Resp. to Cond. Offer	2022 % No Resp. to Cond. Offer	2022/2018 Raw Change	2018 % Fail to Resp. to Contact	2022 % Fail to Resp. to Contact	2022/2018 Raw Change	2018 % Fail to Resp. after Deferral	2022 % Fail to Resp. after Deferral	2022/2018 Raw Change	2018 % Other Disqual	2022 % Other Disqual	2022/2018 Raw Change	2018 % Declined Final Offer	2022 % Declined Final Offer	2022/2018 Raw Change	2018 % Declined Conditional Offer	2022 % Declined Conditional Offer	2022/2018 Raw Change	2018 % Declined	2022 % Declined	2022/2018 Raw Change	
Ethnicity	Gender																									
American Indian/Alaska Native	Male	6	3	-3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	1	0	-1	0.0%	***	***	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - American Indian/Alaska Native		7	3	-4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Asian	Male	20	11	-9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	3	3	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Asian		23	14	-9	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Black or African American	Male	70	40	-30	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.5%	2.5%	0.0%	2.5%	2.5%	0.0%		
	Female	7	1	-6	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	1	0	-1	0.0%	***	***	0.0%	***	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	
Totals - Black or African American		78	41	-37	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	0.0%	2.4%	2.4%	0.0%		
Hispanic or Latino	Male	171	118	-53	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.7%	1.7%	0.6%	0.0%	-0.6%	0.0%	0.8%	0.8%	0.6%	0.8%	0.3%	0.3%		
	Female	16	8	-8	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	2	0	-2	0.0%	***	***	0.0%	***	***	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	***	0.0%	***	***	
Totals - Hispanic or Latino		189	126	-63	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	1.6%	0.5%	0.0%	-0.5%	0.0%	0.8%	0.8%	0.6%	0.8%	0.3%	0.3%		
Native Hawaiian or Other Pacific Islander	Male	7	3	-4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Native Hawaiian or Other Pacific Islander		7	3	-4	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
White or Caucasian	Male	694	378	-316	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	0.0%	0.0%	0.5%	0.5%	0.4%	0.8%	0.4%	0.3%	0.3%	0.0%	0.7%	1.1%	0.3%		
	Female	84	44	-40	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	2.3%	0.0%	2.3%	2.3%		
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	
	Undisclosed	2	1	-1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals - White or Caucasian		780	424	-356	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.0%	0.0%	0.0%	0.5%	0.5%	0.4%	0.7%	0.3%	0.3%	0.5%	0.2%	0.6%	1.2%	0.5%		
Multiple Indicated	Male	111	68	-43	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	1.5%	0.6%	0.0%	0.0%	0.0%	0.9%	1.5%	0.6%		
	Female	12	13	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Multiple Indicated		123	81	-42	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	1.2%	0.4%	0.0%	0.0%	0.0%	0.8%	1.2%	0.4%		
Other Not Listed Above	Male	3	5	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
Totals - Other Not Listed Above		3	5	+2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Undisclosed	Male	19	6	-13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
	Female	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***	
	Undisclosed	14	3	-11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals - Undisclosed		33	10	-23	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Totals by Indicated Gender		Male	1101	632	-469	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.5%	0.6%	0.2%	0.2%	0.5%	0.3%	0.6%	1.1%	0.5%		
		Female	123	70	-53	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	1.4%	1.4%	
		Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
		Undisclosed	19	4	-15	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grand Totals		1243	707	-536	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%	0.6%	0.6%	0.4%	0.6%	0.2%	0.2%	0.6%	0.4%	0.6%	1.1%	0.6%		



AFR Applicant Outcome Comparison Year-over-Year 2022 v 2018			Candidate Received Offer																
Ethnicity	Gender	Total Candidates by Year			Candidate Hired			Pending			Candidate Deferred			Total Candidate Received Offer			No Outcome Indicated		
		2018 % Candidates	2022 % Candidates	2022/2018 Raw Change	2018 % Candidate Hired	2022 % Candidate Hired	2022/2018 Raw Change	2018 % Pending	2022 % Pending	2022/2018 Raw Change	2018 % Candidate Deferred	2022 % Candidate Deferred	2022/2018 Raw Change	2018 % Candidate Received Offer	2022 % Candidate Received Offer	2022/2018 Raw Change	2018 % No Outcome Indicated	2022 % No Outcome Indicated	2022/2018 Raw Change
American Indian/Alaska Native	Male	6	3	-3	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Female	1	0	-1	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
<b>Totals - American Indian/Alaska Native</b>		<b>7</b>	<b>3</b>	<b>-4</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
Asian	Male	20	11	-9	10.0%	0.0%	-10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-10.0%	0.0%	0.0%	0.0%	
	Female	3	3	0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
<b>Totals - Asian</b>		<b>23</b>	<b>14</b>	<b>-9</b>	<b>8.7%</b>	<b>0.0%</b>	<b>-8.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>8.7%</b>	<b>0.0%</b>	<b>-8.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
Black or African American	Male	70	40	-30	1.4%	0.0%	-1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	-1.4%	0.0%	0.0%	0.0%	
	Female	7	1	-6	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	1	0	-1	100.0%	***	***	0.0%	***	***	0.0%	***	***	100.0%	***	***	0.0%	***	***
<b>Totals - Black or African American</b>		<b>78</b>	<b>41</b>	<b>-37</b>	<b>3.8%</b>	<b>0.0%</b>	<b>-3.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>3.8%</b>	<b>0.0%</b>	<b>-3.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
Hispanic or Latino	Male	171	118	-53	2.3%	3.4%	1.1%	0.0%	0.0%	0.0%	0.6%	1.7%	1.1%	2.9%	5.1%	2.2%	0.0%	0.0%	
	Female	16	8	-8	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	2	0	-2	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***
<b>Totals - Hispanic or Latino</b>		<b>189</b>	<b>126</b>	<b>-63</b>	<b>2.1%</b>	<b>3.2%</b>	<b>1.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>1.6%</b>	<b>1.1%</b>	<b>2.6%</b>	<b>4.8%</b>	<b>2.1%</b>	<b>0.0%</b>	<b>0.0%</b>	
Native Hawaiian or Other Pacific Islander	Male	7	3	-4	14.3%	0.0%	-14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-14.3%	0.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
<b>Totals - Native Hawaiian or Other Pacific Islander</b>		<b>7</b>	<b>3</b>	<b>-4</b>	<b>14.3%</b>	<b>0.0%</b>	<b>-14.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-14.3%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
White or Caucasian	Male	694	378	-316	4.6%	6.1%	1.5%	0.0%	0.0%	0.0%	0.1%	0.5%	0.4%	4.8%	6.6%	1.9%	0.0%	0.0%	
	Female	84	44	-40	9.5%	9.1%	-0.4%	0.0%	0.0%	0.0%	1.2%	2.3%	1.1%	10.7%	11.4%	0.6%	0.0%	0.0%	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
	Undisclosed	2	1	-1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Totals - White or Caucasian</b>		<b>780</b>	<b>424</b>	<b>-356</b>	<b>5.1%</b>	<b>6.4%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.3%</b>	<b>0.7%</b>	<b>0.5%</b>	<b>5.4%</b>	<b>7.1%</b>	<b>1.7%</b>	<b>0.0%</b>	<b>0.0%</b>	
Multiple Indicated	Male	111	68	-43	9.9%	5.9%	-4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.9%	5.9%	-4.0%	0.0%	0.0%	
	Female	12	13	+1	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	7.7%	0.0%	7.7%	7.7%	0.0%	0.0%	
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
<b>Totals - Multiple Indicated</b>		<b>123</b>	<b>81</b>	<b>-42</b>	<b>8.9%</b>	<b>4.9%</b>	<b>-4.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>8.9%</b>	<b>6.2%</b>	<b>-2.8%</b>	<b>0.0%</b>	<b>0.0%</b>	
Other Not Listed Above	Male	3	5	+2	0.0%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	20.0%	0.0%	0.0%	
	Female	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
<b>Totals - Other Not Listed Above</b>		<b>3</b>	<b>5</b>	<b>+2</b>	<b>0.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
Undisclosed	Male	19	6	-13	15.8%	0.0%	-15.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.8%	0.0%	-15.8%	0.0%	0.0%	
	Female	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
	Non-Binary	0	0	0	***	***	***	***	***	***	***	***	***	***	***	***	***	***	***
	Undisclosed	14	3	-11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Totals - Undisclosed</b>		<b>33</b>	<b>10</b>	<b>-23</b>	<b>9.1%</b>	<b>0.0%</b>	<b>-9.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.1%</b>	<b>0.0%</b>	<b>-9.1%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Totals by Indicated Gender</b>	Male	1101	632	-469	4.9%	5.1%	0.2%	0.0%	0.0%	0.0%	0.2%	0.6%	0.5%	5.1%	5.7%	0.6%	0.0%	0.0%	
	Female	123	70	-53	7.3%	5.7%	-1.6%	0.0%	0.0%	0.0%	0.8%	2.9%	2.0%	8.1%	8.6%	0.4%	0.0%	0.0%	
	Non-Binary	0	1	+1	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***	***	0.0%	***
	Undisclosed	19	4	-15	5.3%	0.0%	-5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	-5.3%	0.0%	0.0%	
<b>Grand Totals</b>		<b>1243</b>	<b>707</b>	<b>-536</b>	<b>5.1%</b>	<b>5.1%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>0.8%</b>	<b>0.6%</b>	<b>5.4%</b>	<b>5.9%</b>	<b>0.6%</b>	<b>0.0%</b>	<b>0.0%</b>	

# APPENDIX I

**APPENDIX J**  
**CIVIL SERVICE RULES AND REGULATIONS – PROPOSED CHANGES**

<b>Rule</b>	<b>Text of Rule</b>	<b>Reason for Revision</b>
Section II, Rule 4	“The Commission is the sole judge of qualifications of applicants for original appointment.”	<p>This must be altered to reflect the collaboration of the respective departments in determining minimum qualifications.</p> <p>This should be edited to incorporate that Human Resources will be responsible for examining minimum qualifications and disqualifiers to determine if there is disparate impact on minority candidates. The CSC must take Human Resources’ findings under advisement.</p>
Section II, Rule 6	<p>“Applications for original appointment shall be accepted at the Commission’s sole discretion to allow a sufficient number of applicants to participate in and complete testing to meet projected department vacancy requirements. The Commission shall establish an application deadline in order to meet projected staffing requirements.”</p> <p>“All applications received by the application deadline will be accepted and reviewed by the Commission...”</p>	<p>This should be altered to reflect the departments’ collaborative role in setting the application receiving periods. Rolling application periods should be reflected as well.</p> <p>This should be altered to reflect that applications will be received by Human Resources (HR), via the Applicant Tracking System (ATS).</p>
Section II, Rule 7(g)	<p>“At the time of application, unless otherwise noted, applicants for original appointment in the Civil Service system shall:</p> <p>(g) Return a completed Commission-provided Personal History Statement for use in a background investigation.”</p>	<p>This section should be amended to reflect that the Personal History Statement will be broken into two parts: the first comprised of supplemental questions on the initial application and the second submitted after completing and passing the written examinations.</p> <p>Human Resources and the respective departments will determine the written guidelines and standards for the content and submission of the Statement.</p>

<p>Section II, Rule 9(a)</p>	<p>“The following are grounds for disqualification. There will be no appeal.”</p>	<p>This rule should be altered to reflect the institution of an appeals process for disqualifications under this category due to factual errors in applications. This applies primarily to 9(a)(1)-(3).</p> <p>This rule should be altered to reflect the “whole person” review concept, if such a concept is adopted, demonstrating that an applicant’s failure to meet a requirement will not necessarily result in disqualification. Such revisions would likely pertain to 9(a)(6)-(8).</p>
<p>Section II, Rule 11</p>	<p>“An applicant disqualified for reasons under Section II Rule 7, Minimum Qualifications for Original Appointment, and Section II 9B, Grounds for Disqualification of Original Applicants, may file an appeal with the Commission. Appeals will not be considered for disqualifications under Section II, Rule 9A.”</p>	<p>This should be altered to reflect the institution of an appeals process for disqualifications under Section II, Rule 9(a) due to factual errors in applications.</p>
<p>Section III, Rule 12, Intro</p>	<p>“The Commission shall be responsible for determining the types of examinations to be used.”</p> <p>[Section not present in current Rules and Regulations]</p>	<p>This should be altered to reflect that the CSC shall work in collaboration with the respective departments and Human Resources to determine the type of examinations and vendors to be used.</p> <p>A section should be added that reflects that the CSC, the respective departments, and HR will meet annually with the vendors to assess the selected examinations. The team will review the tests to determine whether improvements are required, what changes may be appropriate, and whether needs of the departments necessitate other designs and forms of testing.</p>
<p>Section III, Rule 12(a)</p>	<p>“The Commission shall determine the relative weight and passing scores for each portion of the examination series as required.”</p>	<p>This should be altered to reflect that a minimum “cut-off” score shall be established by the Commission, in collaboration with the respective departments and Human Resources.</p>
<p>Section III, Rule 12(f)</p>	<p>“The Commission shall conduct a final review of the applications,</p>	<p>This should be altered to reflect the new applicant file review process, which</p>

	testing results, and background information of all applicants who participate in testing prior to making a conditional offer of employment.”	occurs after completion of the JSA, polygraph (for APD), and background investigation. This should also be amended to include the modified role CSC has in creating the list of applicants who are eligible to receive conditional job offers after completion of the panel interviews.
Section III, Rule 13, Intro	“Written examinations may be administered prior to establishing the Prospective Employment List and shall be conducted in accordance with the following procedures...”	This should be altered to reflect the fact that a Prospective Employment List will no longer be created based on applicants’ test scores.
Section III, Rule 13(h)	“Written examinations may have a minimum passing score. Passing scores may be weighted in conjunction with other tests and the weights may vary between processes and between the Police and Firefighter tests.”	This should be altered to reflect that the written examinations will have a minimum “cut-off” score, determined jointly by the CSC, the respective departments, and Human Resources. Applicants will not be ranked based upon their scores.
Section III, Rule 14	Oral Examinations	Should be altered, overall, to reflect HR’s assumption of the primary oversight responsibilities regarding the panel interview process.
Section III, Rule 14, Intro	<p>“Oral examinations/interviews may be used for original testing at the sole discretion of the Commission and, if used, shall be administered prior to establishing the Prospective Employment List.”</p> <p>“The number and type of questions or exercises, the number of evaluator panels, and the number and qualifications of evaluations required for each panel shall be determined at the sole discretion of the Commission.”</p>	<p>Should be altered to state that the oral examinations are “Panel Interviews” and that they shall be administered to all applicants who complete the JSA, background investigation, and polygraph examination.</p> <p>Should be altered to reflect that Human Resources, in collaboration with the respective departments and the CSC, shall determine the composition and qualifications of panelists, train the panelists, establish the voting process, provide interview questions for the panelists, and develop evaluation criteria. Human Resources shall also be responsible for examining the panel interview scores to screen for evidence of disparate impact.</p>
Section III, Rule 14(a)	“Original Oral Board panels shall consist of three (3) members,	Should be altered to reflect that panels will be composed of three

	optimally: one (1) Aurora citizen, and two (2) Firefighters or Police Officers, preferably one individual in a supervisory capacity.”	representatives from the respective departments, up to two CSC Commissioners, and one CSC-selected Citizen Assessor. A non-voting HR representative will attend the interviews and partake in a manner determined collectively.
Section III, Rule 16	“The Commission may require all original applicants to demonstrate physical ability through a fitness test.”	Should be changed to reflect that the respective departments, in collaboration with the CSC, shall determine the types of fitness tests and qualifications.
Section III, Rule 17	“Polygraph examinations may be used for original testing at the sole discretion of the Commission.”	Should be altered to reflect that polygraph examinations will be required for all applicants to the Aurora Police Department, and that the vendor shall be chosen through a Request for Proposal (RFP) process with the City of Aurora. The selection committee for the vendor will include two representatives from APD and one CSC commissioner.
Section III, Rule 18(a)	“The Commission will be advised in writing by its representative / consultant of all substance abuse screening results, both negative and positive.”	Should be altered to reflect that the results of the Substance Abuse Screenings shall be provided to HR.
Section III, Rule 18(e)	“To retain the original position on the current Prospective Employment List, an applicant’s appeal must be resolved in the applicant’s favor no later than ten (10) business days prior to the start of an academy class.”	Remove the reference to the Prospective Employment List.
Section III, Rule 18(g)	“If the outcome of the appeal is favorable to the applicant, and the applicant’s position on the Prospective Employment List (PEL) corresponding to his/her original ranking of the PEL would have granted an appointment to a previous academy class, the applicant may be certified for the next schedule academy...”	Remove the reference to the Prospective Employment List.
Section III, Rule 19(a)	“The Commission shall select a professionally qualified person to	Should be changed to reflect the new vendor selection process. The vendor

	perform the job suitability assessment based upon the individual's education and experience in designing and performing these type of evaluations..."	will go through a Request for Proposal (RFP) process with the City and be selected according to the City's procurement guidelines.  The selection committee will include two representatives from APD, two representatives from AFR, and 1 CSC commissioner.
Section III, Rule 19(d)	"Upon completion of the job suitability assessment, the examining consultant shall provide a written report to the Commission regarding the applicant's suitability..."	Should be altered to reflect that the results of the job suitability assessment shall be provided to Human Resources.
Section III, Rule 19(e)	"The Commission shall disqualify an applicant based on the recommendation rating of the examining consultant that the applicant is not suitable to perform the essential job functions of the position being examined."	Should be altered to reflect that three members of the respective departments and up to two commissioners from the CSC shall use evaluative criteria developed by HR to assess the results of the JSA, along with the results of the polygraph examination (for APD) and the background investigations, to make disqualification decisions.
Section III, Rule 19(f)	"Applicants disqualified for job suitability reasons shall be notified...There is no appeal."	Should be altered to reflect the institution of an appeals process for disqualifications. The CSC shall oversee the appeals process.
Section III, Rule 20(a)	"Medical examinations shall be conducted by a physician/psychologist of the Commission's choice..."	Should be altered to reflect the new Request for Proposal (RFP) vendor selection process.
Section III, Rule 20(b)	"...the examining physician/psychologist shall certify in writing to the Commission that the applicant is, or is not, medically qualified to perform the job based on job requirements."	Should be altered to reflect that the results of the medical examinations shall be provided to Human Resources.
Section III, Rule 21(e)	"To retain the original position on the current Prospective Employment List, an applicant's appeal must be resolved in the applicant's favor no later than ten (10) business days prior to the start of an academy class."	Remove the reference to the Prospective Employment List.

<p>Section III, Rule 21(g)</p>	<p>“If the outcome of the appeal is favorable to the applicant, and the applicant’s position on the Prospective Employment List (PEL) corresponding to his/her original ranking of the PEL would have granted an appointment to a previous academy class, the applicant may be certified for the next schedule academy...”</p>	<p>Remove the reference to the Prospective Employment List</p>
<p>Section III, Rule 22</p>	<p>“The Commission may conduct background investigations on all applicants.”</p>	<p>Should be altered to reflect that HR will be responsible for conducting background investigations, and interpreting results. HR and the respective departments shall determine the criteria and standards for the investigations. HR shall provide standardized training to the investigators. HR, along with the respective departments, shall review the results of the background investigations, along with the results of the JSA, using a matrix of evaluative criteria to determine if the applicant has successfully passed. Applicants who do not pass may appeal their disqualification to the CSC.</p>
<p>Section III, Rule 23</p>	<p>“At its sole discretion, the Commission may use any other recognized methods of examination or combination of examinations.”</p>	<p>Should be altered to reflect that HR and the respective departments shall collaborate with the CSC in determining whether any additional or alternative examination methods are necessary and appropriate.</p>
<p>Section III, Rule 24</p>	<p>“Upon completion of all pre-job offer testing and background investigation, the Commission shall conduct a final review of the complete application file and testing results to ensure the applicant meets all minimum qualifications and has no grounds for disqualification prior to offering an applicant a conditional job offer.”</p> <p>[Section not present in current Rules and Regulations]</p>	<p>Alter to state that the CSC in collaboration with the relevant department, shall review the results of the JSA, background, and polygraph examination, and determine which applicants pass. Passing applicants will be granted a panel interview. Passing applicants will be granted a conditional job offer.</p> <p>Alter to include a new final-offer and candidate selection procedure. Upon</p>



		completion of the psychological evaluation, medical evaluation, and fitness test, HR shall compile the results into a final applicant file which shall be presented to the respective department for final review. Three representatives from the department and up to two CSC Commissioners will review the file. For each seat in the Academy, the panel will vote on which of the top six candidates should be selected for that seat. Those not selected will retain their ranking and be considered for the next available seat. The process continues until each available seat is filled.
Section III, Rule 26	“Applicants for original appointment will be informed of the results of all examinations in which they participate in the manner deemed appropriate by the Commission.”	Should be altered to reflect that Human Resources shall be responsible for informing applicants as to the results of their examinations.
Section IV	Eligibility Lists for Original Appointment	This entire section needs to be edited to accommodate the elimination of the ranked Prospective Employment List, the new process for ranking candidates based upon their panel interview scores and preference points, and the new process by which the departments and the CSC select applicants to receive final offers of employment.
Section IV, Rule 28(a)	“An entry-level applicant who successfully completes initial testing as deemed appropriate by the Commission shall be given a position on a Prospective Employment List (PEL) based on his/her examination test scores, and/or any other combination of examination scores which the Commission deems necessary.”	This should be altered to state that the PEL shall not be created following the completion of initial testing, and that applicants shall not be ranked based upon their testing scores. Instead, applicants shall be ranked based upon their panel interview scores, plus the added preference points.
Section IV, Rule 28(b)	“Preference Points for the following will be added prior to posting the PEL:”	This should be altered to state that preference points will be added following applicants’ completion of the written examinations.
Section IV, Rule 29(a)(3)	“The Certified Eligibility List shall be developed by taking entry-level	Should be altered to reflect the new hiring process. For each seat in the

	<p>applicants from the Prospective Employment List, beginning with the top-ranked applicant and continuing numerically down the list...The Certified Eligibility List shall contain a list of “approved for hire” applicants in rank order, as determined by the Commission... Applicants will be hired by the City in the order of their ranking on the Certified Eligibility List with seniority determined at time of Academy graduation.”</p>	<p>Academy, three representatives from the respective department and up to two CSC Commissioners shall review the final candidate files. For each available seat in the Academy, the panel will vote on which of the top six candidates (as determined by their panel interview scores, plus preference points) should be selected for the seat. Those not selected retain their ranking and are considered for the next available seat, using the same methodology. The process continues until each seat in the Academy is filled.</p> <p>Candidates who do not receive a final offer may appeal the decision to the CSC.</p>
--	---	---

# APPENDIX J

Recruiting

Application & Screening

Candidates are recruited by APD. Mentors are assigned to each candidate.

Candidates fill out job interest cards which are entered into Applicant Tracking System (ATS)

CSC publishes online job announcement with dates for receipt of applications.

Candidates complete application online.

CSC screens applications to ensure minimum qualifications are met.

Candidates complete written test.

CSC applies preference points and establishes preliminary ranking.

Level 1 Physical Fitness Test (P/F)

Candidate completed Personal History Statement

Polygraph Report with deficits.

Job Suitability Assessment Report with deficits

Background Investigation with deficits

File Review to determine if candidate should proceed under "Whole Person" analysis

Oral Interview

CSC certifies a ranked list of applicants based on a combined test and oral score

Conditional Offer Made

Psychological Evaluation

Medical Examination

Substance Abuse Screening

Level 2 Physical Fitness Test (P/F)

Application of Selection Rule of Six

Final Job Offer

Successful Candidates enter Academy

CSC conducts review for any candidate filing an appeal.

Testing, Backgrounds, & Interview

Conditional Offer

# APD PROPOSED HIRING PROCESS

## LEGEND

- APD Responsibility
- Candidate Responsibility
- CSC Responsibility
- Vendor (selected by city procurement process overseen by HR)
- Joint Responsibility
- HR Responsibility

Flowchart illustrating the APD Proposed Hiring Process, categorized into Recruiting, Application & Screening, Testing, Backgrounds, & Interview, Conditional Offer, and an appeal review stage.

The process starts with Recruiting (APD Responsibility) and Application & Screening (CSC Responsibility). It then moves to Testing, Backgrounds, & Interview (Joint Responsibility), followed by Conditional Offer (HR Responsibility). The process concludes with an appeal review (CSC Responsibility) and successful candidates entering the Academy (Candidate Responsibility).

Key steps include: Candidates recruited by APD; Candidates fill out job interest cards; CSC publishes online job announcement; Candidates complete application online; CSC screens applications; Candidates complete written test; CSC applies preference points; Level 1 Physical Fitness Test; Candidate completed Personal History Statement; Polygraph Report with deficits; Job Suitability Assessment Report with deficits; Background Investigation with deficits; File Review to determine if candidate should proceed under "Whole Person" analysis; Oral Interview; CSC certifies a ranked list of applicants; Conditional Offer Made; Psychological Evaluation; Medical Examination; Substance Abuse Screening; Level 2 Physical Fitness Test; Application of Selection Rule of Six; Final Job Offer; Successful Candidates enter Academy; CSC conducts review for any candidate filing an appeal.

Responsibility assignments: APD (blue), Candidate (light blue), CSC (yellow), Vendor (orange), Joint (green), HR (purple).

Recruiting

Application & Screening

Candidates are recruited by AFR. Mentors are assigned to each candidate.

Candidates fill out job interest cards which are entered into Applicant Tracking System (ATS)

CSC publishes online job announcement with dates for receipt of applications.

Candidates complete application online.

CSC screens applications to ensure minimum qualifications are met.

Candidates complete written test.

CSC applies preference points and establishes preliminary ranking.

Testing, Backgrounds, & Interview

Candidate completed Personal History Statement

Job Suitability Assessment Report with deficits

Background Investigation with deficits

File Review to determine if candidate should proceed under "Whole Person" analysis

Oral Interview

CSC certifies a ranked list of applicants based on a combined test and oral score

Conditional Offer

Conditional Offer Made

Psychological Evaluation

Medical Examination

Substance Abuse Screening

CPAT Physical Fitness Test (P/F)

Application of Selection Rule of Six

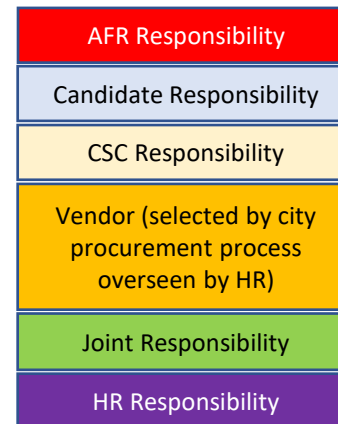
Final Job Offer

Successful Candidates enter Academy

CSC conducts review for any candidate filing an appeal.

# AFR PROPOSED HIRING PROCESS

## LEGEND



pass

fail

fail

pass



# APPENDIX D

<p>DISTRICT COURT, ARAPAHOE COUNTY, COLORADO</p> <p>7325 S Potomac Street #100 Centennial, Colorado 80112</p> <hr/> <p>STATE OF COLORADO, ex rel. PHILIP J. WEISER, ATTORNEY GENERAL,</p> <p>Plaintiff,</p> <p>v.</p> <p>CITY OF AURORA, COLORADO,</p> <p>Defendant.</p>	<p style="text-align: center;"><b>▲ COURT USE ONLY ▲</b></p>
	<p>Case No. _____</p> <p>Div. [___]</p> <p>Ctrm. [___]</p>
<p><b>JOINT MOTION TO ENTER JUDGMENT OF STIPULATED CONSENT DECREE AND JUDGMENT UNDER C.R.S. § 24-31-113</b></p>	

1. The City of Aurora and the Attorney General have reached an agreement on how Aurora will address issues identified in the September 15, 2021, Report “Investigation of the Aurora Police Department and Aurora Fire Rescue.” The attached Consent Decree & Judgment sets forth the specific commitments that Aurora, including the Aurora Police Department, the Aurora Fire Rescue, and the Aurora Civil Service Commission, will take with the support of an Independent Consent Decree Monitor to improve and comply with state and federal law.

2. These changes build on the recent efforts that Aurora has taken and include using outside experts to improve Aurora's use-of-force policies and training on compliance with those policies, creating specific guidance on critical decision-making and the exercise of discretion when engaging with community members to address perceived or actual bias in policing, developing a new system to collect data about police interactions with members of the community, and improving the hiring of police officers and firefighters to ensure a qualified public safety workforce that better reflects Aurora's diversity. The Independent Consent Decree Monitor will provide regular public updates to this Court and work with Aurora to ensure these changes reflect best practices and community input. The parties expect this Consent Decree to last approximately five years, with the exact term determined by how long Aurora takes to implement the changes and when Aurora reaches substantial compliance with the requirements of this Consent Decree.

3. Plaintiff, the People of the State of Colorado, by and through its attorney, Philip J. Weiser, Attorney General of the State of Colorado, and Defendant City of Aurora, Colorado, file this Joint Motion for the Court to enter a judgment of the attached Stipulated Consent Decree.

4. The Court has jurisdiction of this subject matter under C.R.S. § 24-31-113.



5. The State of Colorado initiated this suit by filing a Complaint. The City denies the claims in the Complaint and does not admit liability for any of the allegations made in the Complaint. However, because the City is committed to continuous improvement in the delivery of public safety services, and to avoid protracted and expensive litigation, the City negotiated with the Attorney General to develop this Consent Decree that the Parties believe is fair, reasonable, and in the public interest.

6. The parties jointly represent that they have diligently worked cooperatively to agree to the attached Stipulated Consent Decree and confirm to the Court that the Stipulated Consent Decree incorporates and resolves all possible violations by the City, whether or not referenced in the Stipulated Consent Decree, up to the effective date of the Stipulated Consent Decree.

7. The parties consent to the entry of Judgment outlined in the attached Stipulated Consent Decree without adjudication of any fact discussed, recognizing that the Judgment does not contain any admission of wrongdoing or liability about allegations of violations that occurred before the entry of this Decree and Judgment by Defendant.

8. The individuals signing below represent that the parties have authorized them to affirm entry of the Judgment outlined in the attached Consent Decree.

9. The parties request that the Court enter the attached Stipulated Consent Decree & Judgment as a Judgment of the Court, for the City and its Departments and Commissions to be legally bound.

**AGREED AS TO FORM & SUBSTANCE:**

The State of Colorado ex rel. Philip J. Weiser, Colorado Attorney General, *Plaintiff*

DATE: \_\_\_\_\_

**ERIC R. OLSON**

Solicitor General  
Colo. Reg. No. 36414

**JANET DRAKE**

Deputy Attorney, Criminal Justice  
Colo. Reg. No. 27697

---

**ALEXA JONES**

Special Counsel for Civil Rights  
Colo. Reg. No. 51460

Ralph L. Carr Colorado Judicial Center  
1300 Broadway, 10th Floor  
Denver, CO 80203  
Telephone: 720-508-6000  
E-Mail: eric.olson@coag.gov

Attorneys for Plaintiff, the State of Colorado

City of Aurora, Colorado, *Defendant*

**TROY A. EID**

Colo. Reg. No. 21164

**MATTHEW K. TIESLAU**

Colo. Reg. No. 47483

**GREENBERG TRAURIG LLP**

1144 15<sup>th</sup> Street Suite 3300

Denver, Colorado 80202

Telephone: (303) 572-6521

E-Mail: [eidt@gtlaw.com](mailto:eidt@gtlaw.com)

Counsel for the City of Aurora\*

(\*to be designated as attorneys of record  
for the City of Aurora in the Colorado  
case management system)

---

**DANIEL L. BROTZMAN**

Colo. Reg. No. 15919

Aurora, Colorado City Attorney

**JULIE A. HECKMAN**

Colo. Reg. No. 21872

Deputy City Attorney

**PETER A. SCHULTE**

Colo. Reg. No. 43133

Public Safety Client Group Manager

**CITY ATTORNEY'S OFFICE**

15151 E Alameda Pkwy Ste 5300

Aurora, Colorado 80012

Telephone: (303) 739-7030

E-mail: [pschulte@auroragov.org](mailto:pschulte@auroragov.org)

Attorneys for Defendant, City of Aurora,  
Colorado

# EXHIBIT

# 1

<p>DISTRICT COURT, ARAPAHOE COUNTY, COLORADO</p> <p>7325 S Potomac Street #100 Centennial, Colorado 80112</p> <hr/> <p>STATE OF COLORADO, ex rel. PHILIP J. WEISER, ATTORNEY GENERAL,</p> <p>Plaintiff,</p> <p>v.</p> <p>CITY OF AURORA, COLORADO,</p> <p>Defendant.</p>	<p style="text-align: center;"><b>▲ COURT USE ONLY ▲</b></p>
	<p>Case No. _____</p> <p>Div. [___]</p> <p>Ctrm. [___]</p>
<p><b>STIPULATED CONSENT DECREE &amp; JUDGMENT</b></p>	

The State of Colorado filed a Complaint on \_\_\_\_\_, 2021, and Defendant, the City of Aurora, Colorado, including the Aurora Police Department, Aurora Fire Rescue, and Aurora Civil Service Commission consent to the entry of this Stipulated Consent Decree and Judgment without it constituting any evidence against or admission by any party on any issue of fact or law.

The parties agree to be bound by the provisions of this Stipulated Consent Decree and Judgment, pending approval by the Court, and that the Stipulated

Consent Decree and Judgment will have an effective date of the day it is entered by the Court.

The purpose of this Consent Decree and Judgment is to ensure that the City, including all of its departments and commissions, addresses issues identified in the September 15, 2021, Report titled “Investigation of the Aurora Police Department and Aurora Fire Rescue.”

Without adjudication of any issue of fact or law, and with the consent of the Parties, the Court orders as follows:

## **I. JURISDICTION AND OTHER LAW**

This Court has jurisdiction over the subject matter and the parties. The Complaint states a claim upon which relief may be granted against Defendant under C.R.S. § 24-31-113, and venue is proper under C.R.C.P. 98(c)(1). Defendant waives any objection to jurisdiction in this Court and agrees it will not challenge or dispute jurisdiction of this Court or bring any action related to this Consent Decree in any other court.

Nothing in this Consent Decree will be construed to encourage or authorize any Party or the Independent Consent Decree Monitor, referred to here as a Consent Decree Monitor or Monitor, to violate any state or federal law, including the City of Aurora's Charter.

## **II. POLICIES AND TRAINING GENERALLY**

Aurora Fire Rescue and Aurora Police agree to develop comprehensive policies and procedures that ensure implementation of this Consent Decree. In addition, Aurora Fire Rescue and Aurora Police will work to ensure policies are consistent and complementary, conduct training to ensure coordinated responses, and hold officers and firefighters accountable for violating policy.

### **A. Policy Development, Review, and Implementation**

Aurora will work with the Independent Consent Decree Monitor to evaluate the development, review, and implementation processes for Aurora's policies, procedures, and rules outlined in this Consent Decree. The parties agree that Aurora must develop procedures that speed up the policy development, review, and implementation process.

During the time covered by the Consent Decree, Aurora will submit any new or revised policies, procedures, or rules outlined in this Consent Decree to the Consent Decree Monitor for review before implementation until a time when the Consent Decree Monitor decides that such review is no longer necessary.

For those specific policies, procedures, or rules identified in this Decree, the parties expect that the Consent Decree Monitor will work with the City, Aurora Police, or Aurora Fire Rescue, as appropriate, to offer input early in the development process and stay engaged on progress. When Aurora finalizes a policy,



procedure, or rule that addresses a subject in this Decree, they must share it with the Consent Decree Monitor and discuss whether the Monitor agrees that the policy should be finalized. The Monitor must communicate its agreement or disagreement promptly, but absent a compelling reason, no more than 15 days from when it receives the proposed final policy. If Aurora and the Monitor cannot resolve any disagreements, they will use the agreed dispute resolution procedure outlined below in Section XI.

### **B. Training on Revised Policies, Procedures, and Practices**

Having police officers and firefighters quickly and effectively trained on new or revised departmental policies is as important as getting policies developed, reviewed, and implemented. Aurora Police and Aurora Fire Rescue will incorporate best practices into training developed while this Consent Decree is in effect, including greater use of scenario-based training tools in both of their academies and in-service training. The Departments shall confer with the Consent Decree Monitor as needed to meet this goal and will seek guidance and assistance from outside subject matter experts as appropriate. When Aurora Police or Fire Rescue finalize a training plan identified in this Decree, they will share it with the Consent Decree Monitor and discuss whether the Monitor agrees that the training plan should be finalized. The Monitor will communicate its agreement or disagreement promptly, but absent a compelling reason, no more than 15 days from when it receives the

proposed final version of training plan. If Aurora Police or Fire Rescue and the Monitor cannot resolve any disagreements, they will use the agreed dispute resolution procedure outlined below in Section XI.

This Decree contains three key milestones governing when substantially all of the personnel interacting with the public will receive training on the revised policies on the core elements of this Decree. While this Decree contains deadlines for these milestones, Aurora may complete these milestones earlier than required, which could shorten the duration of this Decree, so long as Aurora remains in substantial compliance with the requirements of this Decree.

### **III. ADDRESSING RACIAL BIAS IN POLICING**

#### **A. Objectives**

The City shall change, in measurable ways, how Aurora Police engages with all members of the community, including by reducing any racial disparities in how Aurora Police engages, arrests, and uses force in the community.

The City shall create full public transparency on how Aurora Police engages, arrests, and uses force in the community, including any disparities in these enforcement actions.

The City shall improve Aurora Police policies and training relevant to officer stops, arrests, and uses of force to give officers concrete guidance on how best to engage in critical decision-making and exercise discretion during community interactions, including by acknowledging the role that bias can play in enforcement decisions and developing strategies to combat bias.

#### **B. Policy Changes**

##### **1. General Principles**

As Aurora Police revises policies on issues outlined in this Consent Decree, it will work with the Consent Decree Monitor as described in Section II.A to develop or revise these policies.

## **2. Amendment of Existing Policies**

Aurora Police will review and revise the following policies to prohibit discrimination based on protected class status and conform to the goals of the Consent Decree and applicable state and federal law, including by increasing the level of detail in the policy and providing examples of prohibited behavior:

- a. Directive 8.32 (Biased-Based Policing)
- b. Directive 6.01 (Arrest Procedure)

## **3. Creation of New Policies**

### **a. Stops**

Aurora Police will draft policies on the legal authority to make “stops,” more specifically detailed in Section V.B.2.a below. These policies will also provide specific, practical guidance intended to support officers in determining how to exercise their discretion when making stops.

This Consent Decree identifies the priority policies for Aurora to review. **But the Consent Decree Monitor may recommend additional policies to draft or edit in order to address issues closely related to the subject matter of the Report and this Consent Decree but not specifically listed.** If the Parties disagree with a request from the Consent Decree Monitor under this section, Section XI will apply to resolve any disputes that may arise.

### **C. Training**

Aurora Police will develop and provide comprehensive academy and in-service training to police personnel in the following areas assisted by outside subject-matter experts, as necessary:

1. bias;
2. deliberate decision-making, including avoiding unnecessary escalation and teaching officers what they *should* do rather than what they *can* do;
3. recordkeeping requirements, including compliance with § 24-31-309(3.5); and
4. specific articulation of the basis for encounters, including stops and uses of force.

Aurora Police shall develop this training by the Bias Training Development Deadline and will work with the Consent Decree Monitor under Section II.B on this training. Aurora Police will train substantially all the police personnel who interact with the public on these policies by the Bias Training Completion Deadline. Aurora Police will include this training in its training curriculum throughout this Consent Decree.

#### **D. Goals and Measurement**

Aurora Police will develop metrics in consultation with the Consent Decree Monitor and outside experts to measure improvement in the areas described below. The Consent Decree Monitor will monitor compliance with this section and include updates on this item in their periodic updates to the Court.

1. Training provided on the topics identified in this section,
2. Recordkeeping on police interactions, and
3. Documentation and tracking of use-of-force incidents, including:
  - a. Monitoring misdemeanor arrest outcomes and
  - b. Tracking arrests and summons issued for particular offenses, such as “Failure to Obey a Lawful Order,” “Resisting Arrest,” “Criminal Trespass,” and related offenses.

## **IV. USE OF FORCE**

### **A. Objectives**

The City shall create improved policies and training to better equip officers to handle challenging situations in ways that reduce the use of force, ensure force is used in compliance with state and federal law, protect officer and community safety, and build a culture of continuous improvement.

The City shall create a culture of enforcement that prioritizes de-escalation when possible in accordance with Colorado law, but does not compromise officer safety when force must be used.

The City shall improve and develop accountability measures that consistently identify excessive uses of force, situations where force should not have been used even if it was legal, and recurring training and tactical issues related to use of force.

And lastly, the City shall create a culture of collaboration between Aurora Police and Aurora Fire Rescue that is coordinated and emphasizes public safety.

### **B. Policy Changes**

#### **1. General Principles**

Aurora has already retained a team from the Crime and Justice Institute in Boston, Massachusetts to review and improve the use of force policies.

The Crime and Justice Institute's engagement with the City focuses on evaluating historical use of force by Aurora Police, developing an understanding of

the current use of force policies and practices, and recommending use of force policy changes based on direct communication with members of Aurora Police, the Aurora community, and exploration of use of force data.

The Parties expect this review to lead to more detailed policies that provide workable guidance to patrol officers to use force in compliance with state and federal law. This review will include input from the community, officers, and other stakeholders to ensure they address Aurora-specific needs.

This review will include at least the policies below and shall conclude by the Use of Force Policy Deadline. The Crime and Justice Institute will consult the Consent Decree Monitor to confirm that the policies comply with and address the use of force issues raised in the Report. Aurora Police will adopt the policies recommended by the review or, if it seeks to change the policies or not adopt them, confer with the Consent Decree Monitor on its desire to do so and provide alternate policies that address the use of force issues in the Report by the Use of Force Policy Adoption Deadline. Aurora Police will work with the Consent Decree Monitor under Section II.A to develop or revise these policies.

## **2. Amendment of Existing Policies**

The City, assisted by the Crime and Justice Institute, as appropriate, will review, investigate, and make the appropriate changes, if any, to these policies:



- a. Directive 5.03 (Use of Physical and Deadly Force)
- b. Directive 5.04 (Reporting and Investigating the Use of Tools, Weapons and Physical Force)
- c. Directive 6.13 (Dealing with Persons with Mental Health Disorders)
- d. Directive 9.06 (Coordination with Aurora Fire Rescue and Emergency Medical Services)

In addition, this review shall include limiting the use of force in response to low-level offenses such as “failure to obey a lawful order” or “pedestrian failing to yield.”

### **3. Creation of New Policies**

The City shall create policy, procedure, or other directive to facilitate the development of a comprehensive joint coordination policy between Aurora Police and Aurora Fire Rescue.

#### **C. Force Review Board**

Since the Attorney General began the Pattern & Practice investigation, Aurora Police has already made several changes to the Force Review Board. These changes include: 1) adding a standardized process to review each use of force, 2) placing commanders at the academy on the Force Review Board to allow for more immediate feedback on training, 3) including commanders in the Force Review

Board discussion of force incidents from that commander's unit, 4) requiring commanders to follow up on training and tactical issues identified by the Force Review Board with the patrol officers in each district, and 5) adding legal counsel to the Force Review Board.

If Aurora Police seeks to reverse any of the recent changes discussed in this section, it must first discuss those proposed changes with the Consent Decree Monitor following the process in Section II.A.

### **1. Changes to Process**

In addition to these changes, the Force Review Board will, by the Force Review Board Process Improvement Deadline, modify its procedures or policies to:

1. formalize the process of giving feedback from the Force Review Board to those in charge of academy and in-service training, District Commanders, and Aurora Fire Rescue in incidents where no policy violation occurred but practices can be improved,
2. review each instance of force used in the context of the overall encounter, including the circumstances leading to its use and the mental capacity of the suspect, and
3. develop reliable ways to measure the frequency of use of force, compliance with policy, injuries to subjects, the safety of officers,

mental health holds used, and any other relevant measures of improvement.

Once the new Use of Force Policies discussed above are implemented, the Force Review Board shall promptly update its procedures or policies to evaluate use of force incidents against the updated policies, working with the Consent Decree Monitor on both policies and procedures under Section II.A.

## **2. Collaboration with Academy and Other Sections**

A member of the academy staff now serves on the Force Review Board and the member's expertise in training is used in the evaluation of use of force cases and the member's experience on the Force Review Board informs the development of training. Recently, Aurora Police developed guidance on the use of body-worn camera video shown to the Force Review Board in recruit and in-service training classes at the academy. The videos selected will include both successful use of de-escalation and other techniques by Aurora police officers, and videos of incidents where improvement is recommended or needed.

### **D. Training**

Aurora Police will ensure that the training described below is provided and delivered promptly, no later than the Use of Force Training Development Deadline.

1. Scenario-based training,

2. De-escalation, and
3. Joint police and fire training on scene coordination, as appropriate.

Aurora Police will work with the Consent Decree Monitor under Section II.B on this training and will include updates on this item in the periodic reports to the Court.

Aurora Police will train substantially all the police personnel who interact with the public by the Use of Force Training Completion Deadline.

#### **E. Goals and Measurement**

Aurora Police, in consultation with the Consent Decree Monitor and outside experts, will develop metrics to measure improvement in the areas listed below by the Use of Force Metrics Deadline. The Consent Decree Monitor will monitor compliance with this section and include updates on this item in the periodic reports to the Court. The metrics will include at least the following:

1. Participation in ABLE, crisis intervention, and other voluntary trainings,
2. Number and type of use-of-force incidents, and
3. Community and officer complaints.

## **V. DOCUMENTATION OF STOPS**

### **A. Objectives**

The City shall develop a documentation system that complies with state law, allows for prompt and transparent review of officer behavior, and improves the ability of Aurora Police to identify successes and areas for improvement.

The Parties recognize that recent legislative changes require a comprehensive update to the City's practices, which will take time to implement. The City will ensure that compliance with these statutes will occur within the time periods identified in this section.

### **B. Policy Changes**

#### **1. General Principles**

Aurora Police will develop policies that comply with existing law as soon as practicable, and, in any event, no later than the Stops Policy Deadline. The City shall work to develop policies in a comprehensive manner that reduces the need for multiple trainings and policy updates. In addition to compliance with applicable law, the policies and platforms supporting the policies shall link information about officers involved with the stops to the required information about stops.

Aurora Police will work with the Consent Decree Monitor under Section II.A to develop or revise these policies.

## **2. Creation of New Policies**

### **a. Legal Requirements for Stops**

Aurora Police will create a new policy that provides specific guidance on legal requirements for the different types of stops that police officers make, including for “contacts,” “encounters,” “temporary detentions,” and “arrests.” This policy will cover both Colorado law and federal law, including, but not limited to, *Terry v. Ohio*, 392 U.S. 1 (1968).

### **b. Recordkeeping Requirements of C.R.S. §§ 24-31-309(3.5) and 24-31-903**

Aurora Police will create a new policy for implementing the data collection requirements of C.R.S. §§ 24-31-309(3.5) and 24-31-903.

### **C. Training**

Aurora Police will develop a training plan including, but not limited to, curriculum, material, and, if needed, scenario-based modules, in consultation with the Consent Decree Monitor and, as needed, outside experts, for implementing the new policies and for any revisions of current policies required by the Stops Training Plan Deadline. Aurora Police will work with the Consent Decree Monitor on this training under Section II.B. The Consent Decree Monitor may review training after it begins. Aurora Police will train substantially all the police personnel who interact with the public by the Stops Training Completion Deadline.

#### **D. Goals and Measurement**

Compliance with this section will be measured by 1) creating appropriate policies in the time required, 2) effectively training personnel in the time required, and 3) monitoring compliance with the policies based on performance in the field. Monitoring will include, at least, review of samples of body-worn camera footage, ride-alongs, and review of reports required by law, as appropriate. The Consent Decree Monitor may also monitor compliance by contacting those contacted by the police and reviewing complaints from the public and associated police documentation to the extent allowed by state and federal law and the Aurora City Charter.

## **VI. USE OF KETAMINE AND OTHER SEDATIVES AS A CHEMICAL RESTRAINT**

### **A. Objectives**

On September 15, 2020, before this Consent Decree and Judgment was negotiated and stipulated, the City and Aurora Fire Rescue stopped, and by policy forbid, the use of the drug ketamine in the field by Aurora Fire Rescue members.

If the City seeks to use ketamine in the field during the time that any part of this Consent Decree remains in effect, the Consent Decree Monitor will first review the medical protocol for the use of ketamine. Aurora Fire Rescue may not use ketamine in the field during the effective period of this Consent Decree without the agreement of the Consent Decree Monitor that its use complies with applicable law in consultation with the Aurora Fire Rescue Medical Director. Any objections that cannot be resolved will be resolved using the agreed dispute resolution procedure outlined below in Section XI.

The Parties share the goal of ensuring that the use of any chemical sedatives as chemical restraints in the field is done in accordance with applicable law and other requirements. The Report did not investigate the use of other chemical sedatives as chemical restraints in the field by Aurora Fire Rescue because ketamine was one of the two administered chemical sedatives used during the period of review by the Attorney General's office and it received substantial public



scrutiny. Therefore, for other chemical sedatives used as a chemical restraint, Aurora Fire will (1) ensure that policies and procedures reflect strict compliance with state law and any waiver requirements, and (2) closely review use of these sedatives to confirm policy compliance. This agreement is not intended to interfere with the Medical Director's determination of the need for and requirements for waivers for other controlled substances. The Consent Decree Monitor will periodically review Aurora Fire Rescue's use of chemical sedatives as chemical restraints to confirm policy compliance.

The Consent Decree Monitor will review and analyze the coordination of policies of Aurora Police and Aurora Fire Rescue to ensure that members of Aurora Police do not recommend, suggest, or otherwise encourage the use of any chemical restraint in the field by Aurora Fire Rescue. The use of any chemical restraint in the field will be a decision made only by qualified members of Aurora Fire Rescue and the applicable medical protocols in effect and approved by Aurora Fire's medical director in compliance with C.R.S. § 26-20-104 et seq.

The Consent Decree Monitor will meet and confer with each Department to resolve any objections raised by the Consent Decree Monitor. Any objections that cannot be resolved will be resolved using the agreed dispute resolution procedure outlined below in Section XI.

## **B. Definitions**

A “chemical sedative” is a drug that slows down or depresses the central nervous system and therefore slows down both the physical and mental processes in the body. There are two main classes of prescription sedatives. The most commonly prescribed type are called benzodiazepines, which include drugs such as Xanax, Ativan, Midazolam or Versed, Klonopin, Valium, and Centrax. The other class of prescription sedatives are called barbiturates, which includes drugs such as Halcion, Nebutal, Seconal, and Butisol.

A “chemical sedative” becomes a “chemical restraint” when the chemical sedative is intentionally given to exert control over a person’s movements or behavior, not to treat a mental illness or physical condition.

## **C. Policy Changes if Ketamine is Used**

The City and Aurora Fire Rescue have stated they do not intend to use ketamine again in the field, but if Aurora Fire Rescue does seek to reinstate ketamine usage in the field, Aurora Fire Rescue will work with the Consent Decree Monitor under Section II.A. The Consent Decree Monitor will work with the Medical Director to specifically focus on policy and procedure to ensure the policy dictates appropriate dosage recommendations and a procedure for how members of Aurora Fire Rescue will assess the level of patient agitation that would lead to the use of ketamine in the field.

## **D. Process Changes**

### **1. Post-Incident Analysis for Ketamine Administrations if Ketamine is Used**

Aurora Fire Rescue will develop a procedure for post-incident analysis that the Consent Decree Monitor must agree with, using the procedures in Section II.A, before Aurora Fire Rescue may use ketamine in the field.

### **2. Evaluation of Chemical Sedation**

In addition to the current process of reviewing each incident where Aurora Fire Rescue uses chemical sedation as a chemical restraint in the field, Aurora Fire Rescue shall develop a process to periodically review its use of chemical sedation in the field to determine what improvements should be made to policy or training at Aurora Fire Rescue or Aurora Police, including assessing 1) whether the symptoms justified sedation under law and policy, 2) the involvement of police officers before or during a patient's sedation, and 3) what factors increase the risk of adverse outcomes to patients or providers.

Aurora Fire Rescue shall summarize this periodic review to the Consent Decree Monitor at least twice a year, starting 6 months from the effective date. This summary will include at least information about the number of times Aurora Fire Rescue used chemical sedation as a chemical restraint, the symptoms justifying sedation, the type of chemical restraint used, whether Aurora Fire Rescue followed policy, what information police officers provided to Aurora Fire Rescue for

compliance with C.R.S. § 18-8-805, and basic information about the use such as the tabular data included on pages 97-98 of the Report. Nothing in this section should be construed to discourage Aurora Police from providing Aurora Fire Rescue with necessary information about an incident, as this information will only be used to comply with C.R.S. § 18-8-805(2)(b).<sup>1</sup> This requirement does not require the public disclosure of any confidential information.

### **E. Goals and Measurement**

If the City implements the use of ketamine in the field again using the process set forth above, the Monitor will review any use regularly and include such review in the Court reports addressing at least the issues identified in the Report on the reporting timetables set forth in Section IX.A.5.

---

<sup>1</sup> C.R.S. § 18-8-805(2)(b) states that “A peace officer shall not unduly influence an emergency medical service provider’s medical decision or diagnosis, and an emergency medical service provider shall not base its medical decision or diagnosis exclusively on information provided by a peace officer.”

## **VII. RECRUITMENT, HIRING, AND PROMOTION**

### **A. Objectives**

The City will transform recruiting and hiring processes to create a more diverse and qualified workforce and establish Aurora Police and Aurora Fire Rescue's commitments to a culture of continuous improvement and becoming better police and fire departments.

The City will also improve transparency, accountability, and predictability in discipline review, including by facilitating the Civil Service Commission's standardization and codification of elements of its disciplinary review process.

The City will also improve transparency and accountability about all of the Civil Service Commission's work, such that community members understand the role that the Commission plays in hiring, promotion, and discipline, as well as any changes the Commission makes to those processes.

### **B. Recruitment**

To maintain high-quality service, ensure employee safety and accountability, and promote constitutional, effective policing, Aurora Police and Aurora Fire Rescue will review and revise as necessary recruitment and hiring programs to ensure that Aurora Police and Aurora Fire Rescue successfully attract and hire a diverse group of qualified individuals for their civil service positions.

Aurora Police and Aurora Fire Rescue will develop written recruitment plans that include, but are not limited to, these items: clear goals, objectives, and action steps for attracting and retaining a quality work force that better reflects the diversity of the City.

The recruitment plans should include, at a minimum, the following:

1. A schedule to work with the Civil Service Commission to review and make any applicable changes to the minimum qualifications for entry-level police and fire recruits and lateral hires;
2. A plan to conduct outreach to many community leaders and stakeholders, aimed at increasing the diversity of each Department's applicant pool—including race, color, gender, ethnicity, sexual orientation, national origin, and religion—and identifying recruit and lateral applicants that are committed to community-oriented policing (for police officers) and have the identified skills to succeed in the applicable role;
3. A plan to broadly distribute information about career opportunities, compensation, hiring, the applicable testing process(es), and deadlines and other requirements of each position throughout the Denver metro-area regularly. The same information will be easily available on the

City's website, with the ability for interested persons to directly contact a member of the recruiting team of each Department.

The recruitment plan shall be developed by the Recruitment Plan Deadline and then provided to the Consent Decree Monitor for review and agreement, using the process set out in Section II.A.

### **C. Civil Service Commission**

#### **1. Hiring of Entry-Level Police Officers and Firefighters**

Before the effective date of this Consent Decree, the Civil Service Commission handled the entire process of hiring entry-level police officers and firefighters. This process led to new civil service employees and the departments meeting each other for the first time after the new employee is appointed and assigned to the training academy. To implement this Consent Decree and the policies and goals it requires, this process will be reworked so that Aurora Police and Aurora Fire Rescue, with coordination and assistance from the Aurora Human Resources Department, will assume a much more active role in the hiring of candidates from the eligibility lists prepared by the Commission and have the final say on which candidates are hired. The new procedures will require a change and recodification of the current Rules and Regulations of the Civil Service Commission. The City Manager, with assistance from Human Resources as needed, will work

with the Civil Service Commission to bring about those changes by the Civil Service Commission Rules and Regulation Modification Deadline. The Consent Decree Monitor will review these modified procedures solely to ensure they meet the objectives of this section and are not inconsistent with other goals of this Decree using the process set out in Section II.A.

Nothing in this section is intended to modify or violate the Aurora City Charter and the duties designated to the Civil Service Commission, the Police Department, and Aurora Fire Rescue.

## **2. Promotion**

The Commission will work with the Consent Decree Monitor and the outside expert (see paragraph 4 , below) to make changes, if any, to the promotional process.

## **3. Discipline**

The Civil Service Commission will update its Rules and Regulations by the Civil Service Commission Rules and Regulations Modification Deadline and this update will include, at a minimum:

- a. guidelines that substantially reduce the time disciplinary cases take from filing to resolution, including to strongly consider not allowing a full “de novo” review of disciplinary cases and instead handling them



as a more appellate style of review within the parameters set forth by the Aurora Charter;

- b. requirements about the content of disciplinary decisions, including that discipline decisions include plain statements of the actual allegations, defenses, findings, and basis for the decision so that a member of the public can understand, from that document alone, what gave rise to the discipline and the reasons the Commission affirmed or modified that discipline; and
- c. requirements that as much of the business of the Civil Service Commission as possible be easily accessible to the public by website, including discipline decisions and all requests for continuances, and specific identification of what is not public and the basis for keeping it not public.

Aurora will work with the Consent Decree Monitor under Section II.A to finalize these changes.

#### **4. Outside Expert**

The City or the Civil Service Commission, in consultation with the Consent Decree Monitor, will select and hire an outside expert with expertise in best practices for recruiting and hiring a qualified and diverse public safety workforce of

police officers and firefighters within the framework of the authority of the Commission provided by the Charter. This outside expert shall be retained by the Civil Service Commission Outside Expert Retention Deadline.

## **5. Transparency**

To improve transparency about the operations of the Commission, the Commission shall conduct as much of its business as possible so that the public may easily access it by website, and specifically identify what is not public and the basis for keeping it not public.

## **VIII. ACCOUNTABILITY AND TRANSPARENCY**

### **A. Objectives**

The City will develop systems that permit Aurora Police to regularly and easily identify trends and patterns in the conduct of its officers, including, but not limited to, conduct that repeatedly gives rise to claims of civil liability; conduct or specific officers implicated in multiple citizen or officer complaints; and repeated conduct that suggests a need for further training or policy review. These systems shall have the ability to track, among other things, conduct by officer, supervisor, shift, beat, and district.

### **B. Goals and Measurement**

Aurora Police, in consultation with the Consent Decree Monitor and outside experts, will develop a system and process to track and follow the following subject matters for use in decision making and for transparency to the public:

1. Tracking of officers' disciplinary outcomes,
2. Identification of trends or patterns of sustained complaints about officers' law enforcement activities, and
3. Public reporting of data collection.

The Police Department and Consent Decree Monitor will develop the initial plan for this data collection by the Initial Measurement Plan Deadline.

## **IX. IMPLEMENTATION, ENFORCEMENT, AND MONITORING**

### **A. Independent Consent Decree Monitor**

#### **1. Selection**

The City previously issued a Request for Proposal to seek qualified proposals from individuals and firms that would like to serve in the role of the Consent Decree Monitor. The Parties expect that the Consent Decree Monitor will be retained shortly after the Court enters this Consent Decree.

#### **2. Scope of Assignment**

This Consent Decree sets forth the specific scope of the Consent Decree Monitor's duties. In summary, the Consent Decree Monitor will oversee the City of Aurora's implementation of this Consent Decree, including engaging in effective community outreach to understand concerns, specific encounters causing frustration, and what Aurora is doing well; issuing public updates to the Court on the City's compliance with the Consent Decree; providing guidance and recommendations on compliance with the Consent Decree to the City of Aurora, the Aurora Police Department, and Aurora Fire Rescue, including reviewing and commenting on policies, training, and initiatives developed under the Consent Decree; and working closely with leadership and staff from the City, Aurora Police, and Aurora Fire Rescue. In undertaking its responsibility to ensure Aurora's compliance with this decree, the Consent Decree Monitor will serve as a resource

and a coach as needed to help Aurora succeed in the commitments the City is making in this decree. The parties expect the Consent Decree Monitor to communicate informally with all parts of the organization in a way that supports the chain of command.

The parties will select the Consent Decree Monitor, and the Monitor could use a team approach with a lead Monitor, supported by a small team of additional subject matter experts.

The Independent Consent Decree Monitor is not an employee of the City and shall serve as a “service provider” to the City.

The Consent Decree Monitor should focus their work on issues of substance, rather than areas of style or preference, in carrying out their work under this Decree.

### **3. Cost**

As stated in the City’s Request for Proposal for a Consent Decree Monitor, the City will pay the Consent Decree Monitor either an annual fixed price based on the scope of work and scope of services, or hourly with an annual not-to-exceed amount. Pricing may include different pricing for different years of the Consent Decree Monitoring. Pricing can include travel allowances for key team members. The final contract with the agreed upon Consent Decree Monitor will include the

possibility for Change Orders to allow for Pricing changes in the event of truly unexpected developments.

The City is responsible for the costs, services, and expenses of the Consent Decree Monitor, as authorized by the written contract with the Consent Decree Monitor. The Independent Consent Decree Monitor shall not substitute or replace their own judgment or decision in place of any official decision, as authorized by the City Charter or other applicable law, made by the Aurora Fire Rescue Chief or Police Chief. Instead, the Monitor will use the Dispute Resolution Procedure in the event of any disagreement.

#### **4. Procedures for Communication with Aurora, Aurora Police, and Aurora Fire**

The Consent Decree Monitor will need to communicate with members of the City staff, the Police Department, the Fire Rescue Department, and the Civil Service Commission from time to time in order to perform the duties required under this Consent Decree. These communications are subject to the provisions of Confidentiality outlined below in Paragraph 6, “Confidentiality and Records Disclosure.”

#### **5. Reporting Requirements**

The Consent Decree Monitor shall provide regular public updates to the Court on the efforts of the City, Aurora Police, Aurora Fire Rescue, and the Civil

Service Commission to achieve compliance under the Consent Decree. However, the Parties agree that the Consent Decree Monitor should spend most of its time on the action items in the Consent Decree rather than write updates.

The Consent Decree Monitor will also develop mechanisms for engaging the community and measuring the effects of the City's efforts under the Consent Decree.

The regular updates will be provided on the following schedule, unless otherwise agreed to by the Parties:

For the first-year term of the Consent Decree: No less than quarterly.

For the remaining term of the Consent Decree: No less than bi-annually.

Despite the above, the parties can by unanimous consent upon conferral reduce the reporting timelines set forth in this paragraph.

## **6. Confidentiality and Records Disclosure**

The City will provide full access to its documents and personnel to the Consent Decree Monitor. Because some of the information that the Monitor will review contains confidential information, such as victim information, confidential personnel information, and other information protected from disclosure by Colorado law, the Consent Decree Monitor must maintain the confidentiality of such information. Nothing in this Consent Decree will be construed as a waiver of the

Colorado Open Records Act (“CORA”), C.R.S. § 24-72-200.1 et seq.; the Colorado Criminal Justice Records Act (“CCJRA”), C.R.S. § 24-72-301 et seq.; or any other privilege held by the Parties. For this Consent Decree, the Consent Decree Monitor will be considered to hold the same confidentiality duties and CORA or CCJRA protections as the Parties.

If the Consent Decree Monitor is served with any request for information, whether formally or informally, the Monitor must forward this request to the Parties within seventy-two (72) hours of receipt of this request and will coordinate with the Parties in resolving this request. The Monitor will not release any confidential information without first providing notice to the relevant parties and giving them an opportunity to promptly respond. Nothing in this section shall preclude the Monitor from releasing information in accordance with a Court Order.

If the Consent Decree Monitor believes that information in a regular update to be filed with this Court contains confidential information, the Consent Decree Monitor will redact the confidential information from the update and file the redacted version with the Court. Separately, the Monitor shall file an unredacted version of the Update with the Court under seal.



## **7. Counsel for Independent Consent Decree Monitor**

Neither the City of Aurora nor the Attorney General shall provide legal representation for the Independent Consent Decree Monitor.

If the Independent Consent Decree Monitor has a question about the meaning of some provision of this Decree, it shall seek guidance from the City of Aurora and the Attorney General. If both parties agree on the meaning, that meaning shall guide the Independent Consent Decree Monitor. In the unlikely event that both parties do not agree, the Independent Consent Decree Monitor may seek independent legal counsel on that question, with the expense for that counsel paid for by the City of Aurora. Before retaining counsel, the Independent Consent Decree Monitor shall work to ensure the costs are reasonable and appropriate and obtain the consent of the City of Aurora and the Attorney General to retain that counsel on those terms. If the parties do not consent, the Dispute Resolution Procedures of Section XI.B will apply.

### **B. Compliance**

#### **1. Self-Reporting Encouraged**

The City is encouraged to report to the Consent Decree Monitor any violations of any requirements of this Consent Decree. In evaluating any consequence for violating this decree, the Parties request that the Court consider whether the violation was self-reported.

## **2. Independent Consent Decree Monitor Role**

The Independent Consent Decree Monitor's primary responsibility shall be ensuring that the City complies with its obligations under this Consent Decree without creating excessive cost or inefficiencies. The Parties agree that the Consent Decree Monitor will have access to any documents or proceedings that it requests from the City. Any documents or other records received by the Consent Decree Monitor from the City will be subject to the confidentiality provisions of Section IX.A.6, above.

## **3. Attorney General Role**

The Consent Decree Monitor will primarily review and ensure compliance with this Decree. The Attorney General may consult the Consent Decree Monitor on any aspect of this Decree.

## **4. Court Role**

The parties agree and request that the Court be the decider of last resort on any disputed issues that may arise under this Consent Decree using the process set forth in the Dispute Resolution Procedures in Section XI below. The Court shall ensure that the Parties have tried to resolve any disputes that may arise under this Consent Decree first without Court action, and that this agreement, and conduct taken under this Consent Decree, comply with all state and federal law and the City of Aurora Charter.

## X. DURATION AND TERMINATION

### A. Term

Aurora will spend up to two years changing its operations and training to meet the requirements of this Decree and then three years confirming compliance through monitoring, measurement, and making additional adjustments. If Aurora implements the requirements earlier, the three-year compliance period starts running earlier and the Decree may last less than five years.

The Decree establishes three Training Completion milestones—when Aurora has trained substantially all of the relevant personnel on Addressing Bias in Policing, Use of Force, and Documentation of Stops. This Consent Decree will have a term of three years from the date the last Training Completion milestone is met. And as described below in Section X.B.1, Aurora may seek to terminate parts of this Consent Decree three years after it meets a particular milestone.

The parties recognize that this Decree requires significant and lasting reform at Aurora. Aurora has committed to that reform in this Decree through, among other things, changing important policies, developing new training materials, and training its personnel on these new policies. In addition, Aurora will operate in a much more transparent manner by changing core processes and sharing more information with the public. The parties expect that these changes will lead to improved outcomes in areas identified in the Report.

Before termination of any kind, Aurora must have substantially complied with the relevant requirements of this Consent Decree. In evaluating whether Aurora has “substantially complied” with this Decree, the parties intend that Aurora’s demonstrated commitment to continuous improvement throughout the term of this Decree be the primary focus and the standard used for evaluating Aurora’s “substantial compliance” with this Consent Decree. The parties recognize that later developments outside the control of Aurora, such as state or federal legislation, may require some flexibility in the evaluation of substantial compliance with this Consent Decree. And because this Consent Decree requires the development of some of the metrics used to evaluate Aurora’s performance, initial measurements may reflect improved information gathering rather than the progress of the organization. The Parties’ goal is substantial compliance with this Consent Decree.

## **B. Requirements for Termination**

### **1. Full Termination**

For termination of the entire Consent Decree, 90 days before the end of the term, the Consent Decree Monitor shall inform the Court and the Parties of its view of whether Aurora has substantially complied with the Consent Decree. If so, the Court shall terminate the Consent Decree at the end of the term. If the Consent Decree Monitor concludes that Aurora has not substantially complied with the

Consent Decree at the end of the term, a hearing shall promptly be held where the Monitor, Aurora, and the Attorney General shall appear and provide information for the Court to determine whether Aurora should be released from the Decree, either in whole or in part. Nothing in this section prohibits Aurora and the Attorney General from agreeing to make appropriate modifications to the Decree, including extending the full Decree, part of the Decree, or making other modifications to the Decree. Any objections that cannot be resolved will be resolved using the agreed dispute resolution procedure outlined below in Section XI.

## **2. Partial Early Termination by Subject**

As compliance with sections of the Consent Decree is considered complete by the City, the City may submit a request to the Consent Decree Monitor and the Attorney General to find a section of the Consent Decree “complete,” leading to the City no longer being subject to the requirements in the completed section. The City will not make any such request before three years from any Training Completion milestone. For those sections without a Training Completion milestone, the City will not make any such request before three years after completion of the last substantial step required by that section.

Within 15 days of the request, the Consent Decree Monitor will review the request, draft an executive summary of the Consent Decree Monitor’s position on the request, and submit it to the Parties. The Consent Decree Monitor may extend

this time to investigate the request and seek public input. Once the executive summary is sent to the parties, the parties have 15 days to communicate any objection to the decision of the Consent Decree Monitor on the request. If the decision of the Consent Decree Monitor is to approve the termination of a section of the Consent Decree, the City may then file a Notice to the Court of the Consent Decree Monitor's decision that the section(s) are complete and the City should no longer be subject to the requirements of the completed section of the Consent Decree.

## **XI. DISPUTE RESOLUTION PROCEDURE**

### **A. Objective**

The Parties expect and encourage the City and the Consent Decree Monitor to work together collaboratively to address the changes required in this Consent Decree. In the rare circumstances when the City and the Consent Decree Monitor cannot agree on a path forward consistent with the requirements of this Consent Decree, the following procedure is agreed upon by the Parties to resolve those disputes:

### **B. Resolution Process**

1. The City or the Consent Decree Monitor must communicate in writing to the other and the Attorney General's office that they believe that an impasse has been reached on an issue and state their final position on the issue. The written notice must provide the section of this Decree in dispute.
2. The other party must communicate their final position on the issue within 7 days.
3. Informal mediation is encouraged to settle any dispute that may arise under this section. The involved parties, the Monitor, and their legal counsel, if appropriate, must actively participate in good faith in the informal mediation process to resolve the dispute within 14 days.

4. If the dispute has not been resolved after the 14 days, the City must notify the Court within 3 days of the conclusion of the 14-day resolution period, and all parties and the Monitor may file submissions, in whatever form the Court may prefer, 14 days after notification setting forth their final positions and specifically identifying their proposed resolution of the issue.

5. The Parties all request that the Court select the most appropriate resolution from among the three proposed resolutions, rather than crafting a compromise position, so that the parties will be motivated to resolve these issues through negotiated resolution rather than judicial intervention. That said, even though the Parties prefer that the Court select one of the three proposed resolutions submitted, nothing in this Consent Decree removes the Court's judicial authority to make its own decision about a disputed issue.



## XII. DEADLINES

	Days from effective date of contract with Monitor
<i>Addressing Racial Bias in Policing</i>	
Bias Training Development Deadline	365
Bias Training Completion Deadline	730
<i>Use of Force</i>	
Force Review Board Process Improvement Deadline	120
Use of Force Metrics Deadline	150
Use of Force Policy Deadline	270
Use of Force Policy Adoption Deadline	300
Use of Force Training Development Deadline	365
Use of Force Training Completion Deadline	540
<i>Documentation of Stops</i>	
Documentation of Contacts Policy Adoption Deadline	90
Stops Policy Deadline	120
Stops Policy Training Deadline	180
Stops Training Completion Deadline	365
<i>Recruitment, Hiring, and Promotion</i>	
Civil Service Commission Outside Expert Retention Deadline	90
Recruitment Plan Deadline	455
Civil Service Commission Rules and Regulations Modification Deadline	455
<i>Accountability and Transparency</i>	
Initial Measurement Plan Deadline	365

**IT IS SO ORDERED.**

Date: \_\_\_\_\_

---

**DISTRICT JUDGE**  
Arapahoe County, Colorado