



IntegrAssure

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

Report of the Independent Consent Decree Monitor

Reporting Period 5

Covering February 16 - August 15, 2023

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INTRODUCTION

This is the fifth 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”).

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 fifth report of the Monitor, covering the fifth Reporting Period (“RP5”) from February 16, 2023, to August 15, 2023.

EXECUTIVE SUMMARY

The fifth reporting period of the Consent Decree ended on August 15, 2023. During this period, the City of Aurora and its constituent agencies have cooperated fully with the Monitor and have worked on, and in some cases have made significant strides toward, the implementation of the mandated reforms. The Monitor observed renewed focus and prioritization by APD to comply with the Consent Decree during this reporting period. There were significant accomplishments during this reporting period, including the publication of revised directives related to use of force and delivery of training on these policies.

This report details the City’s progress during the fifth reporting period and addresses some of the more timely events that occurred after the close of the fifth reporting period but prior to the publication of this report.

SUMMARY OF ASSESSMENTS OF MANDATES

During the fifth reporting period the Monitor examined 68 of 79 mandates included in the Consent Decree, finding 31 of the 68 mandates to be in substantial compliance. The mandates found to be in substantial compliance involved fifteen on Aurora Fire Rescue’s training, Use of

Chemical Sedatives, and recruitment plan. Six of the mandates found to be in substantial compliance involved the Civil Service Commission's submission of new policies for the Monitor's review and rule changes involving the hiring and disciplinary process. The remaining ten mandates found to be in substantial compliance involve APD's publication of the Use of Force policy and the delivery of its training as well as the completion of its recruitment plan.

Of the remaining 37 mandates examined, 17 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 17 mandates on the cautionary track, 11 were related to the missed deadlines for Use of Force metrics and Bias Training. As detailed below, the Monitor believes that APD has made substantial progress in these areas and that the mandates will be fulfilled in a reasonable amount of time. However, 6 mandates are on the cautionary track due to ongoing concerns the Monitor has about APD's data capabilities, as detailed more in the focus issue below. The remaining 20 mandates were found to be in various stages of movement toward substantial compliance in line with the Monitor's expectations.

[The Report Continues on the Next Page]

The summary breakdown of compliance shown by the number of mandates in each of the areas of the Consent Decree according to their status is found in the chart that follows:

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)			2	1				1	1					0
Policies and Training Generally (AFR)			2		2									1
Policies and Training Generally (CSC)					2									0
Addressing Racial Bias in Policing		1					2	1	4					1
Use of Force			2	5	6			4						0
Documentation of Stops								2						0
Use of Ketamine and Other Chemical Sedatives					9									0
Recruitment, Hiring and Promotion (APD)				1	4									0
Recruitment, Hiring and Promotion (AFR)				1	4									0
Recruitment, Hiring and Promotion (CSC)				5	4									0
Accountability and Transparency						2								0

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 66 mandates, we have included nine focus issues for this Reporting Period.

FOCUS ISSUES

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

1. USE OF FORCE POLICY AND TRAINING

During this reporting period, APD completed development and published a chapter of policies devoted to use of force. As discussed in the last report, APD took it upon themselves to design a more cohesive chapter of related use of force policies. It provides officers with a more comprehensive guide on handling challenging situations. It entails ways that reduce the need to use force, when possible, and seeks to ensure that when force is used, it is in compliance with state and federal law. The chapter, at the same time, seeks to foster officer and community safety and build trust with the community, while promoting accountability, and building a culture of continuous improvement.

The chapter consists of the following policies:

Directive Manual 5.01- Use of Force

Directive Manual 5.02- Use of Force Model

Directive Manual 5.03- Less-Lethal Devices, Techniques, and Weapons

Directive Manual 5.04 – Authorized Firearms Weapons and Ammunition

Directive Manual 5.05- Reporting Use of Force

Directive Manual 5.06- Use of Force Investigations

Directive Manual 5.07- Investigating Uses of Lethal Force

Directive Manual 5.08- Use of Force Adjudication

Directive Manual 5.09- Reporting and Investigating Unintentional Discharges

The process undertaken by APD for completing this comprehensive re-write of the chapter of policies was multifaceted. First, APD conducted an in-depth examination of existing use-of-force policies and procedures in conjunction with the Crime and Justice Institute (CJI). CJI was engaged to assist with this analysis even before the Consent Decree was finalized. Once the Consent Decree was formalized, members of the Monitor Team joined the effort, and participated in the overhaul of the relevant policies. The effort was intensive. It followed the newly adopted governance of policy development¹ and examined national best practices for each of the policies.

¹ The governance of policy development was codified in Directive Manual Section 2.09.

There were weekly meetings with subject matter experts and the members of the Policy Committee. These meetings included representatives from APD Legal and the Chief's Office among others and involved discussing, redrafting, and finalizing each of chapter's sections, based on the collaborative feedback from the committee members, the Monitor Team, and Subject Matter Experts.

The group worked to ensure that the language and directions provided to the officers under the new policy were clear and provided appropriate guidance on how to approach use of force incidents. To assist in doing so, APD developed a Use of Force model based on the best practice recognition that the decision to use force requires continual assessment, with the goal of resolving each encounter with the minimal amount of force necessary. The model provides the officers with guidance on the degree of force that is objectively reasonable to overcome a given level of resistance or threat encountered; in situations that are often, tense, uncertain, and rapidly evolving.

Additionally, Section 5.08 of the Directive Manual (Use of Force Adjudications) made some significant changes to the Force Review Board. This directive provides a comprehensive guide on how uses of force should be adjudicated, which factors should be considered during the adjudication, and how officers should be held accountable if the use of force was out of policy. More importantly, the directive instructs officers on how to identify areas where the incident could have been handled differently to potentially achieve better outcomes even when the use of force itself was not out of policy. This critical self-assessment is designed to embed the philosophy of continuous improvement in minimizing use of force among officers.

Finally, the chapter reflects APD's commitment to emphasize de-escalation and offers far more comprehensive guidance on every step of a use of force incident. This includes sections on assessment of situations which may necessitate the use of force, the reporting of a use of force, and supervisors' responsibilities in evaluating uses of force. The policy further clearly delineates how uses of force will be adjudicated.

While the full chapter appears in Appendix B, it is important to note the chapter is built on a foundation "that sworn members use force in a way that reflects recognition and awareness of the sanctity of human life while serving the public with professionalism, respect, and courtesy. Appropriate and unbiased use of physical force is essential in building public trust and, therefore, should only be used when other means would be ineffective or are not practical under the circumstances. Sworn members shall employ the minimal amount of force required to overcome the level of resistance or threat encountered and control the situation."

The policies stress the need for de-escalation tactics and techniques, including tactical disengagement when appropriate; bans chokeholds; stresses the requirement for fair and

unbiased policing; and mandates the consideration of a subject’s mental capacity when making critical decisions relative to the use of force.

In addition to the publication of the new policies, APD developed and fully deployed training based on the chapter, to members of the department. The training was completed by 654 officers, representing 100% of the department with the exception of those officers on extended leave. As was done in the previous reporting period with the Constitutional Policing and Biased Policing policies, before formal publication of the policies, APD provided the training to familiarize its members of the new policy and to solicit feedback on areas of the policy that might not be clear. This provided the opportunity to tweak and clarify any areas of the policy as needed before publication. The policy was formally published on August 18, 2023 and it’s attached as Appendix B.

This is a significant achievement by APD and a milestone in achieving compliance with the goals of the Consent Decree. While the policy development itself took longer than anticipated², the time taken was a worthwhile, given the ultimate product which the Monitor believes are best-in-class. Taken together with the training on the new policies and the ICAT (“Integrating Communications, Assessment, and Tactics”) training program,³ which provides first responding police officers with the tools, skills, and options they need to successfully and safely defuse a range of critical incidents. In sum, APD officers are now trained in policies which stress the minimization of use of force whenever possible.

APD’s commitment to the new policy and its desire to build on that foundation, is reflected in its plan to offer scenario-based training during the fall of 2023. In developing the scenarios to be utilized, APD commendably solicited input from the members of the Community Advisory Council. This undertaking reflects APD’s commitment to increasing trust between the

² The use of force policy revision deadline was December 15, 2022. As detailed in our last report, the Department did not meet this deadline due primarily to the department’s desire to completely revise the use of force chapter. From the Monitor’s perspective, given the training on the policies was completed on schedule, the delay in the revision of the policies is an acceptable delay given the complexity of the undertaking and the short-staffing that APD was experiencing. It should be noted that significant additional resources were added to the team to accomplish the completion of the revisions of policies and the development and delivery of training.

³ ICAT is designed especially for situations involving persons who are unarmed or are armed with weapons other than firearms, and who may be experiencing a mental health or other crisis. The training program is anchored by the Critical Decision-Making Model that helps officers assess situations, make safe and effective decisions, and document and learn from their actions. ICAT incorporates different skill sets into a unified training approach that emphasizes scenario-based exercises, as well as lecture and case study opportunities. APD completed training on ICAT for all its active members on March 3, 2023.

Department and the community and will lead to the development of scenarios of significant concern to community members.

In a similar vein, APD offered a full-day training opportunity to the members of the Community Advisory Council (“CAC”) during this reporting period to provide them with an overview of how the department trains officers on use of force. During this training, Advisory Council members experienced the department’s Use of Force simulator, offering them a glimpse into the kind of split-second decision-making officers are faced with daily. Chief Acevedo has also extended an invitation for CAC members to observe Force Review Board meetings, to increase transparency and improve CAC members’ understanding of how uses of force are adjudicated within APD.

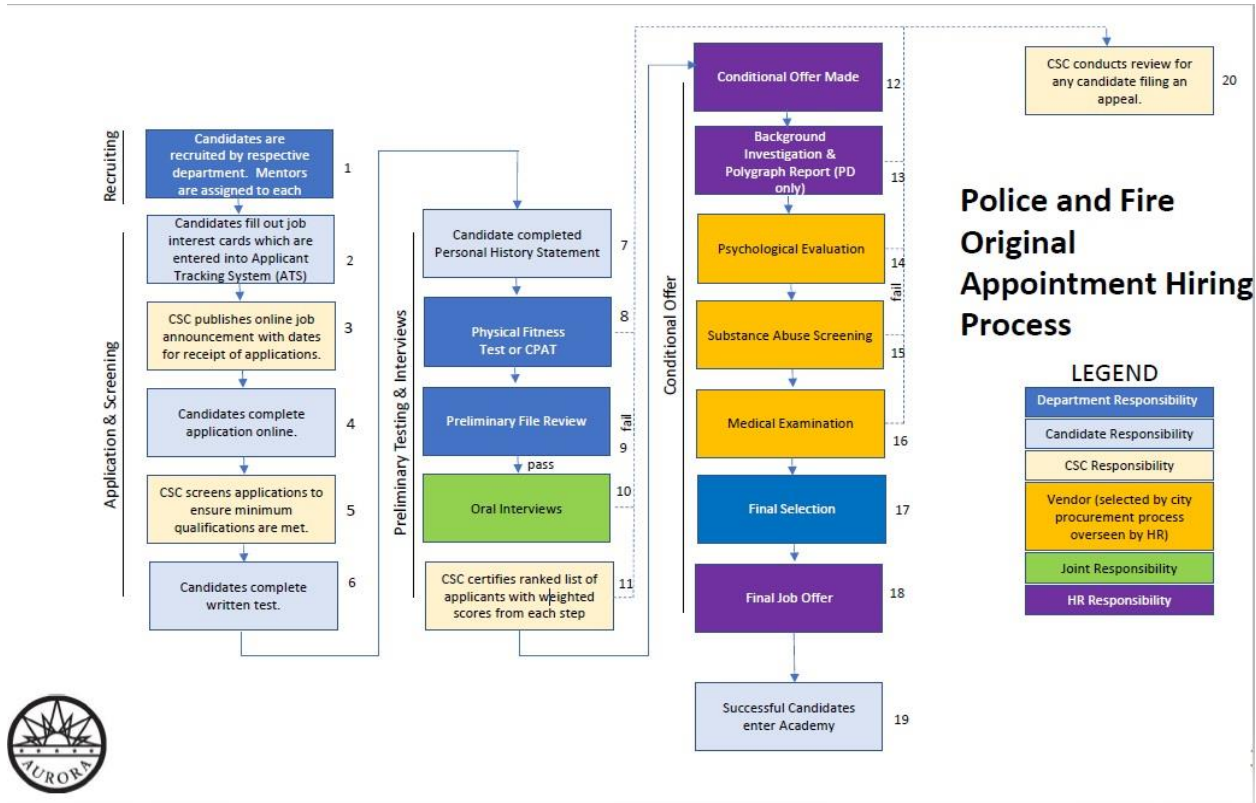
The Monitor continues to encourage this kind of collaboration and open dialogue between APD and the community, especially around use of force, to foster a mutual appreciation of issues of concern.

While the adoption of best-practice policies and the development and delivery of training are indeed milestones, the proof must be in the pudding. The Monitor will assess APD’s operational compliance with these new policies and training in the upcoming reporting periods.

2. RECRUITMENT AND HIRING PROCESS UPDATE

Since the publication of the Monitor’s report on the entry-level hiring process in RP3, there were significant discussions with the Civil Service Commission (“CSC”) on how to modify the entry-level hiring process. While there had been some uncertainties about CSC’s willingness to fully comply with the mandates of the Consent Decree, productive and substantive negotiations between the City, APD, AFR, and CSC resulted in an entry-level hiring process that adopted the principles and goals of the recommendations made by the Monitor and, most importantly, that complied with the mandates of the Consent Decree.

The newly agreed upon entry-level hiring process is as below:



This new hiring process allows APD and AFR to play a significantly more active role in the entry-level hiring process, as required by the Consent Decree. Specifically, the preliminary file review is conducted by the relevant agency, which now also conducts the oral interviews of candidates. CSC Commissioners have the option to join the interview panel and partake in the interview process. These are both significant departures from past practices where neither APD nor AFR played a major role in those critical tasks.

Moreover, the hiring process has been reworked so that APD and AFR now receive coordination support and assistance from the City Human Resources Department (“HR”). HR has assumed the background investigation role from CSC and coordinates every step of the hiring process, assisting APD and AFR throughout.

HR has hired a Public Safety Support Manager to lead its efforts in support of the departments. The Public Safety Support Manager oversees the compilation of files and the scores from each step of the hiring process, organizes the necessary panels to conduct the file reviews and oral interviews, and ultimately, compiles final scores for offers of employment.

Most importantly, through this new process, APD and AFR can have the final approval of those candidates who will become members of the respective department.

This new entry-level hiring process was formally adopted by CSC through an amendment to its Rules and Regulations on April 28, 2023. With these changes, CSC requested that HR and APD take over the hiring for the September 2023 class, which was already underway. The City, HR and APD worked diligently with CSC on this transition.

While there were challenges in the transition, with the assistance of the newly hired Public Safety Support Manager, a class of 31 recruits entered the academy on September 11, 2023, which is a monumental shift in class size for the academy.⁴ The Monitor will be conducting a deep-dive assessment to fully understand the contributing factors to the success, and how to best ensure the success is replicated for each incoming class.

The process was not flawless, however. One issue identified related to the “whole person” review method in the hiring process. This method is designed to consider a successful applicant’s full background before an employment eligibility decision is made. Many automatic disqualifiers have been eliminated by the CSC, and hiring officials are meant to review each applicant individually, considering all elements of an applicant’s background before making a final decision on eligibility.

The “whole person” approach recognizes that no two candidates are the same, and what may be an issue for one applicant may not, because of additional history, be an issue for another applicant.

With respect to the current APD class, there was some confusion as to how to apply the whole person approach relative to candidates with certain background findings which were not automatic disqualifiers under CSC rules, but were treated as such at the HR level.⁵ There were extensive discussions with the Public Safety Support Manager and the Executive Director of the CSC, relative to the need to examine such potential background findings and, to the extent that they are determined to be justified automatic disqualifiers to include them in the CSC disqualification list. Given the adoption of the whole person approach, outright disqualifications should be known to all potential applicants prior to undertaking the application process with those who are not automatically disqualified being fairly evaluated under the whole person approach. The Monitor Team will continue to work with HR, APD, and AFR in refining the automatic disqualifiers and ensuring that the whole person approach is utilized for those not automatically disqualified.

⁴ The class size for the June 2023 for APD was, for example, nine candidates. Similarly small classes have been the rule since 2020.

⁵ One example of this was the disqualification of candidates who had any DUI conviction within the last three years. The proffered reason for the approach was that the City could not insure such individuals. Of course, if it is impossible to insure such individuals, then such DUI conviction should be an automatic disqualifier at the beginning of the process with this fact known to all potential candidates.

During the current reporting period, APD and AFR also finalized their recruitment plans, meeting the mandated Consent Decree deadline. Both recruitment plans prioritize recruiting a qualified and diverse workforce. Before the Monitor's final approval, both agencies presented their plan to the Community Advisory Council and received insightful feedback on how to better communicate their goals and strategies to the community. Both agencies incorporated this feedback in the final plan that was approved by the Monitor.

The final plan also followed recommendations from the Monitor Team relative to a finding that a majority of the applicants leave the hiring process due to lack of engagement and follow up from the City. To address this, both agencies have planned for the mentoring of applicants and an increase in touchpoints to encourage applicants to continue with the hiring process. These additional touchpoints will allow the agencies to learn more about the applicant and at the same time further inform them of the positive aspects of working for APD and AFR.

Both agencies have additionally committed to providing pre-hire educational seminars to prospective applicants to prepare them for the pre-employment process and to provide them with necessary tools and information to successfully navigate the hiring process. In furtherance of its plan, on March 16th APD hosted the first informational and physical fitness seminar, providing approximately 80 men and women with the opportunity to learn more about the department and its hiring process.

Both agencies have also continued improving accessibility to information about the hiring process and the benefits of working for APD and AFR. As identified in the Monitor's Hiring Report, this information had been disjointed and frequently outdated or erroneous. AFR now provides all mandated information under the Consent Decree, including information relating to career opportunities, compensation, hiring, the testing process, deadlines and other requirements of each position. Additional information is also provided, such as AFR's collective bargaining agreement, pay scale, and retirement plan, as well as information about the Candidate Physical Abilities Test (CPAT), a mandatory physical test for firefighters. All this information can be found here:

<https://www.auroragov.org/cms/One.aspx?portalId=16242704&pageId=16411094>.

For its part, APD has been working with a national recruiting firm and created a website dedicated to its recruitment efforts. The site provides all the mandated information under the Consent Decree as well as information about working and living in Aurora. The site can be found here: <https://joinaurorapd.com>

The recruiting plans for each agency can be found in Appendix C for APD and Appendix D for AFR.

The Monitor will continue to assess the implementation of these recruitment and hiring efforts in coming reporting periods, and will, as noted above, will provide a detailed analysis of the recruitment, and hiring of the September 2023 APD academy class.

3. SPECIAL ASSIGNMENT REPORT (APD)

On August 15, 2023, the Monitor published a report on selection for Special Assignments, in order to provide technical assistance to the City and help it achieve the goals of the Decree. As such, the findings and recommendations in this report were not binding on the City or the Aurora Police Department (“APD”).

The Monitor reviewed the relevant policies for selection to special assignments and past selection applications for Direct Action Response Team (“DART”) and Gang Intervention Unit (“GIU”). We spoke with stakeholders, including those overseeing the special assignment selection process for DART and GIU, various rank and file members of APD, the collective bargaining organization for APD, representatives from the City, including from both the Office of the City Manager and the Office of the City Attorney, and members of the Monitor’s Citizen Advisory Committee. After those conversations, and after independently considering the question of how, if at all, the special assignment selection process should change, we shared our draft recommendations with the City and APD that certain changes be made to the process, to best ensure fairness and equal opportunity to all potential candidates for special assignments.

These recommendations included:

- Providing individualized feedback to rejected applicants so they can improve their future chances for selection into a special unit
- Updating APD’s policies on selection for special assignments to ensure the selection process is transparent, legitimate, and fair
- Publishing the results of selections openly within the department and providing briefings on how final selections were made, and
- Developing a rubric for evaluating applicants according to a predetermined standard.

During this review process, we worked closely with APD on a revision of its policy pursuant to the recommendations contained herein. The revised policy was published will be polished in RP 6. The full report is attached as Appendix E.

4. PROMOTIONAL PROCESS REPORT

On June 22, 2023, the Monitor published a report on the Promotional Process. The report was completed pursuant to the Monitor’s designation by the Civil Service Commission as its expert,

engaged to provide technical assistance under the provision of the Consent Decree. As such, the findings and recommendations in this report are not binding on the City or the Civil Service Commission.⁶ This report covered the role of the Civil Service Commission in the promotional process for both APD and AFR.

The Consent Decree mandates that the Civil Service Commission work with the Monitor and the CSC's designated expert to make changes, if any are needed, to the promotional process.⁷ The Report constitutes a major part of the efforts of the City and the Commission to meet its obligation under VII C 2 of the Consent Decree to work with the Monitor and the expert to make any such changes.

The Monitor reviewed the relevant provisions of the Consent Decree and the City Charter⁸. The Monitor spoke extensively with stakeholders including those representing APD and AFR, the collective bargaining organizations for each Department, the Commission through its Administrator and staff, the City including both the Office of the City Manager and the Office of the City Attorney, as well as the Monitor's Citizen Advisory Committee.

⁶ The relevant portion of the *Section IX 8 2* of the Consent Decree reads as follows: 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. Pursuant to this provision and in fulfillment of its obligation under Section VII C 4 to engage an expert to assist the Commission in meeting the requirements of the Decree, the Commission engaged IntegrAssure and its team member, Cassi Chandler, to provide advice relative to its obligations.

⁷ *Section VII C 2* of the Consent Decree reads as follows: 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.

⁸ The relevant portion of the Aurora City Charter reads as follows:

(3) *Duties, powers.* The Civil Service Commission shall be responsible for examination and certification of all applicants to positions in the Civil Service. They shall determine qualifications for and, examine for promotion within the Civil Service. Promotions in the Civil Service shall be from within the respective Departments and those eligible for taking a promotional examination must be members of the Civil Service of the rank or grade immediately below the rank or grade for which they are being examined, except that (1) Police Officers 1st Grade, with the proper length of service in grade, shall be eligible to take the examination for Sergeant; (2) Firefighters 1st Grade, with the proper length of service in grade, shall be eligible to take the examination for Technician, Engineer or Lieutenant; (3) members of the Departments, with the proper length of service, shall be eligible to take the examination for a rank of equal status but different title. No member may take an examination for a position he officially holds. If it is determined by the Civil Service Commission that there are no qualified members within the Civil Service to take such promotional examinations, the Civil Service Commission may undertake either open recruitment or designate additional ranks or grades which may be eligible for that particular examination only. All examinations for promotion shall be competitive among such members of each Department as are qualified and desire to submit themselves to examination. The Commission shall submit to the appointing authority the list with the names of all members who have satisfactorily passed the entire examination, in the order in which their grades placed them, and the appointing authority, after having received a list duly certified, shall make promotions therefrom in the order in which they appear. The method of examining, the rules governing the same, and the method of certifying may be the same, as near as possible, as provided for applicants for original appointments.

The Report contained our recommendations to the Commission and the City that certain changes be made to best ensure fairness and equal opportunity for promotion to all potential candidates. These recommendations include the following:

- CSC should closely examine the data after each promotional cycle to analyze why eligible female and minority candidates are not applying for promotion, and to identify if there are any potentially disparate impacts in any of the testing areas.
- APD should ensure equal opportunities for all limited-opportunity assignments and training, with transparent selection methodologies, since the current system of awarding bonus points for such assignments and trainings may unfairly hinder the prospects for promotion to captain for some officers.
- CSC, AFR, APD, and the City should strongly consider devising a method by which prior disciplinary history, as a whole, should be considered in the decision on whether a particular candidate is currently well-suited for promotion.
- CSC, AFR, and the City should examine the allocation of points within the 100-point scale currently used to evaluate promotional candidates, with a focus on whether there are aspects of the promotional process that are disparate in their impact to women and minorities.
- CSC's Rules and Regulations should be modified to reflect the roles APD and AFR have in defining the promotional eligibility requirements for every promotional rank.
- APD, AFR, CSC, and the City should strongly consider requiring a longer period of ineligibility for promotion of officers with an 80-hour or greater suspension or a prior demotion.
- The City, CSC, APD, and AFR should closely scrutinize which aspects of supervision require rote memorization in order to successfully perform the duties of a particular promotional rank, and consider whether allowing for a portion of the exam to be "open-book" may remove barriers for some potential candidates and encourage those who may have been discouraged from applying.

The full report is attached as Appendix F.

5. NPI REPORT

In our RP4 report, we included a section previewing an upcoming report from the research team at the National Police Institute ("NPI"), which will be a baseline study examining historical data and the issue of racial disparities in APD enforcement actions. The NPI study will be focusing on the use of force and arrest data from 2017-22 and is meant to allow future years to be compared against the established baseline. While we expected the NPI Report to be published as an appendix to this RP5 Report, the publication of the NPI study has been unexpectedly delayed due to quality control concerns surrounding the data, its analysis and full

review by all stakeholders. All of those issues are close to being resolved and we expect that we will be publishing that study, as a Special Report, within the next 60 days.

6. MANAGING BIAS TRAINING

The Bias Training Completion Deadline in the Consent Decree was February 15, 2023. APD, as noted in the last report, intended to identify an appropriate vendor to provide this training in RP5. However, the planned vendor unexpectedly cancelled a training session that was initially scheduled in March and could not be rescheduled until July 21, 2023. The training, which was titled “Managing Bias Training for Law Enforcement,” is a training course designed for law enforcement, provided by CNA’s Center for Justice Research and Innovation, and funded by the Office of Community Oriented Policing Services (COPS Office) of the U.S. Department of Justice. The training course was designed to reduce the influence of bias in officers’ interactions and decision-making, contribute to improved police-community relations, and increase officer safety. It aims to teach law enforcement professionals to understand key concepts regarding bias, including implicit bias, and to recognize the relevance of bias to contemporary policing practices. It is designed for participants to learn and practice crucial skills and strategies for minimizing bias and addressing its challenges on the job.

This training was offered to APD in a pilot stage to solicit feedback from APD on what worked and areas for improvement before the finalization of the training curriculum and its roll-out to other law enforcement agencies across the country. Chief Acevedo invited his command staff and select other individuals to attend the pilot training on July 21, 2023, to get their feedback and thoughts on whether this course, as delivered, would be appropriate for the entire department. In a laudable example of fostering transparency and community engagement, two members of CAC were invited to observe, participate, and provide feedback on the training. The training was generally thought by all, including the Monitor Team, not to entirely meet the needs of APD.

In a subsequent meeting in which the Monitor participated, it was decided that APD would provide feedback to the vendor to improve the course offering, incorporating the feedback from its membership, the Monitoring team, and CAC members. The consensus across all the observers was that the training was not Aurora-centric nor effective at empowering officers with proper tools to combat bias. All the observers wanted a training that was more scenario-based than the training they observed. APD convened a working group with diverse members of APD to refine the feedback to the vendor as well as the subject matter expert from the Monitoring Team and the City’s Diversity, Equity, and Inclusion Coordinator. From discussions with the working group, APD determined that while it would continue to pursue improving the vendor’s course, that it would also develop its own training, in a way that more fulsomely addresses issues of bias-based policing, with emphasis on enhanced relevance to policing in Aurora. The Monitor agreed that having such a program developed in-house by APD would be a worthwhile undertaking. If done

correctly, it would have greater impact and wider acceptance than the training attended and reviewed on July 21. The working group has been working expeditiously and have already provided comprehensive feedback to the vendor and is awaiting the vendor's response and on a parallel track, has continued to develop its own internal training. APD is planning on incorporating community members' and other stakeholders' thoughts and feedback as they refine the curriculum. The Monitor will be working closely with the Department on this effort and will ensure that the training not only meets the requirements of the Consent Decree but is also the best possible training in this area for APD.

7. FORCE REVIEW BOARD (FRB)

The Monitor has emphasized the significance of the Force Review Board since the very first report. During this reporting period, the Monitor found that APD is engaged in an ongoing process of improving the Force Review Board to further emphasize a culture of continuous improvement that prioritizes de-escalation, when possible, in accordance with Colorado law. During this reporting period, FRB has been significantly more critical in its discussions regarding the use of force and has also broadened its discussion to provide a 360° assessment of performance in any given incident.

Moreover, FRB has taken a significant step forward by incorporating the question 'What could have been done differently to have potentially achieved a better outcome?' in the review protocol for each use of force reviewed. In the realm of after-action review, that question stands as a beacon of continuous improvement and forward-thinking. The inquiry not only fosters a culture of reflection and accountability but also serves as a catalyst for innovative solutions. By posing such a question, organizations encourage introspection and a proactive approach to continuous improvement. This ensures new lessons are not just passively noted but rather, actively integrated into future strategies. Emphasizing this line of thought transcends mere fault-finding and instead positions teams to be dynamic, resilient, and ever-evolving in their pursuit of excellence.

Despite these significant achievements, there was an issue identified during this reporting period of insufficient documentation of deliberations and action items from the Force Review Board. This issue made it difficult to confirm that remediations specific to each use of force reviewed were completed. The Monitor and APD are working on ensuring all action items, including remedial measures, from the Force Review Board's reviews are fully documented and implemented for past cases. This is a significant gap in the process that must be filled. While APD is awaiting for the new database that will collect all of this information, the sergeant in charge of Force Investigations Unit ("FIU"), a unit that presents all cases to FRB, is ensuring that all of the remedial measures are documented and systematically followed by designated personnel in APD

to ensure each specified remedial measure is implemented in a timely way and documented in their existing system.

Additionally, APD currently does not utilize historical officer-specific use of force data in the current FIU presentation to FRB. This omission is being addressed by APD and the Monitor and will be reported in our next report. The Monitor understands the prior use of force history of an officer should not normally enter into the adjudication of whether a particular use of force is within of policy. Nonetheless, such information is always important for the determination of appropriate remediation. APD incorporated this protocol into Directive 5.08 and the Monitor applauds this step.

Despite these positive developments, continued delays in implementing the new use of force data system have delayed further progress and impacted APD's ability to analyze its data and help remediate any deficiencies in officer performance. APD currently cannot automatically retrieve an officer's use of force history from its system. Additionally, APD cannot reliably identify the exact number of use of force allegations that were sustained against an officer, due to lack of mandatory reporting fields in AIM. APD's own audit of its historical internal investigations and citizen complaints investigations, found that it was unable to identify outcomes due to incomplete data submitted to the AIM system.

These issues greatly underline the Monitor's ongoing concerns regarding delays in the implementation of a new system for capturing and analyzing use of force data reliably and accurately. While these delays are clearly attributable to APD's vendor for this project, the Monitor reiterates the importance of significant forward motion in this area in the next reporting period. Simply put, the deficiencies in APD's current data system need to be fixed immediately for APD to become a data-driven agency. APD continues to be unable to perform basic data analysis more than one year beyond the July 15, 2022, deadline for Use of Force Metrics. The Monitor will be working with the Department in developing stopgap measures to put into place until the data systems which have been contracted for are fully implemented.

8. DATA CONCERNS

The Monitor's concerns with data go beyond those just pertaining to Use of Force. Since his first report, the Monitor has highlighted his concerns about the lack of progress in implementing updated data systems to aid APD in becoming a data-driven agency. There are many concerns with APD's antiquated data collection systems. The concerns expressed in this focus issue impact APD's ability to be in substantial compliance with the Consent Decree. Specifically, addressing these concerns is pivotal in achieving substantial compliance with mandates 6, 7, 16, 19, 27,33, 39, 67, and 68.

Last year, APD was able to roll-out the Contact Data Collection (CDC) form, which includes fields that will be used in the aggregate in assessing areas relating to Constitutional policing. The data collection will be foundational to an analysis of how officers are interacting with the community. While the mechanism to complete the form and the results of each stop stored were provided by the vendor, the ability to access individual forms or aggregate data was not. While APD is working on addressing this significant omission with its software vendor, the department must in the meantime formulate an internal audit plan to ensure compliance with the data collection policy through supervisory review of the data. Supervisory oversight must ultimately be achieved through access to CDC (Contact Data Collection) forms submitted by the officers they supervise. Once supervisors have access to these forms, they will be able to review the contact forms associated with contacts in BWC videos that also require review. Ultimately, the goal must be to have a linkage of the CDC form through the RMS system so when a supervisor approves a general offense report. They can also view the CDC form to ensure it is complete and it comports with the information in the report. Ideally, the CAD system would similarly prevent the clearing of a call unless the required CDC form was completed.

While the Monitor understands that APD has been working with its vendor to obtain the ability to review aggregate data and individual forms, the effort has not yielded results. This capability needs to be prioritized by the vendor and needs to be completed as soon as possible. To the extent that the current vendor cannot produce what it has promised, serious thought must be given to seeking out a new vendor.

During this reporting period, there were also significant vendor delays with rolling out the new use of force form, which would allow APD to start collecting use of force data that could be fully analyzed. As discussed in detail above relative to FRB, APD continues to lack an automated and reliable way to identify issues related to use of force through data analysis. While this is primarily due to delays with the vendor, the Monitor has identified and continues to identify this as a priority area for APD and the City to accomplish in the next reporting period. In the meantime, the Monitor will, as noted above, be working on stop-gap measures to ensure the ability to review and assess data since the inception of the monitorship. While APD plans to implement a new use of force form in October of 2023, the Monitor cautions that the form and the system need to address the deficiencies noted with the prior limitations observed with CDC data.⁹ Since the conclusion of RP5, the project manager at APD has streamlined the communication channels to increase efficiencies with clearly set goals and timelines.

⁹ The vendor for the Use of Force system is the same vendor that was engaged for the Contact Data Collection.

APD currently uses the same system for use of force incidents, internal investigations, and citizen complaints investigations. As noted above, at this time APD lacks the ability to easily identify the outcome of such investigations. The system lacks mandatory reporting fields and many investigations do not indicate a specified outcome. Because of this, it is also challenging for APD to determine the outcome of an investigation into an allegation of excessive use of force without manually reviewing each incident. To complicate the matter further, since its implementation in 2012, the system has undergone numerous iterations in how use of force and complaints were tracked, including modifications to the incidents in the system. Unfortunately, these modifications were not documented with recorded dates and changes made, to assist with how, if any, these changes affected recordkeeping and categorization. These historical and present deficiencies are extremely concerning, notwithstanding the prospective introduction of a new system which is not expected to be able to deal adequately with historical data. APD is not able to rely on its current system to identify officers with sustained use of force policy violations or to automatically analyze use of force incidents. This seriously limits APD's ability to discern potential risks and remediate them in a timely and appropriate manner.

The City has relied on one vendor to address multiple issues, including those relating to contact data, use of force, personnel and internal investigations, citizen complaints, and early intervention. The laudable goal was for these systems to be capable of communicating with one another and to improve the City's ability to analyze the data. It is clear, however, that the City overestimated the ability of the vendor to address the shortcomings of its current 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 to update its IT infrastructure. Throughout this time, the Monitor has met with numerous members of APD, and they have universally lamented the historic lack of investment in these infrastructures. They have also shared their excitement about the level of investment the City is currently making to upgrade its systems. That excitement, however, has been tempered by multiple push backs of delivery dates during the monitorship.

As systems are set to be transitioned to APD's new operating software, 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 on issues, patterns, and trends as required by the Decree. Most importantly, it is critical that the City and APD make their best efforts to push the vendor to meet its obligations, to ensure that these migrations progress expeditiously. Each delay has repercussions beyond just the one system. Because of delays in implementing the use of force database, there has also been no apparent progress with the department's Early Intervention System which is supposed to help APD more easily identify trends and patterns in the conduct of APD officers, including lawsuits, complaints, misconduct, and uses of force. Both systems were expected to have progressed more significantly during this reporting period, however, this

progress has begun to materialize after RP5 concluded. As of September 27th, extraction, validation, and mapping of Arrest, Use of Force, and Organization Data is 98% complete and modeling into the analytics tool has begun. Formal presentation of the First Sign Tool was made to command staff at the end of September. Anticipated rollout will be before end of in RP6.

On the positive side, during this reporting period, APD and the City prioritized the development of a plan for a public Transparency Portal. The vendor selected in the last reporting period, is now fully on-board and a target completion date for their work has been set for December 2023. The portal's preliminary design includes public dashboards on department demographics, crime data and mapping, response outcomes—including arrests, contacts, offense reports, summonses, and uses of force—Consent Decree progress, and disciplinary matters.

The vendor, as anticipated, has faced challenges in working with APD's historical data, given its well-documented shortcomings. Despite these challenges, there is no current indication that the targeted deadline will be delayed. The Monitor believes that the plan, if properly implemented, will meet the requirements of the Decree. As noted above, given the significant issues with the existing data and its systems, the Monitor has concerns about data accessibility and the vendor's ability to meet the stated deadline to complete its work. We will be closely tracking progress on this mandate, to ensure all components progress on the designated timeline.

Encouraging to the Monitor, to help address these issues and others, the City hired a project manager to oversee all the APD's Consent Decree reform efforts. The newly hired project manager has been effective in organizing APD's Consent Decree-related projects and tasks. The project manager has now been assigned to assist APD personnel who have been working on data systems to better identify and troubleshoot barrier points. The Monitor has been working closely with the project manager and looks forward to reporting on more significant progress in the next reporting period. In addition to the Project Manager, a data scientist was also hired at the end of August to assist the project manager and APD in better understanding its existing legacy systems and how best to migrate historical data into its new systems. With this data scientist's assistance, APD's data transition should progress more expeditiously.

Lastly, during this reporting period, APD implemented two promising software programs: Truleo and Forcemetrics. Truleo aims to improve community trust in the police through body camera analytics. It works by processing all the department's body camera video footage to identify certain incidents like uses of force, pursuits, and frisks, and screening them for both professional and unprofessional officer language. This screening enables supervisors to provide remediation or recognition for incidents flagged by the software. The software was implemented in April of 2023 and there is an ongoing six-month study by independent researchers to evaluate Truleo's efficacy.

Forcemetrics is a system that allows for quick and easy searches for data, across multiple APD systems. The Monitor believes both systems have potential to help APD better utilize their data and address some of its existing data deficiencies. The Monitor will help these vendors work in concert with one another, to best meet the challenges that APD faces.

In sum, while there have been some areas of progress in dealing with Department data in this reporting period, the Monitor is still uncertain as to when the implementation of new systems will be completed and whether, when implemented, they will provide APD with the ability to analyze its data in the way envisioned and required under the Consent Decree. We will continue to work with the City to assist in this effort in every way possible.

9. OFFICER INVOLVED SHOOTINGS

On June 1, 2023, 14-year-old Jor'Dell Richardson was shot and killed by an APD officer. The incident was a tragedy, and appropriately, a cause of great concern in the City. As the Consent Decree Monitor, our primary responsibility in such cases is to ensure that the department's policies and training relative to use of force are being followed and that the systems of accountability are operating properly. In this officer involved shooting we have specifically been asked by the City to review and assess the administrative investigation into the incident to ensure that it was conducted thoroughly and fairly. In doing so, it is crucial to ensure that all evidence was considered in the administrative investigation and that the department appropriately determined whether the actions of the police officers were in accordance with state laws and the policies of the Aurora Police Department. Moreover, in line with the Consent Decree's fundamental principle of continuous improvement within the Department, it is imperative to ensure that the APD learn as much as possible from this incident. The department must always ask itself: "what could have been done differently to have potentially achieved a better outcome?"

Transparency is another vital aspect of the Consent Decree. Following an officer-involved shooting, the Department has a responsibility to provide information to both the family of the person involved and the public. The Department must strive for maximum possible transparency in such cases, making it an operational imperative. While it is clear that information provided early on in an investigation in the spirit of transparency may, in some respects, be erroneous due to the on-going nature of the investigation, the department must strive to be as accurate as possible in providing information to the public. In addition, it is of the utmost importance that information provided does not in any way taint the investigative process.

There are two investigations that typically take place in officer involved shootings relative to the conduct of the involved officers. The first is a criminal investigation of the involved officers' actions conducted under the auspices of the District Attorney from the Judicial District in which

the shooting occurred, which is required by law. Under Colorado law, APD does not participate in that investigation. The District Attorney makes a determination whether any actions on the part of involved officers was criminal in nature. This investigation is reviewed, but not assessed, by the Consent Decree Monitor. This is because the Monitor's jurisdiction does not extend over the District Attorney.

In addition to the criminal investigation relative to the involved officers, there is an administrative investigation conducted by APD to determine whether the actions of the involved officers comport with APD policy. In any given incident, it is possible that there may be policy violations, notwithstanding the lack of criminal conduct on the part of any officer. This administrative investigation is that which, at the request of the City, has been reviewed and assessed by the Consent Decree Monitor.¹⁰ While these two investigations can, and in some departments do occur sequentially, APD has recently changed its policy so as to mandate that the administrative investigation be conducted at the same time the criminal investigation is taking place.

On September 7, 2023, the District Attorney for the 18th Judicial District published a letter with his findings from his office's criminal investigation of this incident. The District Attorney concluded that actions of the two involved officers, including their use of force, were objectively reasonable and that therefore there was no criminal liability on the part of the officers. The declination letter from the District Attorney is attached as Appendix G.

As noted, the resolution by the District Attorney with respect to criminal liability does not resolve the question of whether involved officers violated APD policy in their actions relating to not just the use of force itself, but relating to the entire incident. In accordance with its role, the Monitor has assessed that investigation, as well as the Department's efforts toward continuous improvement and transparency.

The goal of the review of the investigation is to assess whether the investigation was complete, thorough, objective, and fair, and reached conclusions supported by the facts, the evidence and applicable policy. A well-functioning administrative investigation process should serve to promote accountability for transgressions of policy. An ineffective process, on the other hand, can undermine both officer morale and community trust. It is therefore imperative that the APD complaint process is viewed as complete, fair, and transparent, reaching conclusions without fear or favor according to an application of the implicated policies to the facts and circumstances.

¹⁰ Although not required by the four corners of the Consent Decree, the City has requested that we conduct this review as part of our technical assistance function.

It is important that these administrative investigations proceed as quickly as possible. It is for this reason that APD changed the previously policy which did not begin the administrative investigation until after the criminal investigation was concluded. As noted, the change to policy mandates that the administrative investigation occur simultaneously with, but separately from the criminal investigation.¹¹ This change allows for an expedited resolution of critical incidents which can enhance transparency and accountability and allows for timely remediation of identified policy violations or training deficiencies. This revised practice saw the administrative investigation in this case conclude expeditiously, rather than having it pending for months after the end of the District Attorney’s criminal investigation.

The Monitor conducted its review of the administrative investigation to determine the thoroughness, adequacy, and impartiality of the investigation. To make a determination with respect to these benchmarks, the Monitor reviewed and evaluated a number of metrics. These metrics include whether all relevant witnesses were interviewed, the quality of witness interviews, inspection of all relevant evidence including all body-worn camera footage, and whether the investigation was conducted fairly. The Monitor also assessed whether the investigation was properly documented and whether there were appropriate internal quality controls that applied to the investigation and the report. The Monitor ultimately assessed whether there was inappropriate adjudication of any potential policy violation, that is, that such adjudication was not based on a fair application of the policy requirements to the actions of the involved officers. Lastly, we assessed whether, for any sustained policy violation, any discipline imposed by the Chief of Police on any officer was inappropriate or unfair under the facts and circumstances of the case as factually laid out in the administrative investigation.

It is important to note that the Monitor did not conduct an independent investigation into this Officer Involved Shooting (“OIS”). Rather the Monitor reviewed the administrative investigation (including all evidence gathered in that investigation) which was conducted by APD Internal Affairs. After reviewing the investigation, the Monitor found it to have been conducted in a complete, thorough, objective, and fair manner and further found that APD did not reach any unsupported conclusions based on the facts and applicable policy. The Monitor’s full analysis of

¹¹ Establishing clear legal and procedural safeguards to ensure the integrity of both investigations is important when operating under this model. More specifically, police officers have certain rights in each investigation and care must be taken relative to the sharing of information between investigations. Most notably, statements made during administrative investigations are compelled, that is, must be made by the involved officer, whereas in a criminal investigation police officers can invoke their right to remain silent under the Fifth Amendment. Therefore, the compelled administrative statement cannot be used in the criminal investigation in any way. In the instant case, officers waived their Fifth Amendment rights and provided statements to the District Attorney.

the investigation and collateral issues relative to the department's response to the OIS appears in Appendix H.

In sum, the decision by the Chief of Police based on the administrative investigation exonerated Officer Gruszczyk with respect to the Use of Lethal Force employed by the officer who fired his weapon. Officer Snapp, who used force in tackling Mr. Richardson, was exonerated with respect to that use of force, but was found guilty (sustained) of the charge of Conduct Unbecoming of an Officer for his language during the foot pursuit. Sergeant Cary, who initially observed the prelude of the incident was exonerated with respect to a charge relating to his pursuit of the stolen vehicle carrying some of the individuals who participated in the robbery of the liquor store, but was found guilty (sustained) of failing to activate his body worn camera in a timely manner.

In evaluating the Department's response to the OIS, the Monitor went beyond the Internal Affairs investigation. Specifically, we examined the extent to which the department fulfilled its responsibility to the community for transparency-- providing as much information as possible, as early as possible, without jeopardizing the investigation. It is important, in fulfilling this responsibility in the early stages of the investigation, that all statements from the department caveat that information that is being provided to the public or the family is preliminary and that as the investigation develops different information may emerge. We found that the Department, in many ways, attempted to provide maximum transparency to the public, but failed, in the early stages of the investigation, to best ensure that the information which was being provided to the public was accurate. In addition, we found that the Department, in its notification to the family, departed from its previous practice with the Chief of Police personally making the notification, but, failed to provide completely accurate information to the family. We did not find any indications that the failures were intentional. However, we believe the failure could have and should have been avoided. The department has taken significant steps to ensure that such avoidable miscommunication does not occur in the future, and we have made recommendations in our report on the investigation, as to additional policy changes which should be considered by the department.

It should be noted, transparency must always be tempered by the imperative of maintaining the privacy rights of all involved individuals and by maintaining the integrity of investigative process. Specifically, release of certain information to the public when that information is unknown to the involved officers and other witnesses can taint interviews of involved officers and witnesses and thereby, the investigation.

The officer-involved shooting of Jor'Dell Richardson is by any measure a tragedy which highlights the multifaceted and challenging nature of police encounters, particularly with juveniles. While the actions of the officers were deemed objectively reasonable under both criminal law and department policy, the tragic outcome of a 14-year-old losing his life in a police-involved incident

underscores the necessity for APD to continually improve with the goal of enhancing the policing model to best ensure the safety and security of both the public and its officers.

Although outside of this reporting period, the second fatal officer-involved shooting of 2023 occurred on August 23rd. As with the Jor'Dell Richardson incident discussed above, once the investigations into this second shooting conclude, the Monitor will review and assess APD's administrative investigation and the issues it may reveal regarding the conduct of the involved officers and APD's efforts to continuously improve transparency and departmental performance.

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 fifth Reporting Period, the Monitor assessed 68 of the 79 mandates contained in the Consent Decree. Of the 68 mandates assessed, 31 were found to be substantially in compliance or "complete" at this time, with the remaining 37 mandates at various stages of compliance.

The current status of each mandate is depicted as an icon showing the degree of completion the Monitor assesses the 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, 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. Also, when a mandate deadline is missed and compliance with that mandate has not yet been achieved, the maximum achievable status track will be yellow 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 tasks of the mandate. A "wrong track" (red) status will be utilized to communicate 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 once the requirements of the mandate are met.

The legend for our findings appears below:

[The Report Continues on the Next Page]

LEGEND	ESTIMATED 0-24% COMPLETE	ESTIMATED 25-49% COMPLETE	ESTIMATED 50-74% COMPLETE	ESTIMATED 75-99% COMPLETE	SUBSTANTIAL COMPLIANCE
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					

The remainder of this report contains a description of each of the 68 mandates assessed in RP5, organized by the six sections of the Consent Decree as follows:

- Policies and Training Generally: An analysis of 11 of the 13 mandates
- Racial Bias in Policing: An analysis of 8 of the 11 mandates
- Use of Force: An analysis of 17 of the 17 mandates
- Stops: An analysis of 2 of the 7 mandates
- Chemical Sedatives: An analysis of 9 of the 9 mandates
- Recruitment: An analysis of 19 of the 20 mandates
- Transparency: An analysis of 2 of the 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.

The summary showing the current and historical status of the Monitor’s assessment of each of the Consent Decree’s 68 mandates appears 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. They also serve as a promise to the community

that officers will respond safely and responsibly. Effective policies and procedures should be part of defining an agency's culture and providing a roadmap for all officers. Training 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 accordance with strategic policies that guide their conduct. It will also, attempt to best ensure 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 training is conducted 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 eleven mandates in this area of the Consent Decree. Six of the eleven evaluated mandates were with respect to the APD. Of those, two were on a cautionary track because of missed deadlines, and four continued to be on the right track. When the remaining policies are completed, the status of the mandates will change back to green. The three mandates evaluated for AFR were all on the right track, with two already in substantial compliance. Two remaining mandates were assessed relative to CSC and they were both found to be in substantial compliance.

The detailed assessment of these mandates are as follows:

ASSESSMENT OF MANDATE 1A

Current Status:  - (75-99% 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 the Monitor determine if the APD is developing comprehensive policies to ensure the implementation of the Consent Decree, and the policies of each department are consistent and complementary. The Monitor will also determine if training is being conducted to ensure coordinated responses, and 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 MADDC, necessitates 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 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 cautionary track.

During this reporting period, APD also completed the development, and published a chapter, of policies devoted to use of force. The chapter consists of the following policies:

Directive Manual 5.01- Use of Force

Directive Manual 5.02- Use of Force Model

Directive Manual 5.03- Less-Lethal Devices, Techniques, and Weapons

Directive Manual 5.04 – Authorized Firearms Weapons and Ammunition

Directive Manual 5.05- Reporting Use of Force

Directive Manual 5.06- Use of Force Investigations

Directive Manual 5.07- Investigating Uses of Lethal Force

Directive Manual 5.08- Use of Force Adjudication

Directive Manual 5.09- Reporting and Investigating Unintentional Discharges

As discussed in the focus issue above, APD took it upon themselves to design a more cohesive chapter of related use of force policies, to provide the officers with a more comprehensive guide on how to handle challenging situations in ways that reduce the need to use force when possible; ensure uses of force comply with state and federal law; protect officer and community safety; and build a culture of continuous improvement.

APD also developed and fully deployed training to the department, based on this new policy. This training was completed by 654 officers, 100% of the department, except for those officers on extended leave. The training development process will be discussed more in depth in the Use of Force section.

This training was made available to the command staff at APD. It was observed by two members of the Community Advisory Council and the Monitor's team. Upon completion of the training, there was a lot of insightful feedback from the command staff, the CAC members, and the Monitor's team on areas for improvement. That discussion, along with the development of Bias Training, is ongoing.

The Monitor has assessed this mandate again during this reporting period and finds the mandate is on the cautionary track due to the missed deadline for Bias Training Development (February 15, 2023). For APD to achieve substantial compliance with this mandate, Bias Training will need to be developed and then assessed and approved by the Monitor. As detailed below, the proposed Bias Training was not delivered until July 21st due to the vendor's last-minute scheduling issues. However, the Monitor wants to acknowledge APD's efforts to complete the publication of its Use of Force Policy and its meeting the deadline for Use of Force Training Completion date of August 18, 2023. Although, due to the missed deadline for the Bias Training, the Monitor's expectations have not yet been met with respect to this Mandate, the Monitor understands the delay and there is reason to believe the mandate of the Decree will be met shortly, albeit beyond the deadline called for in the Decree. The Monitor applauds APD's initiative to create their own bespoke Bias training for its members as it is realized that this is a big undertaking. The Monitor fully expects this work to be completed in RP6.

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 the Monitor determine if the [APD and] AFR are developing comprehensive policies to ensure the implementation of the Consent Decree and the policies of each department are consistent and complementary. The Monitor will also determine if training is being conducted to ensure coordinated responses, and officers and firefighters are being held accountable for violation of policy. The Monitor has split this mandate into two; 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 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 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 it was on the right track. The Monitor has assessed this mandate again during this reporting period and finds the mandate continues to be on the right track. During this reporting period, the Deputy Chief of Operations and the Training Chief were given access to APD's body-worn camera system. This allows AFR to conduct its own review of its chemical sedation cases involving APD, as well as to improve its quality of service, in variety of different circumstances in which they are jointly responding with APD. With access to the system, AFR took it upon itself, to create a policy to inform its members about the purpose of the review and the expectations after the

completion of such reviews. The Monitor reviewed the draft of this policy, and it is currently being reviewed by the Fire Chief.

Lastly, the Monitor observed joint APD and AFR training that addressed the deployment of APD's new CEWs. This training was conducted in March and April of 2023. The Monitor found the training to be appropriate and well-executed. AFR additionally developed a collaborative training program between AFR and APD on use of a new proper restraint technique, which the Monitor determined to be appropriate and well-executed. Lastly, APD and AFR plan to conduct no fewer than two interdepartmental exercises each year. For AFR to achieve substantial compliance, formalized joint training plans will need to be developed in RP6 and assessed by the Monitor.

We believe this mandate is on the right track.

ASSESSMENT OF MANDATE 2A

Current Status:  - (50-74% 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 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 three; 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 time, wherever possible, for 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 cautionary track.

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 noted significant improvements. In the last reporting period, APD published DM 2.09 (Policy Development) and has been in compliance with this policy in developing and publishing new and updated policies. The Monitor also noted increased efficiency in how APD is approaching policy and training development. APD added additional personnel to its policy development team. The additional member has experience in the training unit. Her selection shows thoughtfulness in APD's approach to ensure there is connectivity in how policies are being developed, with an eye toward how it will be ultimately translated into training modules.

As detailed in our focus issue above, the Department worked tirelessly to complete the policies and training required to meet the UOF training deadline called for by the Consent Decree. The process was not without challenges and as the Department finalized the training on the new use of force policy, it became apparent some additional protocols need to be in place to ensure all relevant stakeholders, including within the department and the Monitor's Team, review and approve proposed training content, before any curriculum is finalized. The challenges were met through round-the-clock work finalizing the content of the training materials to meet the Consent Decree deadline. Through this process, APD recognized, a clear set of expectations and roles will prevent this from occurring going.

The Monitor has assessed this mandate again during this reporting period and finds it is on the cautionary track only due to the missed Bias Training Development Deadline (February 15, 2023). While the Biased Policing policy was updated and published in RP4, for APD to achieve substantial compliance with this mandate, APD will need to develop the required bias training which the Monitor will review and assess. Because of the missed deadlines expectations have not yet been met, although the Monitor understands the delay and there is reason to believe the mandate of the Decree will be met shortly. Albeit beyond the deadline called for in the Decree the Monitor fully expects this work to be completed in RP6.

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 three; 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 time, wherever possible, for the process by which Consent Decree related policies are developed, reviewed, and implemented. Compliance will be reached when the related policies are documented within the relevant agency's procedures and the standards in those procedures are being adhered to.


As discussed above, AFR has drafted a policy dedicated to its new ability to review BWC, when there is a joint response between APD and AFR, specifically with a focus on chemical sedation incidents. AFR promptly shared a draft of the policy with the Monitoring Team and incorporated the feedback from the Team on its updated draft. The policy development was conducted while AFR worked on a template for conducting the body-worn camera reviews. In doing so, AFR worked with the Monitoring Team to develop and finalize the form to mirror the current process the Monitoring Team uses to review chemical sedation incidents.

Notably in this reporting period, AFR's self-review of BWC yielded a self-identified issue not related to the administration of a sedative. As a result, AFR created a new policy and training to address the issue in near real-time. Both the policy and the training were shared with the Monitor in a timely manner for the Monitor to provide feedback before being finalized. This training was delivered and shared with APD and Falck¹².

This mandate was assessed relative to AFR during the last reporting period and the Monitor found 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. Aside from the policy noted above and Chapter 5 noted below, there were no new policies submitted by AFR for the Monitor's approval. The Monitor will continue to evaluate this mandate in the subsequent reporting periods.

This mandate continues to be in substantial compliance.

ASSESSMENT OF MANDATE 2C

Current Status:  - (Substantial Compliance)

Mandate 2 at IIA (page 4) of the Consent Decree, entitled "Policy development, review, and implementation process (CSC)" requires 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

¹² Falck is the City's contracted ambulance service.

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 time, wherever possible, for 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.

The Consent Decree required 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. After the publication of the Monitor's Hiring Report¹³, there were discussions during RP4 focused not on how to modify the process to comply with the Consent Decree, but rather on whether the mandates within the Consent Decree were justified. However, during this reporting period, CSC, much to its credit, collaboratively drafted and adopted new policies regarding original appointment (entry-level hiring) for both APD and AFR. In doing so, CSC shared its draft of the proposed changes with the Monitoring Team in a timely manner to ensure the adoption of the changes to the Rules and Regulations occurred before May 16th deadline. The entry-level hiring Rules and Regulations were adopted by CSC commissioners on April 25, 2023.

Relative to the CSC role in discipline, the Monitoring Team published a report regarding the Commission's disciplinary appeal process on March 14, 2023. The Monitoring Team reviewed the relevant provisions of the Consent Decree and the City Charter, as well as the 16 disciplinary appeal decisions (13 for APD and 3 for AFR) made by the Commission over the last five years in finalizing its findings and recommendations. The Monitoring Team also spoke extensively with stakeholders, including those representing APD and AFR, the collective bargaining organizations for each Department, the Commission through its chair and Administrator, the City including both the Office of the City Manager and the Office of the City Attorney, the Monitor's Citizen Advisory Committee, and the Attorney General's Office relative to our findings and recommendations. After those conversations and independently considering the question of whether the de novo review process should be changed, the Monitor recommended the Commission and the City retain the current system. There were additional recommendations in areas relative to the disciplinary process the Monitor believed would enhance and improve the overall procedure as it currently exists. The Monitor presented its findings and recommendations regarding the de novo process to CSC commissioners on April 11, 2023, and the recommendations were adopted

¹³ The Hiring Report was published on November 14, 2022, and outlined the findings and recommendations of the Monitor relative to hiring process for both APD and AFR. It can be found here: https://www.auroramonitor.org/_files/ugd/8cd58b_ca689fc324974ddc805f0d895338860c.pdf

by CSC during May 9, 2023, meeting. The full report can be found here: https://www.auroramonitor.org/_files/ugd/8cd58b_ca689fc324974ddc805f0d895338860c.pdf

The Monitor believes that this mandate is now in substantial compliance.

ASSESSMENT OF MANDATE 3A

Current Status:  - (75-99% 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 achieves compliance with all 32 different policy driven mandates (11 for AFR and eight for CSC). APD, AFR, and CSC must develop and implement all the Consent Decree required policies in coordination with the Monitor to achieve full compliance with Mandate 3.

Mandate 3A was assessed relative to APD during the last reporting period and the Monitor found it was on the right track. During this reporting period there were significant 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 functioning, alongside continuous work to improve these processes during this reporting period. APD was further reminded, all relevant policies and training must be approved by the Monitor before implementation. These efforts translated to real-time communication with the Monitor before substance of policies were finalized and sought a more collaborative development process. These continuous efforts to improve the process were appreciated by the Monitor.

During this reporting period, APD submitted drafts of the following 26 directive manuals, 3 Special Orders, and 3 Operational Policies including Use of Force Directives 5.07, 5.08, 5.09, internal investigations and disciplinary process, in-custody death, and Directive 6.13- Interacting with Persons Experiencing Behavioral Health Crisis. This list demonstrates the renewed commitment of APD to comply with the Consent Decree and we believe these steps put the Department on the right track toward substantial compliance. More importantly, the submission of relevant policies to the Monitor has been formalized and published as part of APD’s policy with the publication of Directive 2.09 - Policy Development.

For APD to achieve substantial compliance with this mandate, APD will need to revise Directive 6.01- Arrest Procedure and other policies revisions recommended to be updated by CJI which the Monitor will review and assess.

For the reasons stated above, the Monitor believes this mandate is on the right track.

ASSESSMENT OF MANDATE 3B

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

Mandate 3 at IIA (page 4) of the Consent Decree, entitled “Submission of new policies for review (AFR)” requires 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 achieves compliance with all 32 different policy driven mandates. APD, AFR, and CSC must develop and implement all the Consent Decree required policies in coordination with the Monitor to achieve full compliance with Mandate 3.

Mandate 3B was assessed relative to AFR during the last reporting period and the Monitor found it was in substantial compliance. The Monitor has assessed this mandate again during this reporting period and finds it is on the right track. As noted above, AFR submitted its draft policy on body-worn camera in a timely fashion. However, the Monitor learned during this reporting period that AFR changed its approach to conducting an annual review of its policies. Under the previous chief, AFR designated January through March of each year to conduct a top to bottom policy review. However, with Chief Oughton, that procedure has been modified. He has designated specific chapters to be reviewed each month, to lessen the burden of doing a top to bottom review of all policies. There are 10 chapters in total. With that change, Chapter 5, which was worked on and was near-final within AFR, was forwarded to the Monitor before it was published. This occurrence identified a need to work with AFR on a process to seek Monitor’s input on policies that are related to topics in the Consent Decree. AFR was quick to work with the Monitor in establishing that process and there is a clear practice going forward on how all policies, related to the Consent Decree, will be reviewed by the Monitor. This new workflow will continually be assessed in the coming reporting periods for compliance.

In addition, to achieve substantial compliance, AFR will need to develop a Directive similar to APD’s Directive 2.09, that designates a workflow reflecting Monitor’s approval of relevant policies which the Monitor will review and assess.

The Monitor believes this Mandate is on the right track.

ASSESSMENT OF MANDATE 3C

Current Status:  - (Substantial Compliance)

Mandate 3 at IIA (page 4) of the Consent Decree, entitled “Submission of new policies for review (CSC)” 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 CSC achieve compliance with all different policy driven Mandates. The CSC must develop and implement all the Consent Decree required policies in coordination with the Monitor to achieve full compliance with Mandate 3.

Mandate 3C was assessed relative to CSC during this reporting period and the Monitor found that it was in substantial compliance. The CSC has submitted all new proposed policies and rule changes in a timely manner to the Consent Decree during this reporting period, as noted above regarding the entry-level hiring and the disciplinary process.

The Monitor believes this Mandate is in substantial compliance.

ASSESSMENT OF MANDATE 4A

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

Mandate 4A at IIB (page 5) of the Consent Decree, entitled “Incorporation of Best Practices and Scenario-Based Training (APD),” requires the Monitor determine if APD incorporates best practices into training, including greater use of scenario-based training tools in both of their academies and in-service training.

The compliance definition, as agreed to in the MADC, necessitates that APD achieves compliance by incorporating best practices and uses scenario-based training to a greater extent in their training identified in the Consent Decree.

This mandate was assessed relative to APD during the last reporting period and the Monitor found it was on the right track. The Monitor has assessed this mandate again during this reporting period and finds it is on the right track. APD and AFR jointly trained its personnel to address deployment of APD’s new CEWs. APD focused on the deployment of these CEWs while AFR focused on the removal of the CEW barbs. These trainings were conducted March 10, 13, and 15 and April 7, 13, and 17. The Monitor observed the training and found it to be appropriate.

APD developed a training program to teach the department on its new Use of Force policy during this reporting period. The training curriculum was based on best practices incorporated in the

new policy. APD has taken upon itself to supplement this training with additional scenario-based trainings that will take place in September. In creating this plan, APD sought input and feedback from the members of the Community Advisory Council to take guidance from the community on scenarios they would like to see the officers train on. That meeting took place on August 25th and CAC members provided thoughtful input on how some of the draft scenarios could be modified to address some of the priority areas of concern for the community. APD was incredibly receptive during this meeting and are in the process of incorporating the feedback into the draft curriculum. This training plan will be discussed more in depth in the Use of Force section below.

Lastly, the Monitor observed proposed bias training on July 21. While the entire curriculum had some areas for improvement, APD identified areas where the proposed training can be improved upon, specifically, to be more scenario-based and provide officers with actual tools in their day-to-day activities, with which the Monitor agrees. The work on Bias Training Curriculum will continue in the next reporting period, with the working group APD has put together for developing improved bias training.

The Monitor believes, with all the work being done by APD, in developing scenario-based training built on best practices, this mandate is on the right track.

Substantial compliance in this area will occur when APD develops its bias training and scenario-based use of force training which is then reviewed, assessed, and approved by the Monitor.

ASSESSMENT OF MANDATE 5A

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

Mandate 5A at IIB (page 5) of the Consent Decree, entitled "Incorporation of Best Practices and Scenario-Based Training (APD)," requires the Monitor determine if APD submitted training plans identified in the Consent Decree with the Consent Decree Monitor and sought approval before the training plan was finalized.

The compliance definition, as agreed to in the MADC, necessitates APD achieve compliance by submitting training plans that are incorporating best practices and are scenario-based to the Consent Decree Monitor prior to finalizing.

This mandate was assessed relative to APD during the last reporting period and the Monitor found it was on the right track. While APD ultimately submitted all drafts of training curriculum implemented during this reporting period to the Monitor, there was an issue identified with how the final curriculum should be approved. Specifically, when the Monitor reviewed the first draft of training materials for Use of Force policy, there were substantive edits and recommendations made by the Monitor on how to improve the training materials. Those edits and

recommendations were neither fully adopted nor discussed with the Monitor before recordings for the training were made.


When this issue was raised by the Monitor to APD, APD was quick to adapt and made all edits and changes recommended by the Monitor in the final training material. In addition, from this process, it became apparent that a clear workflow was needed for vetting and approval of training materials. APD is working on developing this workflow, to improve this process in the future.

The Monitor reviewed draft training materials, as well as the final recordings and approved all nine modules that were deployed to the department on the new Use of Force policy. The Monitor commends APD for their commitment to meeting the deadline in the Consent Decree, as well as for their willingness to spend countless hours, especially during nights and weekends, to correct some of the materials that were finalized without the Monitor's approval before deployment.

Substantial compliance in this area will occur when APD develops a formalized policy or directive regarding finalization of training curriculums which is then reviewed, assessed, and approved by the Monitor.

The Monitor believes this mandate is on the right track.

ASSESSMENT OF MANDATE 5B

Current Status:  - (Substantial Compliance)

Mandate 5B at IIB (page 5) of the Consent Decree, entitled "Incorporation of Best Practices and Scenario-Based Training (AFR)" requires the Monitor determine if AFR submitted training plans identified in the Consent Decree with the Consent Decree Monitor and sought approval before the training plan was finalized.

This mandate was assessed relative to AFR during the last reporting period and found it to be in substantial compliance. The Monitor assessed this mandate again during this reporting period. The compliance definition, as agreed to in the MADC, necessitates AFR achieve compliance by submitting training plans to the Consent Decree Monitor prior to finalizing. The Monitoring Team observed the joint training APD and AFR conducted during this reporting period on the deployment of new CEWs. There were some points the Monitoring Team recommended be clarified, and AFR quickly incorporated these recommended changes before implementing the training. Additionally, when AFR developed training on a new proper restraint technique, the training was forwarded to the Monitor for feedback. The Monitor appreciates AFR's continuing efforts to seek input and approval in sharing their trainings.

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 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, arrests, and uses of force, and memorialize strategies to combat bias by the Documentation of Contacts Policy Adoption Deadline (by May 16, 2022), Stops Policy Adoption 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 training 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.

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

During the current reporting period, the Monitor assessed the status of eight of the 11 mandates in this area of the Consent Decree. All eight evaluated were with respect to the APD. Five were on a cautionary track due to missed deadlines and two were flagged for concerns expressed by the Monitor about the current status of APD's data systems. Once the training for managing implicit bias is 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:  - (50-74% 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 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 during the last reporting period and found to be on a cautionary track. APD fully implemented the Contacts Form, which was developed in consultation with the subject matter expert, department-wide, during the second 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 this reporting period, as noted during the last reporting period, no one in APD has 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. 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 continue to 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.

However, for the reasons stated regarding the lack of progress made in APD's ability to analyze its own data, the Monitor believes the mandate is on a cautionary track and this issue will need to be resolved before APD can achieve substantial compliance with this mandate. The Monitor will be evaluating progress on all these systems in upcoming reporting periods.

ASSESSMENT OF MANDATE 7

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

Mandate 7 at III A (page 7) of the Consent Decree, entitled “Addressing Racial Bias in Policing – Objectives - Transparency,” requires t 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 during the last reporting period and found it to be on a cautionary track. 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.

During this reporting period, APD and the City prioritized work on developing a plan for an external facing Transparency Portal. APD has been advocating for such dashboards since the summer of 2022 but saw concerted support from the City to prioritize APD’s efforts during this reporting period. This resulted in identifying a vendor in the last reporting period, but took until June to finalize the procurement process and the vendor to start the work. The vendor has a target of end of December 2023 to complete this work. The preliminary design is to provide public facing dashboards in the following areas: department demographics, crime data and mapping, response outcomes--including arrests, contacts, offense reports, summonses, and uses of force--Consent Decree progress, and disciplinary matters.

The vendor, as anticipated, has faced challenges in working with the historical data of APD given the shortcomings noted above in Mandate 6. Despite these challenges, there is no current indication the targeted deadline will be delayed.

The Monitor believes the plan, if implemented, will meet the requirements of the Decree. While the Monitor is concerned about the ability of the City through its vendors to complete timely implementation of the plan, at this point, we find the City is on the right track, but these data issues will need to be addressed for APD to achieve substantial compliance. We will be closely tracking progress on this mandate, to ensure all components progress on the designated timeline.

ASSESSMENT OF MANDATE 8

Current Status:  - (75-99% 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 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 implemented to achieve full compliance with Mandate 3.

This mandate was assessed during the last reporting period and the Monitor found it was on the cautionary 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, Biased Based Policing, and Use of Force are finalized. The Monitor has assessed this mandate again during this reporting period. APD rolled out its nine modules on the new Use of Force Policy and trained 654 officers, which were all officers who are not on extended leave. APD completed its training by August 16th.

However, as discussed above, the Bias Training Completion Deadline (February 15, 2023) has passed, due, in part, to vendor’s cancellation at the last minute during the previous reporting period. The bias training for the command staff took place on July 21 and, in a laudable example of transparency, two members of CAC were invited, they observed, participated, and provided feedback on the training. The training was generally thought by all, including the Monitor Team, not to meet all the needs of APD, as discussed more in detail above. In a subsequent meeting in which the Monitor participated, it was decided that APD would develop its own training, in a way which more fulsomely addresses the issues with bias policing. The Monitor agreed that having such a program developed in-house by APD would be an excellent undertaking which, if done correctly, would have greater impact and wider acceptance than that which was attended and reviewed on July 21. We will be collaborating with the Department on this effort and will ensure the training not only meets the requirements of the Consent Decree but is the best possible training in this area for APD.

APD will need to complete the bias training to achieve substantial compliance and because of the missed deadline for the bias training, we continue to find this mandate on a cautionary track (February 15, 2023). Nonetheless, APD has made great strides and progress in achieving compliance with this mandate and the Monitor appreciates the focus, effort and prioritizing to be so, during this reporting period.

ASSESSMENT OF MANDATE 12

Current Status:  - (75-99% 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 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 in these areas 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 during the last reporting period, and it was determined to be on the cautionary track due to the delay in conducting the training on bias. During this reporting period, the nine-module training on the new Use of Force policy was consistent with the revised policies on deliberate decision-making, including avoiding unnecessary escalation, teaching officers what they should do rather than what they can do, and articulating the specific basis for uses of force.

APD will need to complete the bias training to achieve substantial compliance. Due to the missed Bias Training Development Deadline (February 15, 2023), the Monitor’s expectations have not yet been met, although the Monitor understands the delay and believes the mandate of the Decree may be met in a reasonable amount of time, albeit beyond the deadline called for in the Decree.

ASSESSMENT OF MANDATE 13

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

Mandate 13 at III C (1-4) (page 9) of the Consent Decree, entitled “Addressing Racial Bias in Policing- Training-Academy Training (Delivery),” requires the Monitor determine if APD delivered comprehensive academy training on bias, deliberate decision making, 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 have delivered comprehensive academy training on bias, deliberate decision making, recordkeeping requirements, and specific articulation of the basis for encounters, including stops and uses of force to all appropriate academy recruits/attendees.

This mandate was assessed during the last reporting period relative to APD. The academy utilizes scenario-based training covering anti-bias, de-escalation, and critical decision-making. The training will now refer to APD’s revised use of force policy. Moving forward, there is a need to formalize the bias training curriculum and to ensure the final curriculum incorporates all the necessary elements of the bias training envisioned by the Consent Decree. During this reporting period, the Monitor learned the academy has had community groups participate in panels in academy classes dedicated to Community Interactions. These community groups included a citizen panel made up of community members upon request, a community re-entry group, and a community program dedicated to serving the refugee community. While this class is not formally part of the academy’s bias curriculum, the concept of bias and how police are perceived by various members of the community was discussed at length during previous sessions. The Monitor will be observing this class in RP6 and provide assessment.

The Monitor applauds these initiatives and looks forward to formalizing these elements as well as developing a bias curriculum aligned with the in-service bias training being developed. The Monitor hopes both trainings reinforce the same best practices and incorporate more scenarios into their curricula in the next reporting period.

APD has missed the Bias Training Completion Deadline (February 15, 2023) in the Consent Decree. Because of the missed deadline, the Monitor’s expectations have not yet been met, although the Monitor understands the delay and believes the mandate of the Decree may be met in a reasonable amount of time, albeit beyond the deadline called for in the Decree. APD will need to complete the bias training for the academy to achieve substantial compliance.

ASSESSMENT OF MANDATE 14

Current Status:



- (75-99% 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 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 during the last reporting period, and it was on the cautionary track due to delays in developing the use of force training as well as conducting the bias training. The bias training for the command staff was held on July 21, 2023. As noted above, two members of the Community Advisory Council as well as the Monitoring Team members attended and observed the training. After the initial training session, APD, as well as the Community Advisory Council and the Monitoring Team, recognized that the proposed training had room for improvement before it could be delivered to the entire department. With this assessment, APD has established a working group with diverse members of APD as well as the subject matter expert from the Monitoring Team to provide constructive feedback to the vendor on what worked and what did not work and to develop a tailored curriculum for APD that addresses the requirements in the Consent Decree and incorporates best practices.

During this reporting period, as noted above, APD developed and completed the deployment of the training on the new Use of Force policy.

With the yet-to-be delivered Biased Policing training, the Bias Training Development Deadline (February 15, 2023) has not been met and APD will need to complete the bias training to achieve substantial compliance with this mandate. Because of the missed deadline, the Monitor’s expectations have not yet been met, although the Monitor understands the delay and believes the mandate of the Decree may be met in a reasonable amount of time, albeit beyond the deadline called for in the Decree.

ASSESSMENT OF MANDATE 15


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

Mandate 15 at III C (1-4) (page 9) of the Consent Decree, entitled “Addressing Racial Bias in Policing- Training-In-Service Training (Delivery),” requires the Monitor determine if APD delivered comprehensive academy training on bias, deliberate decision making, 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 have delivered comprehensive in-service training on bias, deliberate decision making, recordkeeping requirements, and specific articulation of the basis for encounters, including stops and uses of force to all appropriate academy recruits/attendees. As noted above, significant progress was made during this reporting period with 100% of officers who interact with the public being trained on the new Use of Force policy by August 16, 2023.

However, with the yet-to-be delivered Biased Policing training, the Bias Training Development Deadline (February 15, 2023) has not yet been met and APD will need to complete the bias training to achieve substantial compliance with this mandate. Because of the missed deadline, the Monitor’s expectations have not yet been met, although the Monitor understands the delay and believes the mandate of the Decree may be met in a reasonable amount of time, albeit beyond the deadline called for in the Decree.

ASSESSMENT OF MANDATE 16

Current Status:  - (25-49% Complete. Deadline missed and 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 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 it was on the cautionary track. The City and the Monitoring team continued working on establishing baselines of data currently being collected, data systems which 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 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.

The Monitor is concerned, however, given its experience, with 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. Specifically, APD's delays in finalizing the roll-out of the new use of force data collection system is problematic, especially in light of missing the Use of Force Metrics Deadline (July 15, 2022) in the Consent Decree.

Furthermore, the supervisors do not have access to the system to review CDC forms. While APD is working on addressing this barrier with the vendor and the goal of having systems communicating with each other, APD is currently in the process of formulating an internal audit plan, to ensure compliance with the data collection policy, through supervisory review of the data. The first step toward supervisory review is to work with the vendor to provide access to supervisors to CDC forms submitted as part of a call involving officers they are supervising. Once supervisors have permission to access these forms in system, they can review the contact forms associated with the random sample of BWC footage they will be required to watch through that audit. Ultimately, the goal is to have a linkage of the CDC form through the RMS system, when a supervisor approves a general offense report, they can also view the CDC form to ensure 1) a form is completed and 2) it comports with the information in the report. These efforts by APD to design an internal review process are laudable but will need vendor performance to bring it to fruition. To date the vendor has missed numerous deadlines.

For the reasons stated above, the Monitor believes the mandate is on a cautionary track and will be evaluating progress on all the components of this Mandate in the next reporting period. The Monitor will need to see that APD adequately and appropriately resolved all the delineated issues above to achieve substantial compliance with this mandate.

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, in every decade in recent history,

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 for 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 15th 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 was necessary. It further found, force was disproportionately used against persons experiencing mental health crises and 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 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 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 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 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 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.

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

During the current reporting period the Monitor assessed the status of fifteen of the seventeen mandates in this area of the Consent Decree. 14 of these mandates related to APD and one related to AFR.

Three APD mandates were on a cautionary track due to missed deadlines as well concerns about how the data collection system will be implemented to meet the needs of the Consent Decree. When the deadline for use of force metrics and data system concerns are resolved, the status will change back to green.

Seven APD mandates were on the right track with four achieving substantial compliance. One mandate for AFR was also held in substantial compliance.

The detailed assessment of these mandates are as follows:

ASSESSMENT OF MANDATE 17

Current Status:  - (50-75% Complete. In line with Monitor’s expectations.)

Mandate 17 at IV A (Page 11) of the Consent Decree, entitled “Use of Force – Objectives – Policies and Training,” requires 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 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 cautionary track due to missed deadlines. In this reporting period, APD finalized a comprehensive overhaul of use-of-force policies, which marks a major step toward cultural change within the agency. It is an essential step toward building trust, promoting accountability, and ensuring the fair and just treatment of all individuals. The APD started this process by conducting a thorough review of existing use-of-force policies and procedures. Through the review process, APD identified the entire use of force chapter needed to be rewritten from the ground up to prioritize the preservation of life, emphasize de-escalation techniques, and to limit, through policy, uses of force when possible. By prioritizing these principles, APD is working toward a more equitable, just, and community-centered approach to policing.

The newly finalized chapter on use of force consists of 9 separate directives. The entire chapter is attached as Appendix B. The directives aim to provide clear and direct guidelines for all sworn members of the APD and to adhere to the standards set by *Graham v. Conner* (1989) and C.R.S. § 18-1-707.

On parallel tracks, APD developed its training for this new chapter, to train the officers on this new use of force policy, and to allow feedback to be incorporated into the final version, before publication. This training was completed by 100% of the officers interacting with the community on August 16, 2023.

In addition to the initial training on the new use of force policy, APD is planning scenario-based training that will be implemented in the fall. APD also voluntarily solicited input from the members of the Community Advisory Council for incorporation into the training scenarios. This kind of undertaking by APD at their own volition is a vital step toward achieving overall compliance with the Consent Decree, the primary objective of which is to increase trust between APD and the community.

Most importantly, the new policy and training emphasized the department's commitment to a culture of continuous improvement, as detailed in the focus issue above.

Due to APD's substantial achievements this reporting period, the Monitor believes this mandate is on the right track.

ASSESSMENT OF MANDATE 18

Current Status:  - (75-99% Complete. In line with Monitor's expectations.)

Mandate 18 at IV A (Page 11) of the Consent Decree, entitled "Use of Force – Objectives – Culture of De-escalation," requires 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, 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 it was on the cautionary 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. There was significant improvement in this reporting period. FRB has been consistently more critical in its discussions. As noted above, APD published its new Use of Force policy and completed training on this new policy during this reporting period, which prioritized and emphasized de-escalation including tactics such as containment and verbal de-escalation techniques. De-escalation is a recurring theme for the curriculum for entry-level officer training and education in the academy as well.

The new Use of Force policy has a dedicated directive to memorializing changes and improvements to the Force Review Board. This directive, Directive Manual 5.08- Use of Force Adjudication, was published along with the rest of the Chapter 5 on August 18, 2023.


It should also be noted that the Force Review Board has taken a significant step forward and begun incorporating the question, 'What could have been done differently, to have potentially achieved a better outcome?' in the review protocol for each use of force reviewed. In the realm of after-action review, that question stands as a beacon of continuous improvement and forward-thinking. The inquiry not only fosters a culture of reflection and accountability but also serves as a catalyst for innovative solutions. By posing such a question, organizations encourage introspection and a proactive approach, ensuring lessons learned aren't just passively noted but actively integrated into future strategies. Emphasizing this line of thought transcends mere fault-finding and instead positions teams to be dynamic, resilient, and ever evolving in their pursuit of excellence. We will be monitoring all Force Review Boards going forward, ensuring that the promise of inclusion of the question is met.

Despite these significant achievements, there was an issue identified during this reporting period with insufficient documentation of deliberations and action items from the Force Review Board. However, the Monitor acknowledges APD's expedient response to address this issue in a

comprehensive and effective way as soon as it was identified. APD is working on ensuring all action items, including remedial measures, from the Force Review Board's reviews were fully implemented for past cases. The Department is also designing a reliable and efficient mechanism to document this information going forward, while it waits for Benchmark functionalities to be available to them for developing long-term solutions. The Monitor will need to see and approve the mechanism to hold APD in substantial compliance with this mandate.

The Monitor believes this mandate is on the right track.

ASSESSMENT OF MANDATE 19

Current Status:  - (50-74% Complete. Deadline missed and 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 the Monitor determine if 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 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 it was on the cautionary track. The Monitor has assessed this mandate again during this reporting period. The Monitor found APD is engaged in an ongoing process of improving its accountability processes, including making changes to the work of the Force Review Board. (See focus issue and Mandate 18, above.) 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, 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.

As noted above in the focus issue regarding data concerns, APD currently lacks the ability to easily identify the outcome of use of force investigations as the system lacks mandatory reporting fields and many investigations do not indicate a specified outcome. Because of this, it is also challenging for APD to determine the outcome of an investigation into an allegation of excessive use of force

without manually reviewing each incident. These historical and present deficiencies are deeply concerning. APD is not able to rely on its own system to identify officers with sustained use of force policy violations or to automatically analyze use of force incidents. This seriously limits APD's ability to discern potential risks and remediate them in a timely and appropriate manner.


Nonetheless, the Monitor observed substantial improvement relative to self-examination of use of force incidents at FRB. APD has made notable progress in this area, including asking the question for each reviewed incident of what might have been improved upon. In this reporting period, the Monitor has observed a notable reduction in reluctance to engage in these conversations, even when there is perceived to be implicit criticism of the involved officers.

Previously, the Monitor identified lack of critical analysis of officers and the number of use of force incidents in which they have been previously engaged. The Monitor's position has been, while the Monitor understands that prior history of an officer should not determine the adjudication of whether a particular use of force is within or out of policy, it clearly is important for the determination of appropriate remediation. APD incorporated this into Directive 5.08- Use of Force Adjudication and the Monitor applauds this effort.

More importantly, the updated data system to capture and analyze use of force data is still not available to APD to identify recurring training and tactical issues related to use of force. While this is no fault of APD and due to delays with the vendor, the Monitor identifies this as a priority area for APD and the City to accomplish in the next reporting period. The current use of force data system has many issues with its ability to accurately capture and analyze its own data. These deficiencies need to be fixed immediately for APD to be able to rely on its own data and to be a data-driven agency. APD has been unable to meet the of Use of Force Metrics Deadline (July 15, 2022) in the Consent Decree and it is uncertain as to when it will be met. Moreover, APD currently does not have officer-specific use of force data within the current FIU presentation to FRB. The Monitor will need to see this improvement along with resolving and addressed in the next reporting period to hold APD in substantial compliance with this mandate. APD has already worked toward formulating mechanisms to be utilized in the next reporting period to address this requirement.

For the reasons stated above, the Monitor believes the mandate is on a cautionary track and will be evaluating progress on all the components of this Mandate in the next reporting period.

ASSESSMENT OF MANDATE 20A

Current Status:  - (Substantial Compliance)

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 the Monitor

determine if APD and AFR have collaboratively developed 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 officers and firefighters are being held accountable for violations of those policies.


The compliance definition, as agreed to in the MADC, necessitates that 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. 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. As discussed above, there was a joint training conducted to address APD’s roll-out of new CEWs.

Importantly, as discussed above, AFR has been given access to APD’s BWC system. This access has allowed AFR and APD to have more robust and informed discussions about specific incidents and to learn from them. APD has been critical in providing AFR with insight on how to best utilize the system and this access has increased communication between the two agencies. In addition, the Monitor has begun referring minor issues and questions involving APD-AFR collaboration to each department for review and discussion. This has proved a useful tool with a resulting demonstration of cooperation at the upper levels of each department and evidence of a mutually embraced philosophy of continuous improvement.

For the reasons stated above, we believe the mandate is in substantial compliance and the Monitor will continue to monitor this mandate.

ASSESSMENT OF MANDATE 20B

Current Status:  - (Substantial Compliance)

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 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 AFR regularly meets and coordinates with APD, and 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 it was on the right track. The Monitor has assessed this mandate again during this reporting period. As detailed in Mandate 20A, 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. Regardless, APD Operations Division meets monthly with AFR Operations to problem solve any recent concerns. Nonetheless, the Monitor will continue to monitor these interagency discussions.

As noted above, APD and AFR improved their inter-agency efforts by AFR having access to the BWC system. This access has already allowed AFR to identify an incident on its own where, while there was no policy violation, the two agencies could work better and have more clarity on different physical restraints to better provide services to the community. This is exactly the goal of the Monitor, advocating for AFR to have access to the BWC system, and the Monitor applauds AFR's continuing prioritization of reviewing these incidents and having proactive discussions with APD to address any concerns identified. More importantly, the Monitor applauds AFR's continuing dedication to self-reporting any issues and remedial efforts to address them with the Monitor.

As noted above, AFR and APD conducted joint training to address APD's roll out of new CEWs. The Monitor reviewed that training and found it to be appropriate.

For the reasons stated above, we believe this mandate is in substantial compliance and the Monitor will continue to monitor this mandate.

ASSESSMENT OF MANDATE 21

Current Status:  - (75-99% Complete. In line with Monitor's expectations.)

Mandate 21 at IV B 1 (Page 11) of the Consent Decree, entitled "Use of Force - Policy Changes," requires the Monitor determine if APD either adopted the CJI 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 CJI/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 CJI 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 cautionary track. This mandate was assessed again during this reporting period. With the publication of Chapter 5, APD has revised the following directives:

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

Additionally, APD updated and published Directive 6.13 (Dealing with Persons with Mental Health Disorders) after extensive discussions and collaboration with mental health subject matter experts. DM 16.04 Body-Worn Cameras, was also updated to incorporate best practices and to address issues identified by the Internal Police Auditor in her findings and recommendations.

There are still several policies recommended by CJI that have not yet been updated or revised. However, the decision was made with the Monitor, the remaining policies will not fall under the revised Chapter 5, and that APD will prioritize working on them in the next reporting period. The Monitor will need to see these policies completed to hold APD in substantial compliance.

With the publication of Chapter 5, Directive Manuals 6.13 and 16.04, the Monitor applauds APD's significant achievements in this reporting period and the Monitor believes this mandate is on the right track.

ASSESSMENT OF MANDATE 22

Current Status:  - (Substantial Compliance)

Mandate 22 at IV B (Page 12) of the Consent Decree, entitled "Use of Force - Amendment of Existing Policies," requires 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 APD revise Directives 5.03, 5.04, 6.13, and 9.06 as recommended by CJI and/or a subject matter expert and the revised directives appropriately limit the use of force in response to low-level offenses.

This mandate was assessed during the last reporting period and the Monitor found it was on the cautionary track. This mandate was assessed again during this reporting period. APD finalized and disseminated these revised policies to appropriate personnel. Specifically, Directive Manual 5.01 includes the following language:

Appropriate and unbiased use of force is essential in building public trust and, therefore, should only be used when other means would be ineffective or are not practical under the circumstances. Sworn members shall employ the minimal amount of use of force required to overcome the level of resistance or threat encountered and control the situation.

One of the core principles of Chapter 5 is:

Peaceful Resolutions: Sworn members shall enter every encounter with the intent to resolve each situation peaceably and exhibit patience, flexibility, and professionalism. When practical, sworn members shall apply non-physical means as an alternative to use of force.

Lastly, Directive 5.01 emphasizes under the “Prohibited Use of Force” section that “sworn members shall not use force against subjects who are only verbally confrontational or antagonistic towards them and who do not obstruct, impair, or hinder the performance of a governmental function by a public servant by using or threatening to use violence, force, or physical interference or obstacle.”

The Monitor believes that this mandate is in substantial compliance.

ASSESSMENT OF MANDATE 24

Current Status: ● - (Substantial Compliance)

Mandate 24 at IV C (Page 13) of the Consent Decree, entitled “Use of Force – Force Review Board (Recent Changes),” requires 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 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 it was on the cautionary track. The Monitor has assessed this mandate again during this reporting period. The

Monitor found 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. Most importantly, all the improvements and previous changes to FRB have been documented and published in Directive Manual 5.08- Use of Force Adjudication.

For the reasons stated above, we believe that this mandate is in substantial compliance.

ASSESSMENT OF MANDATE 25

Current Status:  - (75-99% Complete. In line with Monitor's expectations.)

Mandate 25 at IV C (1)(1) (Page 14) of the Consent Decree, entitled "Use of Force – Changes to Process (Feedback for Training)," requires the Monitor determine if the FRB modified its policies to require a formal 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.


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 it was on a cautionary track. The Monitor has assessed this mandate again during this reporting period. During the reporting period, APD published Directive Manual 5.08, which formalized the FRB membership and its operational mandates. The directive appears in Appendix B.

The directive, in part, requires a summary of the FRB's determinations be routed to the involved member and the member's supervisor to ensure any referrals for training, Coaching For Improvement, or enhanced supervision are made and the training is documented by the person providing it. It was discovered during this reporting period the documentation of such routing has not been as robust as anticipated. The Monitor has discussed this issue with the department and has been assured that the department is prioritizing the remediation process in the next reporting period.

Despite improvements needed in the documentation of remediation, the Monitor believes that this is on the right track.

ASSESSMENT OF MANDATE 26

Current Status:  - (Substantial Compliance)

Mandate 26 at IV C (1)(2) (Page 14) of the Consent Decree, entitled “Use of Force - Changes to Process (Review in Context),” requires 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 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 it was on a cautionary track. The Monitor has assessed this mandate again during this reporting period.

The Monitor notes the Board has in many ways improved discussion at its meetings and has embraced a culture of continuous improvement in instances where current policies are not violated but where practices can be improved. It is encouraging that the Board has made intentional efforts to address the Monitor’s concerns by working to embed these practices in their process. The department has been notably more self-critical in identifying areas in which improvement can be made and has made efforts to not just assess whether force was justified under *Graham v. Connor* and *Hill v. Miracle*, but also to review what other options were reasonable and available at the time. The Monitor will continue to work with the Board in fostering a culture of continuous improvement which includes rigorous and critical examination of current policies, training, and practice.

Under Directive Manual 5.08, which appears in Appendix B, the Board is required to evaluate each instance when force is used in the context of the overall encounter, including the circumstances leading to its use and the mental capacity of the suspect based on the information presented by the investigator. This review looks beyond just whether the use of force in question was within policy but at every aspect of the incident to best determine whether anything different could have been done to potentially achieve a better outcome. As noted above, the FRB has now incorporated this question into the review. We will be working with the Department to modify the Directive, to include that practice in the Directive.

Notwithstanding the required modification to reflect the current practice, with these developments, the Monitor believes this mandate is in substantial compliance.

ASSESSMENT OF MANDATE 27

Current Status:  - (50-74% Complete. Deadline missed and uncertain if Monitor’s expectations will be met.)

Mandate 27 at IV C (1)(3) (Page 14) of the Consent Decree, entitled “Use of Force – Changes to Process (Review in Context),” requires 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 it was on the cautionary track. The Monitor has assessed this mandate again during this reporting period. This mandate requires the Force Review Board to modify its procedures and policies relating to data collection, analysis, and publication. The Monitor understands the APD is currently working on developing a new use of force form to track these metrics and anticipates that this work will be completed in the next reporting period and as noted above, to better document the deliberations of the Board more accurately. However, as noted repeatedly above, this has not been implemented yet and the Monitor has concerns about APD’s ability to implement this new data collection form, as well as the ability to analyze the data it collects due to the ongoing concerns with the Contact Data Form.

The Consent Decree mandates changes and improvements to the Force Review Board be memorialized in a policy by June 15, 2022, which has been completed with the publication of the updated Chapter 5. However, there have been delays with updating the necessary data form to collect and analyze and publish the data for use of force incidents and the missed deadline for Use of Force Metrics (July 15, 2022). 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. The Monitor will need to see this ability before APD can be held in substantial compliance.

Due to the reasons above, the Monitor believes the mandate is on a cautionary track and will be evaluating progress on all the components of this Mandate in the next reporting period.

ASSESSMENT OF MANDATE 28

Current Status:  - (75-99% Complete. In line with Monitor’s expectations.)

Mandate 28 at IV C (2) (Page 15) of the Consent Decree, entitled “Use of Force – Collaboration with Academy and Other Sections,” requires 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 t it was on the cautionary track. The Monitor has assessed this mandate again during this reporting period. A member from the academy serves on FRB and their expertise and training are used in the review of use of force during FRB. That member's experience on FRB is then utilized in developing ongoing training. The Police Academy captain has been tasked with pulling examples of good incidents and incidents that need improvements from BWCV, to be used for training of entry-level officers. APD has also created a letter advising an officer an intent to use their BWCV for training purposes. However, this process has not yet been formalized. The Monitor Team will need to see APD improving its procedures and updating its departmental policies related to this mandate, now that the use of force policy development is finalized, in order to hold APD in substantial compliance. This work will include updating relevant policies and ensuring that BWCV is being properly utilized in the Academy. The Monitor will observe how these changes are being carried out in the next reporting period.

For the reasons above, the Monitor believes this mandate is on the right track.

ASSESSMENT OF MANDATE 29

Current Status:  - (75-99% Complete. In line with Monitor's expectations.)

Mandate 29 at IV D (1) (page 15) of the Consent Decree, entitled "Use of Force- Training (Scenario-Based Training)," requires the Monitor determine if APD developed and delivered use of force training that has scenario-based training to substantially all police personnel who interact with the public.


The compliance definition, as agreed to in the MADC, necessitates that APD develop and deliver use of force training, which has scenario-based training to substantially all the police personnel who interact with the public by the deadlines in the Consent Decree.

This mandate was assessed during the last reporting period. This mandate was assessed again during this reporting period. As noted above, APD has finalized its work on the new Use of Force policy and completed delivering the training on the new policy to 100% of its sworn members.

With its completion of ICAT training on March 3, 2023, and its commitment to supplement additional scenario-based trainings in September on the principles of the new policy, APD is continuing to commit to provide continuous training to its sworn members and the Monitor applauds these efforts. The Monitor will need to see APD develop and deliver use of force training which has scenario-based training to substantially all police personnel who interact with the public by the deadlines in the Consent Decree in order to hold APD in substantial compliance.

The Monitor believes this is on the right track.

ASSESSMENT OF MANDATE 30

Current Status:  - (Substantial Compliance)

Mandate 29 at IV D (1) (page 15) of the Consent Decree, entitled “Use of Force- Training (de-escalation training),” requires the Monitor determine if APD developed and delivered use of force training that has de-escalation training to substantially all police personnel who interact with the public.

The compliance definition, as agreed to in the MADC, necessitates that APD develop and deliver use of force training which has de-escalation training to substantially all the police personnel who interact with the public by the deadlines in the Consent Decree.

This mandate was assessed for the first time during this reporting period. As noted above, APD has finalized its new Use of Force Policy and the training associated with it by the deadline in the Consent Decree. Most importantly, the training prioritized and emphasized de-escalation throughout all its modules and 100% of its sworn members, excluding those on extended leave, completed the training by August 16, 2023. This training, coupled with the completed ICAT training in March, APD has developed use of force training that has de-escalation.

The Monitor believes this mandate is in substantial compliance.

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 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 the APD develops and delivers the approved Use of Force training, which includes joint police and fire on scene coordination as appropriate 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. Additionally, APD and AFR conducted training, provided jointly to AFR and APD personnel, to address deployment of APD's new CEWs. APD focused on the deployment of these CEWs and AFR focused on the removal of the CEW barbs. This training was conducted March 10, 13, and 15 and April 7, 13, and 17. The Monitor assessed the training and found it to be appropriate. The Monitor will need to see a formalized schedule for joint training to hold APD in substantial compliance.

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

ASSESSMENT OF MANDATE 32

Current Status:  - (50-74% Complete. Deadline missed and 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 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 cautionary 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 does not have an 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. As noted repeatedly above, there have been delays in implementing a new data collection system, resulting in a lack of use of force data retrieval.

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 the City overestimated its ability to address the shortcomings of its systems and the ability 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 the IT infrastructure for APD due to outdated systems and many shortcomings that were results of such outdated systems.

Throughout the monitorship, the Monitor has met with numerous members of APD and they have universally lamented the lack of investment into these infrastructures in the past and their 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 with the anticipated implementation dates being pushed back multiple times during the monitorship. While there has been limited progress in this area in this reporting period, the Monitor is still uncertain as to when the implementation will be completed. Also uncertainty whether, when it is implemented, the system will provide APD with the ability to analyze its data in the way envisioned and required under the Consent Decree. The Monitor will need to see these issues resolved to hold APD in substantial compliance.

Because of the missed deadline, the Monitor’s expectations have not yet been met. 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 Fourth Amendment and its prohibition against unreasonable seizures. The U.S. Supreme Court has, for decades, issued opinions in cases arising under the Fourth Amendment that collectively set the constitutional floor for when police seizures (also known as “police stops”, “Terry Stops”¹⁴ 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

¹⁴ “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.

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 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 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 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 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.


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

During the current reporting period the Monitor assessed the status of two of the seven mandates in this area of the Consent Decree. Both mandates are related to the APD.

Both are on cautionary track due to the inability of APD to analyze and review its own contact data to ensure compliance.

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 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 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 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 it was on the cautionary track. The Monitor has assessed this mandate again during this reporting period and is concerned about the lack progress of APD's vendor (and derivatively APD) to move toward compliance because the system deployed for collection of the data does not inherently allow for examination of that data in the aggregate, nor does it allow for easy examination of the data for any given event. The Monitor understands that APD has been working with its vendor to achieve these aspects of compliance, but to no apparent avail. However, the Monitor will need to see this capability is prioritized by the vendor and completed as soon as possible to hold APD in substantial compliance. To the extent the current vendor cannot produce that which it has promised, serious thought should be given to seeking out a new vendor.

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

ASSESSMENT OF MANDATE 39

Current Status:  - (50-74% Complete. 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 the Monitor determine whether 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 be in compliance with Mandates 34-37 and has implemented an internal review process to monitor its compliance with related policies. The MADC for this Mandate also requires full implementation of an approved training curricula related to APD’s Stops policies, and appropriate accountability measures to be 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 cautionary track. This mandate was assessed again during this reporting period.

As noted in previous reports, APD still needs 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 assessed both by individual officer and in the aggregate. But as noted above in Mandate 16 in detail, while APD has a preliminary plan on how to conduct the audit, vendor issues have delayed the delivery of the module necessary to do so. However, the Monitor will need to see this capability is implemented to hold APD in substantial compliance.

Because of these delays and uncertainty with respect to the development of the necessary systems, the Monitor finds this requirement to be on a cautionary track.

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.”¹⁵ 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 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 assert 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 two slower-acting chemical sedative, Versed and/or Droperidol, for those situations which, in the medical judgement of paramedics on the scene, the chemical sedative is medically appropriate. Which sedative to use in any given situation is situationally based with Droperidol presenting potentially less risk in certain situations. This medical judgement is reviewed in every instance by the Medical Director of AFR.

¹⁵ 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>

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. 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 for the use of 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 prohibits the use of ketamine by AFR during the monitorship period without explicit approval from the Monitor, and requires the monitoring of 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 has been and will continue to 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, the Monitor has reviewed usage prior to the implementation of the Consent Decree, will continue to review all use of chemical restraint use by AFR, and will participate in "ride-alongs" with AFR.

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

During the current reporting period the Monitor assessed the status of all nine mandates in this area of the Consent Decree. All nine mandates 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 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 renewed 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 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.

During this reporting period, AFR gained access to APD’s BWC system and has started its own review of joint responses with APD. This access has resulted in AFR formulating a review process within its executive team whereby they forward to the Medical Director any issues that are identified for the Medical Director’s review. As discussed above, AFR is in the process of finalizing its policy on use of BWC for review and remediation, an effort that is being undertaken in the spirit of continuous improvement.

This access has allowed AFR to identify a potential issue that, while not a violation of policy, is nonetheless one that could be further improved. AFR also proactively created a remedial training to provide clarification on a new proper restraint system and shared it with APD and Falck, the City’s contracted ambulance service, to align best practices across organizations.

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 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 February through June 2023 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. However, there was one incident where, while there was no policy violation, there was a set of circumstances that could have been handled better. This incident was first identified by AFR and AFR quickly developed a remedial training and shared it with the Monitor before sharing with APD and Falck to remediate this concern.

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 it during 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 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 no issues or objections were raised. As such, the Monitor finds this mandate in substantial compliance and will continue monitoring it 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 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 the 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, 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 it in each Reporting Period.

ASSESSMENT OF MANDATE 45


Current Status:  - (Substantial Compliance)

Mandate 45 at VI D (Page 23) of the Consent Decree, entitled "Use of Ketamine and Other Sedatives as a Chemical Restraint – Process Changes," requires 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, 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 it 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 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 t 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 of 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 from January 1, 2023 through June 30, 2023, 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 and as noted above, AFR has this capability now and have been conducting its own BWCV reviews. It was agreed with AFR that starting with RP6, AFR will be wholly responsible for conducting 100% of these reviews and that the Monitor will review sample of these incidents to ensure that AFR’s assessments are accurate and reliable and to ensure continuing compliance with this mandate.

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 first half of 2023 is July 2023.

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 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 MADC 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 uses for January 1, 2023 through June 30, 2023, which sought to identify trends, review current treatment protocols, and determine any training needs. The protocol change making the administration of supplemental O2 (post-sedation) mandatory is proactively in patient’s best-interest for the types of incidents during which chemical sedation has been deemed necessary. Additionally, the use of midazolam and droperidol, both subject to medic protocol standing orders, is in the best interests of patients, bystanders, and emergency response personnel, present on the scenes of incidents necessitating the use of chemical sedation.

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 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 it 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, 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 thus required 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 have historically been 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 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.

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

During the current reporting period the Monitor assessed the status of 19 of the 20 mandates in this area of the Consent Decree. Five mandates related to APD and five related to AFR. The remaining nine mandates related to CSC. Eight mandates regarding APD and AFR were found in substantial compliance with the remaining two on the right track in various stages of compliance. CSC had four mandates found in substantial compliance with the remaining five on the right track in various stages of compliance.

The detailed assessment of these mandates are as follows:

ASSESSMENT OF MANDATE 49A

Current Status:  - (75-99% Complete. In line with Monitor expectations)

Mandate 49 at VII A (Page 25) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Objectives,” requires 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. The Monitor approved the written recruitment plan from APD during this reporting period. APD has been working on implementing some of these recruitment initiatives while working on hiring a new class for the September academy class.

With the passing of the changes in rules by the Civil Service Commission regarding entry-level hiring, the City and APD inherited the hiring process for the September class from Civil Service Commission in the middle of the hiring process. To help ease this transition, the City hired a Public Safety Support Manager who oversees the hiring for APD and AFR and reports to HR. Despite coming in the middle of the hiring process for the September class, HR and APD worked expeditiously to adapt to the new hiring process. This was especially challenging due to inheriting the application process in the middle of the hiring process. The new entry-level hiring process along with updated Rules and Regulations of the Civil Service Commission are attached as Appendix I.

There were 701 applicants for the September class. The new Public Safety Support manager has been working collaboratively with APD on formulating and implementing solutions to ensure qualified applicants advance throughout the hiring process in an efficient manner consistent with the newly adopted hiring process. From this pool of applicants, 35 candidates accepted the offer and started the Academy on September 11, 2023 (discussed in detail in the focus issue above).

CSC and the City have collaborated and worked together on the transition and will have to continue to do so to ensure a complete and seamless transition for future academy classes. Moreover, CSC and the City will have to continue to troubleshoot unanticipated challenges in the transitional process, as they have been during the September class hiring process. The Monitor will need to see these efforts to continue and fully implement the new hiring process as envisioned with the rules change for CSC and the City to achieve substantial compliance.

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

ASSESSMENT OF MANDATE 49B

Current Status:  - (75-99% 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 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. The Monitor approved AFR’s written recruitment plan during this reporting period. AFR and HR and the Public Safety Support Manager will work closely on implementing the new hiring process for its incoming, January 2024 class, the first to be hired under the new process. The Monitor will need to see this process fully implemented before AFR can be held in substantial compliance.

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

ASSESSMENT OF MANDATE 49C

Current Status:  - (75-99% Complete. In line with Monitor expectations)

Mandate 49 at VII A (Page 25) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Objectives,” requires 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 last reporting period. This mandate was assessed again this reporting period. The Consent Decree requires CSC to modify its Rules and Regulations regarding hiring and the disciplinary processes by May 16, 2023, to be in full compliance with the Consent Decree. CSC adopted the City’s general framework on proposed modifications to the hiring process and changed its Rules and Regulations to formally adopt the new entry-level hiring process on April 25, 2023. The proposed changes to Rules and Regulations were discussed with

the Monitor in advance of the CSC meeting and CSC fully adopted the Monitor's recommendations in its final Rules and Regulations.

As noted above, CSC transitioned out of the hiring process in the middle of APD's September class hiring process. While the Rules and Regulations changes are critical, it does require CSC to continue to work with APD, AFR, and the City to ensure a complete and seamless transition.

This is an area the Monitor will continue to track before this mandate can be held in substantial compliance.

The Monitor believes this mandate is currently on the right track.

ASSESSMENT OF MANDATE 50

Current Status:  - (75-99% Complete. In line with Monitor expectations)

Mandate 50 at VII A (Page 25) of the Consent Decree, entitled "Recruitment, Hiring, and Promotion – Objectives" requires 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 and found it to be on the right track. During this reporting period, CSC formally adopted changes to their Rules and Regulations governing the disciplinary appeals process on May 9, 2023. These rule changes included formally adopting the practice of publishing any civil service appeal of discipline, the pleadings associated with the appeal, and the findings of the CSC regarding that appeal, on the webpage dedicated to the CSC within the City of Aurora website.

The Commission also formally adopted the practice of reserving two days each month in which to hold a disciplinary hearing for any future appeal received so that hearings are carried out in a timely manner. Finally, the rules were updated to strongly discourage continuances. Reserving calendar days and discouraging continuances addresses the predictability requirement of this mandate.

While these Rules and Regulations changes occurred during this reporting period, the modifications envisioned in the rules changes have not yet been updated on the website and the Monitor will need to see the implementation of the changes before CSC can be held in substantial compliance with this mandate.

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 the Monitor determine whether the CSC improved transparency and accountability relative to the Civil Service Commission’s work, such that community members understand the role 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 newly adopted entry-level hiring process was published on the CSC’s website. However, it is very challenging to find if the user is not specifically looking for that information. While it is great that CSC pulled out a specific section of Rules and Regulations that address the entry-level hiring process, it is buried among other CSC-related documents. The Monitor recommends that CSC work with City of Aurora IT in the next reporting period to provide more fulsome information to the community about its role in hiring, promotion, and discipline. More importantly, specific details about what CSC does and how it makes decisions in hiring, promotion, and discipline, are currently still scarce. The Monitor will work with CSC on improving in these areas. Specifically, it should be easy to navigate to this information from the landing page. There should be clear directions and labels to guide any community member to find this information. The Monitor will work with CSC on implementing these changes in the next reporting period and once implemented will be able to hold CSC in substantial compliance.

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

ASSESSMENT OF MANDATE 52

Current Status:  - (Substantial Compliance)

Mandate 52 at VII B (Page 26) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Recruitment (APD),” requires the Monitor determine if the APD 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 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 it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Monitor reviewed APD's final written recruitment plan and approved it on May 15, 2023, in advance of May 16, 2023, deadline in the Consent Decree. APD's recruitment plan had clear goals, objectives, and action steps for attracting and retaining a quality workforce that better reflects the diversity of the City. Before approval by the Monitor, APD presented its recruitment plan to the Community Advisory Council and received feedback and recommendations on the plan, which APD incorporated into its final version.

APD's recruitment plan has the following recruitment goals:

- 1) APD's vision of excellence (approaching recruiting efforts with the same energy, commitment, care, and compassion as one would treat a family member. Embracing this philosophy, APD will achieve robust academy attendance numbers to include people who are in underrepresented populations.)
- 2) Build program structure, staffing, and funding
- 3) Enhance and maintain a well-qualified candidate selection pool and increase under-represented population candidates
- 4) Improve applicant retention
- 5) Create pathways for youth to explore and obtain a career in law enforcement
- 6) Community-based engagement that creates relationships and recruiting opportunities
- 7) Establish a whole-person approach philosophy to hiring all applicants
- 8) Formalize APD's pre-hire employment program

APD's recruitment plan is published on APD's website: [APD Recruiting Strategic Plan.pdf \(civiclive.com\)](#)

The plan is discussed in further detail above in the Focus Issue dedicated to the recruitment and hiring process update. The Monitor will assess APD's compliance with the recruitment plan in the upcoming reporting periods.

For the reasons stated above, the Monitor believes this mandate is in substantial compliance.

ASSESSMENT OF MANDATE 53

Current Status: ● - (Substantial Compliance)

Mandate 53 at VII B (Page 26) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Recruitment (AFR),” requires 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 MADDC, 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. The Monitor approved AFR’s written recruitment plan on May 12, 2023, in advance of the Recruitment Plan deadline of May 16, 2023, in the Consent Decree. AFR’s recruitment plan has clear goals, objectives, and action steps for attracting and retaining a quality work force that better reflects the diversity of the City. Before approval by the Monitor, AFR presented its recruitment plan to the Community Advisory Council and received feedback and recommendations to the recruitment plan, which AFR incorporated in its final version.

AFR’s recruitment plan has the following goals:

- 1) Obtain and maintain the appropriate staffing resources and funding to ensure that the individuals tasked with recruiting new public safety members are successful pursuant to Goals set by the Fire Chief.
- 2) Enhance and sustain a diverse and well-qualified candidate selection pool, ensuring that underrepresented candidates are broadly represented and prepared for the application process
- 3) Develop a Standard Operating Procedure to maintain a recruiting plan and to set consistent hiring practices
- 4) Prepare and develop people who are interested in joining Aurora Fire Rescue to reduce the attrition in the recruiting, application, hiring and academy/training process
- 5) Ensure that the vision/values of this plan are broadly communicated internally and externally

AFR’s recruitment plan is published on AFR’s website dedicated to hiring: [Aurora Fire Rescue Recruiting Plan 2023 \(civiclive.com\)](https://www.aurorafire.com/Recruiting-Plan-2023)

AFR's recruitment plan is discussed in further detail above in the Focus Issue dedicated to the recruitment and hiring process update. The Monitor will assess AFR's compliance with the recruitment plan in the upcoming reporting periods.

The Monitor believes this mandate is in substantial compliance.

ASSESSMENT OF MANDATE 54

Current Status: ● - (Substantial Compliance)

Mandate 54 at VII B (1) (Page 26) of the Consent Decree, entitled "Recruitment, Hiring, and Promotion – Recruitment (APD)," requires 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. During this reporting period, the Monitor approved APD's recruitment plan. The recruitment plan included a goal to establish a whole-person approach to hiring all applicants. Under this goal, APD is committed to a strategy to encourage and maintain routine review and assessments of minimum qualifications and outcomes with CSC. The Monitor will assess how APD and CSC engage in these discussions in the upcoming reporting periods.

The Monitor believes this mandate is in substantial compliance.

ASSESSMENT OF MANDATE 55

Current Status: ● - (Substantial Compliance)

Mandate 55 at VII B (1) (Page 26) of the Consent Decree, entitled "Recruitment, Hiring, and Promotion – Recruitment (AFR)," requires 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 it was on the right track. The Monitor has assessed this mandate again during this reporting period. In AFR's recruitment plan, under Goal 3, which aims to develop Standard Operating Procedure to maintain

a recruiting plan and to set consistent hiring practices, AFR has committed to a strategy to fulfill this requirement of the Consent Decree. Specifically, the strategy states that AFR’s plan will “ensure that the minimum qualifications for candidates are well-defined and includes a ‘whole-person concept’ which will increase the number of candidates who meet the expectations of Aurora’s vision of excellence. The minimum qualifications standards and the ‘whole person concept’ must be a coordinated effort between the Civil Service Commission, the department and the Human Resources Department to ensure consistency in the hiring process.” The Monitor will assess how APD and CSC engage in these discussions in the upcoming reporting periods.

The Monitor believes that this mandate is substantial compliance.

ASSESSMENT OF MANDATE 56

Current Status:  - (Substantial Compliance)

Mandate 56 at VII B (2) (Page 26) of the Consent Decree, entitled “Recruitment (Outreach for Diversity) (APD),” requires 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 it was on the right track. The Monitor has assessed this mandate again during this reporting period. APD’s recruitment plan is primarily focused on increasing the diversity of APD and there have been substantial efforts to identify impactful partnership locally and nationally to achieve those goals. Specifically, APD is committed to Goal 6, which calls for “community-based engagement that creates relationships and recruiting opportunities.” Under that goal, there is a strategy to “look beyond the obvious for recruiting opportunities.” This strategy commits the Recruiting Unit to continually identify opportunities to tap into community feedback for effective recruiting opportunities. APD is committed to participating in community ward meetings, veteran’s outreach and military transition center efforts, faith-based community outreach, and non-profit engagement opportunities. Furthermore, throughout the recruitment plan under other goals, APD is committed to intentionally engaging with the community, such as Goal 5, which aims to create a pathways for youth to explore a career in law enforcement. Under this goal, APD commits to working with local school districts. Under Goal 3, which aims to enhance and maintain

a well-qualified candidate pool and increase under-represented population candidates, APD commits to outreach at large community events, places of worship, non-profit, City Council hosted events, and local college fairs. In addition, APD commits to identifying opportunities to engage with local high schools and community colleges as well as other community organizations to identify opportunities to attract underrepresented recruits in Aurora.

The Monitor believes that this mandate is in substantial compliance.

ASSESSMENT OF MANDATE 57

Current Status: ● - (Substantial Compliance)

Mandate 57 at VII B (2) (Page 26) of the Consent Decree, entitled “Recruitment (Outreach for Diversity) (AFR),” requires t 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 it was on the right track. The Monitor has assessed this mandate again during this reporting period. The recruitment plan is primarily focused on increasing the diversity of AFR and there have been substantial efforts to identify impactful partnerships locally and nationally to achieve those goals. Specifically, AFR is committed to working with local high schools and colleges to focus on entry-level recruiting from Aurora. They are also committed to working with local community non-profits, agencies, and organizations like AKCRT, Community College of Aurora, Aims Community College, Red Rocks Community College, school districts and local contacts at military bases to capture soon-to-be retirees, specifically those who served as paramedics.

The Monitor believes this mandate is in substantial compliance.

ASSESSMENT OF MANDATE 58

Current Status: ● - (Substantial Compliance)

Mandate 58 at VII B (3) (Page 26) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Recruitment (APD),” requires 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 MADDC, 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 it was on the right track. The Monitor has assessed this mandate again during this reporting period. During this reporting period, APD has utilized easy to use recruiting website that provides information about career opportunities, compensation, and directly connects applicants with a recruiter. More importantly, the recruiters have utilized software that allows them to respond to applicants who have questions about the hiring process in real-time and recruiters have been far more active in engaging with the applicants during this reporting period. These increased touchpoints with the applicants have yielded some increase in retention of candidates, but more importantly, have provided the recruiters with the encouragement to continue and increase these efforts.

Finally, in the recruitment plan, APD is committed to creating and maintaining a marketing campaign that will be updated continually to display and promote APD’s continuing long-term goals. The website is accessible at joinaurorapd.com. Additionally, APD is committed to utilizing various social media platforms to cast a wide recruiting net as well as working with local organizations to provide awareness on career opportunities, compensation, hiring, applicable testing processes, deadlines, and other requirements of each position. In addition to leveraging local and statewide information-sharing networks, APD is committed to partnering with other recruiting organizations nationally and regionally for sharing best practices and trend analyses. The Recruiting Unit will establish a mutual officer referral, relocation, and hiring program and process with recruiting units within the state or across the nation to facilitate a move or relocation for applicants.

The Monitor believes that this mandate is in substantial compliance.

ASSESSMENT OF MANDATE 59

Current Status:  - (Substantial Compliance)

Mandate 59 at VII B (3) (Page 26) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Recruitment (AFR),” requires 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 it was on the right track. The Monitor has assessed this mandate again during this reporting period. AFR also published a website dedicated to offering information on career opportunities, compensation, hiring, applicable testing processes, deadlines, and other requirements of each position.

The website can be found at <https://www.auroragov.org/cms/One.aspx?portalId=16242704&pageId=16411094>. The website provides comprehensive information as well as the recruitment plan. The recruitment plan is committed to focusing lateral recruiting in like-size metro areas and agencies and focusing on local high schools and community colleges.

The Monitor believes this mandate is in substantial compliance.

ASSESSMENT OF MANDATE 60

Current Status:  - (Substantial Compliance)

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 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 it was on the right track. The Monitor has assessed this mandate again during this reporting period. The Rules and Regulations regarding entry-level hiring process adopted by CSC on April 28, 2023, meeting clearly ensure that APD and AFR play a far more active role and have the final say on which

candidates are hired. The updated entry-level hiring process is detailed in the Focus Issue dedicated to recruitment and hiring process update. Specifically, Section II of CSC’s Rules and Regulations details the role APD and AFR play throughout the hiring process, including file review and oral boards, and Section II, Paragraph 8 (b) clearly states that “The respective Chief of the department shall have the final say on which candidates are selected to receive a final job offer.”

The Monitor will assess for compliance with the updated Rules and Regulations in the upcoming reporting periods.

With the Rules and Regulations changes, the Monitor finds this mandate in substantial compliance.

ASSESSMENT OF MANDATE 61

Current Status:  - (75-99% Complete. In line with Monitor expectations)

Mandate 61 at VII C (Page 28) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Civil Service Commission (Promotion) requires the Monitor determine if the Commission will work with the Consent Decree Monitor and the outside expert to make changes, if any, to the promotional process.

The compliance definition, as agreed to In the MADC, necessitates that the Civil Service Commission work with the Consent Decree Monitor and the outside expert to make changes, if any, to the promotional process.

This mandate was assessed is for the first time this reporting period. As discussed in detail above in the Focus Issue dedicated to the Promotional Process, the Consent Decree Monitor published its report reviewing the promotional process on June 30, 2023. CSC staff worked closely with the Monitor to provide information and data to enable the Monitor’s examination of the promotional process. CSC staff was willing and expedient in responding to the report, including scheduling a meeting to discuss the findings and recommendations with the entire Commission quickly after the publication of the report. The Monitor then presented our findings to CSC on August 8, 2023. There were several recommendations made to CSC regarding the promotional process. CSC is considering those recommendations and no Rules and Regulations changes have yet been adopted. CSC is scheduling meetings in RP6 to discuss the recommendations that directly apply to CSC in RP6 as not all of the recommendations in the report directly applied to CSC. The Monitor will review the CSC’s review and assessment of the recommendations before holding the CSC in substantial compliance with this mandate. The Monitor believes that review will take place in the next reporting period.

The Monitor finds this mandate is on the right track.

ASSESSMENT OF MANDATE 62

Current Status: ● - (Substantial Compliance)

Mandate 62 at VII C (Page 28) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Civil Service Commission (Discipline) requires the Monitor determine if CSC updated its Rules and Regulations by the Rules and Regulations Modification Deadline to include, at minimum, 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.

The compliance definition, as agreed to In the MADC, necessitates that the Civil Service Commission update its Rules and Regulations by the Rules and Regulations Modification Deadline in Consent Decree regarding its disciplinary process.

This mandate was assessed for the first time this reporting period. The Civil Service Commission adopted changes to the disciplinary hearing process during their meeting on May 9, 2023. The changes adopted included a procedure for reserving two days each month where a new disciplinary appeal received would then be scheduled for a hearing. The rules also strongly discourage continuances. CSC also reviewed the possibility of no longer holding a “de novo” review of the disciplinary cases, however, the Monitor found that the Charter contemplates a “de novo” review of disciplinary appeals, so this method was retained.

With the Rules and Regulations changes, the Monitor finds this mandate in substantial compliance.

ASSESSMENT OF MANDATE 63

Current Status: ● - (Substantial Compliance)

Mandate 63 at VII C (Page 29) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Civil Service Commission (Discipline) requires the CSC update its Rules and Regulations by the CSC Rules and Regulations Modification Deadline and the rule change includes requirements that the content of disciplinary decisions, including that discipline decisions include plain statements of the actual allegations, defenses, findings, and basis for the decision so 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.


The compliance definition, as agreed to In the MADC, necessitates that the Civil Service Commission update its rules in accordance with the requirements of the Consent Decree by the Rules and Regulations Modification Deadline.

This mandate was assessed for the first time during this reporting period. As part of the revisions to the CSC’s Rules and Regulations adopted on May 9, 2023, CSC formally adopted a template for findings in disciplinary appeals that addresses the provisions of this mandate. The Rules and Regulations now contain an Appendix A that contains a template “Findings, Conclusion, and Order” that will be followed for all disciplinary appeal findings. This template includes 1) procedural history; 2) directives involved; 3) findings and conclusion; 4) discipline; and 5) order.

These rule changes included formally adopting the practice of publishing any civil service appeal of discipline, the pleadings associated with the appeal, and the findings of the CSC regarding that appeal on the webpage dedicated to the CSC within the City of Aurora website. However, it has not yet been implemented in practice and the Monitor will assess how CSC is complying with the rule changes in upcoming reporting periods.

With the Rules and Regulations changes, the Monitor finds this mandate in substantial compliance.

ASSESSMENT OF MANDATE 64

Current Status:  - (Substantial Compliance)

Mandate 64 at VII C (Page 29) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Civil Service Commission (Discipline) requires the CSC update its Rules and Regulations by the CSC Rules and Regulations Modification Deadline and the rule change includes requirements that the content of disciplinary decisions, including 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.

The compliance definition, as agreed to In the MADC, necessitates that the Civil Service Commission updated its rules in accordance with the requirements of the Consent Decree by the Rules and Regulations Modification Deadline.

This mandate was assessed for the first time during this reporting period. As part of the revisions to the CSC’s Rules and Regulations adopted on May 9, 2023, CSC formally adopted the practice of publishing all disciplinary appeals received, the associated pleadings with each discipline including any requests for continuances, and the findings for each discipline on the dedicated CSC website. However, as noted above, this practice has not yet been implemented and the Monitor will assess compliance with these Rules and Regulations changes in the upcoming reporting period.

With the Rules and Regulations changes, the Monitor finds this mandate in substantial compliance.

ASSESSMENT OF MANDATE 66

Current Status:  - (75-99% Complete. In line with Monitor expectations)

Mandate 66 at VII C (Page 29) of the Consent Decree, entitled “Recruitment, Hiring, and Promotion – Civil Service Commission (Transparency) requires the CSC 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.

The compliance definition, as agreed to in the MADC, necessitates that the Civil Service Commission updated its rules in accordance with the requirements of the Consent Decree by the Rules and Regulations Modification Deadline.

This mandate was assessed for the first time during this reporting period. As part of the revisions to the CSC’s Rules and Regulations adopted on May 9, 2023, CSC formally adopted the practice of publishing all disciplinary appeals received, the associated pleadings with each discipline including any requests for continuances, and the findings for each discipline on the dedicated CSC website. However, as noted above, this practice has not yet been implemented and the Monitor will assess compliance with these Rules and Regulations changes in the upcoming reporting period.

In this reporting period, CSC published all of its updated Rules and Regulations as they pertain to the entry-level hiring and discipline on its website. However, as noted above, it is not well-marked and does not provide any context or fulsome explanation of the actual role of CSC in these processes. It is unrealistic that the public will be a) find the Rules and Regulations based on where they are currently located on the website without prompt on the main page of how they can navigate the website to do so and b) read the Rules and Regulations to identify and understand CSC’s role. CSC must make an effort to provide more explanation beyond just publication of the Rules and Regulations to better inform the community about its role and responsibilities.

The Monitor finds this mandate is on the right track with the efforts made by CSC and look forward to working with CSC on improving its efforts in the upcoming reporting periods.

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, because of the unique authority bestowed upon them under the law and because 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 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 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 15th, 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 are tracking officers’ disciplinary outcomes, identifying trends and patterns of misconduct, and improving 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 officer’s for use in decision making and for transparency to the public.

POLICY IMPLICATIONS

The Monitor will be working with the City to ensure 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.

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 are related to the APD and both are cautionary track due to concerns the Monitor has with APD's data collection and analytical capabilities.

ASSESSMENT OF MANDATE 67

Current Status:  - (0-24% Complete. Uncertain if the expectations of the Monitor will be met.)

Mandate 67 at VIII A (Page 31) of the Consent Decree, entitled "Accountability and Transparency - Objectives" requires the Monitor confirm that the City has implemented a system to review and identify trends and patterns in the conduct of its police officers, including lawsuits, complaints, and misconduct, uses of force regularly and easily. 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 MADDC, 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. This mandate was assessed again during this reporting period. As noted above, APD still has not been given the capability to analyze their own data and that needs to be prioritized during this reporting period. There were also delays with rolling out the new use of force form, which would allow APD to start collecting use of force data that could be analyzed. While this is not directly the fault of APD, a system that collects data without allowing for easy analysis of that data is not what is required under the Consent 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 and the plan was submitted to the Monitor on time. The Monitor approved the general framework by the deadline and the timeline for this plan and has been closely monitoring compliance and progress in this reporting period. 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. But, most importantly, it is critical that the City and APD make their best efforts to stay on top of the vendors to ensure that these migrations progress expeditiously to meet the timeline in the approved plan.

Unfortunately, because of delays in implementing the use of force database, there has also been no progress with the department’s Early Intervention System, which is supposed to help APD more easily identify trends and patterns in the conduct of APD officers, including lawsuits, complaints, misconduct, and uses of force. Both of these systems were expected to have progressed significantly during this reporting period but the Monitor has not yet seen the anticipated progress.

However, toward the end of this reporting period, APD hired a project manager tasked with overseeing all of Consent Decree reforms. The newly hired project manager has been effective in organizing all the projects and tasks mandated under the Consent Decree for the Department and has now been assigned to assist APD personnel who have been working on data systems to better identify barrier points and to troubleshoot them. The Monitor has been working closely with the project manager and looks forward to reporting a more significant progress in the next reporting period.

For the reasons stated, the Monitor now believes the mandate is on the cautionary track and will be evaluating progress on all these systems in upcoming reporting periods and the Monitor will need to see substantial progress in the next reporting period.

ASSESSMENT OF MANDATE 68

Current Status:  - (0-24% Complete. Uncertain if the expectations of the Monitor will be met.)

Mandate 68 at VIII B (Page 31) of the Consent Decree, entitled “Accountability and Transparency-Goals and Measurements” requires 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 a system 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 cautionary track. 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 and the plan was submitted to the Monitor on time. The Monitor has approved the general framework by the deadline and the timeline for the plan and has been closely monitoring APD's progress and compliance in this reporting period. Yet, 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. However, the plan submitted by APD considers this ongoing work and includes a proposed timeline to complete the work to implement the transparency portal. The vendor for the development and implementation of the transparency portal came on board in June and has been working toward the goal of completion by end of December 2023. They are currently accessing and assessing the necessary data. Given the significant issues with the existing data and its systems, the Monitor has concerns about data accessibility and the vendor's ability to meet the stated deadline to complete its work.

We again reiterate the need for the City and APD to ensure their vendors complete their work in a timely manner to be in compliance.

For these reasons the Monitor believes this mandate is still on a cautionary track and will need to see substantial progress in the next reporting period.

CONCLUSION















The fifth reporting period of monitoring activity has been marked by cooperation and apparent goodwill of all parties and stakeholders in the process. 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 as soon as possible.

APPENDIX A

REPORT CARD MATRIX		RP1 2/15/22- 5/15/22	RP2 5/16/22- 8/15/22	RP3 8/16/22- 11/15/22	RP4 11/16/22- 2/15/23	RP5 2/16/23- 8/15/23	RP6 8/16/23- 2/15/24	RP7 2/16/24- 8/15/24	RP8 8/16/24- 2/15/25	RP9 2/16/25- 8/15/25	RP10 8/16/24- 2/15/26	RP11 2/16/26- 8/15/26	RP12 8/16/26- 2/15/27
MANDATE NUMBER	TITLE AND SYNOPSIS	COMPLIANCE DETERMINATIONS											
POLICIES AND TRAINING GENERALLY													
1A	Policies and Training Generally (APD): APD and AFR will develop policies that are consistent and complimentary and will conduct training for coordinated response and will hold officers and firefighters accountable for policy violation												
1B	Policies and Training Generally (AFR): APD and AFR will develop policies that are consistent and complimentary and will conduct training for coordinated response and will hold officers and firefighters accountable for policy violation												
2A	Policy development, review and implementation process (APD): City will work with the Monitor to evaluate policies, training and implementation, and develop process to speed up process.												
2B	Policy development, review and implementation process (AFR): City will work with the Monitor to evaluate policies, training and implementation, and develop process to speed up process.												
2C	Policy development, review and implementation process (CSC): City will work with the Monitor to evaluate policies, training and implementation, and develop process to speed up process.												
3A	Submission of new policies for review (APD): City must submit any covered policies, procedures, rules to the Monitor for review and approval												
3B	Submission of new policies for review (AFR): City must submit any covered policies, procedures, rules to the Monitor for review and approval												
3C	Submission of new policies for review (CSC): City must submit any covered policies, procedures, rules to the Monitor for review and approval												

50	Recruitment, Hiring, and Promotion – Objectives: 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	Recruitment, Hiring, and Promotion – Objectives: 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.													
52	Recruitment, Hiring, and Promotion – Recruitment (APD): APD will revise review and revise recruitment and hiring programs to attract and hire a diverse group of qualified individuals through a plan that has clear goals, objectives and action steps.													
53	Recruitment, Hiring, and Promotion – Recruitment (AFR): AFR will revise review and revise recruitment and hiring programs to attract and hire a diverse group of qualified individuals through a plan that has clear goals, objectives and action steps.													
54	Recruitment, Hiring, and Promotion – Recruitment (APD): The recruitment plan should include an examination of minimum qualifications for both new recruits and lateral hires in consultation with the Civil Service Commission													
55	Recruitment, Hiring, and Promotion – Recruitment (AFR): The recruitment plan should include an examination of minimum qualifications for both new recruits and laterals in consultation with the Civil Service Commission													
56	Recruitment (Outreach for Diversity) (APD): The recruitment plan should include an outreach to community leaders and stakeholders, to increase the diversity of APD's applicant pool and identify candidates that are committed to community policing and have skills to succeed													
57	Recruitment (Outreach for Diversity) (AFR): The recruitment plan should include an outreach to community leaders and stakeholders, to increase the diversity of APD's applicant pool and identify candidates and have skills to succeed													
58	Recruitment, Hiring, and Promotion – Recruitment (APD): The plan should include broad distribution of career opportunities and details pertaining thereto in the metro Denver area, and make the same info available on the website with direct contact to recruiting member													
59	Recruitment, Hiring, and Promotion – Recruitment (AFR): The plan should include broad distribution of career opportunities and details pertaining thereto in the metro Denver area, and make the same info available on the website with direct contact to recruiting member													

3B

LEGEND (REV)	ESTIMATED 0-24% COMPLETE	ESTIMATED 25-49% COMPLETE	ESTIMATED 50-74% COMPLETE	ESTIMATED 75-99% COMPLETE	SUBSTANTIAL COMPLIANCE
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					
*OR, DEADLINE MISSED BUT MONITOR EXPECTS THAT IT WILL BE MET WITHIN A REASONABLE PERIOD					

APPENDIX B

AURORA POLICE DEPARTMENT

DIRECTIVES MANUAL

05.01 USE OF FORCE

Approved By:	Art Acevedo, Interim Chief of Police
Effective:	Aug-18-2023
Revised:	Aug-18-2023
Associated Policy:	DM 05.01, 05.03, 05.04, 05.05, 05.06
References:	C.R.S. § 18-1-704, 18-1-707, 18-1-901(3)(d), 24-31-901
Review Authority:	Professional Standards and Training Division Chief and APD Legal Advisor(s)

5.1.01 PURPOSE

The purpose of this directive is to provide all sworn members of the Aurora Police Department (APD) with clear and direct guidelines that meet the standards of *Graham v. Conner* (1989) and C.R.S. § 18-1-707.

Sworn members shall respect and value the sanctity of human life and uphold the dignity of all persons. The life, safety, and welfare of all persons is paramount when carrying out the duties of a peace officer.

The decision to use force requires continual assessment of the situation with the goal of resolving the encounter with the minimal amount of force required to bring the situation under control.

5.1.02 SCOPE

This directive applies to all sworn members of APD.

5.1.03 DEFINITIONS

Active Harmer: Any incident in which a person(s) is actively engaged in killing or attempting to kill people in a populated area, typically involving the use of a firearm, knife, vehicle, and/or explosive.

Authorized Weapons: Weapons approved and issued by Aurora Police Department and for which the sworn member has met the required training and proficiency standards, including firearms, impact weapons, chemical agents, and conducted energy weapon (CEW).

Chokehold (PROHIBITED): As defined by C.R.S. § 18-1-707(2.5)(b)(I) and (II), a chokehold is a method by which a person applies sufficient pressure to another person to make breathing difficult or impossible and includes but is not limited to any pressure to the neck, throat, or windpipe that may prevent or hinder breathing or reduce intake of air. "Chokehold" also means applying pressure to a person's neck on either side of the windpipe but not to the windpipe itself to stop the flow of blood to the brain via the carotid arteries. This includes methods previously referred to as the "Lateral Vascular Neck Restraint (LVNR)" and the "Carotid Control Hold."

Chemical Irritant: Chemical irritants are materials that, upon contact, cause temporary inflammation or irritation to a body's surface, including eyes, respiratory tract, skin, or mucous membranes.

Conducted Energy Weapon (CEW) / Taser: A device designed to disrupt a person's central nervous system by deploying battery-powered electrical energy sufficient to cause pain, uncontrolled muscle contractions, and override voluntary motor responses.

Lethal Force: Force in which the likely outcome is death, regardless of whether death occurs.

De-Escalation: Taking action or communicating verbally or nonverbally during a potential force encounter in an attempt to stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force.

Excessive Force: As defined by C.R.S. § 18-8-803(2), excessive force means physical force which exceeds the degree of physical force permitted pursuant to section 18-1-707. This includes force in excess of what is objectively reasonable, given the totality of the circumstances. The use of excessive force shall be presumed when a peace officer continues to apply physical force in excess of the force permitted by section 18-1-707 to a person who is not resisting or has been rendered incapable of resisting arrest.

Firearm: As defined by C.R.S. § 18-1-901(3)(h), "Firearm" means any handgun, automatic, revolver, pistol, rifle, shotgun, or other instrument or device capable or intended to be capable of discharging bullets, cartridges, or other explosive charges.

Impact Weapons: Devices used for striking a subject with the intent to cause pain, disable or cause temporary motor dysfunction (e.g., expandable, straight baton, etc.).

Launchable Impact Munition: Munitions used for impacting a subject with the intent to cause pain, disable or cause temporary motor dysfunction (e.g., 40 mm foam projectile).

Less-Lethal Weapon: Weapon used by a sworn member that is not intended to cause death (e.g., CEW/Taser, OC spray, impact weapons, 40mm foam projectiles, etc.).

Officer Relief: The replacement of sworn members who have been involved in a physical struggle, fight, and/or violent event with a subject by other arriving sworn members. This would also apply to any situation where a sworn member appears unable to control their emotions or de-escalate the situation on their own.

Objectively Reasonable: An objective standard of force viewed from the perspective of a reasonable officer, without the benefit of 20/20 hindsight, and based on the totality of the circumstances presented at the moment force is used. The belief would cause a trained and prudent professional police officer to think or act in a similar manner under substantially similar circumstances. This consideration must account for the fact that officers are often forced to make split-second judgments in circumstances that are tense, uncertain, dynamic, and rapidly evolving.

Physical Force: as defined by C.R.S. § 24-31-901(4), physical force is the application of physical techniques or tactics, chemical agents, or weapons to another person.

* Exception: The escorting or handcuffing of a person who is compliant does not constitute a use of force.

Pointing a Firearm at a Person: When a sworn member intentionally points a firearm in the direction of a person such that if the sworn member were to pull the trigger of the firearm, the likely outcome would be that subject being struck by a bullet.

Recovery Position: The placement of a subject's body in a manner that allows sworn members and medical professionals to assess the general medical condition of the subject, including breathing, bleeding, consciousness and awareness.

Sedative: Any medication intended to subdue, sedate, or otherwise chemically incapacitate an individual.

Serious Bodily Injury: As defined by C.R.S. § 18-1-901(3)(p), serious bodily injury (SBI) is an injury which, either at the time of the actual injury or at a later time, involves a substantial risk of death, a substantial risk of serious permanent disfigurement, a substantial risk of protracted loss or impairment of the function of any part or organ of the body, or breaks, fractures, or burns of the second or third degree.

Serious Bodily Injury: As defined by C.R.S. § 18-1-901(3)(p), serious bodily injury (SBI) means bodily injury which that, either at the time of the actual injury or at a later time, involves a substantial risk of death; a substantial risk of serious permanent disfigurement; a substantial risk of protracted loss or impairment of the function of any part or organ of the body; or breaks, fractures, a penetrating knife or penetrating gunshot wound, or burns of the second or third degree.

Subject Behaviors and Actions: The following levels of resistance describe general categories of perceived and articulable behaviors and actions exhibited by a subject during an encounter with law enforcement.

Compliant: A subject who acknowledges direction or lawful orders given by a sworn member and cooperates and offers no resistance.

Passive Resistance: Any behavior or action by the subject that is uncooperative but not forceful or active in any manner.

Active Resistance: Any behavior or action by the subject that involves using their strength or force in opposition to a sworn member's lawful efforts.

Aggressive Resistance: Any behavior or action by the subject where the likely outcome is to harm, cause pain, or injure a sworn member, another person, or the subject.

Assaultive Behavior: Any behavior or action by the subject where the sworn member believes the subject's intent is to harm, cause pain, or injure a sworn member or another person.

Life-Threatening: Any behavior or action by the subject where the sworn member believes the likely outcome is imminent death or serious bodily injury to a sworn member or another person.

Totality of the Circumstances: All facts or circumstances known by the sworn member at the time surrounding any event which can influence decision-making or actions taken.

Use of Force: Actions where the intent of the sworn member's application of "physical force" is to overcome the subject's behavior and gain control of the subject.

Use of Force Model: The force options available to the sworn member in response to varying degrees of a subject's behavior.

Warning Shot(s) (PROHIBITED): Warning shots are the discharge of a firearm for the purpose of compelling compliance from an individual or group but not intended to cause physical injury.

Weapon: An object, instrument, substance, or device designed or intentionally used under the circumstances for inflicting injury, serious bodily injury, or death.

5.1.04 POLICY

The policy of the Aurora Police Department is that sworn members use force in a manner that reflects recognition and awareness of the sanctity of human life while serving the public with professionalism, respect, and courtesy. Appropriate and unbiased use of physical force is essential in building public trust and, therefore, should only be used when other means would be ineffective or are not practical under the circumstances. Sworn members shall employ the minimal amount of force required to overcome the level of resistance or threat encountered and control the situation.

5.1.05 CORE PRINCIPLES

A policy cannot foresee each use of force decision that sworn members encounter. The objective of any use of force is control of self, subject, and situation. The following core principles are provided to guide sworn members regarding the use of force:

Sanctity and Dignity of All Individuals: Sworn members shall make every effort to respect and preserve human life and uphold the value and dignity of all persons at all times. The life, safety, and welfare of all persons are paramount when carrying out the duties of a peace officer.

Peaceful Resolutions: Sworn members shall enter every encounter with the intent to resolve each situation peaceably and exhibit patience, flexibility, and professionalism. When practical, sworn members shall apply non-physical means as an alternative to the use of force.

Continuous Assessment: Sworn members shall continually assess each situation and alter their response as the situation evolves, as use-of-force situations are tense, uncertain, and rapidly evolving, and factors that justify the use of force may change.

De-Escalation: When safe and practical, sworn members shall attempt to influence a situation by taking action or communicating verbally or nonverbally during a potential force encounter in an attempt to reduce tension, stabilize the situation and reduce the immediacy of the threat so that more time, options, and resources can be called upon to resolve the situation without the use of force. Some examples of de-escalation tactics and techniques are communication skills (verbal persuasion, speaking calmly, maintaining a calm and composed demeanor, showing empathy, developing rapport, conveying concern, etc.), containment, and tactical disengagement.

Verbal Warnings: When practical, sworn members shall communicate to the subject(s) and other sworn members that the use of force is imminent unless doing so would place sworn members at risk of injury or death or would create a risk of death or injury to other persons.

Pointing of a Firearm: When a sworn member intentionally points a firearm in the direction of a person such that if the sworn member were to pull the trigger of the firearm, the likely outcome would be that subject being struck by a bullet, it is a seizure under the Fourth Amendment to the United States Constitution. In these circumstances, the sworn member shall be able to articulate a reasonable fear for their or another's safety and that the pointing of a firearm would be objectively reasonable given the totality of the circumstances.

Fair and Unbiased Policing: Sworn members shall carry out their duties in a manner that is fair and unbiased. Discriminatory conduct on the basis of race, religion, color, ethnicity, national origin, age, gender, gender identity, gender expression, sexual orientation, housing status, or disability while performing any law enforcement activity is prohibited.

Approved Control Techniques: Sworn members should use department-approved control techniques and tactics. Control techniques and tactics should be employed to obtain maximum effectiveness with the minimum force needed to control the subject.

Subject Mental Capacity: To reduce the likelihood of the need to use force, sworn members shall consider factors such as age, drug/alcohol intoxication, mental health, etc., and, when practical, request specialized units for assistance, such as Crisis Response Team (CRT) or Aurora Mental Health Response Team (AMHRT).

Identification as a Police Officer: Prior to using force, sworn members should identify themselves as police officers unless doing so would place sworn members at risk of injury or death or would create a risk of death or injury to other persons.

Accountability: We are responsible for our actions and decisions. We are committed to holding ourselves and each other accountable for misconduct.

Immediate Fear of Death or SBI: If a sworn member is in immediate fear of death or serious bodily injury to themselves or another person, and the use of an approved tool is neither reasonably possible nor practical, they may use any and all force options to prevent death or serious bodily injury.

5.1.06 AUTHORIZED USES OF FORCE

Per C.R.S. § 18-1-707(1), a peace officer may use physical force only if nonviolent means would be ineffective in:

effecting an arrest;

preventing an escape, or;

preventing an imminent threat of injury to the peace officer or another person.

Per C.R.S. § 18-1-707(3), a peace officer is justified in using deadly physical force to make an arrest only when all other means of apprehension are unreasonable given the circumstances and:

The arrest is for a felony involving conduct including the use or threatened use of deadly physical force;

The suspect poses an immediate threat of death or serious bodily injury to the peace officer or another person;

The force employed does not create a substantial risk of injury to other persons.

5.1.07 AUTHORIZED DISCHARGE OF A FIREARM

Sworn members are permitted to discharge a firearm when it is lawful, as defined in C.R.S. § 18-1-707(3), and compliant with APD policy, as defined in this directive ([DM 05.01 - Use of Force](#)).

Per C.R.S. § 18-1-707(4) (4), *a peace officer shall identify himself or herself as a peace officer and give a clear verbal warning of his or her intent to use firearms or other deadly physical force, with sufficient time for the warning to be observed, unless to do so would unduly place peace officers at risk of injury or would create a risk of death or injury to other persons.*

Sworn members shall always handle firearms in a safe manner. When handling and/or discharging a firearm, sworn members shall follow the firearms safety rules to the best of their ability under the relevant circumstances of the event.

The firearms safety rules are:

1. All weapons must be treated as if they are always loaded.
2. Never let the muzzle of a weapon point at anything you are not willing to destroy.

3. Keep your finger off the trigger and out of the trigger guard until the sights are on the target and you are prepared to shoot.
4. Always be certain of the target and beyond.

5.1.08 PROHIBITED USES OF FORCE

Use of force prohibitions that are not authorized in any circumstances.

- Per C.R.S. § 18-1-707(2)(a), sworn members shall not use lethal physical force to apprehend a person who is suspected of only a minor or nonviolent offense.
- Per C.R.S. § 18-1-707(1.5)(a), sworn members shall not administer a sedative or attempt to influence the medical judgment of a paramedic or other medical professional authorized to decide as to whether the administration of a sedative is appropriate.
- Per C.R.S. 24-31-905(1)(b), during a protest or demonstration, sworn members shall not discharge kinetic impact projectiles indiscriminately into a crowd.
- Sworn members shall not fire warning shots.
- Sworn members shall not use force as retaliation or punishment.
- Sworn members shall not use force against subjects who are only verbally confrontational or antagonistic towards them and who do not obstruct, impair, or hinder the performance of a governmental function by a public servant by using or threatening to use violence, force or physical interference or obstacle.

5.1.09 RESTRICTED USES OF FORCE

Uses of force in the following circumstances are not authorized absent the sworn member being in immediate fear of death or serious bodily injury to themselves or to another, and the use of an approved device, weapon, or technique is not reasonably possible under the circumstances.

- Sworn members shall not use a firearm as an impact weapon or as a bludgeoning device.
- Per C.R.S. § 18-1-707(2.5)(b)(I) and (II), sworn members shall not use chokeholds.
- Sworn members shall not intentionally strike a subject's head, neck, throat, heart, or spine with an impact weapon. This excludes deliberate strikes with hands, fists, elbows, knees, etc., when otherwise authorized by policy and objectively reasonable, given the circumstances.
- Sworn members shall not use any weapon without proper training, certification, and prior departmental authorization; unless an immediate threat exists and the sworn member reasonably believes that death or serious bodily injury will occur unless they use the weapon.
- Sworn members shall not discharge a firearm at or from a moving vehicle unless lethal force is being used against a sworn member or another person present by means other than the moving vehicle. The moving vehicle itself shall not presumptively constitute a threat that justifies a sworn member's use of lethal force. A sworn member who is threatened by an oncoming vehicle shall move out of its path instead of discharging a firearm at it or any of its occupants. The only exception is an active harmer incident where the vehicle is being used as a weapon.

- Sworn members shall not intentionally use a flashlight or other department-issued equipment as a bludgeoning object that is not departmentally approved as an impact weapon. Sworn members shall not intentionally use a flashlight or other department-issued equipment as a bludgeoning object that is not departmentally approved as an impact weapon.
- Sworn members shall not use force against a subject in handcuffs unless reasonable and articulable justification exists, such as preventing escape, controlling an actively or aggressively resisting subject, preventing injury, or stopping assaultive or life-threatening actions. This restriction does not include escort positions or control holds.
- Sworn members shall not use a baton, CEW, or an impact projectile launcher on a woman who is believed to be pregnant unless the subject displays life-threatening behavior.
- A sworn member shall not use lethal force against a subject based on the danger that the subject poses to themselves if a sworn member would objectively and reasonably believe the subject does not pose an imminent threat of death or serious bodily injury to the sworn member or another individual.

5.1.10 DUTY TO PROVIDE MEDICAL ASSISTANCE

Sworn members using any force that results in injury, complaint of injury, or apparent medical distress, shall arrange for reasonable, timely, and appropriate medical treatment. To the extent possible and if safe and practical, the sworn member will personally render medical aid within the scope of departmental training and their skill level until medical professionals arrive. At that time, sworn members will advise medical personnel of the type of force used, the location on the subject, and any other medical conditions. Sworn members will then transition care per APD [Directive DM 09.06 - Coordination with Aurora Fire Rescue and Emergency Medical Services](#).

As determined by medical professionals, a subject's medical needs will supersede any criminal investigation or process. Sworn members should advise medical professionals of potential evidence, either on the subject or at the scene, that they should be aware of in an effort for preservation.

Sworn members shall attempt to place subjects who are in custody into a recovery position while awaiting medical professionals unless doing so would aggravate the subject's medical condition; the subject is still resisting (active, aggressive, or assaultive), or placing the subject into the recovery position is not practical or safe. Sworn members will ensure the subject is in a position that does not restrict or compromise the airway.

Sworn members should be aware that extended physical confrontations can increase the risks of a medical episode for the subject. Factors such as drug use, extreme agitation, profuse sweating, labored breathing, or significantly elevated heart rate are indicators of increased medical risk.

If a non-custodial arrest of a subject takes place, and the subject refuses medical attention or walks away from the incident, the sworn member shall document the subject's response to the offer for medical attention and the actions of the subject.

5.1.11 DUTY TO INTERVENE

Per C.R.S. § 18-8-802, on-duty sworn members are obligated to intervene in a use of force incident where they perceive a level of force being used by another sworn member exceeds what is legally justifiable under C.R.S. § 18-1-707.

Any sworn member who perceives or reasonably should have perceived another sworn member's use of force exceeds the degree of force that is objectively reasonable shall, when in a position to do so, safely and immediately intervene to discontinue the use of force without regard for the chain of command.

The action required by the sworn member will depend upon the circumstances of the incident. Appropriate action includes, but is not limited to:

- Verbal or physical intervention.
- Immediate notification to a supervisor.
- Complete [18-8-802 UOF](#) Report

5.1.12 OFFICER RELIEF

The first arriving sworn member who is not immediately needed in a role to the control subject(s) or the safety of the scene shall relieve. This "Officer Relief" should only occur after the subject is in custody/detained or under control. Sworn members are required to accept, without question (regardless of rank or tenure), the intervention of another sworn member unless it is not safe or practical.

The goal of the officer-relief protocol is to assist in de-escalating the situation, preventing the potential for excessive force, allowing time for decompression, time to assess any injuries to sworn members and/or the subject, and the ability to provide information to the supervisor(s). Sworn members that are making the physical arrest may be advised to step aside and allow other sworn members to take over the hands-on portion of the arrest.

Once the situation is under control, an on-scene supervisor can determine who should continue with the arrest process of the subject.

5.1.13 ADDITIONAL CONSIDERATIONS

There are some instances where members will need to use physical force on subjects who are not intentionally uncooperative, assaultive, or have criminal culpability. These non-criminal events involving the use of physical force can include subjects with:

- Developmental disabilities
- Behavioral health disabilities
- Medical conditions
- Drug interactions
- Emotional health crisis
- Language barriers

Any of these instances can affect the behavior of a subject and their ability to understand, communicate, and cooperate. While still recognizing that subjects experiencing any of the above can pose a real threat to sworn members and others, sworn members are expected to continually assess these situations, employ de-escalation tactics and techniques, and seek a resolution that minimizes or eliminates the necessity for physical force.

When force must be used, general guidance is that the likely outcome of such use of force should improve the situation and the safety of the subject and the public. This can include the measured use of force upon a person who is only threatening his/her own safety. However, the use of lethal physical force is prohibited and shall not be used in this circumstance.

When these situations are resolved, the priority should be the welfare of the subject and not the pursuance of criminal charges.

5.1.14 CHILDREN AND YOUTH

Sworn members will, when practical, recognize and employ developmentally appropriate tactics, including, but not limited to, using a calm and natural demeanor and avoiding threatening language. Sworn members may need to account for any fear-based reactions children and youth may experience during an encounter.

In circumstances where force against a child or young person is required, sworn members shall take into account personalized factors of the child or young person, including apparent age, body size, and relative strength of the sworn member relative to the child or young person; and risk posed by the child or young person.

In the case of injury resulting from a use of force, in addition to the requirements to render aid, summon medical care and notify a supervisor, the sworn member will notify the child or young person's parent, guardian, or another responsible adult.

5.1.15 DOMESTIC ANIMALS

Sworn members will complete the POST-required training related to the Dog Protection Act C.R.S. § 29-5-112(4) in an effort to limit the use of lethal force against a canine.

Colorado State law requires officers to, whenever practical, seek alternative methods prior to using lethal force on canines. Sworn members should allow the canine owner or an Animal Protection Officer, if present and it is practical, the opportunity to control or remove the canine from the immediate area in order to allow the sworn member to discharge their duties (C.R.S. § 29-5-112). If it is not practical to allow the canine owner or Animal Protection Officer to secure a vicious dog, and the safety of sworn members or others is compromised, a sworn member should use alternative methods other than lethal force to stop or ward off an attack if possible.

Sworn members should assess the situation to determine a need to enter the area containing the canine and if alternative methods would be timely and effective.

Alternative methods can include:

- An owner or person familiar with the canine or an Animal Protection Officer to control or remove the canine from the area.
- Use of treats to calm and distract the canine.
- Use of items to block or restrain the canine from lunging at the sworn member.
- Use of less lethal weapons, OC Spray, or CEW.

For all other domestic or farm animals, the sworn member should attempt to locate and contact the owner to take control of the animal or contact Aurora Animal Services whenever practical before using force to destroy the animal.

Sworn members shall follow the requirements set forth in [DM 05.05 -Reporting and Investigating Use of Force](#) regarding notification to supervisors and reporting requirements.

AURORA POLICE DEPARTMENT

DIRECTIVES MANUAL

05.02 USE OF FORCE MODEL

Approved By:	Art Acevedo, Interim Chief of Police
Effective:	Aug-18-2023
Revised:	Aug-18-2023
Associated Policy:	DM 05.01, 05.03, 05.04, 05.05, 05.06
References:	C.R.S. § 18-1-704: 18-1-707; 18-1-901(3)(d), 24-31-901
Review Authority:	Professional Standards and Training Division Chief and APD Legal Advisor(s)

5.2.01 PURPOSE

The purpose of this directive is to provide and describe the Aurora Police Department (APD) Use of Force Model.

5.2.02 SCOPE

This directive applies to all sworn members of APD.

5.2.03 DEFINITIONS

All definitions from [DM 05.01 - Use of Force](#) apply to this directive.

5.2.04 POLICY

Sworn members shall respect and value the sanctity of human life and uphold the dignity of all persons. The life, safety, and welfare of all persons is paramount to carrying out the duties of a peace officer. The decision to use force requires continual assessment of the situation with the goal of resolving the encounter with the minimal amount of force required to bring the situation under control.

Sworn members are often forced to make split-second decisions in tense, uncertain, and rapidly evolving circumstances. In some instances, sworn members may encounter a subject who is presently exhibiting assaultive or life-threatening behavior that requires immediate attention to ensure the safety of the public and sworn members. Therefore, sworn members are not required to follow a prescribed sequence of escalation within the APD Use of Force Model.

When sworn members are confronted with a decision to use force, they must choose a degree of force that is objectively reasonable to overcome the level of resistance or threat encountered and control the situation. Depending on the subject's behavior and actions, more than one level of force may be required to gain control of a subject.

5.2.05 SUBJECT BEHAVIORS AND ACTIONS

In order to respond effectively, it is imperative that sworn members understand that there are many reasons why a subject may resist passively, actively, or aggressively or exhibit assaultive or life-threatening behaviors. A subject may be non-compliant for a variety of reasons and have no criminal intent (e.g., cognitive impairment, language barrier, medical condition, etc.).

The following levels of resistance describe general categories of perceived and articulable behaviors and actions exhibited by a subject during an encounter with law enforcement.

Compliant: A subject who acknowledges direction or lawful orders given by a sworn member and cooperates and offers no resistance.

Passive Resistance: Any behavior or action by the subject that is uncooperative but not forceful or active in any manner.

Active Resistance: Any behavior or action by the subject that involves using their strength or force in opposition to a sworn member's lawful efforts (this includes fleeing and barricading).

Aggressive Resistance: Any behavior or action by the subject where the likely outcome is to harm, cause pain, or injure a sworn member, another person, or the subject.

Assaultive Behavior: Any behavior or action by the subject where the sworn member believes the subject's intent is to harm, cause pain, or injure a sworn member or another person.

Life-Threatening: Any behavior or action by the subject where the sworn member believes the likely outcome is imminent death or serious bodily injury to a sworn member or another person.

5.2.06 LEVELS OF FORCE USED BY A SWORN MEMBER

Sworn members who use force shall do so in an objectively reasonable manner, base their use of force on the totality of the circumstance they face, and use force with the intent of controlling the subject and the situation using the **minimum** amount of force required to accomplish a lawful objective. The following are broad categories of influence and force used by sworn members in escalating stages:

When force is objectively reasonable, sworn members shall make reasonable efforts to employ the minimal amount of force required to overcome the level of resistance or threat encountered and control the situation.

Control: Attempts to influence a subject's behavior or actions taken to restrain a subject safely without the need to overcome resistance. The escorting or handcuffing of a person who is compliant does not constitute a use of force.

Low-Level Force: Actions taken to control a subject that are neither likely nor intended to cause injury.

Intermediate Force: Actions taken to control a subject that is likely to cause pain, injury, or serious bodily injury to the subject.

Lethal Force: Actions taken in which the likely outcome is death, regardless of whether death occurs.

5.2.07 USE OF FORCE MODEL VISUAL AID

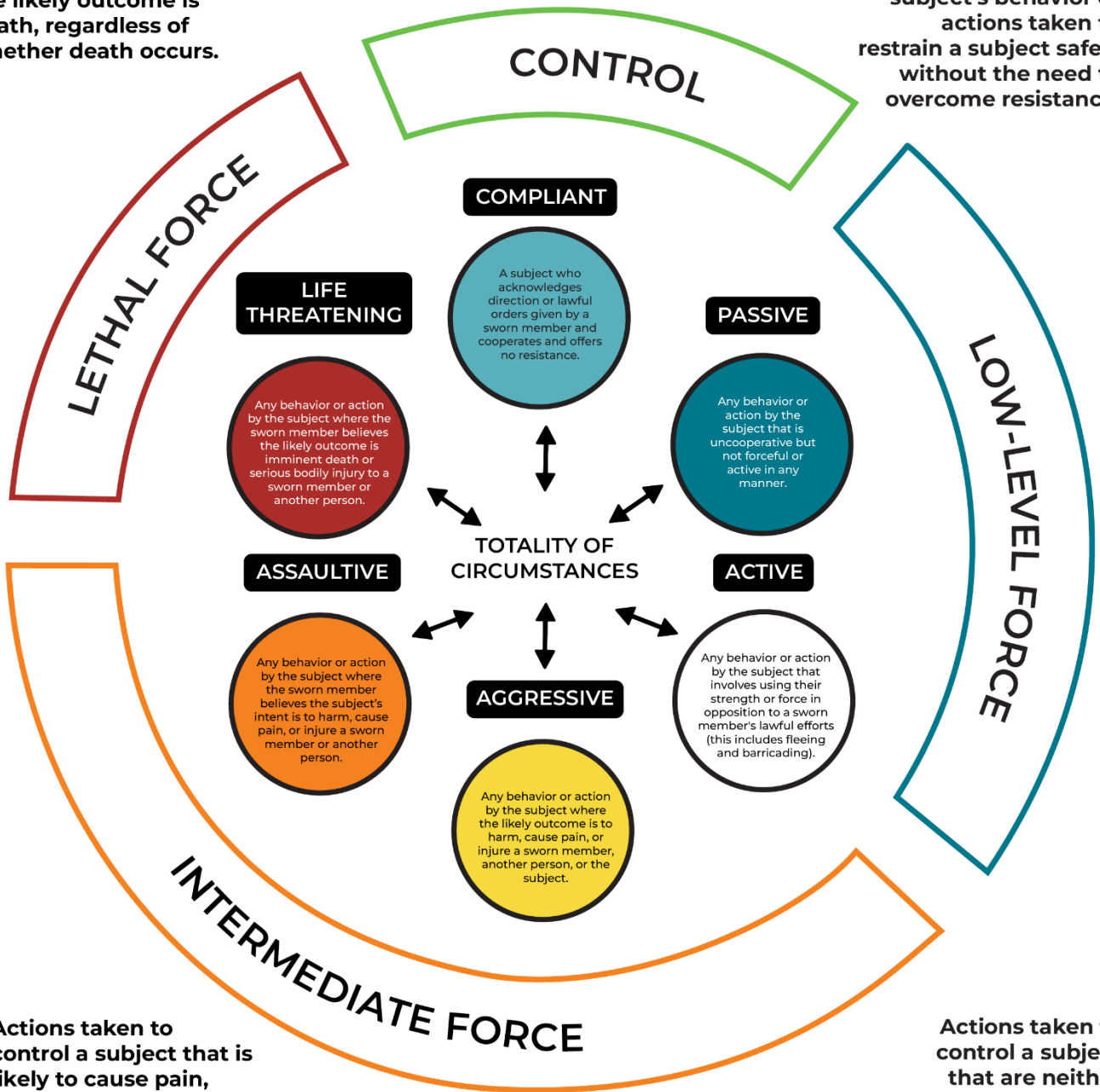
The following visual aid is a general guide that provides sworn members with a range of options that correlates subject behaviors and actions to appropriate levels of force used by sworn members when confronted with a decision to use force.



Actions taken in which the likely outcome is death, regardless of whether death occurs.



Attempts to influence a subject's behavior or actions taken to restrain a subject safely without the need to overcome resistance.



Actions taken to control a subject that is likely to cause pain, injury, or serious bodily injury to the subject.



Actions taken to control a subject that are neither likely nor intended to cause injury.

AURORA POLICE DEPARTMENT

DIRECTIVES MANUAL

05.03 LESS-LETHAL DEVICES, TECHNIQUES, AND WEAPONS

Approved By:	Art Acevedo, Interim Chief of Police
Effective:	Aug-18-2023
Revised:	Aug-18-2023
Associated Policy:	DM 05.01, 05.02, 05.06
References:	C.R.S. § 18-1-707, 24-31-905
Review Authority:	Professional Standards and Training Division Chief and APD Legal Advisor(s)

5.3.01 PURPOSE

The purpose of this directive is to provide sworn members of the Aurora Police Department (APD) with clear and direct guidelines to follow when making the decision whether to use less-lethal devices, techniques, and weapons. The availability and use of less-lethal devices, techniques, and weapons covered in this policy are not intended to replace tactics or training that can be utilized to de-escalate a situation and avoid the use of force.

5.3.02 SCOPE

This directive applies to all sworn members of APD.

5.3.03 DEFINITIONS

Definitions from the following directives apply to this directive:

- [DM 05.01 - Use of Force](#)
- [DM 05.02 - Use of Force Model](#)

Less-Lethal Techniques: Departmentally approved techniques that, when properly used, have less potential for causing death than with the use of a firearm. Less-lethal techniques are intended to be used to gain control or temporarily incapacitate a subject to take that subject into custody safely.

Less-Lethal Devices and Weapons: Departmentally approved devices and weapons that, when properly used, have less potential for causing death than with the use of a firearm. Less-lethal devices and weapons are intended to achieve temporary incapacitation and/or to aid in gaining control of a subject to safely effect an arrest or place the subject into protective custody.

5.3.04 POLICY

All policies and core principles from [DM 05.01 - Use of Force](#) and [DM 05.02 - Use of Force Model](#) apply to this directive.

APD recognizes that non-compliant, combative, violent, and/or armed subjects can create a substantial danger to sworn members and the public. The use of less-lethal devices, techniques, and weapons contributes greatly to reducing the need for sworn members to use lethal force.

The decision to use less-lethal devices, techniques, and weapons requires continual assessment of the situation. When sworn members are confronted with a decision to use less-lethal devices, techniques, and

weapons, they shall use the minimal amount of force that is objectively reasonable to overcome the level of resistance or threat encountered and control the situation. The use of less-lethal devices, techniques, and weapons must conform to APD's training and policies.

Sworn members shall not use any weapon without proper training, certification, and prior departmental authorization; unless an immediate threat exists, and the sworn member reasonably believes that death or serious bodily injury will occur unless they use the weapon.

Sworn members shall be trained, certified, and carry a CEW, OC spray, or both when they are wearing their full-duty uniform.

Sworn members shall have a straight wood baton or Rapid Containment Baton (RCB) when responding to calls for service or engaging in self-initiated investigatory contacts.

5.3.05 TRAINING AND PROFICIENCY REQUIREMENTS

All sworn members shall be trained in the lawful application of force and demonstrate proficiency with all department-authorized less-lethal devices, techniques, and weapons they are issued before use is authorized.

The Training Section shall maintain a record of the training curriculum, certifications of members who have satisfactorily demonstrated proficiency, and all applicable POST requirements for department-authorized less-lethal devices, techniques, and weapons.

Sworn members shall ensure all tools are in working order and properly maintained. Supervisors are required to inspect their subordinate's equipment in compliance with APD Directive [DM 02.04 - Line and Staff Inspections](#).

5.3.06 AUTHORIZED USES OF LESS-LETHAL DEVICES, TECHNIQUES, AND WEAPONS

Members are permitted to draw, display, or use their less-lethal devices, techniques, or weapons when there are grounds to believe their use would be [objectively reasonable](#) based on the totality of the circumstances. Any time a sworn member uses a less-lethal device or weapon on a subject in handcuffs, their actions and decision-making will be subjected to a stringent review.

5.3.07 LEVELS OF FORCE USED BY A SWORN MEMBER

Sworn members who use force shall do so in an objectively reasonable manner with the intent of controlling the subject and the situation using the minimum amount of force required to accomplish a lawful objective. The following are broad categories of influence and force used by sworn members in escalating stages. The levels of force include:

Control: Attempts to influence a subject's behavior or actions taken to restrain a subject safely without the need to overcome resistance. The escorting or handcuffing of a person who is compliant does not constitute a use of force.

Low-Level Force: Actions taken to control a subject that are neither likely nor intended to cause injury.

Intermediate Force: Actions taken to control a subject that is likely to cause pain, injury, or serious bodily injury to the subject.

Lethal Force: Actions taken in which the likely outcome is death, regardless of whether death occurs.

5.3.08 EMPTY HAND TECHNIQUES

Levels of Force:

- Control: The use of physical control techniques (e.g., twist-locks, rear-wristlocks, etc.), without the need to cause pain, cause injury, or overcome resistance, to control a compliant subject (e.g., handcuffing, searching, escort controls, etc.).
- Low-Level Empty Hand Techniques: Intentionally applying pain, leverage, or injuring force to control a subject who is resisting.
- Intermediate Empty Hand Techniques: Using combative techniques, such as strikes, kicks, punches, etc., to control a subject.
- Lethal Empty Hand Techniques: Using any empty-hand technique with the intent to cause the death of a subject.

Medical Attention:

- See APD Directive [DM 05.01 Use of Force](#), section [5.1.09 Duty to Provide Medical Assistance](#) for further information.

Requirements for Proficiency:

- Initial APD Academy Requirements
- Per Department In-Service Training Requirements

5.3.09 HANDCUFFS

Approved Use for Handcuffs:

- During investigatory detentions (*Terry Stops* – see APD Directive [DM 08.52 – Constitutional Policing](#) section [8.52.06](#)) the use of handcuffs is permitted.
- Probable cause exists to arrest a subject for a crime.
- If probable cause exists to place the subject on an Emergency Mental Health Hold (see APD Directives [DM 06.13 - Dealing with Persons with Mental Health Disorders](#) and [DM 08.52 - Constitutional Policing](#) section [8.52.12](#)).
- Subject being transported to detoxification facilities.
- Moving subjects who are in custody.
- During a search warrant service, as is objectively reasonable to safely execute the warrant.

Additional Considerations:

- If medical circumstances make it unreasonable to handcuff a subject, sworn members shall refrain from handcuffing. Subjects shall be handcuffed behind their back unless impractical or impossible due to body characteristics, handicap, or other compelling reasons.

- Subjects who are handcuffed in the prone position shall be placed in recovery or seated position once safe to do so. Sworn members shall not apply prolonged body weight pressure on a non-resisting prone handcuffed subject's upper thoracic region.
- When responding to a location where security has placed a subject in handcuffs prior to the sworn member's arrival, the sworn member shall not place APD handcuffs on the subject until the sworn member has reasonable suspicion or probable cause based on their independent investigation.
- Sworn members are not required to handcuff persons while providing voluntary transport. However, if the sworn member agrees to give a subject voluntary transport, the subject must consent to a pat-down for weapons to receive voluntary transport. If an articulable reason exists for the sworn member to place the subject in handcuffs with the subject's consent, the sworn member shall ask something to the effect of "Do you consent to me placing you in handcuffs for voluntary transport?" Sworn members are not required to provide voluntary transport. The decision to provide voluntary transport is left up to the sworn member's discretion.
- When a sworn member places a subject in handcuffs, they shall visually and physically inspect the handcuffs for proper fit and ensure the handcuffs are double locked.
- When a handcuffed subject first complains that handcuffs are too tight, the sworn member having custody of the subject shall, as soon as reasonably possible, visually, and physically inspect the handcuffs for proper fit. If they are too tight (per training), the sworn member shall make the necessary adjustments to ensure proper fit and double lock.
- Hinged handcuffs are prohibited.

Medical Attention:

- See APD Directive [DM 05.01 Use of Force](#), section [5.1.09 Duty to Provide Medical Assistance](#) for further information.

Requirements for Proficiency:

- Initial APD Academy Requirements
- Per Department In-Service Training Requirements

5.3.10 IMPACT WEAPONS

Impact weapons are used to control a subject by striking them for the purpose of achieving temporary incapacitation of a subject in order to safely effect an arrest.

Levels of Force:

- Control: Verbal warnings regarding an impact weapon.
- Low-Level Impact Weapon Use: Using an impact weapon as a control device or leveraging tool (e.g., to remove the hands of a subject from underneath their body).
- Intermediate Impact Weapon Use: Using an impact weapon to jab or strike a subject.
- Impact Weapon as Lethal Force: When using an impact weapon to intentionally strike a subject on the head, neck, throat, heart, or spine is lethal force.

Additional Considerations:

- During non-lethal force incidents, sworn members shall not intentionally target the head, neck, throat, heart, kidneys, spine, groin, and knee joints.
- Adding additional weight, foreign objects, or other modifications is PROHIBITED.
- The glass-breaking tip on the Rapid Containment Baton (RCB) is PROHIBITED.

Medical Attention:

- Aurora Fire Rescue (AFR) shall be summoned for any impact weapon strikes regardless of visible injury or complaint of injury.
- See APD Directive [DM 05.01 Use of Force](#), section [5.1.09 Duty to Provide Medical Assistance](#) for further information.

Requirements for Proficiency:

- Initial APD Academy Requirements
- Per Department In-Service Training Requirements

5.3.11 OLEORESIN CAPSICUM (OC) SPRAY

OC spray is a non-lethal agent which causes temporary inflammation or irritation to a body surface, including eyes, respiratory tract, skin, or mucous membranes, upon contact.

Level of Force:

- Control: Verbal warnings and/or pointing of OC spray.
- Intermediate Impact Weapon Use: Any use of OC spray against a subject.

Restricted Use:

- OC spray should not be used on a subject inside of a patrol vehicle unless the subject is exhibiting assaultive or life-threatening behavior.
- Sworn members shall only use OC on a driver in extenuating circumstances with consideration is given to the driver's ability to drive away.

Additional Considerations:

- Once a year, during in-service or a qualification, Training Section staff shall inspect each member's canister for the date of manufacture. Four years after the date of manufacture, sworn members are instructed to empty the contents of their current canister and be issued a replacement cannister. The Quartermaster shall designate a location for the disposal of the canister's contents and the canister.

Medical Attention:

- When safe and practical, sworn members shall move the subject who has been sprayed with OC to a fresh air environment while waiting for AFR to respond.

- Sworn members shall request AFR respond to complete a medical evaluation and decontamination on any subject exposed to OC spray.
- See APD Directive [DM 05.01 Use of Force](#), section [5.1.09 Duty to Provide Medical Assistance](#) for further information.

Requirements for Proficiency:

- Initial APD Academy Requirements
- Annual Recertification

5.3.12 CONDUCTED ENERGY WEAPON (CEW) / TASER

A CEW is a device designed to disrupt a person's central nervous system by deploying battery-powered electrical energy sufficient to cause pain, uncontrolled muscle contractions, and override voluntary motor responses.

Levels of Force:

- Control: Verbal warnings and/or pointing a CEW.
 - Laser Display: When the CEW is pointed at a subject in the armed position, the laser(s) will display on the subject's body. This can serve as a visual warning to the subject that a CEW could be used on them. Pointing the CEW at a subject.
 - Arc Warning: With the safety in the armed position, pressing and holding the Arc switch displays a visual Warning Arc of electricity across the front of the CEW. This display of electricity is combined with an auditory warning of electricity being discharged from the CEW. The auditory and visual warning demonstrates the CEW's ability to discharge electricity and may deter a subject without having to deploy the CEW against the subject's body.
- Intermediate Force:
 - Probe Deployment: The primary function of the CEW is the probes from within the cartridge being deployed at the subject. The intent is to temporarily immobilize the subject through neuromuscular incapacitation.
 - Drive Stun: A pain-compliance application of the CEW, with or without the use of a cartridge, by making direct contact with the subject's body. The use of a drive stun application is limited and should be used to complete neuro-muscular incapacitation by closing a circuit when probes have already been deployed, or probe deployments are not successful. If a sworn member uses the drive stun without probe deployment, they shall articulate their justification for using this technique.

Additional Considerations:

- Only department-issued CEWs (Axon Enterprise, Inc. TASER) and department-issued holsters are authorized for use on duty.
- Sworn members shall have a current agency certification to carry a CEW on duty.
- Sworn members shall communicate with each other and issue a warning to other sworn members and the subject that they are about to use a CEW by stating a warning like "TASER, TASER, TASER" unless doing

so would unduly place sworn members at risk of injury or would create a risk of death or injury to other persons. This is particularly important in preventing sympathetic fire responses from other sworn members.

- Sworn members shall communicate with each other and issue a warning to other sworn members and the subject that they are about to use an Arc Warning by stating a warning like “ARC WARNING” unless doing so would unduly place sworn members at risk of injury or would create a risk of death or injury to other persons. This is particularly important in preventing sympathetic fire responses from other sworn members.
- Sworn members shall conduct a spark test at the beginning of the shift to ensure the CEW is functioning properly.
- The CEW can be worn on either side of the body. A CEW worn on the same side of the body as a member’s primary duty firearm must be oriented for a non-dominant hand cross draw. A CEW worn on the opposite side of the body from the primary duty firearm can be oriented for a dominant hand cross draw or non-dominant hand same side draw. After drawing the CEW, members may transition the CEW from the hand used to draw the CEW to the opposite hand.
- When deploying a CEW on a subject, sworn members shall:
 - Use the standard CEW five-second cycle and then evaluate the need to apply another five-second cycle after providing the subject with an opportunity to comply. The sworn member can stop the cycle before five seconds. Using a CEW by probe deployment or drive stun, each five-second cycle of the CEW requires independent articulable justification.
 - Begin restraint procedures, including cuffing under power, as soon as reasonably safe to minimize the total duration of CEW exposure(s).
 - Except in extraordinary circumstances, members should not activate a CEW against a person more than three times or longer than 15 seconds, either in one cycle or cumulative over several applications. If the CEW is ineffective against the subject sworn members should consider transitioning to another use of force option.
- Back shots are the preferred target area if available (below the neck and down).
- When deploying the CEW on the front of a subject, the preferred target area is below the chest and down. Sworn members shall not intentionally target the head, neck, groin, or chest.
- Sworn members may remove the probe(s) if required per training protocol. The probe(s) shall be treated as a biohazard needle and disposed of in an appropriate sharps container per standard medical protocol.

Restricted Use:

- Due to sympathetic fire responses, a sworn member should not deploy a CEW and a firearm at the same time. If a sworn member chooses to deploy a CEW and firearm their actions and decision-making will be subjected to a stringent review.
- The CEW shall be handled in the same manner as a firearm and shall be secured before entering any detention facility.
- The CEW shall not be used:

- On a handcuffed person unless they are armed with a weapon or engaging in assaultive or life-threatening behavior.
- When the sworn member knows a subject has come in contact with flammable liquids or substances.
- Near flammable liquid (e.g., gas pumps, flammable liquid on the floor, etc.).

Medical Attention:

- Aurora Fire Rescue (AFR) shall be summoned for the following:
 - Any CEW probe deployment, where the probes puncture the skin of a subject or when a CEW deployment results in Neuro Muscular Incapacitation (NMI) of the subject, requires that AFR personnel be summoned to complete a medical evaluation of the subject.
 - Subjects exposed to a single application that exceeds fifteen (15) seconds or multiple applications with an accumulative time exceeding fifteen (15) seconds shall be transported to a hospital emergency department (ED) for evaluation by hospital staff.
- See APD Directive [DM 05.01 Use of Force](#), section [5.1.09 Duty to Provide Medical Assistance](#) for further information.

Axon Enterprise, Inc. | TASER 7 Specific Policy:

TASER 7 cartridges shall be loaded in the following order:

- Cartridge bay # 1 will be loaded with a close quarter (CQ) 12-degree cartridge.
- Cartridge bay # 2 will be loaded with a standoff (SO) 3.5-degree cartridge.

Requirements for Proficiency:

- Initial APD Academy Requirements
- Annual Recertification

5.3.13 KINETIC ENERGY IMPACT PROJECTILE LAUNCHER & LESS-LETHAL SHOTGUN

Impact munitions are considered an intermediate force tool where time and distance are imperative to officer safety. The intent of launcher-based kinetic energy impact projectiles is to achieve temporary incapacitation of a subject in order to safely effect an arrest. Each discharge of a launcher-based kinetic energy impact projectile requires independent articulable justification.

Levels of Force:

- Control: Verbal warnings and/or pointing a launcher-based kinetic energy impact weapons.
- Intermediate Force: Discharging a 40 mm launcher-based kinetic energy impact projectile or less-lethal 12-gauge shotgun at a subject.
- Lethal Force: Discharging a 40 mm launcher-based kinetic energy impact projectile or less-lethal 12-gauge shotgun to intentionally strike a subject on the head, neck, or throat is lethal force.

Approved Use for Projectile Weapons:

- Sworn members shall have a current agency certification to carry a kinetic energy impact projectile launcher or less-lethal 12-gauge shotgun on duty.
- Sworn members are cautioned that the target area for launcher-based kinetic energy impact projectile and less-lethal 12-gauge shotgun munitions substantially differ from a lethal force target area. The primary target areas for projectile weapons are the abdomen and lower extremities focusing on the large muscle groups. The head, neck, throat, heart, kidneys, spine, groin, and joints of the body shall be avoided.
- Kinetic energy impact projectile launchers and less-lethal 12-gauge shotguns may be used against persons who are holding a weapon if it can be utilized to intervene and, in an effort, to decrease a potential lethal force situation; however, the following conditions must be met:
 - A minimum of two sworn members should be present, one sworn member acting as lethal coverage.
 - Prior to use, sworn members shall consider the use of available cover/concealment when practical and;
 - Communication between sworn members prior to discharging the impact munition shall occur when safe and practical.

Additional Considerations:

- When practical, sworn members shall communicate with each other and issue a warning to other sworn members and the subject that they are about to use a launcher-based kinetic energy impact projectile or less-lethal 12-gauge shotgun by stating a warning like "IMPACT" unless doing so would unduly place sworn members at risk of injury or would create a risk of death or injury to other persons. This is particularly important in preventing sympathetic fire responses from other sworn members.
- Sworn members shall have a current agency certification to carry a kinetic energy impact projectile launcher and/or less-lethal 12-gauge shotgun on duty.

Medical Attention:

- AFR shall be requested when any launcher-based kinetic energy impact projectile strikes a subject.
- AFR shall complete a medical evaluation and determine if the subject needs to be transported to a hospital ED for further treatment.
- See APD Directive [DM 05.01 Use of Force](#), section [5.1.09 Duty to Provide Medical Assistance](#) for further information.

Requirements for Proficiency:

- Initial APD Certification Course
- Annual Recertification

5.3.14 CHEMICAL IRRITANTS/MUNITIONS (CN/CS/OC VAPOR)

Levels of Force:

- Control: Verbal warnings.
- Intermediate Impact Weapon Use: Any use of chemical irritants/munitions against a subject.

The deployment of these irritants/munitions can be defensive and offensive.

The use of chemical irritants/munitions on an offensive basis will be approved by a SWAT/ERT sergeant or any commanding officer.

Special chemical irritants/munitions (beyond standard issued OC spray) will be deployed by SWAT/ERT gas technicians when practical.

Chemical irritants may be used without prior authorization when a defensive need arises. Whenever a chemical irritant/munition is used, the duty executive should be advised as soon as practical.

Members, especially supervisors, should evaluate the use of chemical irritants/munitions for potential consequences prior to use on an offensive basis. Some chemical irritants/munitions can severely affect person with respiratory conditions, children, and the elderly. Some chemical munitions also have extreme fire potential.

In response to a protest or demonstration, and in compliance with C.R.S. § 24-31-905, sworn members shall not use chemical agents or irritants, including pepper spray and tear gas, prior to issuing an order to disperse in a sufficient manner to ensure the order is heard and repeated, if necessary, followed by sufficient time and space to allow compliance with the order.

Requirements for Proficiency:

- Initial APD Certification Course

5.3.15 WRAP RESTRAINT

The WRAP Restraint is a device that immobilizes the subject's body and restricts their ability to kick or do harm to themselves and others.

Approved Use of Auxiliary Restraint Systems:

- WRAP Restraints may be used to secure a subject who is combative, violent, and/or dangerous or when the sworn member reasonably believes the subject to be an escape risk.

WRAP Restraint Transport Protocol:

1. Sworn members shall ensure the subject is in a departmentally approved position as soon as practical, continue to monitor for medical issues, provide first aid if necessary, and update AFR if there is any change in medical status while they wait for medical personnel to arrive.
2. Sworn members shall contact a supervisor and request that AFR responds along with the current contracted ambulance company for an incident involving the WRAP Restraint as soon as practical.

3. Sworn members will stand by while AFR medical personnel assess the subject's medical condition based on their protocols to determine what interventions are required. Sworn members and supervisors shall not influence medical decisions made by AFR.
4. AFR medical personnel will determine, based on their protocols, whether the subject should be taken to the local hospital emergency department (ED) for further treatment and evaluation.
5. If AFR medical personnel determine transport to the ED is required, the subject shall be transported consistent with AFR's and the contract ambulance company's procedure and practice for transporting detained individuals to the ED.
 - * If the subject receives any sedative or narcotic medication at the ED, APD personnel shall request the contract ambulance company to transport the subject from the ED to the Aurora Detention Center.
6. If AFR medical personnel determine transport to the ED is not needed;
 - a. AFR will release the subject to APD and not have any further role unless requested.
 - b. An APD sworn member shall coordinate the transfer of the subject to the pram with the ambulance company. This may include transitioning to a four-point medical restraint on the pram. The subject shall be secured to the pram in the supine or sitting upright position. Subjects shall not be transported in a prone position.
 - c. The ambulance company shall transport them directly to the Aurora Detention Center. A sworn member shall ride in the ambulance with the subject.
 - d. The ambulance personnel shall continue to evaluate the subject during the transport. Ambulance personnel have the autonomy to decide at any time to divert to the ED for medical reasons or request AFR for additional support.
 - e. The ambulance will use the sally port at the Aurora Detention Center, and the ambulance personnel shall remove the pram from the ambulance. Removal of the subject from the pram is the responsibility of the sworn members. Coordination of the role of contract ambulance employees and detention staff, if any, during the removal of the subject from the pram should be planned on scene and determined prior to the start of the process.

Medical Attention:

- AFR shall be requested when any WRAP Restraint is used.
- AFR shall complete a medical evaluation and determine if the subject needs to be transported to a hospital ED for further treatment.
- See APD Directive [DM 05.01 Use of Force](#), section [5.1.09 Duty to Provide Medical Assistance](#) for further information.

Requirements for Continued Proficiency:

- Initial APD Academy Requirements
- Annual Training

5.3.16 BOLAWRAP

Levels of Force:

- Control: Verbal warnings or pointing a BolaWrap.
- Low-Level BolaWrap Use: Using a BolaWrap against a subject.

BolaWrap is a hand-held, remote restraint device that discharges an eight-foot Kevlar cord to entangle an individual at a range of 10-25 feet. The BolaWrap is equipped with entangling barbs at each end of the Kevlar cord.

Only a department approved BolaWrap device that has been issued by the department shall be utilized by personnel who are trained in its deployment and use.

The BolaWrap device has limitations and restrictions requiring consideration before its use. The device should only be used when its operator can safely approach the subject within the operational range of the device. Although the BolaWrap device is generally effective in controlling most individuals, sworn members should be aware that the device may not achieve the intended results and be prepared with other follow-on options.

Sworn members shall communicate with each other and issue a warning to other sworn members and the subject that they are about to deploy a BolaWrap by stating a warning like “BOLA, BOLA, BOLA” unless doing so would unduly place sworn members at risk of injury or would create a risk of death or injury to other persons. This is particularly important in preventing sympathetic fire responses from other sworn members.

The BolaWrap device may be used in any of the following circumstances:

- When the totality of circumstances perceived by the sworn member at the time indicate that such application is objectively reasonable to control a subject:
 - Exhibiting life threatening, assaultive, actively resisting, or passive behavior.
 - Who has demonstrated, by words or actions, an intention to be violent or to physically resist, and reasonably appears to present the potential to harm sworn members, themselves or others.

Simultaneous applications of the BolaWrap on a single individual by multiple devices is allowed in authorized target areas.

Reasonable efforts should be made to target lower extremities or lower arms. The head, neck, chest and groin shall be avoided. If the dynamics of a situation or officer safety do not permit the sworn member to limit the application of the BolaWrap device to a precise target area, sworn members shall monitor the condition of the subject if it strikes the head, neck, chest or groin until the subject is examined by AFR and/or emergency medical services.

The aiming laser should never be intentionally directed into the eyes of another as it may permanently impair his/her vision.

Actions following deployments:

1. Sworn member shall request a supervisor to the scene after deployment.
2. Sworn members shall ensure all restrained subjects receive appropriate emergency medical care for individuals under police care or control.

3. If the hooks penetrate only a subject's clothing, then the sworn member may remove the hooks. The sworn member may cut the Kevlar cord with medical shears or a hook style seatbelt cutter.
4. The Kevlar cord shall be cut prior to any transportation.

Medical Attention:

- See APD Directive [DM 05.01 Use of Force](#), section [5.1.09 Duty to Provide Medical Assistance](#) for further information.

Requirements for Continued Proficiency:

- Initial APD Certification Course

5.3.17 POLICE CANINE

Levels of Force:

- Control: Verbal warnings.
- Low-Level Canine Use of Force: Using a police canine on Leash (no bites) is a low-level force.
- Intermediate Canine Use of Force: When a police canine bites a subject is intermediate force.

Canines may be requested on but are not limited to the following crimes:

- Felony Crimes
 - Burglary, not including trespass when articulable officer safety or public safety concerns exist.
 - Robbery, not including thefts that are accompanied by low-level assaults.
 - Homicide
 - Serious Assault
 - Menacing with a Deadly Weapon
 - Kidnapping
 - Arson with the threat of harm to people.
 - Domestic Violence Felony Crimes
 - Sexual Assault
 - Drive-by shooting, not including unlawful discharge of a firearm.
 - Search warrants where safety concerns exist with an officer entering first.

- Misdemeanor Crimes
 - Domestic Violence Assault
 - Domestic violence court order violations requiring a mandatory arrest shall involve the subject's physical presence at the victim's location or a threat of harm.
- Other
 - For all other crimes where the subject is reasonably believed to be armed or there is a threat of harm to the public.
 - Police canines may be used to track missing persons or suspects believed to be in a reasonably sized area and require the approval of the K9 Sergeant or OSS Lieutenant.

Additional Considerations:

- When practical, APD canine handlers shall communicate to the subject(s) and other sworn members that the canine is going to be released to bite is unless doing so would place sworn members or canine at risk of injury or death or would create a risk of death or injury to other persons.
- Anytime a police canine bites and breaks the skin on a subject, AFR EMS shall be called and determine the extent of medical treatment needed/required.
- Police canines must be under the control of a certified sworn member. Each team (handler and canine) shall be certified through the Colorado Police Canine Association (CPCA), Utah POST, or a certification designated by the K9 Unit supervisor.
- K9 Handlers are responsible for determining whether a situation justifies the use of a canine and the appropriate tactical measures which should be utilized. Determination shall be based on accepted standards, certifications, and formal training. K9 Handlers should take into consideration if a police canine is the most appropriate tool or if other options would be more reasonable or appropriate.
- When the on-scene supervisor disagrees with the handler's tactical assessment, the K9 Sergeant or OSS Lieutenant may be notified. Where time does not permit notification of the K9 Sergeant or Operation Support Section (OSS) Lieutenant, the decision to deploy the canine shall rest with the handler on the scene.
- K9 teams shall not be used for crowd control at peaceful demonstrations. In rare and extraordinary circumstances, K9 teams may be present in crowd control situations. Their presence shall remain limited to out of sight and only used for bomb detection, the pursuit of suspects in buildings, or specific violent crimes during a riot or civil disturbance. Also, upon supervisor approval, the canine may be used to protect against serious bodily injury or death that cannot be safely controlled by other means. In these situations, the canine shall:
 - Always be maintained under leash control unless no other means are reasonably available to protect an individual from serious bodily injury or death.
 - Restrict their defensive actions to the protection of officers or others.

Medical Attention:

- AFR shall be requested when a canine bites a subject.
- AFR shall complete a medical evaluation and determine if the subject needs to be transported to a hospital ED for further treatment.
- See APD Directive [DM 05.01 Use of Force](#), section [5.1.09 Duty to Provide Medical Assistance](#) for further information.

Requirements for Continued Proficiency:

- Initial APD Academy Requirements
- Annual Recertification

5.3.18 PROCEDURES FOR APPROVING LESS-LETHAL DEVICES, TECHNIQUES, AND WEAPONS

Sworn members may suggest specific weapons for consideration by the department for authorization. The recommendation shall be in writing and directed to the Training Section commanding officer. When available, a sample of the suggested weapon shall be provided to the Training Section commanding officer for inspection. The Training Section commanding officer shall ensure the weapon is inspected and tested by appropriate Training Section personnel. The Training Section commanding officer shall prepare a response for the appropriate Division Chief, with a copy of the response sent to the suggesting member. The appropriate Division Chief may disapprove of the request or present the request to command staff for consideration. The appropriate Division Chief shall notify the suggesting member of the action taken regarding the request.

Based on the conclusions of the command staff, the recommendation with the approval or disapproval of the Chief of Police or designee shall be returned to the Training Section commanding officer. The Training Section commanding officer shall notify the member of the final disposition of the request. If the weapon is approved, the Training Section commanding officer shall ensure the weapon is included on the *Training Section Authorized Weapons Master List*.

5.3.19 PERSONALLY OWNED LESS-LETHAL DEVICES AND WEAPONS

At their own expense, a trained and proficient member may elect to purchase certain approved devices or weapons other than one issued by the department as long as the device or weapon meets the specifications defined by the Training Section Authorized Weapons Master List. Prior to carrying the device or weapon on duty, the member shall present it to the Training Section for inspection to ensure it meets specifications. Prior to carrying any device or weapon for use on duty, the member must be trained and demonstrate proficiency in its use.

5.3.20 UNAUTHORIZED LESS-LETHAL DEVICES, TECHNIQUES, AND WEAPONS

Members are not authorized to wear, carry, or use saps, sap gloves, blackjacks, or other less-lethal weapons not authorized by the department.

5.3.21 UNINTENTIONAL DISCHARGE OF A LESS LETHAL WEAPON

Sworn members are responsible for maintaining control of their less-lethal weapons. Members who unintentionally discharge a less-lethal weapon must report that discharge to their supervisor, another member in their chain of command, or the watch commander as soon as practical.

Members initiating or assigned an initial inquiry shall make the appropriate entry into the administrative management system unless such entry has already been made. The member conducting the initial inquiry shall gather the facts and information concerning the unintentional discharge of a less-lethal weapon.

Once the initial inquiry is completed, the member who conducted the inquiry shall route the case through the chain of command to the appropriate Commander. The initial inquiry shall then be assigned to the appropriate member by the Commander for a "Preliminary Investigation."

Once the preliminary investigation is completed, the member who conducted the investigation shall route the preliminary investigation through the chain of command to the appropriate Commander.

The Commander who receives a completed preliminary investigation shall review the case and take appropriate action.

Unintentional discharges of a less-lethal weapon that constitutes a use of force against another person shall be reported in accordance with Directive [DM 05.06 - Reporting and Investigating the Use of Tools, Weapons, and Physical Force](#) and be investigated as outlined in that directive.

5.3.22 INSPECTION AND INVENTORY

Every district, bureau, section, or unit shall be responsible for inventory control and annual inspection by the department armorer of all departmental weapons issued to that district, bureau, or section.

AURORA POLICE DEPARTMENT

DIRECTIVES MANUAL

05.04 AUTHORIZED FIREARMS, WEAPONS, AND AMMUNITION

Approved By:	Art Acevedo, Interim Chief of Police
Effective:	Aug-18-2023
Revised:	Aug-18-2023
Associated Policy:	DM 05.01, 05.03, 05.04, 05.05, 05.06
References:	C.R.S. § 18-1-704, 18-1-707, 18-1-901(3)(d), 24-31-901
Review Authority:	Professional Standards and Training Division Chief and APD Legal Advisor(s)

5.4.01 PURPOSE

The purpose of this directive is to provide all sworn and non-members with directions on which firearms, weapons, and ammunition are authorized to carry and when they are required to carry and/or allowed to carry a firearm.

5.4.02 SCOPE

This directive applies to all members of APD.

5.4.03 DEFINITIONS

[Authorized Firearms, Accessories, and Ammunition Master List:](#)

The Range Unit Sergeant is required to maintain the [Authorized Firearms, Accessories, and Ammunition Master List](#). This list will include authorized-duty firearms, off-duty firearms, backup firearms, patrol rifles, and less-lethal weapon systems. In addition, it will include department-authorized sighting systems for the above firearms and authorized ammunition.

Due to the large number of manufacturer and after-market parts that may be approved, this list will not include each potentially authorized part or modification. Members who would like to alter any firearm should first contact the Training Section Armorer for approval and advice. The Training Section has the authority to add and remove firearms, weapons, accessories, and ammunition from this list at any time circumstances warrant.

Any time a change is made to the [Authorized Firearms, Accessories, and Ammunition Master List](#), Range Unit staff will forward an updated copy to the Professional Standards Section.

[Aurora Police Department Armorer or Gun Smith:](#)

The Aurora Police Department Armorer performs inspections, maintenance, routine services, repairs, and testing of firearms and less-lethal weapons carried by department members. The Armorer ensures that department members have functional, reliable, and safe weapons and have the knowledge to provide guidance as to what firearms and equipment are authorized. The Armorer ensures that firearms are in compliance with departmental and manufacturer specifications. The Armorer also ensures firearms, weapons, accessories, and ammunition comply with the "Master List." The Armorer is required to document and maintain a list of all inspections and repairs they complete and notify the Range Unit Sergeant of failed inspections.

Aurora Police Department Auxiliary Armorer's:

Only sworn members who are department-authorized Colorado POST Certified Firearms Instructors may be Auxiliary Armorer's if they meet the following requirements:

- a. After 07/27/2022, sworn applicants must send a training request for a department-authorized armorer course for a specific type of firearm (e.g., Glock Armorer's Course, AR-15 Armorer Course, etc.) through their chain-of-command and include the Range Unit Sergeant and Training Section Lieutenant on the training request. The Range Unit Sergeant will review the training request and determine if the department authorizes the requested armorer course.
- b. Upon successfully completing the department-authorized armorer course, the member must notify and provide a certificate to the Training Section Lieutenant and the Range Unit Sergeant. The Range Unit Sergeant will keep a list of authorized Auxiliary Armorer's who have completed a department-approved armorer course.
- c. Any armorer course completed prior to 07/27/2022, will be reviewed by the Range Unit Sergeant on a case-by-case basis for retroactive authorization.

The Range Unit Sergeant will maintain a list of all department-certified Auxiliary Armorer's. The list will be available for review upon request.

Auxiliary Armorer's must comply with recertification requirements for department-authorized armorer courses they attend. Auxiliary Armorer's are responsible for keeping track of their certifications and expirations. The Range Unit Sergeant will keep certificates on file, and they will be checked once a year. If an Auxiliary Armorer has not provided a current certification/recertification document, they will be removed from the Authorized Auxiliary Armorer list.

Authorized department Auxiliary Armorer's can complete routine firearm inspections on firearms they are certified to work on (e.g., primary duty firearms, backup/off-duty firearms, and patrol rifles). Auxiliary Armorer's must complete an official Aurora Police Department Inspection Form whenever they inspect a firearm. The Auxiliary Armorer must submit the inspection form(s) to the Training Section for official documentation.

5.4.04 POLICY

Sworn members of the Aurora Police Department shall carry an authorized firearm and ammunition at all times while on duty when exercising their authority to enforce laws of the State of Colorado and/or ordinances of the City of Aurora while acting within the scope of their authority and performing their duties.

5.4.05 AUTHORIZATION TO CARRY FIREARMS

Pursuant to C.R.S. § 16-2.5-101(2), a peace officer certified by the peace officers standards and training board shall have the authority to carry firearms at all times, concealed or otherwise, subject to the written firearms policy created by the agency employing the peace officer. All other peace officers shall have the authority to carry firearms, concealed or otherwise, while engaged in the performance of their duties or as otherwise authorized by the written policy of the agency employing the officer.

It is the member's responsibility to qualify with an approved duty handgun and a secondary firearm as specified in this directive and [DM 07.03 - Firearms Training and Qualifications](#). In addition, certain special assignments may require members to train and qualify with additional firearm systems.

5.4.06 PRIMARY DUTY FIREARM

Primary Duty Firearm:

Every sworn member is required to own a firearm meeting the specifications described in this directive and authorized for use on the current [Authorized Firearms, Accessories, and Ammunition Master List](#) **unless issued a primary duty firearm by the APD.**

Sworn members shall only carry a primary duty firearm that is 9×19mm Parabellum, .40 S&W, or .45 ACP. Sworn members hired after July 1st, 2016, are only permitted to carry GLOCK 9×19mm Parabellum handguns. Members shall only attach authorized red dot sights (RDS) to their primary duty firearm.

Sworn members shall carry a minimum of three fully loaded magazines for their primary duty firearm. One of three magazines shall be in the primary duty firearm: a fully loaded magazine with one round in the chamber of the primary duty firearm.

By January 1st, 2024, all sworn members shall carry a department-owned full-size GLOCK G45 9×19mm Parabellum handgun as their primary duty firearm. In certain circumstances, the Chief of Police may authorize sworn members or specific units the ability to carry another primary duty firearm.

Axon Signal Sidearm Device:

All members in uniform shall use a Safariland ALS or ALS/SLS holster on their duty belt for their primary duty firearm. The holster shall be equipped with an Axon Signal Sidearm device.

Members shall not remove the Axon Signal Sidearm device under any circumstances.

If a member does not own or is not issued a Safariland ALS or ALS/SLS holster compatible with the Axon Signal Sidearm device, they are authorized to carry their current primary duty firearm and holster **until** they have been issued and qualified with a department-owned firearm and holster.

Axon Signal Sidearm devices are not required to be worn by sworn members who are not identifiable as peace officers who are carrying a concealed firearm and have no intention of enforcing the law or investigating possible violations of the law.

5.4.07 SECONDARY FIREARM REQUIREMENT

Effective April 1st, 2022, sworn members, when working an enforcement function such as Patrol, Traffic, Special Weapons and Tactics (SWAT), School Resource Officer (SRO), Police Area Representative (PAR), and similar functions where the member is expected to take law enforcement action in the normal course of their duties, shall have immediately available, a secondary firearm in addition to their primary duty firearm. This firearm may be a handgun or patrol rifle complying with the specifications listed in this directive, and the APD [Authorized Firearms, Accessories, and Ammunition Master List](#). The secondary firearm requirement applies to secondary employment and overtime.

Backup Handgun:

Backup handguns shall be concealed when carried on duty. Backup firearms are not authorized to be carried as a primary duty firearm and will not be carried as a primary duty firearm unless it meets the specifications for a primary duty firearm as stated in this directive, and the sworn member has complied with all training and qualification requirements to carry that firearm as a primary duty firearm.

Sworn members are permitted to carry a maximum of two (2) handguns on their person at any one time while on duty, which would generally be referred to as a “*primary duty handgun*” and a “*backup handgun*.” For a specific situation, a commanding officer can authorize a third firearm. However, in no case will a commanding officer give a blanket authorization for a member to exceed the two (2) firearms as an ongoing rule.

The maximum of two (2) handguns does not include the use of a duty rifle or specialty weapon that is deployed specifically to a particular incident in a temporary capacity. This also does not include firearms the member takes temporary possession of specific to a particular incident.

Patrol Rifle:

Sworn members shall only carry and deploy department-authorized semi-automatic rifles. Sworn members electing to carry a patrol rifle must carry a minimum of two magazines with a minimum capacity of 20 rounds, 30 rounds, or 40 rounds. Magazines carried with the patrol rifle will be “light-loaded” by two rounds (20-round magazines loaded only to 18 rounds, 30-round magazines loaded only to 28 rounds, and 40-round magazines loaded to 38 rounds). Members shall only attach authorized optics to their patrol rifles.

Sworn members who complete the APD Rifle Course are responsible for continued qualifications and maintaining proficiency with their patrol rifle if they choose to carry it as part of their duty assignment.

Members may deploy patrol rifles when they reasonably believe:

- There is a possibility they have encountered, or are about to encounter, an armed suspect, and/or the nature of the crime (likelihood of weapons present) creates an immediate disadvantage to the officer.
- The suspect(s) possesses a tactically advantageous position (e.g., a fortified location) for which deployment of rifles may increase the likelihood of neutralizing the threat and minimize the risk of death or serious injury to officers or members of the community.

Patrol rifles should not be deployed in routine circumstances where there is no indication a party is armed (e.g., pedestrian contacts or simple traffic stops).

If practical, sworn members should attempt to notify Aurora911, on a primary channel, that they are deploying a patrol rifle.

5.4.08 NATIONAL FIREARMS ACT (NFA) REGULATED ITEMS

Sworn members of the Aurora Police Department are authorized to carry legally owned, i.e., tax-stamped, short-barreled rifles and sound suppressors regulated by the National Firearms Act (NFA). All NFA items carried on duty shall have a valid [ATF Federal Tax Stamp](#) with no exceptions. There is no federal exemption for individual law enforcement personnel.

Prior to carrying the NFA item on duty, the sworn member shall have the APD Range Unit review the [ATF Federal Tax Stamp](#). If approved, the APD Range Unit shall make copies of the paperwork and keep the documents on file for each individual item. The sworn member shall carry a copy of the tax stamp with the NFA item in the rifle case or patrol bag.

In situations where there may be delays in the ATF NFA Division processing times, sworn members may request an [NFA Expedite Request Letter](#) from the Chief of Police or designee. This letter is intended to expedite the review process for NFA items that will be used for legitimate law enforcement duties.

5.4.09 OFF-DUTY FIREARMS

Pursuant to C.R.S. § 16-2.5-101(2), APD sworn members are authorized to and have the authority to carry a firearm, concealed or otherwise, on their person at all times when they are off duty. If a sworn member chooses to carry a firearm off duty, they shall carry the firearm in accordance with federal regulations, state law, and APD policy. When carrying firearms while off-duty, sworn members shall also carry their department-issued APD identification card.

Sworn members may carry any firearm they own legally off-duty. It is incumbent upon the sworn member to maintain proficiency with any firearm they choose to carry off duty. Sworn members shall maintain all firearms they carry off-duty to ensure they function in a safe and reliable manner.

Pursuant to C.R.S. § 18-18-102(5), it is *unlawful for any person to have in his or her possession any firearm while the person is under the influence of a controlled substance, as defined in, or of intoxicating liquor*. Sworn members who have consumed an amount of an alcoholic beverage or taken any controlled substances that would adversely affect their judgment or their ability to safely carry and/or use a firearm shall not carry a firearm while off-duty.

5.4.10 AMMUNITION

Only department-issued or approved ammunition will be carried in a member's primary duty firearm, backup firearm, rifle, and ammunition carriers. No member will alter in any way department-issued or approved ammunition.

5.4.11 FIREARM STORAGE AND TRANSPORT

When not in use, sworn members are responsible for adequately securing all firearms, whether owned by the department or personally, in a manner that protects the firearm from damage, theft, or misuse. Examples of secure storage include but are not limited to, district station lockers secured with a lock, home gun safes secured with a locking mechanism, or trunks of properly secured vehicles. Patrol rifles will be unloaded and cleared each time they are stored for extended periods.

Firearms should be transported in a manner that prevents damage to vehicles, equipment, and firearms.

When administratively transporting a patrol rifle, it should be stored in the firearms carrying case with an empty chamber and closed bolt.

Sworn members who are on duty and transporting a patrol rifle as part of that assignment should carry the firearms in their assigned vehicle in a firearm rack or, if not available, in the trunk of the vehicle in the firearms carrying case. When being used on duty, patrol rifles will be in a "cruiser safe" condition, with a loaded magazine, empty chamber, and closed bolt.

In any instance, a sworn member shall carry a fully loaded magazine with one round in the chamber of any semi-automatic handgun. A fully loaded revolver means each chamber contains a live round.

Department-owned weapons assigned to sworn members may be kept in the possession of the sworn member and stored at the member's residence while off-duty. If department-owned weapons are taken home off-duty, the weapons shall be secured in the member's home or inside a locked vehicle, if the vehicle is inside a locked garage. At no time shall a weapon be left inside a vehicle when it is parked outside for an extended period of time. If a weapon is temporarily left in a vehicle parked outside, the sworn member shall make reasonable efforts to conceal and protect the firearm from theft.

5.4.12 FIREARMS TRAINING

All members are required to successfully complete a department approved firearms training course for the firearm they wish to carry before carrying that firearm, as specified in APD Directive [DM 07.03 - Firearms Training and Qualifications](#).

5.4.13 FIREARMS INSPECTIONS

All department-authorized firearms are subject to random inspections and are required to be functional, reliable, and safe. The Training Section will maintain all firearms information, including inspection records, maintenance, and repair records. All firearms carried on-duty or off-duty, including primary duty firearms, patrol rifles, and secondary firearms, must meet or exceed the manufacturer's minimum standards for safety and performance. Firearms will be inspected and approved by a department armorer or gunsmith before being carried and once each calendar year in order to certify the firearm is in good working order and conforms to departmental standards.

The Chief's Office must approve any firearm modifications that could adversely impact the reliability or functionality of the firearm. The firearm will be inspected and test-fired by the department armorer for accuracy after the modification(s) and prior to being carried on duty or off-duty.

5.4.14 UNSAFE FIREARMS

Any firearm found to be unsafe by design or by its condition will immediately be removed from service and not placed back into service until inspected by a department armorer or gunsmith and found to be safe.

If a firearm is found to be unsafe by design, the armorer will advise the Training Section commanding officer, who will make a recommendation to the Chief of Police on whether or not the firearm should be removed from the [Authorized Firearms, Accessories, and Ammunition Master List](#) or if the design flaw can be mitigated.

5.4.15 FIREARM MODIFICATIONS AND REPAIR

All firearms utilized by members must adhere to manufacturer and department specifications.

Modifications are considered any removal, addition, alteration, or change of to the firearm that could adversely impact the reliability or functionality of the firearm. Repairs are considered any replacement of any damaged or broken part of a firearm.

Sworn members shall not make modifications or repairs to a duty firearm or secondary firearm. The department armorer/gunsmith or auxiliary armorer will make all modifications and repairs authorized by departmental and manufacturer specifications. If an Auxiliary Armorer completes the modification or repair, they must complete a weapon inspection after the modification or repair is completed, including an official APD Inspection Form, and submit the inspection form to the Training Section for documentation.

Members are authorized to perform general maintenance as specified by the manufacturer or department training.

5.4.16 SPECIAL WEAPONS

Sworn members in certain special assignments, such as Special Weapons and Tactics (SWAT), Emergency Response Team (ERT), Fugitive Apprehension and Surveillance Team (FAST), Motorcycle Enforcement Team (MET), etc., may carry special weapons or less-lethal weapons, which they are trained on and have qualified

on. A department armorer will inspect these weapons annually to ensure functionality, reliability, and safety standards.

The commanding officer in charge of the special assignment is responsible for submitting requests for special or less-lethal weapons through the approval process (i.e., chain-of-command to the Chief's office) before the weapon is authorized for use.

5.4.17 SPECIAL WEAPONS AND TACTICS (SWAT)

The APD authorizes SWAT to utilize certified SWAT armorers in addition to the APD armorer/gunsmith or auxiliary armorers for inspections, authorized modifications, maintenance, and repairs. Firearms and special weapons used by SWAT will be detail stripped, cleaned, and inspected annually by a certified SWAT armorer to ensure they are functional, reliable, and safe. The SWAT commanding officer will maintain a list of certified SWAT armorers. The SWAT commanding officer will forward the list and changes to the list to the Range Unit Sergeant, who will add authorized members to the Authorized Auxiliary Armorer list. The list will be available for review upon request.

SWAT is authorized to test and evaluate firearms (not on the [Authorized Firearms, Accessories, and Ammunition Master List](#)), firearm modifications, specialized or less-lethal weapons, and ammunition unique to its mission and function. After testing, evaluation, and inspection by a certified SWAT Armorer, the request for authorization will be submitted to the Chief's Office through the chain of command. The Chief's Office may confer with SWAT team members, Range Unit staff, Training Section Lieutenant, et al., about requested modifications prior to authorization. The Chief's Office must approve any firearm, firearm modification, specialized or less-lethal weapon, or ammunition prior to use on duty.

If the Chief's Office approves a firearm modification, a certified SWAT armorer may then modify, inspect, and test SWAT team members' firearms.

The SWAT commanding officer will maintain a list of approved firearms, firearm modifications, specialized or less-lethal weapons, and ammunition that the Chief's Office has authorized for duty use by SWAT. The list will be available for review upon request.

5.4.18 NARCOTICS SECTION

The Chief's Office may authorize sworn members assigned to the Narcotics Section to carry other handgun brands and types more easily concealed. A department armorer will inspect these handguns for functionality, reliability, and safety prior to being employed. The department armorer shall inspect these firearms annually to ensure continued functionality, reliability, and safety. Based on the advice of the department armorer/gunsmith or Range Unit staff, the Training Section commanding officer may prohibit specific handguns based on reliability or functionality.

Narcotics section sworn members shall qualify with these unit-specific authorized firearms in compliance with [DM 07.03 - Firearms Training and Qualifications](#).

The Narcotics Section commanding officer will maintain a list of all firearms the Chief's Office has authorized that are exceptions to the [Authorized Firearms, Accessories, and Ammunition Master List](#). When updated, a copy of the list will be forwarded to a Training Section commanding officer.

5.4.19 SPECIALIZED UNITS

When a sworn member separates from any specialized unit, the officer's duty weapons will be inspected by the department armorer prior to reporting for duty.

5.4.20 BREACHING SHOTGUNS

The Aurora Police Department recognizes the need for tools to gain rapid entry into active critical incidents (e.g., active shooter, active harmer, etc.) where life safety is in immediate jeopardy. In addition to mechanical breaching tools already in use (e.g., ram, pry, etc.), a breaching shotgun offers another option for defeating locked doors preventing immediate access to law enforcement. A breaching shotgun is only used when articulable exigent circumstances exist and when other options are unavailable, impractical, or insufficient. Operators must consider the risks of using a breaching shotgun compared to the exigent need for access before deployment.

The breaching shotgun employed by the Aurora Police Department is specific to the breaching mission and is not intended to deploy any other types of munitions. Only department-issued shotguns specifically configured as breaching shotguns will be used for this purpose.

All breaching shotguns are built on the Remington 870 12-gauge platform with a bright green visually modified pistol grip, a forend with an integrated flashlight, and a custom-built muzzle device. Only department-issued breaching munitions will be used in these shotguns. Breaching shotguns and munitions will be built, maintained, and supplied by the Firearms Training Unit at the police range. Breaching shotguns will be stored in the department-provided case and in a "cruiser-safe" condition. Issued breaching shotguns will comply with Aurora Police Department Directive [DM 05.05 - Authorized Firearms, Weapons, and Ammunition](#), regarding proper storage, transport, and annual inspection requirements.

Only trained members may deploy a breaching shotgun. Members must complete a breaching shotgun training course to become certified to operate a breaching shotgun. The training will consist of physical manipulation drills, deployment, tactical considerations, and a qualification course related to the breaching mission. Members must attend annual refresher training and pass a qualification course demonstrating proficiency with the breaching shotgun to maintain their certification.

The Emergency Response Team commanding officer will maintain a list of certified operators and training materials related to the program.

5.4.21 PROCEDURE FOR APPROVING FIREARMS AND AMMUNITION FOR USE

If the department is purchasing a firearm, the appropriate approving commanding officer will ensure the firearm is on the [Authorized Firearms, Accessories, and Ammunition Master List](#).

If a firearm is not on the list, members may suggest specific firearms or ammunition for consideration by the department for authorization. The recommendation will be directed to a Training Section commanding officer in writing, accompanied by a sample of the suggested firearm or accessory. The Training Section commanding officer will ensure the firearm is inspected and tested by appropriate Training Section staff. The Training Section commanding officer will respond to the Professional Accountability Division Chief through the chain of command. A copy of the response sent to the suggesting member will be sent.

The Professional Accountability Division Chief may disapprove the request or present the request to the executive staff for consideration. The Professional Accountability Division Chief will notify the suggesting member of the action taken.

Based on the conclusions of the executive staff, the recommendation with the approval or disapproval of the Chief of Police or designee will be returned to the Compliance & Professional Standards Division Chief. The Training Section commanding officer will notify the member of the final disposition of the request. If the

firearm or ammunition was approved, the Training Section commanding officer would ensure the firearm, accessory, or ammunition is included on the [Authorized Firearms, Accessories, and Ammunition Master List](#).

05.05 REPORTING USE OF FORCE

Approved By:	Art Acevedo, Interim Chief of Police
Effective:	Aug-18-2023
Revised:	Aug-18-2023
Associated Policy:	DM 05.01, 05.02, 05.03, 05.05, 05.06, 05.07, 05.08, 05.09, 05.10, 08.12
References:	C.R.S. § 16-2.5-301, 18-1-707, 18-8-802, 24-31-905
Review Authority:	Professional Standards and Training Division Chief and APD Legal Advisor(s)

5.5.01 PURPOSE

The purpose of this directive is to provide sworn members of the Aurora Police Department (APD) with clear and direct guidelines to follow when reporting uses of force.

5.5.02 SCOPE

This directive applies to all sworn members of APD.

5.5.03 DEFINITIONS

Definitions from the following directives apply to this directive:

- [DM 05.01 - Use of Force](#)
- [DM 05.02 - Use of Force Model](#)
- [DM 05.03 - Less-Lethal Devices, Weapons, and Techniques](#)
- [DM 05.04 - Authorized Firearms, Weapons, and Ammunition](#)

Hospitalization: The subject is admitted to a hospital for a force-related injury. Treatment and release from a hospital emergency department, or critical care facility, seen by a jail nurse, paramedic, or EMT, is not hospitalization.

Minor Injury: An injury that does not require professional medical treatment.

Multi-Agency Team (MAT): A broad term for a team that includes at least one other police department or sheriff's office, or the Colorado Bureau of Investigation (CBI), required by CRS § 16-2.5-301 to conduct any investigation, evaluation, and review of an incident involving the discharge of a firearm by a peace officer that resulted in injury or death, or other use of force by a peace officer that resulted in death. The law enforcement agencies participating need not be from the same judicial district.

Off Duty: A sworn member who is not working a scheduled shift or secondary employment.

Professional Medical Treatment: Treatment provided by medical staff such as a doctor, registered nurse, licensed practical nurse, paramedic, or emergency medical technician beyond basic first aid. Diagnostic procedures such as blood tests, X-rays, Blood Pressure checks, etc., are not treatment.

Secondary Employment: Employment requiring the use or potential use of police authority as defined in [DM 08.12 - Secondary and Additional Employment](#).

5.5.04 POLICY

The policy of the Aurora Police Department is that sworn members shall report to their supervisor(s) all uses of force in a timely, thorough, and accurate manner. APD commits to using a transparent reporting process, strengthening trust between APD and the public.

5.5.05 CORE PRINCIPLES

The following core principles are provided to guide sworn members regarding when and how to report use-of-force incidents:

Accountability: We are responsible for our actions and decisions. We are accountable to the public and committed to holding ourselves and each other responsible for violations of statutes and APD policy(s).

Thorough Reporting and Documentation: Uses of force are reported by sworn members, and those reports are reviewed by the agency depending on the level of force that was used and assesses department policy development and training needs.

Timeliness: The expeditious notification of use-of-force incidents is critical to a thorough investigation and documentation of the event. Written reports must also be completed promptly.

5.5.06 REPORTING TIERS

Tier Zero (0) Use of Force: Tier Zero activity is considered a statutory use of force per C.R.S. § 18-1-707 or considered a display of force by a sworn member of the Aurora Police Department. Tier Zero uses, or displays of force, require reporting in the administrative management system (see [DM 08.50 - Contact Data Collection](#) for further information). Tier Zero notifications are documented on a [Contact Data Collection \(CDC\) Form](#), including:

- Firearm Gun Point (Handgun, Rifle, Shotgun)
- Less Lethal Shotgun, Projectile Launcher, Taser, OC Pointing
- Arrest with Handcuffs
- Handcuff and Release with no arrest or summons
- Pat-Down for weapon
- Physically redirecting a person that does not involve overcoming resistance.
- Consensual Search of a Person

If sworn members engage in activity that requires a Tier Zero notification but is not on a CAD call (e.g., assist or arrest outside the city), they will create the appropriate CAD call, notify a supervisor, and complete a CDC form.

Tier One (1) Use of Force: A use of force with no or minor injury is used to overcome physical resistance, including:

- Take Down

- Use of control weapon (Baton or SD-1) for leverage or control purposes (no strikes or thrusts).
- BolaWrap™
- WRAP™ and Restraint Chair
- Restraining measures to assist AFR, EMS, and/or medical personnel.

Members shall not restrain individuals solely at the direction or request of medical personnel. However, there is a reasonable expectation that sworn members will intervene to prevent injury from occurring to AFR/EMS personnel or members of the public and/or reduce the need for escalation of force.

Sworn members shall determine if force is required and objectively reasonable to effect an arrest, prevent an escape, prevent the imminent threat of injury or death, and/or facilitate taking a subject into protective custody (M1, detox).

Tier Two (2) Use of Force - Use of a weapon other than a deadly weapon or actions that result in injury requiring professional medical treatment, including:

- Oleoresin Capsicum (pepper spray)
- Baton Strikes/Thrusts
- Launchable Impact Weapons
- CEW
- Use of Personal Weapons (e.g., strikes, punches, kicks)
- Police Canine Sent with the Intent to Bite
- Pitting and/or Boxing of a Moving Vehicle
- Tire-deflation device used on a vehicle in motion with successful tire deflation.

Tier Three (3) Use of Force - Use of a deadly weapon, lethal force, and/or force where hospitalization or death occurs.

- [Use of Lethal Force](#) regardless of injury.
- Use of force, tools, or weapons which result in hospitalization or death.
- Intentional use of a vehicle against a person on foot.
- Any incident where a sworn member discharges a firearm and a person is struck by a bullet outside of a training environment.

When a supervisor, in conjunction with the Duty Executive, believes that a use of force warrants a higher or lower Tier classification and response, they can adjust accordingly.

5.5.07 LEVELS OF FORCE

According to the [Use of Force Model](#), sworn members are encouraged to report uses of force to the investigating supervisor according to the following levels of force rather than by tier number:

- Low-level Force: Actions taken to control a subject that are neither likely nor intended to cause injury.
- Intermediate Force: Actions taken to control a subject that is likely to cause pain, injury, or serious bodily injury to the subject.
- Lethal Force: Actions taken in which the likely outcome is death, regardless of whether death occurs.

5.5.08 REQUIRED NOTIFICATION FOR REPORTING USES OF FORCE

Each sworn member involved in a use of force shall **personally notify** and report the use of force to a supervisor in person, by phone, or by radio. If a supervisor is not present, one will be requested to the scene. The notification must include each instance a sworn member used force and the type of force used. This notification is required regardless of whether the supervisor notified was present during the event, witnessed all or part of the use(s) of force, or is the involved member's supervisor. On-duty sworn members who witness a use of force by other members are also personally responsible for notifying the use of force investigating supervisor that they witnessed the incident.

Notification that force was used or witnessed shall be made before the sworn member clears the call unless unable to do so due to extenuating circumstances, in which case it shall be made before the member's scheduled work or secondary employment shift ends.

Any supervisor directly involved in a use-of-force incident shall notify an uninvolved supervisor, preferably one rank higher, to respond to the scene to investigate and document that use-of-force incident. If a supervisor directs a sworn member to use force, that supervisor is an involved member in that use of force. Supervisors shall not investigate uses of force incidents in which they are involved.

If the use of force involves SBI or death, the department will ensure that the subject's identified relatives or next of kin are contacted as soon as practical, according to [DM 08.15 - Next of Kin Notification](#).

5.5.09 REPORTS REQUIRED BY THE MEMBER INVOLVED IN A USE OF FORCE INCIDENT

Contact Data Collection (CDC) Report:

Each sworn member who uses Tier Zero, One, or Two level force is required to complete their own Contact Data Collection (CDC) Report in Benchmark according to [DM 08.50 - Contact Data Collection](#). The CDC Report shall be completed with the report number documented in call notes prior to clearing the call for service. Sworn members directly involved in a Tier Three use of force incident are not required to complete the CDC Report as the data is submitted manually to CBI by the Professional Standards Section.

General Offense (GO) or Supplemental Report Content:

A General Offense (GO) or supplemental report is always required to document a sworn member's use of Tier One or Tier Two uses of force. Although notification that force was used is always required, if the use of physical or lethal force results in the death or hospitalization of another person, the member involved is not required to write a report. Sworn members directly involved in such a use of force will likely participate in a recorded interview by Multi-Agency Team (MAT) or Major Crime Homicide Unit (MCHU), depending on the circumstances. Sworn members who have participated in an audio/video recorded interview with an

investigator will not be required to complete a written report regarding the incident, as their recorded video interview will serve as their report. Unless otherwise directed by an investigating body, a sworn member who is not directly involved in a Tier Three use of force shall author a written report explaining their involvement in the incident.

Sworn members shall follow APD Directive [DM 08.10 - Reports](#) and are encouraged to review [Use of Force Report Considerations](#) for additional guidance. When describing observed behaviors such as, “furtive movement” or “took a fighting stance,” the sworn member shall further describe the particularized and specific subject behavior(s) as it relates to the term. The involved member’s written report shall be completed by the end of the sworn member’s shift unless a supervisor grants an extension.

Reports shall be descriptive and articulate details of the incident, thoroughly addressing the sworn member’s decision-making process, perceptions, emotions, experiences, etc., in relation to the following:

- The reason for the initial contact.
- Detailed description of events leading to the use of force.
- Detailed description of the subject(s)’ behavior and why the member took action to address it.
- Any de-escalation efforts or use of non-violent means or reasons they were used or attempted.
- Any warnings that were given, time to comply, exigent circumstances, or the risk of injury giving warnings would have created.
- The type(s) of force that was used.
- Justification for each use of force during the incident.
- The resulting effect of the force used.
- Subsequent actions taken by the sworn member, including a record of any medical treatment or first aid rendered.
- Whether or not the body-worn camera was activated for the entire incident and, if not, the reason.

All sworn members who responded to a Tier One, Tier Two, or Tier Three use of force incident will complete a written report regarding their involvement and duties performed during the incident.

5.5.10 REPORTING USE OF FORCE DURING SECONDARY EMPLOYMENT

Sworn members who use force while working secondary employment are required to notify an on-duty supervisor and complete the appropriate reports according to the tier level. All tier levels of reporting and notification apply to secondary employment.

5.5.11 REPORTING EXCESSIVE FORCE

Excessive physical force will be presumed when a peace officer uses or continues to apply physical force, in excess of the force permitted by CRS § 18-1-707, to a person who, by law, does not meet the legal basis for force to be used against or has been rendered incapable of resisting arrest.

Per C.R.S. § 18-8-802, on-duty sworn members are obligated to intervene in a use of force incident where they perceive a level of force being used by another sworn member exceeds what is legally justifiable under C.R.S. § 18-1-707. Please see APD [DM 05.01 - Use of Force](#) section [5.1.10 Duty to Intervene](#) for further information.

Any sworn member who perceives or reasonably should have perceived another sworn member's use of force exceeds the degree of force that is objectively reasonable shall, when in a position to do so safely, immediately intervene to discontinue the use of force without regard for the chain of command.

This obligation applies to members who are working a secondary employment job. This does not apply to members who are not working and whose actions do not involve the use of police authority (i.e., only acting as private citizens).

It is the policy of APD that, upon recognition, sworn members shall report excessive force or perceived excessive force immediately to a supervisor or by the end of their shift if immediacy is not practical.

Even though C.R.S. § 18-8-802 states sworn members have up to ten (10) days to report what they believe to be the use of excessive force to a supervisor, sworn members shall report excessive force or perceived excessive force immediately to a supervisor or by the end of their shift if immediacy is not practical.

All sworn members who witness the alleged use of excessive force shall complete an [18-8-802 UOF Report](#) in the administrative management system. This report will be sent directly to the Internal Affairs Bureau (IAB) Captain. The report will include the following:

- Date
- Time
- Place of occurrence.
- Include the related General Offense report case number.
- The identity and description of the subject(s).
- The identity and description of the sworn member(s).
- Intervention actions that were taken.

APPENDIX C

Together, We Can **Make a Difference**



Recruiting Plan



May 2023





What Drives Our Recruiting Efforts

Aurora Police Department's vision and core values direct our recruiting efforts. We believe in and embody diversity, equity, inclusion, respect, innovation, and quality.

Vision

The Aurora Police Department is committed to keeping our community safe and sustaining a relationship of trust within our community through equitable, transparent, and effective policing. We recruit candidates that embody our vision and values.

The Recruiting Unit's vision reflects Aurora Police Department's vision for recruiting, which is founded in the organization's broader vision.

Core Values

We value the individual commitment to duty, honor, integrity, community partnerships, and accountability.

Recruitment Goals

1

Our vision of excellence

2

Build program structure, staffing, and funding

3

Enhance and maintain a well-qualified candidate selection pool and increase under-represented population candidates

4

Improve applicant retention

5

Create pathways for youth to explore and obtain a career in law enforcement

6

Community-based engagement that creates relationships and recruiting opportunities

7

Establish a whole-person approach philosophy to hiring all applicants

8

Formalize APD's pre-hire employment program



Goal 1:

Our Vision of Excellence

We approach our recruiting efforts with the same energy, commitment, care, and compassion as one would treat a family member. Embracing this philosophy, we will achieve robust academy attendance numbers to include people who are in underrepresented populations.

STRATEGY 1: Recruiting individuals who embrace our vision and values.

APD will recruit individuals who represent the rich diversity of our community. We demand excellence in the desired qualities of service, courage, and integrity when seeking candidates. We are also committed to obtaining feedback from our recruits, employees, and community members.

Any feedback collected will be managed and analyzed by the chief recruiting and hiring officer (CRO). The data will be reviewed monthly with recommendations and proposed changes to the recruitment process. The data analysis will drive our long-term goals and strategic plans.

APD WILL COLLECT THE FEEDBACK DATA BY:

- Providing specific survey questionnaires and personal outreach to recruits to inquire about the ease and effectiveness of APD's advertising. This will include questions about APD's social media sites and use, website visuals and navigation, word-of-mouth referrals, and available external information.
- Establishing communication feedback loops within APD between all current employees and department recruiters to glean information for better recruiting practices. There will be an intentional focus on employees who represent underrepresented populations.
- Conducting personal interviews with those recently hired to determine APD's effectiveness in attracting applicants, maintaining their interest through the hiring process, and resulting in the final decision to apply for APD.
- Creating more effective ways to communicate (in person through effective conversations).
- Attending community events to solicit ideas for effective recruiting.
- Partnering recruiters with community members to provide two-way communication with underrepresented populations to provide education, awareness, communication, and application mechanisms for hiring with APD.
- Creating web forms via APD's social media advertising platforms to solicit interest from prospective applicants about job openings. Web form submissions will allow for precise tracking of activity and applicant screening.



STRATEGY 2: Strategic planning that promotes long-term stability.

APD will include recruiting and hiring efforts in the department's organizational strategic planning. The Recruiting Unit will ensure that the relevant recruiting data collected is analyzed for optimum use in strategic plans.

STRATEGY 3: Create a marketing campaign that reflects our vision.

In 2022, APD partnered with a public safety recruiting and marketing company to develop and promote our recruiting and marketing campaign. The marketing campaign includes geo-targeting, website design, photography and video production. APD will routinely refresh video and photographic content to promote updates in our recruiting initiatives. APD's next content refresh will occur during the Summer of 2023.

APD will utilize marketing materials designed to generate interest and attract candidates. These materials will include brochures, pamphlets, billboard advertisements, and unique promotional items to promote APD.

STRATEGY 4: Maintain a website that reflects our vision.

Through APD's collaboration with a public safety recruiting and marketing company, we have created a website reflecting our vision, values, and an emphasis on hiring those who represent diverse populations within our community. The importance placed on inclusivity will result in hiring the best for the city of Aurora. The contract with the public safety recruiting and marketing company remains in effect through October 2023. The website will be updated to display and promote APD's continuing long-term goals. The website is accessible via JoinAuroraPD.com.

STRATEGY 4: Incorporate our recruiting vision and values in all facets of the Aurora Police Department.

APD will ensure our vision and values are presented in the recruiting process for potential applicants and the academy process for new hires. The vision and values will also be incorporated through APD's continuous in-house training and distributed material for members. The goal is to have members continue the recruiting mission by paying it forward internally by holding each other accountable for living up to our standards and externally by representing APD in a professional manner within the community. APD strives to reflect the organization's vision and values in employee evaluations to reinforce the operational guidance expected of its members.

APD will continually review publicly distributed items and presentation materials to ensure they represent our vision and values.



Goal 2:

Build Program Structure, Staffing, and Funding

STRATEGY 1: Organizational chart for recruiting and hiring.

The recruiting program will be housed where it can be most effective in accomplishing its goals. Currently it is within the department's Professional Standards Section. A CRO position has been established and is filled by an APD sergeant who has the drive and ability to lead the Recruiting Unit to accomplish the unit's mission and goal of increasing qualified, diverse hiring demographics.

The CRO will oversee the recruitment process from marketing, recruiting, hiring, and mentoring candidates throughout the hiring process until their academy assignment. The CRO will lead the recruiters and auxiliary recruiters. The CRO will be responsible and held accountable for the oversight of the Recruiting Unit and Background Unit members.

The CRO will partner with the city of Aurora Public Safety Talent Acquisition Specialists to ensure efficient and responsive applicant recruiting and retention efforts and methods are occurring. Goals and objectives will be established for consistency with APD's roadmap and quarterly strategies to ensure continuity between the two. The CRO will provide routine progress checks for accountability and adherence to APD's recruitment goals.

The CRO will maintain a working relationship with the Civil Service Commission to foster open communication regarding APD's recruiting and hiring efforts.

The CRO will document and monitor the following recruitment goals and benchmarks for the unit:

METRIC #1: DIVERSITY

This metric will measure progress in attracting and retaining a more diverse workforce. We will utilize our current department demographics as a baseline and conduct a review of market availability to measure our efforts in contrast to up-to-date market availability (the estimated percentage of minorities and women in the labor market who are qualified and interested in a career in sworn law enforcement). Our aspiration is to consistently pursue a workforce that reflects the community we serve. Community demographic will be included as part of this analysis along with the comparison to market availability.

METRIC #2: ENTRY-LEVEL OFFICERS

The goal of this metric is to accomplish a minimum baseline hiring number of 15 entry-level officers per academy class.

METRIC #3: LATERAL OFFICERS

This metric focuses on hiring the highest number of lateral officers hired while being cognizant of the 50% ratio of laterals to entry-level officers hired, per city charter rules.

STRATEGY 2: Auxiliary recruiting personnel.

The CRO will develop and maintain an active roster of auxiliary recruiting personnel. Auxiliary recruiters will consist of sworn and non-sworn personnel. The following qualities and characteristics are necessary to be considered as an auxiliary recruiter:

- Strong Communicator
- Genuine Enthusiasm
- Sincere about contributing
- Strong commitment to quality growth of Department
- Recognize the goal of creating a Department that values the contributions of all people, including underrepresented populations, in serving the community of Aurora
- Willingness to travel
- Willingness to mentor candidates as they navigate the processes

Metrics for recruiter expectations will be developed and reviewed quarterly for effectiveness and success. Two baseline metrics will be present in all expectations: standard numbers for recruiting contacts per month with contact information that was obtained and attending community events with recruiters.

STRATEGY 3: Continuous updates of Recruiting Unit Standard Operating Procedures (SOPs) to support the new unit structure.

The Recruiting Unit SOPs will be reviewed and updated annually to reflect changing recruitment processes and strategies. All personnel roles will be identified, with responsibilities for each position clearly defined. Formal policies addressing short-term and long-term action items will be included in the SOPs.

STRATEGY 4: Maintain a defined recruitment process.

APD has identified each step in the hiring process to assess where inefficiencies are present and where dead spots within key portions of the process exist. APD strives to eliminate or mitigate these problem areas that may result in the applicant opting out of the process by seeking internal solutions or collaborating with the affected partnering entity.

Some identified inefficient practices involve the constant closing and reopening of application periods and the early applicant ranking process. APD will ensure a process exists where application periods do not appear to open and close but rather remain indefinitely open. This will remove the concern for applicants missing deadlines and will allow for open-ended application opportunities.

APD will continue to pursue strategic changes in the current entry-level applicant process to occur later in the hiring process. This will ensure quality and committed applicants remain in the process for priority consideration.

Dead spots in the hiring process will be eliminated to remove prolonged periods where there is no contact from hiring authorities or inactivity in the process. When applicants submit their application, immediate contact and follow-up will occur by a recruiter to ensure the applicant has completed or is scheduled to complete their initial entrance testing.

Recruiters will conduct continuous outreach with applicants to maintain communication and ensure they are informed on pertinent aspects of the process. The applicant's Personal History Statement (PHS) will also be issued upon submission of their application to streamline applicant responses.



STRATEGY 5: Track applicant progress and follow-up contacts.

Recruiters will ensure the status of all applicants is tracked. Follow-up contact methods will include individual in-person, phone, and electronic methods and bulk group electronic methods.

STRATEGY 6: Ongoing Recruiting Unit assessment.

APD will utilize all software systems to create and track the unit's return on investment in recruitment advertising campaigns and referrals. This will require the use of web-based forms on our social media sites where APD's marketing materials are distributed.

STRATEGY 7: Establish and utilize a project management tool.

The Recruiting Unit will use a project management software tool to assist with managing the Recruiting Unit data. Specific users of the software will be identified to review the data and functionality of the software for accountability.

STRATEGY 8: Budget.

The Recruiting Unit CRO will create an annual budget projection to include the following items:

- Digital marketing
- Promotional items
- Travel costs
- Special events and registration fees
- Marketing materials
- New recruiting vehicles
- Vehicle marketing wraps
- Uniforms



Goal 3:

Enhance and Maintain a Well-Qualified Candidate Pool and Increase Under-Represented Population Candidates

STRATEGY 1: Define entry level recruiting initiatives.

APD will utilize the following platforms to cast a wide recruiting net, which may include but is not limited to:

- Social Media Advertising
 - Facebook
 - Twitter
 - Instagram
 - YouTube (video tutorials)
 - APD public website
 - Nextdoor.com
 - JoinAuroraPD.com
 - InterviewNow.com
 - GoLawEnforcement.com
 - EventBrite.com
- Future Women of APD seminars (targeted recruiting)
- APD Community Police Academy (general recruiting interest)
- APD Explorer Program (general recruiting interest)
- Large community events
- Places of worship
- Non-profit business recruiting efforts
- City Council member hosted recruiting events.
- Participation in Community Relations Section (CRS) events
- College job fair attendance preparation (final attendance is tentative based on recruiting priorities during the time of the event)
- Application-related engagement efforts (e.g., constant engagement with applicants from point of initial interest through onboarding)
- Strategic in-state and out-of-state billboard advertising
- Recruiting roadshow pre-marketing and recruitment travel
- Professional marketing
- Military recruiting

STRATEGY 2: Define lateral officer recruiting initiatives.

Recruiters will ensure the status of all applicants is tracked. Follow-up contact methods will include individual in-person, phone, and electronic methods and bulk group electronic methods.

- Social media advertising, such as:
 - Facebook
 - Twitter
 - Instagram
 - YouTube (in progress)
 - APD Public Website
 - Nextdoor.com
 - JoinAuroraPD.com
 - InterviewNow.com
 - GoLawEnforcement.com
 - EventBrite.com
- Large community events
 - Participation in Community Relations Section events
 - Strategize with Community Relations Section
- Lateral police officer applicant recruiting engagement efforts.
 - Constant engagement with applicants from initial interest or application through the background investigation process until hired.
 - Frequent in-person contact
 - Frequent follow-up contact and guidance to navigate the hiring process
 - Fitness guidance and training assistance
 - Follow-up phone calls and email engagement
- In-state and out-of-state billboard advertising location identification
- Recruiting marketing campaigns

STRATEGY 3: Identify opportunities to attract underrepresented populations.

APD will partner with the Community Relations Section (CRS) to identify opportunities to engage with diverse candidates. Expectations will be set for refugee and immigrant-based recruiting. Marketing materials will reflect the priority of hiring a workforce that is reflective of our community and will review how this priority is reflected during updates in marketing and other pertinent material.

APD will focus on the following efforts to recruit diverse populations, which may include but is not limited to:

- Specialized recruitment geared toward women and diverse populations
- Develop and incentivize a second language program
- Utilize employment boards
- Incorporate a 30 x 30 initiative
- Continued support of the Future Women of APD seminars
- Partner with City Council members for community opportunities
- Target area high schools through a future cadet program
- Work closely with public schools to establish pipeline opportunities
- Develop recruiting strategies targeting HBCUs, community colleges, and other educational institutions
- Conduct quarterly and annual assessments of efforts and program impact



Goal 4:

Improve Applicant Retention

STRATEGY 1: Shorten and streamline the application process.

APD will review its hiring process in collaboration with the city's Human Resource Department. The overall goal for the application process is to ensure an efficient and streamlined process to hire the best and most qualified applicants while providing a seamless process for applicants.

This will include reviews and assessments of job postings, active advertising and recruiting efforts, application review and applicant certification, pre-employment and job offers, and the onboarding of applicants.

STRATEGY 2: Formalized recruiter and applicant communication improvement.

The Recruiting Unit will maintain a uniform procedure and language used for initial contact when prospective applicants inquire about employment with APD. The CRO will ensure quality control of messaging by reviewing all applicable material prior to distribution as well as when changes in information occur.

STRATEGY 3: Develop pre-hire educational seminars.

APD will develop and maintain a pre-hire educational seminar program for prospective applicants. These seminars will effectively prepare applicants for the pre-employment process and provide them with the necessary tools and information to successfully navigate the hiring process. The seminars will include a classroom information section as well as a physical fitness presentation.

STRATEGY 4: Create video tutorials to assist applicants through the stages of the hiring process.

Using APD's videographer, the Recruiting Unit will create the following videos to assist prospective applicants throughout the hiring process. The Hiring Process, Fitness, Personal History Statement (PHS), Oral Interview, and Academy Life videos will provide focused on respective topics.

The Hiring Process video will address the following topics:

- Initial application
- National Testing Network (NTN) Exam (to include pre-test info- not recommend/obligated but for awareness)
- Polygraph
- Job suitability assessment
- Psychological
- Medical
- Drug screening
- Final offer

STRATEGY 5: Develop a fitness test preparation program.

The Recruiting Unit has created the Aurora Fitness Instruction Team (A-FIT). A-FIT will consist of Academy fitness instructors, auxiliary and full-time recruiters, as well as Wellness Unit members who will conduct in-person fitness seminars. A-FIT members will discuss the importance of physical fitness and the demands of physical fitness in the academy and throughout a law enforcement career.

Applicants will be able to practice the job function test (JFT) and physical fitness segments required for employment. Applicants will receive a summary sheet and feedback to improve in deficient areas.

STRATEGY 6: Create a mentor relationship between recruiters and applicants.

APD will emphasize direct involvement between recruiters and applicants by having them reach out during each juncture within the hiring process. Recruiters will engage applicants during the following phases:

- Application
- NTN Test
- PHS
- Background
- Post-conditional offer



STRATEGY 7: Continue broad outreach activities for police engagement with local youth and underrepresented populations.

The Recruiting Unit will constantly look for opportunities to engage with underrepresented community populations to promote diversity in hiring.

STRATEGY 8: Exemplify why applicants should choose the Aurora Police Department.

Applicants will be presented with the numerous benefits of choosing APD over other agencies. This includes the ability to work in a plethora of specialized assignments and opportunities for upward mobility. APD has competitive, top-tier salaries and benefits as compared to other agencies in the state. Newly hired members of the agency not only receive this exceptional pay and benefits on day one of the academy, but they receive some of the finest training in the region. Success for new members ultimately comes in the form of support from department leadership, enhanced wellness initiatives, and a targeted approach to ensuring specific needs are met.

During the entirety of the application process, officers in the Recruiting Unit are available and dedicated to helping applicants navigate the process. *APD will proactively support applicant's success beginning with the recruitment and hiring process through the length of their career.*



Goal 5:

Create Pathways for Youth to Explore a Career in Law Enforcement

STRATEGY 1: Engage community youth members through multiple channels.

The Recruiting Unit actively supports various department initiatives aimed at engaging youth in our community. The goal is to maintain a relationship with youth who show an interest in law enforcement until prospective APD hiring positions are applicable.

The Recruiting Unit partners with School Resource Officers (SROs), Explorer programs, Global Teen Academy, any CRS activities and potential recruiting opportunities based on age group or another demographic potential, Cadet Pilot Program, FIVE-O trailer, and local school district collaborative initiatives. The school district initiatives will focus on establishing a pipeline for recruiting.

The partnership with SROs will involve a heightened level of communication in order to equip them with up-to-date information pertaining to youth programs and recruiting initiatives.

Collaborative efforts with local school districts will include proactive participation and attendance at relevant school functions to include career fairs. Continuous engagement with school administrators will serve to identify opportunities for additional APD initiatives and involvement with students.



Goal 6:

Community-Based Engagement that Creates Relationships and Recruiting Opportunities

STRATEGY 1: Look beyond the obvious for recruiting opportunities.

The Recruiting Unit will continually identify opportunities to tap into community feedback for effective recruiting opportunities. We will participate in community ward meetings, veteran's outreach and military transition center efforts, faith-based community outreach, and non-profit engagement opportunities. Officers who attend will be equipped with approved recruiting talking points.

STRATEGY 2: Establish a national network of recruiters.

The Recruiting Unit will leverage Colorado-based information sharing among recruiters. We will partner with other recruiting organizations nationally and regionally for information sharing in best practices and trend analysis.

The Recruiting Unit will establish a mutual relocation officer referral and hiring program and process with recruiting units within the state or across the nation to facilitate a move or relocation for applicants.



Goal 7:

Establish a Whole-Person Approach Philosophy to Hiring All Applicants

STRATEGY 1: Eliminate irrelevant automatic disqualifiers in the application process.

In December 2022, APD partnered with the Aurora Civil Service Commission (CSC) in an agreement that resulted in the following modifications:

- Only POST-related disqualifiers will remain.
- CSC and APD specific automatic disqualifiers will be modified or eliminated.

STRATEGY 2: Encourage and maintain routine review and assessments of minimum qualifications and outcomes.

STRATEGY 3: Establish a system of checks and balances that prevents disparate impacts.



Goal 8:

Formalize APD's Pre-Hire Employment Program

STRATEGY 1: Formalize the Pre-Hire Program.

APD will develop a curriculum based on the length of the pre-hire period. The program will expose employees to department functions with an emphasis on learning and engagement. Defined learning objectives will be developed in conjunction with the Academy for maximum benefit for the employee's success in the Academy. The activity and objectives achieved during the program will be tracked.

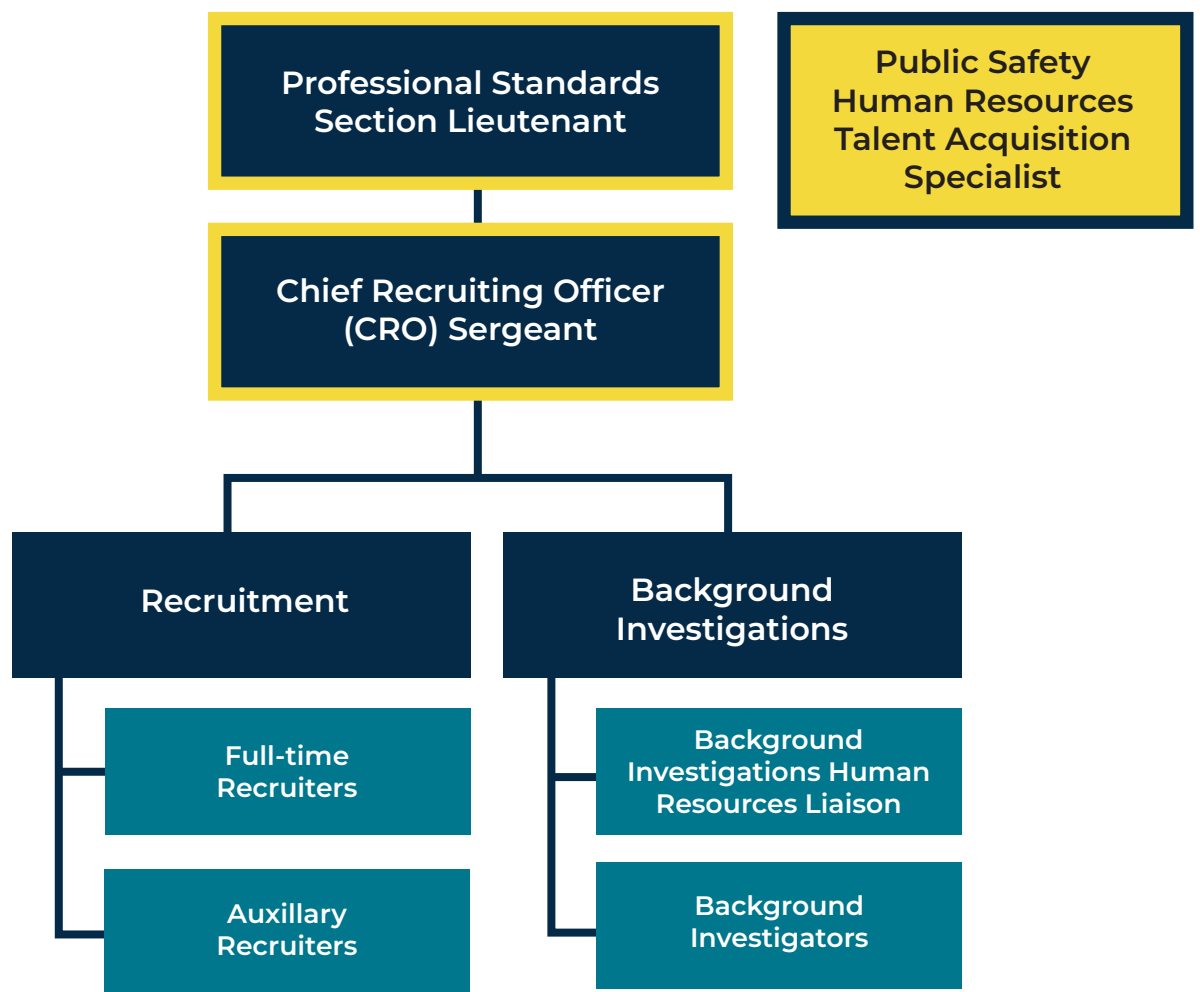
STRATEGY 2: Implement the pre-hire program.

The implementation of the pre-hire program will include collaboration, input, and review by the affected department units. Upon successful consensus, the program will be implemented.

STRATEGY 3: Assess the success of program.

The pre-hire program will be assessed through feedback from the participants upon their completion of the field training and evaluation program. Participants will provide feedback about the program's learning objectives relevant to preparation and success in the academy and field training and evaluation program.

APD Recruiting and Hiring Unit Organizational Chart







APPENDIX D



A

Recruiting Plan



2023 Aurora Fire Rescue



2023

What Drives Us

01. RECRUITING PLAN: VISION

To be a diverse, full service (Fire/EMS/All Hazards) organization that embraces our community through compassionate response and risk reduction.

02. RECRUITING PLAN: VALUES

Our values drive our recruiting efforts. We are searching for individuals who live out the following core values: Professionalism, Integrity, Respect and Customer Service.

Goal 1

Obtain and maintain the appropriate staffing resources and funding to ensure that the individuals tasked with recruiting new public safety members are successful pursuant to Goals set by the Fire Chief.

Strategy: Department recruiter will offer support to the hiring lead and will oversee regular communication to applicants who are in a current hiring process. This would require AFR or the Human Resources Department to hire 2 Human Resources-focused talent and acquisition professionals (civilian) who would take over the hiring process for lateral applicants. These talent and acquisition professionals will have experience in marketing open positions to underrepresented candidates, working with vendors to complete pre-hire assessments, and developing a hiring flow chart. This will free up the department recruiter to do proactive recruitment work in conjunction with the Community Engagement Team.

*Attachment - Current Department Recruiter Job Description and the desired Department Recruiter Job Description

Strategy: Each year the Department Recruiter will set goals and define activities that focus on lateral recruiting. This could include travel to like-size metro areas and agencies, and outreach using our own lateral-hires who have come from other agencies. An outside marketing/recruiting firm can provide professional branding and campaign management support.

Strategy: Each year the Department Recruiter will set goals and define activities that focus on entry-level hiring with a focus on Aurora's own backyard. This should include coordination with local colleges and high schools who have specific programs for those interested in Fire and EMS. An outside marketing/recruiting firm can provide professional branding and campaign management support.

Goal 2

Enhance and sustain a diverse and well-qualified candidate selection pool, ensuring that under-represented candidates are broadly represented and prepared for the application process.

Strategy: Fund the AFR Explorer Post, Camp Spark and other youth recruiting programs as methods to attract under-represented candidates to Aurora Fire Rescue.

Camp Spark is an original Aurora Fire Rescue program intended to bring awareness to fire service careers and provide leadership growth for young women ages 12-18. These young women receive on on-one time with local female leaders and leave with confidence and skills to use in the real world. Please follow this link for more info on Camp Spark.

The Fire & EMS Explorer Post is a hands-on program open to young men and women from 6th grade to 20 years old with an interest in learning more about careers in the field of fire or emergency services.

Strategy: The Fire Chief will provide annual direction for the Recruiting Officer which outlines measurable targets and project deliverables. This direction will also be used to create the internal operating procedures for the hiring process.

Strategy: Coordinate with the Human Resources Department to develop reports that identify, assess and compare community and workforce demographics to ensure this Goal is met.

Strategy: Support the Human Resources Department's efforts to conduct an applicant lifecycle barrier analysis to determine why and where in the recruiting/hiring process under-represented applicants are not retained.

Goal 2 *continued*

Strategy: With the support of the Human Resources Department, analyze the current composition of the department and what high schools, what local areas and where we've found recruiting success in the past.

Strategy: With an eye toward future recruiting, the Recruiting Officer will coordinate with other members of the AFR Community Engagement Team to create and implement community-based programs to attract qualified local candidates and to enhance the reputation of the department.

This includes working with local community non-profits, agencies and organizations like: the Aurora Key Community Response Team, Community College of Aurora, Aims Community College, Red Rocks Community College, Aurora Public Schools, Cherry Creek School District, specific minority groups who have an association with public safety, military medic associations, and some fraternities and sororities.

Strategy: Work closely with the local armed forces liaison to connect with the appropriate local contacts at military bases in order to capture soon-to-be retirees, specifically those who served as a paramedic.

Goal 3

Develop a Standard Operating Procedure to maintain a recruiting plan and to set consistent hiring practices.

Strategy: Establish consistent and reoccurring contact with qualified candidates who have applied in order to strengthen relationships with these applicants.

*Attachment - 2023-01 Applicant Report

Create additional touchpoints for qualified priority candidates who fail to take the entry level exam. Statistically this is one of the largest critical-fail aspects of the entry level hiring process.

Strategy: Ensure that the minimum qualifications for candidates are well-defined and include a “whole person concept” which will increase the number of candidates who meet the expectations of Aurora’s vision for excellence. The minimum qualifications standards and the “whole person concept” must be a coordinated effort between the Civil Service Commission, the department and the Human Resources Department to ensure consistency in the hiring process.

Strategy: Establish annual assessment process with the Human Resources Department and CSC to Monitor, Evaluate and Learn (MEL) how the current recruitment and hiring processes/requirements impact applicants.

Goal 4

Prepare and develop people who are interested in joining Aurora Fire Rescue to reduce the attrition in the recruiting, application, hiring and academy/training process.

Strategy: Recruiters will offer preparation and development courses for those interested in a career in the fire service. This could come in the form of Field Days which include preparedness for Physical, Test Prep, Interview Skills.

Strategy: Monitor the success rate of those who completed the preparation and development courses.

Strategy: Help provide all applicants with a deeper understanding of the psychological and background investigation assessments. Stress the importance of full disclosure of all previous mental health and counselling sessions at the beginning of the hiring process, rather than trying to hide something that they believe could get them removed from the process.

*Attachment - 2022 Applicant Emails using Constant Contact

Strategy: Train the lateral committee members in implicit bias, appropriate questions in oral boards, and recruiting in a personal way to reduce attrition of targeted candidates who have applied.

The Aurora Fire Rescue Lateral Committee reviews potential lateral employees in search of applicants who embody AFR's mission statement and the city of Aurora's core values of Professionalism, Customer Service, Professionalism and Integrity.

Goal 5

Ensure that the vision/values of this plan are broadly communicated internally and externally.

Strategy: Leverage existing AFR Members' presence and participation in national conferences and organizations to make connections for the purpose of recruiting and awareness of our organizational values.

Strategy: Leverage online sites like Indeed, LinkedIn, etc. using an experienced talent acquisition specialist who has a background in marketing for Human Resources.

Strategy: Utilize the platforms below to broadly distribute information about career opportunities, compensation, hiring, the testing process, deadlines and minimum qualifications. Community Engagement Team should review the content posted on the website and other promotional items listed above to ensure they reflect the current recruiting priorities.

- website
- social media platforms
- printed materials
- direct mailers
- direct mail/digital campaigns

Strategy: Include information about the hiring process and about recruiting efforts in AFR internal memorandums.

Strategy: Include values statements in AFR Memorandums about the hiring process and about recruiting efforts.

*Attachment - 2022 Memorandum on Hiring.

Our Commitment to Community



01.

INVESTING IN LOCAL YOUTH



02.

DEVELOPING RELATIONAL RECRUITMENT



03.

INSPIRING THE NEXT GENERATION



Department Recruiter

Desired Job Description

Duties of the Recruiter

The Department Recruiter implements recruitment tactics aimed at attracting excellent candidates for both the entry and lateral hiring processes. The recruiter will have a responsibility to coordinate and schedule the Lateral Hiring Committee and will ensure that the committee meets regularly. The recruiter has the opportunity to gain a great deal of experience by working with all levels of AFR leadership and a variety of city of Aurora staff members.

Recruitment activities include attending community events which cater to our target recruitment audience, engagement and regular follow up with top applicants, developing informational materials, and working with staff members in Human Resources and Civil Service to ensure an efficient lateral application process.

The department recruiter supports the hiring coordinator(s) to ensure all candidates in a given application period understand tips for success, next steps, and offers mentoring opportunities through the Lateral Committee.

Tasks include but are not limited to:

Have knowledge of current steps within a given hiring process, and awareness of upcoming dates/ deadlines for future academy classes and hiring processes.

Provide social media content ideas, and even supply the PIOs with photos, videos and text to be posted on social media in an effort to attract top candidates.

Manage any outside vendor contracts and technology systems that promote or aid in the recruiting process.

- Work closely with the Human Resources Talent Acquisition Specialist, Civil Service Commission Staff and Background Investigators.
- Provide direction for and communicate clearly and regularly with the Lateral Committee and the DEI Team. Even when a hiring process isn't happening the recruiter should keep these groups engaged in the process and informed of significant changes.
- It is the responsibility of the Department Recruiter to ensure that the steps and important deadlines are clearly communicated to applicants in both the entry and lateral hiring process.
- Create and maintain a spreadsheet of recruiting events to be attended by AFR each year. This will require the recruiter to sign up for career fairs, community events and find staffing for these events.
- Maintain a relationship with the Civil Service Commission and regularly attend meetings in order to make recommendations to the Fire Chief on process enhancements. The recruiter will clearly communicate any barriers for applicants within the hiring process.

continued...

Skill, Knowledge, and Abilities

- Knowledge of basic office principles and procedures along with Microsoft office software applications. Ability to learn new programs such as best practices for social media.
- Skills in written, verbal, & nonverbal communication, must relate to others and relay messages/ information with tact and diplomacy regardless of the communication channel.
- An ideal candidate will be familiar with AFR, it's current recruiting strategy and has the ability to quickly build rapport and professional relationships with incumbent members. This familiarity comes from experience on the line and by maintaining a connection with line personnel even while in the administrative position.
- Ability to remain flexible in an ever-changing environment where both in-office projects and special events are scheduled often after hours or on weekends
- Supervisory skills to lead and direct a modified duty member of AFR or a cadet.
- Maintain an organized approach to following up with qualified candidates, keeping a tight timeline for recruitment and hiring, and providing consistency to the position.

Because the Department Recruiter works as part of the Community Engagement Division, it is expected that other duties may be assigned. These duties can include:

- Ordering department promotional merchandise
- Understanding and implementing recruitment initiatives
- Promoting upcoming department activities to the public (marketing and promotion)
- Cross-training with the Community Health Lieutenant and PIOs to understand the basic job duties
- Attending and supporting community events as a representative of AFR

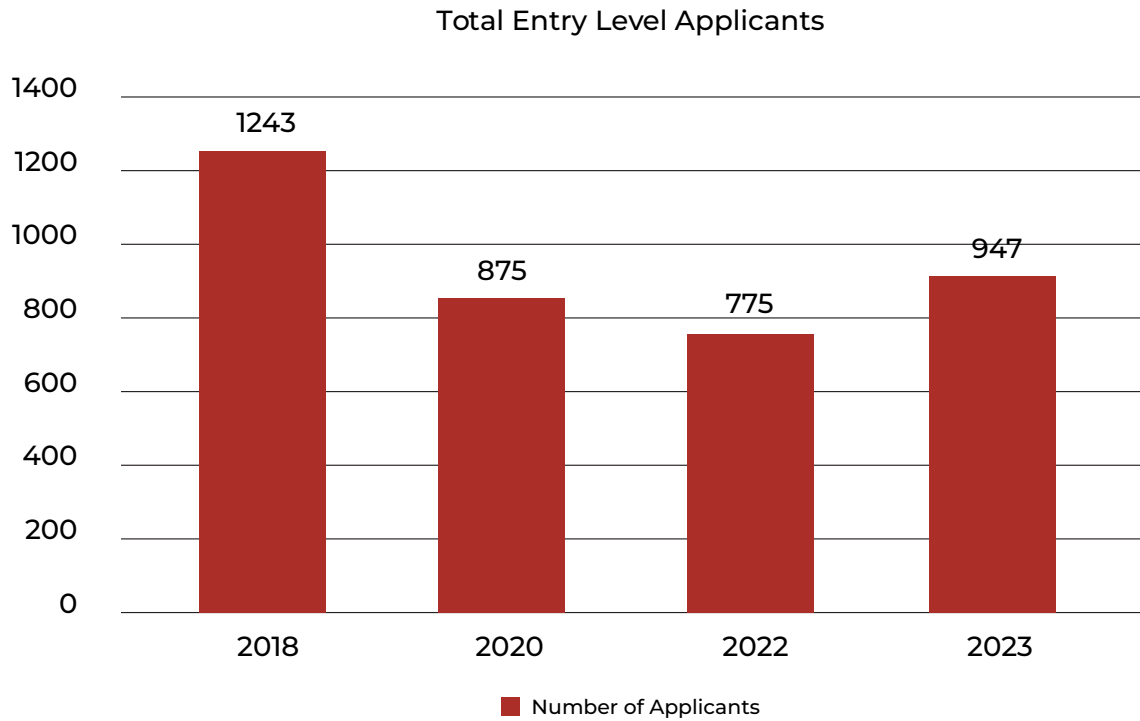
Hiring and Application Outreach Report

Tuesday, January 17

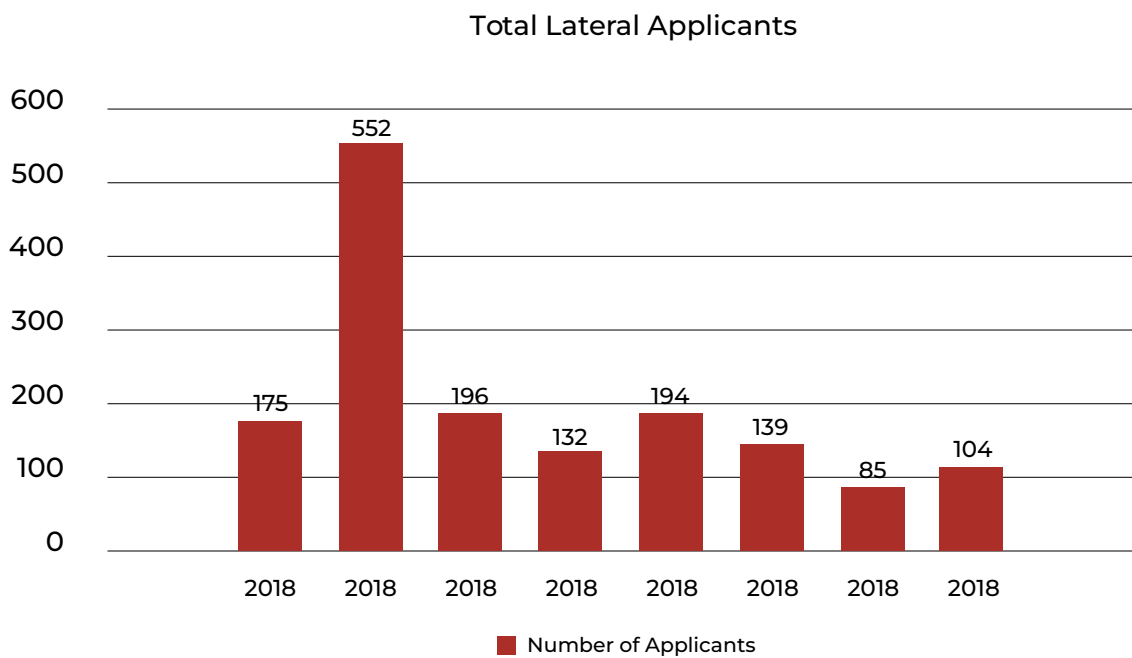
947 Total Entry Applicants | 104 Total Lateral Applicants

Currently remaining in Lateral Process: 23 Fast Track and 29 Traditional

PAST YEARS ENTRY LEVEL APPLICANTS



PAST YEARS LATERAL LEVEL APPLICANTS



Meta Digital Advertising (Facebook and Instagram)

A screenshot of a Facebook post from Aurora Fire Rescue (@AuroraFireDpt) dated Dec 1, 2022. The post features a black background with white text. At the top left is the Aurora Fire Rescue logo. The text reads: "Join us as a New Firefighter or Experienced Lateral Firefighter." followed by "You'll become part of our team & make a difference every time you come to work." and "We're looking for people who share our values of Integrity, Professionalism, Respect & Customer Service." Below this is a link: "bit.ly/Firefighter_Jo...". The main image is a red and white graphic with the Aurora Fire Rescue logo and "AURORA, COLORADO" in the top left. The central text says "WE'RE HIRING FIREFIGHTERS" in large, bold, white letters. Below this, it says "Apply by January 8." In the bottom right corner of the graphic, it says "\$10,000 signing bonus" in a stylized font. The bottom of the screenshot shows social media interaction icons: a comment bubble, a share icon with the number "1", a heart icon with the number "6", a bar chart icon, and an upload icon.

An advertisement for Aurora Fire Rescue featuring a photograph of a fire scene. A red fire truck with the number "6" is visible on the left. In the background, a house is on fire with thick smoke rising. The Aurora Fire Rescue logo and "AURORA, COLORADO" are in the top left. A red and yellow banner at the bottom contains the text "\$10,000 signing bonus" on the left and "NOW HIRING FIREFIGHTERS" in bold white letters on the right.

An advertisement for Aurora Fire Rescue featuring a photograph of an accident scene. Firefighters in gear are working on a damaged white car. A sign in the background reads "ROAD WORK SUN 12 - 4:00 PM FOR INFORMATION 833-70-INFO". The Aurora Fire Rescue logo and "AURORA, COLORADO" are in the top left. A red and yellow banner at the bottom contains the text "\$10,000 signing bonus" on the left and "NOW HIRING FIREFIGHTERS" in bold white letters on the right.

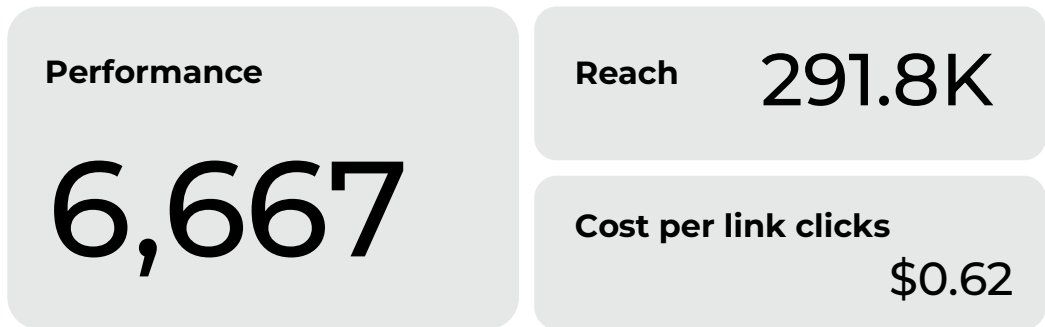
An advertisement for Aurora Fire Rescue featuring a photograph of five firefighters in uniform standing together and smiling. The Aurora Fire Rescue logo and "AURORA, COLORADO" are in the top left. A red and yellow banner at the bottom contains the text "\$10,000 signing bonus" on the left and "NOW HIRING FIREFIGHTERS" in bold white letters on the right.

An advertisement for Aurora Fire Rescue featuring a photograph of five firefighters in uniform standing together. The Aurora Fire Rescue logo and "AURORA, COLORADO" are in the top left. Below the photo, the text reads "JOIN OUR TEAM" in bold, followed by "We're hiring firefighters who share our values:" and a list of values: "Integrity • Respect • Professionalism • Customer Service". A red and yellow banner at the bottom contains the text "\$10,000 signing bonus" on the left and "NOW HIRING FIREFIGHTERS" in bold white letters on the right.

Performance Overview

Performance

\$4,138.91 spent over 28 days.



Activity

Post engagement



Link clicks



Post reactions

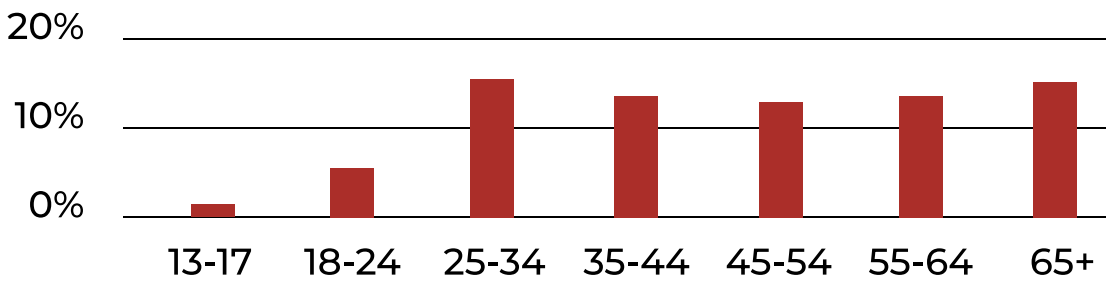


Post shares



Audience

This ad reached 219,776 people in your audience.



Performance Overview continued

Performance

This ad reached 291,776 people in your audience.

Colorado



Georgia



Texas



Virginia



Florida



Maryland



New Mexico



Arizona



Utah



Constant Contact Email Marketing

Emails sent:

- Dec. 2 - 108 Recipients
- Dec. 9 - 113 Recipients
- Dec. 10 - 451 Recipients
- Dec. 29 - 75 Recipients
- Dec. 30 - 480 Recipients



Memorandum #63

Aurora Fire Rescue

To: AFR

Date: November 28, 2022

Subject: **Entry and Level Application Period**

Aurora Fire Rescue (AFR) is committed to attracting, hiring, and retaining values-driven individuals. It is an exciting time to work for Aurora Fire Rescue as we experience a period of tremendous growth. This memorandum is intended to notify you of the hiring process for our next academy, Recruit Class 2023-01.

Now through January 8 we will be accepting applications for both Entry Firefighters and Lateral Firefighters. The next academy class is expected to begin June 5, 2023. Some lateral candidates may be invited to try out for an earlier and expedited "Fast Track" academy depending on experience and certifications. Some of the requirements for a lateral candidate to be considered for the Fast Track Academy include:

- Possess Firefighter I Certification (issued by Pro Board or IFSAC preferred)
- Possess Firefighter II Certification (issued by Pro Board or IFSAC preferred)
- Possess Hazmat First Responder Operations Level Certification (issued by Pro Board or IFSAC preferred)
- Possess current EMT-B or Paramedic (State of Colorado or NREMT)
- Candidates must complete introductory and ongoing skills evaluations

Bonus Programs

Our current city employees serve as our most effective form of advertising. Because of that, we are offering a \$1,500 referral bonus to our current AFR members who qualify. You can read more about this program and find out how you can become eligible for this bonus in the attached document. Each applicant may only list one city employee in the referral section of the application.

Firefighters who are hired during this application period will be eligible for a \$10,000 signing bonus. New hire entry and lateral firefighters will receive the bonus incrementally on their paychecks.

In order to best share information about our upcoming lateral hiring process with others, we ask that you provide this link to our recruiting website to anyone who is interested. This link provides a good outline of the benefits offered at Aurora Fire Rescue and includes links to online applications.

Fire Recruiting Information

The process for hiring entry level candidates will continue to be managed by the Civil Service Commission consistent with the board's rules and regulations. AFR leadership is dedicated to making progress by complying with the recommendations of the consent decree. Entry level candidates will come from a list developed by the Civil Service Commission, and the department will have more involvement in the hiring process by having access to all applicant contact information in order to communicate with individuals who express interest in becoming an Aurora Firefighter. We also expect to once again have panelists and input during an oral board for entry candidates.

The hiring process for lateral candidates will continue to be managed by Aurora Fire Rescue with direction and input from members of the Community Engagement Team, the Lateral Committee, and the AFR Executive Team. Lateral applicants must have 3 years of relevant public safety experience within the last 4 years in order to apply.

Entry and Lateral applicants will complete a rigorous background investigation, the Candidate Physical Ability Test (CPAT), and other job suitability examinations. Additionally, our department will continue to place importance on interviews in order to find candidates who match our core values of Professionalism, Respect, Integrity and Customer Service.

Members of the AFR Lateral Committee volunteer their time and serve as leaders and mentors during the hiring process. In the coming weeks you will receive a solicitation memo in an effort to add to our current list of volunteers who serve on the committee.

As always, please reach out to a member of the Community Engagement Team at **AFRRecruiting@AuroraGov.org** or **303.326.8964** if you would like to discuss prospective candidates you know personally.

APPENDIX E

Assessment of the Special Assignment Section Process of the Aurora Police Department

August 15, 2023

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INTRODUCTION

This report has been prepared by IntegrAssure to provide technical assistance under the provision of the Consent Decree that calls for the Monitor to provide such assistance to the City to help it achieve the goals of the Decree. As such, the findings and recommendations in this report were not binding on the City or the Aurora Police Department (“APD”) but were instead considered expert advice offered to the City to assist the Civil Service Commission in fulfilling its obligations under the Consent Decree.¹ This report covers only the special assignment selection process for APD.

EXECUTIVE SUMMARY

IntegrAssure reviewed the relevant policies for selection for special assignments and past selection applications for Direct Action Response Team (“DART”) and Gang Intervention Unit (“GIU”). We spoke with stakeholders including those overseeing the special assignment selection process for DART and GIU, various rank and file members of APD, the collective bargaining organization for APD, representatives from the City, including from both the Office of the City Manager and the Office of the City Attorney, and members of the Monitor’s Citizen Advisory Committee. We have also spoken with the Colorado Attorney General’s Office about our findings and recommendations. After those conversations and after independently considering the question of how, if at all, the special assignment selection process should change, we shared our draft recommendations with the City and APD that certain changes be made to the process to best ensure fairness and equal opportunity to all potential candidates for special assignments.

These recommendations included:

- Providing individualized feedback to rejected applicants so that they can improve their future chances for selection into a special unit

¹ The relevant portion of the *Section IX 8 2* of the Consent Decree reads as follows: 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. Pursuant to this provision and in fulfillment of its obligation under Section VII C 4 to engage an expert to assist the Commission in meeting the requirements of the Decree, the Commission engaged IntegrAssure and its team member, Cassi Chandler, to provide advice relative to its obligations.

- Updating APD’s policies on selection for special assignments to ensure that the selection process is transparent, legitimate, and fair
- Publishing the results of selections openly within the department and providing briefings on how final selections were made, and
- Developing a rubric for evaluating applicants according to a predetermined standard.

During this review process, we worked closely with APD on a revision of its policy pursuant to the recommendations contained herein. The draft of the new policy, which we expect to be finalized shortly, is contained in Appendix B.

BACKGROUND

During various discussions with rank-and-file members of APD, a repeated concern was raised about how special assignments selection processes have been conducted in the past. The concerns centered on the lack of transparency in the process which resulted in some members not believing the process was fair and that favoritism played a role in the final selection. This perception was reflected in the Independent Police Auditor’s 2023 Police Risk Assessment. The results from the survey is attached as Appendix A.

APD’s Directives Manual 2.06 (DM 2.06), entitled “Special Assignments,” governs the selection process for any special assignments for APD officers and states that the goal of the policy is “to ensure that the [APD’s] organizational needs are met through the use of professional, dedicated human resources.” The policy also affirms APD’s recognition of “the value of career development for its members” and of the role that officer specialization plays in maintaining the department’s professional reputation and institutional knowledge among its officers. While DM 2.06 does not define the term “special assignment,” the Directives Manual Glossary defines “special assignments” as “a temporary work assignment other than patrol or general detective, designed to ensure that the [APD’s] organizational needs are met through the use of professional, specialized human resources.”

Neither DM 2.06 nor the DM Glossary delineates a list of special assignments for APD. However, APD’s website has a specific page dedicated page to Special Assignments and thereon lists the department’s Crime Lab Section, Fugitive Apprehension and Surveillance Team (“F.A.S.T.”), Gang Intervention Unit, K-9 Unit, Major Investigations Section, Narcotics Section, Neighborhood Policing Unit, Police Area Representatives, Regional Anti-Violence Enforcement Network

("R.A.V.E.N."), School Resource Officers, Special Victims Unit, Special Weapons and Tactics Team ("S.W.A.T.") and Traffic Section².

THE SELECTION PROCESS

In accordance with DM 2.06, "for the rank of sergeant and below, a written announcement [of available special assignments] shall be posted for a minimum of 10 days." All postings are done via department email to ensure agency-wide distribution³. The specialty units typically post job announcements as positions become available or an opening is anticipated.

According to APD, due to the prestige associated with these assignments, the immense amount of interest garnered, and the high likelihood of an extended tenure from its members, positions do not frequently become available. As a result, job postings do not occur on an annual basis.

DM 2.06 offers no template or guidance for what needs to be included in the posting, nor does it include a protocol for identifying appropriate minimum qualifications to be included in the posting. Pursuant to DM 2.6.2 ("Selection"), "qualified candidates will be placed in a 'pool' to allow Commanding Officers flexibility in making selections. Candidates will not be ranked but rather selected based on the specific needs of the assignment and/or organization at the time the vacancy exists." Under DM 2.6.2, "selection is based on three primary considerations: to address identified needs within the organization, to provide members with the means to enhance their knowledge of the functions of the assignment, [and] to create career paths for those members who seek to diversify and expand their professional experience." The policy does not specify any testing process or how the vetting should occur.

Per APD, the testing process for special assignments is generally meant to gauge the candidates' strengths and weaknesses relative to the needs of the unit. The testing process customarily consists of an interview panel comprising the section lieutenant and one or two sergeants from the section or from affiliated units. The interview questions are generalized and scenario-based and lean heavily on actual on-the-job experiences and expectations of team members. The process is designed to test the candidates' aptitude and critical thinking skills in areas such as search and seizure and constitutional law, procedural justice, verbal de-escalation, and advanced policing tactics. According to APD, after the testing process, the interview panel discusses each candidate and issues them a pass/fail rating. All candidates who receive a failing score are

² The information can be found here:

https://www.auroragov.org/residents/public_safety/police/special_assignments

³ All department emails are archived for a maximum of two years per the City of Aurora IT department.

immediately eliminated from the remainder of the process. There is no a scoring rubric to assess the candidate's qualifications.

In addition to the testing process, applicant selections have been based on the candidates' knowledge, skills, and abilities.⁴ Additional criteria for rating candidates include formal education, training, experience, work history, individual characteristics and special skills, tenure, and current team dynamics. Special units may consider passing candidates' annual evaluation ratings, internal affairs file review, disciplinary history, feedback from peers and supervisors, productivity level, and previous special assignment experience. It should be noted that, historically, an applicant's internal affairs record was not made readily available for inspection as part of the selection progress. Going forward, however, the Department has indicated that the Internal Affairs Bureau will provide an applicant's personnel files, including their disciplinary history, as part of the interview process.⁵ The prior practice of withholding these records was in keeping with the practice of limiting access to such records to executive staff. In assessing candidates, special units have typically emphasized productivity and have reviewed reports completed by the applicants to assess their prior performance and productivity. An additional variable strongly considered in this process is the applicant's ability and reputation to work independently and in a cohesive group setting. After the further evaluation of passing candidates as outlined, the panel conducts a vote to determine if a passing applicant should proceed to the selection pool. This process is not documented in the policy.

Ultimately, the section lieutenant determines who is selected for all special assignment positions, with final approval from the Chief of Police. According to APD, while certain special assignment commanders provide feedback to those who were not selected upon conclusion of the selection process, this feedback is neither routinely offered nor required under DM 2.06.

⁴ The summary of the selection process has been gleaned from interview with the former commander of the Special Operations Bureau.

⁵ The anticipated protocol is that the special unit commander will make requests of the applicant's history to the commander of the Internal Affairs Bureau and it will be provided.

FINDINGS AND RECOMMENDATIONS

FINDING 1 – MANY PARTS OF THE SELECTION PROCESS ARE NOT DESCRIBED IN THE POLICY.

DISCUSSION

DM 2.06 is intended to provide guidance and instruction on how selections are to be made for special assignments. Although the policy is clearly drafted to provide latitude and flexibility to special units on how they select their members, the policy fails to provide sufficient direction on how to conduct the selection process in a fair and transparent manner.

RECOMMENDATION

While each special unit is allowed to specify its own selection process, DM 2.06 needs to be updated to include some mandatory processes that all special units must follow. For instance, even though all special units conduct an interview as part of their testing process, this practice is not described in DM 2.06. Additionally, although applicants are all evaluated during the interview process, there is no rubric for uniformly evaluating each applicant according to a predetermined standard. DM 2.06 should be amended to require the development and use of such rubrics to help ensure that applicants are evaluated fairly. The policy should also mandate that all special units provide constructive feedback to rejected applicants and to publish the results of its selection process to ensure transparency and allow for avenues of feedback aimed at further improving the selection process.

APD'S REVISED POLICY

APD has adopted this recommendation in its entirety with their revised policy. The revised policy has a detailed description of the selection process. The revised policy includes description of the initial screening process. This process will include assessment of minimum qualifications, review of the Internal Affairs Bureau files for the applicant for the last three years, and allow for the commanding officer to conduct first round of disqualifications based on their review of the candidate's files. Additionally, the revised policy also has a section describing the selection process after the commander conducts the initial disqualifications. The selection process will include interview, skills assessment, and scoring metrics. The revised policy also addresses how the candidates will be ranked.

FINDING 2 – THERE IS NO REQUIREMENT TO PROVIDE CONSTRUCTIVE FEEDBACK TO APPLICANTS THAT ARE NOT SELECTED FOR A SPECIAL ASSIGNMENT.

DISCUSSION

While some commanders have individually taken it upon themselves to provide constructive feedback to applicants who were not selected for a special assignment, such feedback is not required by policy. We have heard from rank and file members that this lack of consistent feedback, at minimum, fosters mystery around the selection process and, at its worst, gives rise to allegations of favoritism and unfairness.

RECOMMENDATION

APD should update DM 2.06 to require that all special assignment commanders provide in-person constructive feedback to all applicants who were not selected for the assignment. This feedback should include areas in which the applicant can work to improve their chance for selection for a subsequent assignment. This feedback should also include specific expertise or experiences for which the unit is looking in their ideal candidates as well as feedback on how the applicant answered questions during the interview process. Ideally, these discussions will lead to forming informal mentorship for interested and motivated applicants.

APD'S REVISED POLICY

APD has adopted this recommendation with the revised policy. The revised policy specifies that if a commander makes the initial disqualification, the applicant will be notified by that commanding officer of the reason (IAB history, qualifications, etc.) and will explain the reason for the initial disqualification. The disqualified candidate can request a telephone or in-person meeting with the commanding officer for further discussion. Similarly, the candidates who are not ultimately selected for the special assignment after participating in the selection process will be notified by the commanding officer and can request a telephone or in-person meeting with the commanding officer. The request will be granted and the commanding officer will answer questions and provide feedback directly to the applicant, including the reason for the selection decision.

While the recommendation required in-person meeting for all disqualified candidates, during the discussion with APD on the revised policy, the feasibility of conducting such meetings with the commanding officer's other responsibilities as well as potential discomfort for some candidates were raised by APD. Therefore, it was agreed with the Monitor that all applicants must be notified of the reason for non-selection and have the option to request an in-person meeting with the commanding officer for further discussion.

FINDING 3 – PRODUCTIVITY NEEDS TO BE CLEARLY DEFINED AND EVALUATED ACCORDINGLY.

DISCUSSION

While APD shared that they highly value “productivity” when assessing applicants, that term is not clearly defined in APD’s directives. Anecdotally, at least one measure of an applicant’s productivity includes the number of self-initiated contacts conducted by the applicant, but DM 2.06 does not offer guidance or instruction on how to evaluate the quality—rather than mere quantity—of such activities when assessing an applicant’s productivity. Currently, the special units review an applicant’s past reports to assess their prior performance as well as survey their reputation with their peers and supervisors. However, the units do not review body-worn camera footage to directly and independently evaluate applicants operational integrity.

RECOMMENDATION

Given that many of these special units, such as DART and GIU, are high-profile and routinely interact with the community, the quality of an applicant’s work needs to be a significant part of the evaluation of the applicant’s productivity. An officer with a higher-than-average number of self-initiated contacts and enforcement activities is not necessarily more effective or more desirable than an officer with lower number of contacts and enforcement activities. Instead, the quality of such interactions should be strictly scrutinized to assess whether or not the officer properly follows the law and APD’s policies and trainings when contacting the public and conducting enforcement activities. Productivity should be defined as the ability to routinely and consistently conduct high-quality enforcement contacts, including those which may be self-initiated and should be defined so in the individualized SOPs and include this definition in their individual postings. In order to properly assess the quality of enforcement actions, the special units should review relevant body-worn camera footage in conjunction with a review of reports and should note commendable interactions as well as any deviations from policies.

APD’S REVISED POLICY

APD adopted the spirit of the recommendation in its revised policy. APD intends to change the term “productivity” to “performance”. Depending on where a person may work within the organization, their productivity is measured in different ways. The primary method of evaluating performance will be through annual evaluations, any letter of recommendations and direct feedback from supervisors.

With regard to the comment of reviewing BWC of applicants, APD raised that performance issues should be identified through Truleo, now that Truleo has been implemented department-wide.

The Monitor agreed that at least during the pilot and study phase of Truleo, Truleo records, as opposed to a separate review of BWC video, would be part of the Evaluation Review of the selection process. The revised policy will reflect this change.

FINDING 4 – THERE IS NO RUBRIC TO SCORE APPLICANT INTERVIEWS.

DISCUSSION

The interview is the only testing process afforded to applicants for special assignments. However, there is no standardized rubric to ensure consistent grading of applicants and to provide appropriate guidance to the interviewers on how applicants should be assessed.

RECOMMENDATION

A standardized rubric should be developed and utilized to ensure that interviewers are properly directed on how an applicant should be scored. This will provide appropriate guardrails to guide an interviewer's assessment of an applicant's performance during an interview and thereby curb subjectivity. A rubric would also allow for more consistent scoring regardless of the composition of the interview panel.

APD'S REVISED POLICY

APD adopted this recommendation in its entirety. The revised policy will direct each special assignment unit to have a section in their individual Standard Operating Procedure that outlines the desired knowledge, skills, and abilities that interview questions should assess. Prior to interviews, members serving on an interview panel will be briefed by the commanding officer what each question is designed to elicit and what constitutes a strong response.

FINDING 5 – WHILE INTERVIEW QUESTIONS ARE HEAVILY BASED ON THE APPLICANT'S KNOWLEDGE OF RELEVANT LAW AND POLICIES, THERE IS NO PROCESS TO ENSURE THAT THE PANEL IS PROPERLY INFORMED ON THE LAW AND POLICIES.

DISCUSSION

Interview questions heavily center on an applicant's aptitude and critical thinking skills in areas such as search and seizure and constitutional law, procedural justice, verbal de-escalation, and advanced policing tactics. However, there does not appear to be a process to ensure that the panel itself has an accurate understanding of these topics before they assess and evaluate an applicant's interview responses.

RECOMMENDATION

Many of the topics on which an applicant is interviewed are dynamic and constantly evolving, such as constitutional policing and prevailing use of force standards. In order to deal with this dynamic, questions should be standardized with correct answers vetted by the Police Legal Liaison. Clearly, the panel itself must be up-to-date current policy and case law governing an officer's conduct. It is up to the Commanding Officer to ensure that such knowledge exists.

APD'S REVISED POLICY

APD adopted this recommendation in its entirety. The commanding officer of each special assignment unit is responsible for briefing panel members and ensuring that they are properly informed in the subject areas. In cases where questions have predetermined "correct" answers, an SME should vet that answer (i.e., a search and seizure question should be vetted by an SME familiar with constitutional law, state law, case law, department policy, etc.). In addition, should an applicant want to discuss how an interview question response was evaluated, that opportunity will be available if the member wishes to set an appointment to get feedback from the hiring manager per policy.

FINDING 6 – THE FINAL RESULTS OF THE SELECTION PROCESS ARE NOT SHARED WITH ALL APPLICANTS WHO APPLIED.

DISCUSSION

APD's special units do not publish the final results of their selection process. This often leads to speculation over how some applicants were selected over others.

RECOMMENDATION

Special units should publish the final results of the selection process along with the final scores from the testing process. Representatives from the units should also attend briefings at the districts to brief officers on how the selection process was conducted and how the final scores were determined. These practices would serve to reflect the special unit's commitment to transparency and legitimacy in the process.

APD'S REVISED POLICY

APD has adopted this recommendation in spirit. Outcomes of the selection process will be shared with the applicants first, then with the organization. In order to provide transparency in the

outcomes with the organization, results can be shared with candidate numbers or identify applicants by name and outcome. However, with regard to the portion of the recommendation asking that representatives of the special assignment units attend briefings to discuss the process and outcomes with members, APD believes that sharing that information with all participants who were interested in the position is sufficient.

FINDING 7 – POSTINGS FOR SPECIAL ASSIGNMENTS DO NOT IDENTIFY PREFERRED QUALIFICATIONS THAT MAY ALLOW FOR AN APPLICANT TO BE SELECTED EVEN IF CERTAIN OTHER QUALIFICATIONS ARE NOT MET.

DISCUSSION

Postings for special assignments currently specify baseline qualifications for the advertised role, such as the minimum number of years of service an applicant must have to be eligible to apply. However, the postings do not describe any preferred qualifications that are vital to the unit that might permit an applicant to be selected with what might be viewed as less qualification for the position. This might include include previous military experience for SWAT team assignments, language abilities for undercover operations, and other skills or expertise that are in high demand for a particular unit.

RECOMMENDATION

Special assignment postings should specify any preferred qualifications that are relevant to the unit's work and that may override other qualifications in their individualized postings. This transparency will help dispel speculation when an applicant is selected who possesses a preferred qualification but was otherwise less qualified than other candidates. When such preferences are granted, they can be discussed in the post-selection process briefings the special units provide to the rest of the department in the individual unit's posting. This can serve to attract potential applicants within APD who may not have otherwise considered applying to the unit and will generally increase transparency into the selection process and the legitimacy of the process.

APD'S REVISED POLICY

APD has adopted this recommendation in its entirety. The revised policy includes a section dedicated to requisite information that should be included in all postings for special assignment. This information includes outlining minimum requirements and preferred knowledge, skills, and abilities. Additionally, the posting will include applicant's responsibilities such as a letter of intent,

copy of last three evaluations, resume or work history, letter of recommendation, and additional material specific to the special assignment.

CONCLUSION

We have, on behalf of the City and the APD and as required by the Consent Decree, considered the question of how APD's special assignment selection process can improve.

We made recommendations that would serve to improve the selection process, and through a collaborative process worked with APD on its new policy.

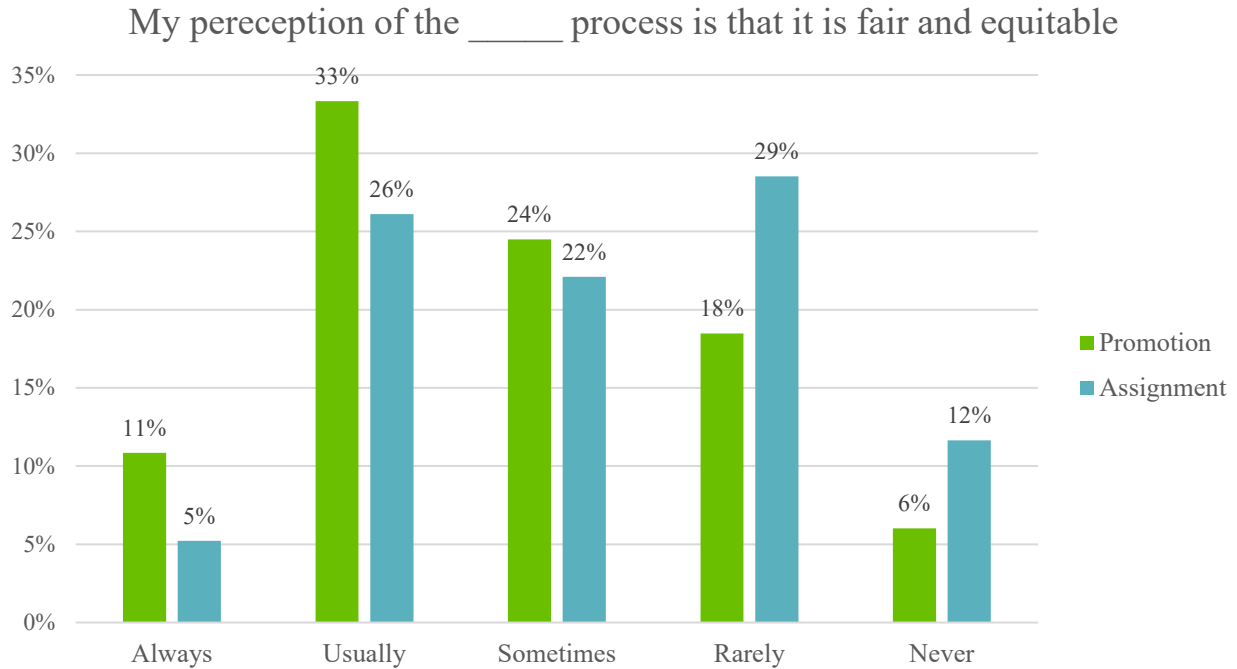
In making our recommendations, we were guided by two major principles which APD embraced. First, that the process be transparent. Second, that the process be viewed as legitimate and not based on favoritism. We believe that our recommendations and APD's revised policy promote those ends.

APPENDIX A

Employees vary on whether their identity impacts opportunities for promotions and assignments.

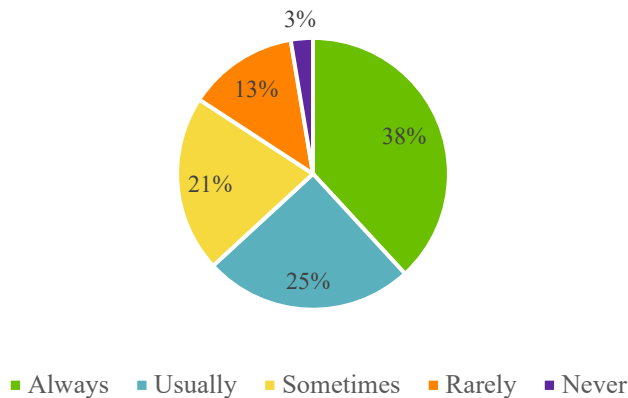
	Always/Usually	Sometimes	Rarely/Never
Promotions	20%	25%	55%
Assignments	27%	27%	46%

Employees perceive the promotion process as fairer and more equitable than the assignment process.



Most employees perceive that staff of all cultures and backgrounds are encouraged to apply for higher positions.

Staff of all cultures and backgrounds are encouraged to apply for higher positions



APPENDIX B

02.06 SPECIAL ASSIGNMENT SELECTION PROCESS

Approved By: Art Acevedo, Interim Chief of Police
Effective: **Enter Date Published**
Revised: **Enter Date Published**
Associated Policy:
References:
Review Authority: Chief of Police and APD Legal Advisor(s)

X.X.0X PURPOSE

The purpose of this directive is to provide all sworn members of the Aurora Police Department (APD) with clear and direct guidelines regarding the special assignment selection process.

X.X.0X SCOPE

This directive is applicable to all sworn members of the APD.

X.X.0X DEFINITIONS

Special Assignment: A specialized duty that sworn members are assigned to perform. These assignments are granted to sworn members who have successfully gone through a selection process.

X.X.0X POLICY

The policy of the APD is that sworn members shall adhere to the following selection process for special assignments.

X.X.0X ANNOUNCEMENT OF SPECIAL ASSIGNMENT OPENING

Special assignment openings will be announced via department-wide e-mail and remain open for at least fourteen (14) days.

The announcement will clearly state the requirements for the position desired to include:

- Not currently on probationary status at the rank of officer.
- Minimum years of experience required.
- A current evaluation that must reflect an overall satisfactory or exceptional rating.
- Preferred knowledge, skills, and abilities (KSAs)
- Any special qualifications for the position sought.
- Any special testing required, i.e., SWAT certification, motorcycle certification, etc.
- Automatic disqualifiers established by the unit's commanding officer and Division Chief. Automatic disqualifiers are subject to the discretion of the Chief of Police.

The unit's SOPs shall outline the minimum requirements and rubrics/scoring sheets that shall be used in the selection process.

X.X.0X APPLICANT RESPONSIBILITIES

Applicants will submit the following information through their chain of command to the unit's commanding officer:

- A letter of intent for the position to include the above information and any additional information the candidate believes would be relevant to their skills.
- A copy of their last three most recent evaluations. If applicable (laterals), the last three evaluations can include outside agency evaluations.
- A résumé or work history determined by the unit's commanding officer.
- A recommendation from a previous or current supervisor with at least six months of knowledge of the candidate's skills and abilities.
- Additional material may be requested based on the assignment's unique skills, knowledge, or abilities, i.e., writing exemplars, proof of special certification(s), etc.

X.X.0X PROCESS

The screening process shall be based on the minimum qualifications process established by a commanding officer. The commanding officer may narrow the list of candidates to proceed based on a first-cut analysis of the candidate's qualifications outlined in their submitted documentation. A commanding officer shall determine who does not meet the minimum qualifications and, therefore, not be interviewed. Anyone not given an interview will be told by the commanding officer by email and will include areas for improvement for future consideration. The sworn member who was not chosen for an interview may request a phone call or meeting with the commanding officer for additional feedback. The commanding officer of the unit will document their choice not to select candidates for an interview in the administrative management system.

Additional assessments of skills unique to the assignment should be considered, such as but not limited to skills special to SWAT, writing skills, interviewing skills, and organizational and leadership skills. Such practical exercises should include pre-defined desired levels of performance with correlated scoring.

If an applicant is pending an IAB investigation, the Chief of Police or designee may prevent the member from interviewing for the open position based on the circumstances of the IAB investigation.

Before the interview, the commanding officer of the unit will request discipline and complaint records from APD Internal Affairs Bureau (IAB) for the last three years. The review process will consider the recency and severity of any disciplinary actions and personal growth from any such incidents. If there are any items in the member's entire IAB/personnel file that require further review or dispute, they will be sent to the Chief of Police or their designee for a final decision.

The unit's commanding officer will create guidelines and training for the interview process to ensure consistency. Interviews will be scheduled within fourteen (14) days of the open position(s) closing date. Candidates with pre-approved vacations, military deployments, emergencies, etc., shall not be precluded from consideration. Accommodations will be made to ensure the individual can participate in the selection process.

Interviews will include an oral board before a 3–5-member panel. The same panel must conduct all interviews. The panel should consist of a combination of the following as determined by the unit/team command officer:

- A supervisor of the unit/team
- A commanding officer for the unit/team
- Any other supervisor or command officer from another unit/team (e.g., D3 PAR LT sits in on the D2 PAR panel)
- Optional for the 4th and 5th member of the panel: any other individual with experience and knowledge of the unit/team. For example, a civilian who is a national trainer in police K9 could sit on a panel for a K9 opening, or members from nearby jurisdictions with relevant experience and appropriate rank.

No member of the unit/team holding the same rank as the candidate should sit on the panel. However, articulable exceptions may be made for senior members of the unit/team who are trainers. For example, a senior narcotics training officer or the K9 training officer could sit on the panels for open positions in their units/teams.

Temporary duty assignments can be assigned for a maximum of 180 days for full-duty personnel. Sworn members cannot be permanently assigned to a special assignment without completing a selection process unless the Chief of Police or designee assigns the sworn member. Any deviation from this process or requirements associated with the posted position must be approved by the Chief of Police or designee.

X.X.0X SCORING AND RANKING

The commanding officer of the special assignment and the Division Chief will collaborate to create a defined scoring system (i.e., scoring sheet, rubric, etc.).

IAB Review

To ensure a thorough evaluation of the applicant, the commanding officer will conduct a Personnel File Review by requesting information from the APD Internal Affairs Bureau (IAB). The purpose of this review is to confirm that the applicant has not faced any formal disciplinary actions within the past year and to alert the commanding officer about any past discipline issues that may be relevant to the hiring decision. The review process will consider the recency and severity of any disciplinary actions. If an applicant is pending an IAB investigation, the commanding officer or rank above may prevent the member from interviewing for the open position based on the circumstances of the IAB investigation.

Critical Skills for Assignment Exercise:

Critical Skills for Assignment Exercise is an assessment or exercise designed to evaluate an individual's proficiency in essential skills required for a specific special assignment. This type of exercise aims to assess the candidate's competence and suitability based on the critical skills required to successfully complete the assigned task or project. The specific critical skills assessed in such an exercise will depend on the nature of the assignment or project and the specific requirements set by the commanding officer or organization. Some examples of critical skills that may be evaluated are physical fitness, writing, role-play, presentation, etc.

It is important to note that the specific critical skills assessed in a Critical Skills for Assignment Exercise will vary depending on the context, objectives, and criteria established by the commanding officer and organization. Candidates should carefully review any guidelines or instructions provided for the exercise to understand the critical skills being evaluated and adequately prepare for the assessment.

Oral Board Interview:

During the oral board interview, the panel will assess the applicant's knowledge, skills, and abilities based on predetermined anchors. These anchors represent the desired responses and score ranges for each question asked during the interview process. The panel members will document the candidate's responses and assign scores accordingly.

The scoring will consider various factors such as prior experience, critical thinking abilities, communication skills, problem-solving capabilities, and other relevant skills required for the position being interviewed for.

Knowledge, skills, and abilities (KSAs) are three fundamental components that contribute to an individual's competency and suitability for a particular special assignment. KSAs will be used in all APD selection process oral boards to assess and evaluate an individual's qualifications and potential for success.

- **Knowledge:** Knowledge refers to the understanding and awareness of facts, concepts, principles, or information relevant to the special assignment. It involves theoretical or practical understanding acquired through education, training, and/or experience. For example, a law enforcement officer should have knowledge of laws, legal procedures, crime prevention strategies, or investigative techniques.
- **Skills:** Skills are specific proficiencies or abilities that an individual possesses, enabling them to perform tasks or activities effectively. Skills can be technical, interpersonal, or cognitive in nature. Examples of skills for law enforcement officers may include communication skills, problem-solving skills, physical fitness, firearms proficiency, or driving skills.
- **Abilities:** Abilities refer to the innate or acquired capacities or talents that enable individuals to perform certain tasks or excel in specific areas. Abilities are often inherent traits or aptitudes that can be developed or honed through training and practice. Examples of abilities for law enforcement officers might include critical thinking abilities, situational awareness, decision-making skills, leadership potential, or emotional resilience.

When evaluating candidates for a special assignment, the oral board panel will assess the candidate's alignment of their knowledge, skills, and abilities with the requirements and demands of the position.

It is essential to strike a balance between specific job requirements and a candidate's potential for growth and learning. A comprehensive evaluation of the following factors will help determine the candidate's suitability for the assignment and their potential to excel in the role:

- **Job-specific Skills:** Assess whether the candidate possesses the necessary technical and job-specific skills required to perform the tasks associated with the role.
- **Transferable Skills:** Evaluate the candidate's transferable skills that can be applied to the job, even if they don't have direct experience in the field.
- **Relevant Experience:** Consider the candidate's previous experience in similar roles and assignments.
- **Training and Education:** Review the candidate's educational background, certifications, and professional training. Look for qualifications that directly relate to the job requirements.
- **Professional Development:** Assess the candidate's involvement in professional organizations, memberships, or participation in community interaction.

After the interview process, the documents containing the interview questions and the corresponding scores will be provided to the commanding officer. These documents will be treated as confidential and will be retained by the unit's commanding officer for archiving purposes.

Evaluation Review

When reviewing evaluations for a special assignment selection, it is essential to assess various aspects of the employee's performance and potential. The panel will assess the applicant's key achievements, areas of strength, and areas for growth.

1. **Performance**: Past performance of job duties in previous assignments.
2. **Evaluate Key Achievements**: Review the applicant's notable accomplishments during the evaluation period. Consider the impact of their achievements on the organization, team, or specific projects. Look for evidence of exceptional performance, exceeding expectations, and significant contributions.
3. **Identify Areas of Strength**: Identify the applicant's strengths and areas where they consistently excel. Consider their skills, competencies, and qualities that contribute to their exceptional performance. Evaluate their leadership abilities, problem-solving skills, teamwork, adaptability, and any other relevant strengths.
4. **Identify Areas for Growth**: Recognize areas where the applicant has room for improvement and growth. This could include specific skills they need to develop or areas where they can enhance their performance. Look for constructive feedback provided by supervisors or colleagues that highlight potential areas for growth.

X.X.0X FINAL SELECTION

In the promotion selection process, the final ranking of applicants will be determined based on the combined scores of all components of the selection process. The ranking will begin at one (1) and continue through the number of applicants who successfully passed the process.

The commanding officer shall select the applicant for the position from the ranked list, starting at the top and proceeding in order. This means that the applicant with the highest ranking will be assigned to the special assignment, followed by the second-ranked applicant if applicable, and so on.

Anyone not selected for the position will be told by the commanding officer by email and will include areas for improvement for future consideration. The sworn member who was not chosen for the special assignment may request a phone call or meeting with the commanding officer for additional feedback. The commanding officer of the unit will document their choice not to select candidates for the position in the administrative management system.

This process ensures a systematic and fair approach to selecting candidates for promotion, with decisions being made based on the applicants' overall performance and scores across various evaluation components.

This list will be maintained for 6-15 months, based on the commanding officer and division chief's decision.

X.X.0X RECORDS RETENTION

The commanding officer is responsible for archiving the selection process documents used to evaluate and score each candidate into the administrative management system.

By effectively archiving the selection process documents into the administrative management system, APD can establish a reliable and accessible record-keeping system. This can support future references, audits, compliance, and data analysis related to the selection process.

DRAFT

APPENDIX F

Assessment of the Promotional Process of the Civil Service Commission

June 22, 2023

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INTRODUCTION

This report has been prepared by IntegrAssure pursuant to its designation by the Civil Service Commission as its expert, engaged to provide technical assistance under the provision of the Consent Decree which calls for the Monitor to provide such assistance to the City to help it in achieving the goals of the Decree. As such, the findings and recommendations in this report are not binding on the City or the Civil Service Commission, but rather should be considered expert advice in assisting the Civil Service Commission fulfill its obligations under the Consent Decree.¹ This report covers only the role of the Civil Service Commission in the promotional process for both APD and AFR. Other aspects of the promotional process for each agency will be the subject of separate reports.

The Consent Decree (sometimes “the Decree”) mandates that the Civil Service Commission (sometimes “CSC” or “the Commission”) work with the Consent Decree Monitor and the expert to make changes, if any, to the promotional process.² This Report constitutes a major part of the efforts of the City and the Commission to meet its obligation under VII C 2 to work with the Consent Decree Monitor and the expert to make changes to the promotional process, if any. While the Commission is mandated by the Decree to take actions necessary to effect changes to its rules relative to hiring and transparency by May 15, 2023,³ because these recommendations are not mandated by the Decree, but rather permissive, this deadline will not be applied to the promotional process. Instead, the Monitor will work with the CSC and the City to decide which of the recommendations the City and Commission accept and will work with them to change the relevant rules as soon as practicable.

¹ The relevant portion of the *Section IX 8 2* of the Consent Decree reads as follows: 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. Pursuant to this provision and in fulfillment of its obligation under Section VII C 4 to engage an expert to assist the Commission in meeting the requirements of the Decree, the Commission engaged IntegrAssure and its team member, Cassi Chandler, to provide advice relative to its obligations.

² *Section VII C 2* of the Consent Decree reads as follows: 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 See Consent Decree Section XII, Recruitment, Hiring and Promotion, Civil Service Commission Rules and Regulations Modification Deadline (455 days from the effective date of contract with the Monitor).

EXECUTIVE SUMMARY

IntegrAssure has reviewed the relevant provisions of the Consent Decree and the City Charter.⁴ We have also spoken extensively with stakeholders including those representing APD and AFR, the collective bargaining organizations for each Department, the Commission through its Administrator and staff, the City including both the Office of the City Manager and the Office of the City Attorney, as well as the Monitor's Citizen Advisory Committee. We have also spoken with the Attorney General's Office relative to our findings and recommendations.

After those conversations and after independently considering the question of what, if anything, should be changed regarding the promotional process, it is our recommendation to the Commission and the City that certain changes be made to best ensure fairness and equal opportunity to all potential candidates for promotions.

BACKGROUND

The Charter provides that the Civil Service Commission has the primary responsibility of setting the qualifications for individuals seeking promotion within the Civil Service, selecting the types of examinations to be administered and their content, determining the minimum passing scores,

⁴ The relevant portion of the Aurora City Charter reads as follows:

(3) *Duties, powers.* The Civil Service Commission shall be responsible for examination and certification of all applicants to positions in the Civil Service. They shall determine qualifications for and, examine for promotion within the Civil Service. Promotions in the Civil Service shall be from within the respective Departments and those eligible for taking a promotional examination must be members of the Civil Service of the rank or grade immediately below the rank or grade for which they are being examined, except that (1) Police Officers 1st Grade, with the proper length of service in grade, shall be eligible to take the examination for Sergeant; (2) Firefighters 1st Grade, with the proper length of service in grade, shall be eligible to take the examination for Technician, Engineer or Lieutenant; (3) members of the Departments, with the proper length of service, shall be eligible to take the examination for a rank of equal status but different title. No member may take an examination for a position he officially holds. If it is determined by the Civil Service Commission that there are no qualified members within the Civil Service to take such promotional examinations the Civil Service Commission may undertake either open recruitment or designate additional ranks or grades which may be eligible for that particular examination only. All examinations for promotion shall be competitive among such members of each Department as are qualified and desire to submit themselves to examination. The Commission shall submit to the appointing authority the list with the names of all members who have satisfactorily passed the entire examination, in the order in which their grades placed them, and the appointing authority, after having received a list duly certified, shall make promotions therefrom in the order in which they appear. The method of examining, the rules governing the same, and the method of certifying may be the same, as near as possible, as provided for applicants for original appointments.

the scoring weights for each examination, and for the general administration of the promotional process.

Under the Aurora City Charter, the CSC is tasked with setting service requirements and examination procedures that outline qualifications and service requirements for applicants without any reference to political or religious opinions or affiliations, or race, creed, color, or gender. The Charter also states that candidates can only be promoted in rank order from the eligibility list for the Civil Service rank as certified by the Civil Service Commission.

Under the Charter, the Civil Service of the Fire Department consists of the following ranks and grades:

Captain	Firefighter 2 nd Grade
Lieutenant	Firefighter 3 rd Grade
Engineer	Firefighter 4 th Grade
Firefighter 1 st Grade	

Under the Charter, the Civil Service of the Police Department consists of the following ranks and grades:

Captain	Police Officer 1 st Grade
Lieutenant	Police Officer 2 nd Grade
Sergeant	Police Officer 3 rd Grade
Police Agent	Police Officer 4 th Grade

THE PROMOTIONAL PROCESS

Under the Aurora City Charter, the CSC is required to administer testing for promotional appointments for each Civil Service departmental rank at least once per year⁵ to establish a certified eligibility list of passing candidates from which appointees can be selected in rank order to fill vacant positions.

In designing the type and content of the promotional examinations, the CSC has the authority to select as many types of examinations as it deems necessary. It currently elects to primarily use three methods of evaluation: a written examination, assessment center⁶ exercises, and a records evaluation. A practical evaluation is substituted for the assessment center for individuals applying for the “Engineer-Driver” promotional rank for AFR, and a written examination is not administered for the Police Captain testing process.

The promotional eligibility requirements are defined by CSC Rules and Regulations, Section VII, Paragraph 42. The candidates must meet the specified service, certification, education, and training requirements as of the first day of testing in the promotional series⁷. These requirements have not been updated in a significant period of time but were previously set in collaboration with APD, AFR, and CSC.

According to staff at the Commission, both Departments appoint two to four subject matter experts (SME), comprised of knowledgeable individuals from within the Departments’ ranks, to assist the consultants selected by the CSC in developing the exams. The SMEs assist the CSC in formulating a reading list for the candidates. Once the reading list has been finalized, the CSC

⁵ Section 3-16 (7) of the Aurora City Charter read as follows:

A certified list for original appointment shall be prepared by using applicants taken from a pool of eligible candidates for which testing shall take place whenever the commission, in consultation with city management, determines that it is appropriate to conduct the testing in order to meet staffing requirements. The certified list for original appointment to positions in the civil service shall expire upon the effective date of a newly established list of eligible candidates. A certified list for promotional appointments shall contain the names of applicants who passed required testing, which testing shall take place no less than once per year; such list shall expire after one year, except that in the event a vacancy should exist in one of the Departments and the certified list for that position is scheduled to expire and a new list is not available, the Civil Service Commission may extend such list, one time only, for a period not to exceed ninety (90) days.

⁶ Generally, an assessment center refers not to a specific building but rather to a process where candidates are examined to determine their suitability for specific types of employment, and typically include exercises or tests designed to understand a candidate’s personality and aptitudes.

⁷ The relevant portions of the Civil Service Commission’s Rules and Regulations are attached as Appendix A.

posts the position, along with the official reading list. Candidates have approximately ninety days to study for the written examination. Following the CSC's posting of the position, the SMEs work jointly with the CSC staff and the testing consultant⁸ in developing a one-hundred question multiple-choice written examination based on the reading list. This process takes approximately a month and a half.⁹

Following the development of the written examination, the departmenta SMEs create the assessment center exercises in collaboration with the testing consultant and administrative support from the CSC staff. There are four components to these exercises: a mandatory written exercise and three exercises that the SMEs have the authority to determine. The decision to have four exercises was approved by the Commission on the advice of the consultant as the appropriate number of exercises to conduct in the assessment center. These consultants work with the CSC staff and SMEs to develop the content of these exercises, with the SMEs vetting the final content and validating for the consultant that the content is appropriate and accurate for Aurora. The consultant reviews and approves the final version of the exercises.

Following the CSC's posting of the testing notice, qualified individuals who are interested in seeking promotional appointments register to take the written examination. The CSC screens applicants to ensure that they meet the promotional eligibility requirements, as defined by the CSC's Rules and Regulations and the Charter. Any individual meeting the eligibility requirements are allowed to take the written examination.

Although the specific eligibility requirements differ for each promotional rank, there are several general requirements that apply to all promotional ranks. The Charter requires that an individual hold the rank or grade immediately below the rank or grade for which they are being examined in order to be eligible for the position. However, the Charter allows that if there are no individuals within the Civil Service who meet the minimum qualifications, the CSC may either invite individuals from additional ranks to test or may lower the service requirements for the examination. One limitation on the ability of an otherwise qualified Civil Service member to test

⁸ The City's current consultant is Ergometrics & Applied Personnel Research, Inc. based in Seattle, Washington. CSC runs an annual bid process for the upcoming bid year, usually in October or November of the preceding year. CSC staff puts out a request for proposal and Ergometrics has provided the best combination of price and service for a number of years for CSC.

⁹ This process was described by the administrative support staff at CSC.

for promotion is a bar on such members who have faced discipline equal to or greater than 80-hour suspension within a two-year period preceding the first day of testing¹⁰.

Following a ninety-day study period, which is the period between when the promotional rank posting is published along with the reading list and the written examination date, all eligible applicants complete the written examination, administered in the presence of either a Civil Service Commissioner, Chief Examiner, or a designee. At this stage, all candidates are provided with an identification number, which acts as the only identifying information included on their examinations and serves as a method of tracking their progress throughout the promotional process. Candidates must achieve at least a grade of 70% on the examination to pass. Candidates learn their scores and passing status the following day. Any individual who fails the examination has one week from the time they receive their result to schedule a one-hour appointment with the CSC to review their tests and challenge the validity of any questions. If a question is challenged, the CSC refers the question to the departmental SMEs who assess the accuracy of the question. If the SMEs determine that there was an error within the question, every candidate that got the question wrong is awarded the additional points and their scores are adjusted. If these changes result in any previously-disqualified candidates meeting the 70% passing threshold, they are informed and allowed to continue to the next stage of the promotional process.

Three to four weeks after the administration of the written examination, candidates participate in the assessment center. The assessment center has been a component of the promotional process for at least twenty-three years. It has been perceived as the best method to assess an applicant's strengths and weaknesses by both departments. The assessment center panel consists of three to five members, consisting of one Aurora citizen selected by the Commission, and two to four firefighters or police officers selected from another jurisdiction¹¹. While the Rules and Regulations refer to one panel, CSC has empaneled two panels for the assessment centers in practice for the past few years.¹² The first panel, consisting of three police officers or firefighters from another jurisdiction, assesses the two technical tactical assessment exercises.

¹⁰ See CSC Rules and Regulations, Section VII, Paragraph 42.

¹¹ See CSC Rules and Regulations, Section VII, Paragraph 46.

¹² This change occurred in February of 2015. An agenda item was presented to CSC Commissioners during the February 10, 2015 meeting to empanel two panels going forward. This proposal was due to concerns raised by the consultants about how the citizen assessors were grading technical assessments without requisite knowledge. This change was approved by CSC but there were not any subsequent discussions on changing any relevant rules or regulations to reflect this change.

The second panel, consisting of one Aurora citizen and two firefighters or police officers from another jurisdiction, assesses two public-facing exercises. The officers/firefighters from outside departments who serve on the assessment center must hold a rank at or above the position level being tested. The assessment center consists of four exercises, each of which comprises 25% of the candidate's overall score.

Following each exercise, the raters on the panel each make an independent rating of the observed candidate's performance. The ratings are averaged to determine the candidate's final score for each exercise. With the exception of candidates for the "engineer-driver" rank, it is not necessary for candidates to achieve a passing score on each individual exercise. If a candidate achieves an average 70% score across the four exercises, they pass the examination. Candidates for the "engineer-driver" rank must achieve a 70% passing score on each individual exercise to continue to be eligible. Candidates typically receive their results within three days. Candidates are provided written feedback on their performance in the assessment center. These summaries are compiled by the consultant and are provided to candidates approximately three weeks after the completion of the assessment center.

Occurring simultaneously with the assessment center testing are the records evaluations. The candidates prepare their own records evaluation book which must contain the required job performance, disciplinary and assignment histories as well as their seniority, assignments, education, and training certifications. APD candidates for promotion are graded on a 100-point scale, including a total of 10 potential points for education, 9 points for seniority, 30 points for training, 30 points for work history, and 21 points for discipline, with points deducted for documented disciplinary histories.

AFR candidates for promotion are graded up to 36 points out of 100 points for seniority in its Records Evaluation assessment. The total point value is assessed by multiplying .15 points for each month of service up to 240 months (the equivalent of 20 years of service). The scoring rubric is not governed by CSC's Rules and Regulations but are rather developed and overseen by the respective departments. Both the departments allow for bonus points for specific qualifications, such as holding the rank of an agent before testing for sergeant or completion of trainings. The qualifications for bonus points vary from rank to rank in each department.

Department personnel verify the accuracy of the records evaluation book submitted by the candidate. Once the records books are verified, the candidates submit them to CSC. The candidates' records books are anonymized and each candidate is identified by a designated number known only by CSC administrative support staff. To further increase objectivity and eliminate potential bias, experienced personnel from outside agencies (usually this panel is the same panel as the assessment center) are responsible for scoring the records evaluations books

to determine the candidates' final records evaluation scores. Those scores are then provided to the CSC by the outside assessors.

The Civil Service Commission compiles the candidates' scores from the written examination, assessment center, and records evaluation and creates a final score for each candidate. The CSC then certifies a final eligibility list containing the names of all candidates who successfully passed the required examinations. The candidates are ranked in the order in which their scores place them. If any candidates have identical scores, position on the list is determined by seniority. Each eligibility list expires one year from the date of certification. However, if there is a vacant position at the time of expiration, and a new list is not yet available, the list may be extended one time, for a period of ninety days. This list is published on CSC's website.¹³

The CSC submits the final eligibility list to the appointing authority within each department who is then required to make appointments based on the order in which the names appear. An individual on the eligibility list may decline a promotion a single time without losing their position on the list. Upon a second declination that individual's name will be moved to the bottom of the list.

All individuals receiving promotional appointments must complete a one-year probationary period. At the end of the period, they are either permanently appointed to the new rank or demoted to their last held position. The proposed order of demotion must be made by the Chief of the respective department to the CSC fifteen days prior to the end of the probationary period with notification to the member of the proposed demotion at least ten days prior to the probationary period expiring. The CSC approves or disapproves proposed orders of demotion based on the explanation provided by the Chief at the time of the proposed demotion. The content of information provided by the Chief has historically varied based on the chief. Thus, the level of review and input from CSC varies from chief to chief. Additionally, there is not an opportunity for an officer to provide rebuttal information. Lastly, there is no guidance for CSC to utilize in approving or disapproving the Chief's decision. There are no CSC Rules and Regulations which govern the process.

¹³ The lists can be found here: <https://www.auroragov.org/cms/One.aspx?portalId=16242704&pageId=16400640>

PROMOTIONAL ISSUES AND COMPLAINTS

As part of this report, promotional data from 2018 through 2022 was examined.¹⁴ It tracked the number of applications received, the number of applicants who took the written examination, the number of applicants who passed the written examination, and the number of applicants who passed the assessment center. This data set included gender and race information for each phase of the promotional process. Across all ranks and years, there was a significantly smaller number of minority applicants who applied for promotion than applicants who identified themselves as “White or Caucasian.” Not surprisingly given the racial makeup of each department, the cumulative number of minority applicants were less than half of White or Caucasian applicants across all ranks and years. Yet, despite the raw numbers, Black or African-American and Hispanic males applied for promotional ranks at a slightly higher percentage than their white counterparts. Unfortunately, for Black or African-American and Hispanic females, there were a number of years when none of the few eligible members applied for promotion.

Notably, for instance, there has never been a Black or African-American female APD police officer promoted to the rank of a sergeant. We have discussed this issue with multiple APD officers of various ranks. While these discussions were helpful in understanding how this is perceived and impacts the morale of Black or African American officers, the discussions did not lead to the identification of a root cause. Some discussions indicated there has been a lack of outreach to Black or African American officers from APD leadership to solicit interested candidates. Some officers perceived that additional support and testing preparation is provided to certain officers without making such support available more widely. However, we also heard from Black or African-American executives who shared that their own past efforts to recruit Black or African-American female officers for promotion, which yielded no interested candidates.

Specifically, examining applications for the police sergeant rank from 2018 to 2022, there were no female Black or African American applicants in 2018, 2019, 2021, and 2022. There was one application in 2020 and 2022. In 2020, that applicant did not take the written exam and in 2022, that applicant did not pass the written exam. Likewise, there was no female Black or African American applicant who applied for the rank of an agent from 2018 through 2022.

¹⁴ While the data has been collected by CSC over the years, this data had not been analyzed and the aggregate data was prepared by CSC Administrative Support Staff pursuant to IntegrAssure’s request in January 2023. The underlying individual information was also provided by CSC and IntegrAssure prepared the analysis based on the underlying information provided by CSC. The analysis for APD is attached as Appendix B. The analysis for AFR is attached as Appendix C.

In attempting to understand these numbers in the context of the pool of potential applicants, we examined APD data on sworn members' rank representation by ethnicity and gender from 2018 through the first quarter of 2023 and AFR's data from 2018 through April of 2023.¹⁵

From 2018 through 2020, there were only five female Black or African American Officers. In 2021 and 2022, there were three female Black or African American officers. In 2018 and 2019, there was one female Black or African American agent but there were none from 2020 through 2022.

Similarly, while there have been eight female Hispanic officers and one female Hispanic agent from 2018 through 2022 there was no application for the rank of sergeant from a female Hispanic officer from 2018 through 2022. Currently, there is one female Hispanic sergeant.

From 2018 to 2022 the number of male Black or African-American in the rank of police officer fluctuated from 11 to 13 and in the rank of Agent from one to three. From 2018 through 2020, 7-8.33% of the potential applicant pool applied for promotion. No applicant has applied since 2021.

With regard to male Hispanic members of the Department, the numbers in APD grew significantly over the time period we examined ranging from 47 to 65 in police officer rank and from one to three in the Agent rank. During this period, 16% of the potentially available Hispanic male applicant pool applied for promotion in 2018, 8% in 2019, 6% in 2020, 8% in 2021, and 5.7% in 2022.

With regard to white females, the number in the Department ranged from 39 Police Officers and 13 Agents in 2018 to 38 Police Officers and 12 Agents in 2022. In 2018 and 2019, 1.9% of the potentially available applicant pool of white female officers and agents applied for the sergeant rank, while 3% of that pool did in 2020 and 2021. In 2022, 4% of that potentially available applicant pool applied for the sergeant rank.

As a comparison point, eligible white male officers applied for at a rate of 9% in 2022; 5% in 2021; 5% in 2020; 6.7% in 2019; and 5.8% in 2018.

¹⁵ APD data is attached as Appendix D and AFR data is attached as Appendix E.

As of March 31, 2023, there were 14 sworn members in the positions of captain, commanders¹⁶, division chief¹⁷, and Chief of Police¹⁸ with only two male Black sworn members in those positions and no females in those positions. The current interim Chief of Police is a male Hispanic sworn member, and the newly appointed interim Deputy Chief is a white female.¹⁹

AFR has similar statistics. From 2018 through 2022, only one or two (with no applicant in 2019) black or African-American male applicants applied for the rank of Engineer and there were 0 black or African-American female applicants during that same time period. There was only one black or African-American female in the rank of firefighter in 2018, 2 in 2019 through 2021 and 2023, and 3 in 2022. There were 4 black or African-American males in the rank of firefighter in 2018, 5 in 2019, 6 in 2020 and 2021, and 8 in 2022 and 2023. However, only one male applicant was successful in promoting during the entire time period.

The trend was similar for Black or African-American females for the rank of lieutenant. There were no applicants in 2019 and one in 2020 and 2022, respectively. There were no applications from Black or African-American females for the rank of captain during this time period. For Black or African-American males, there were 4 applicants for the rank of captain in 2018 and one in 2019. One applicant was successful in 2019 and another applicant was successful in 2019. However, there has been 0 applicant for the rank of captain since 2020.

During that same time period, the number of male Hispanic applicants for the rank of engineer fluctuated from one to three while there were no female Hispanic applicant. Only one male Hispanic applicant was successful during that period.

There were two to five male Hispanic applicants for the rank of lieutenant over the same time period, but no female Hispanic applicants from 2018 through 2022. There were total of four male Hispanic applicants who were successful during the time period.

For the rank of Captain, there were one to three male Hispanic over the same period of time but no female Hispanic applicants. Five Hispanic male applicants were successful during that time period. Most notably, there were no Hispanic females in the rank of firefighter from 2018 through 2021 and there was one in 2022 and 2023.

¹⁶ The title of a commander is not a Civil Service rank.

¹⁷ The title of a division chief is not a Civil Service rank.

¹⁸ The title of the Chief of Police is not a Civil Service rank.

¹⁹ Heather Morris was sworn in as the interim Deputy Chief on April 4, 2023.

Lastly, there were no female applicants for the rank of engineer in 2018 through 2020 with three applicants in 2021 and four applicants in 2022. For the rank of lieutenant, the number of female applicants fluctuated from four to seven during that same time period. There were no female applicants for the rank of captain for the entire time period. Currently, there are only 33 females in AFR. There are 3 deputy fire chiefs²⁰ and 11 fire battalion chiefs²¹ and they are all males. Out of the three deputy fire chiefs, one is a black male and the rest are white males. Out of the 11 fire battalion chiefs, one is black, 8 are white, one is Hispanic, and one is of two or more races. The current fire chief²² is a white male.

The newly approved recruitment plans for APD and AFR are focused on improving diversity in both departments and, if successful will assist in improving minority representation in the departments which will in turn lead to a greater number of minorities being promoted.

Overall, breakdown of race and gender in the ranks of APD and AFR are as follows:

²⁰ The title of deputy fire chief is not a Civil Service rank.

²¹ The title of fire battalion chief is not a Civil Service rank.

²² The title of fire chief is not a Civil Service rank.

APD (as of March 31, 2023)

	Chief of Police		Deputy Chief		Division Chiefs		Commanders		Captains		Lieutenants		Sergeants		Agents		Officers (1)		Totals	
WM		-		-	3	75.0%	4	66.7%	4	100.0%	25	75.8%	77	83.7%	79	73.8%	281	63.6%	473	68.7%
BM		-		-		-	2	33.3%		-	3	9.1%	3	3.3%	4	3.7%	18	4.1%	30	4.4%
HM	1	100.0%		-		-		-		-	3	9.1%	4	4.3%	4	3.7%	55	12.4%	67	9.7%
AM		-		-		-		-		-		-		-	1	0.9%	16	3.6%	17	2.5%
H/PM		-		-		-		-		-		-	1	1.1%		-		-	1	0.1%
AIM		-		-		-		-		-		-	1	1.1%		-	4	0.9%	5	0.7%
2+M		-		-		-		-		-		-	1	1.1%	3	2.8%	15	3.4%	19	2.8%
WF		-		-	1	25.0%		-		-	1	3.0%	4	4.3%	12	11.2%	31	7.0%	49	7.1%
BF		-		-		-		-		-		-		-		-	5	1.1%	5	0.7%
HF		-		-		-		-		-	1	3.0%	1	1.1%	2	1.9%	9	2.0%	13	1.9%
AF		-		-		-		-		-		-		-	1	0.9%		-	1	0.1%
H/PF		-		-		-		-		-		-		-		-		-		-
AIF		-		-		-		-		-		-		-		-	1	0.2%	1	0.1%
2+F		-		-		-		-		-		-		-	1	0.9%	6	1.4%	7	1.0%
U		-		-		-		-		-		-		-		-	1	0.2%	1	0.1%
TOTALS	1	100.0%	-	0.0%	4	100.0%	6	100.0%	4	100.0%	33	100.0%	92	100.0%	107	100.0%	442	100.0%	689	100.0%

AFR (as of April 27, 2023)

Job Title	Female	Male	African American FEMALE	African American MALE	American Indian or Alaskan Native FEMALE	American Indian or Alaskan Native MALE	Asian FEMALE	Asian MALE	Caucasian FEMALE	Caucasian MALE	Hispanic or Latino FEMALE	Hispanic or Latino MALE	Native Hawaiian or Pacific Islander FEMALE	Native Hawaiian or Pacific Islander MALE	Two or more races FEMALE	Two or more races MALE	Choose not to Identify (United States of America)	Grand Total
Cadet Firefighter IV-8 Hours		1								1								1
Deputy Fire Chief		3		1						2								3
Engineer	3	30		2		1		1	3	24		1				1		33
Engineer 8hr		2								2								2
Engineer 8hr P		1								1								1
Engineer P	2	24							2	17		3		2		2		26
Fire Battalion Chief		11		1						8		1				1		11
Fire Battalion Chief 8HR		4								4								4
Fire Captain		6								5		1						6
Fire Captain -8 Hour Position		3								2						1		3
Fire Captain P		18						1		13		2				2		18
Fire Captain-8 Hour Position P		6								5		1						6
Fire Chief		1										1						0
Fire Commander 8HR	1	2							1	2								3
Fire Inspector	2								1						1			2
Fire Lieutenant		9		1						6		1						9
Fire Lieutenant -8 Hour P	2	11							2	9		2						13
Fire Lieutenant P	3	27	1						2	24						3		30
Firefighter I 24 Hr	7	89	1	4				3	6	59		13		1		9		96
Firefighter I 24 Hr P	9	116	1	2				2	7	91	1	13		1		6	1	125
Firefighter I 8 Hour	1	2							1	2								3
Firefighter I 8 Hour P		6		1						4						1		6
Firefighter II 24 Hour		9		1				1		7								9
Firefighter II 8 Hour		1								1								1
Firefighter III 24 Hour	1	13							1	10		2				1		14
Firefighter IV 24 Hour	1	13						1	1	10		2						14
Firefighter IV-8 Hours	1	8							1	8								9
	33	416	3	10	0	0	0	9	25	290	1	41	0	4	1	26	1	449

FINDINGS AND RECOMMENDATIONS

FINDING 1 –THERE IS SIGNIFICANT UNDERREPRESENTATION OF MINORITIES AND WOMEN IN THE PROMOTIONAL RANKS OF CIVIL SERVICE

DISCUSSION

While, the current interim Chief of Police is the first Hispanic officer to hold that position in the history of APD, there remains significant underrepresentation of minorities in the promotional ranks of APD.

For APD, in the 15 sworn command positions of captain, commanders, division chief, deputy chief and Chief of Police, there is one female and two male Black members in those positions. There are no female Black members, no female Hispanic members, and no male or female Asian members in those positions. Moreover for AFR, there are 3 deputy fire chiefs and 11 fire battalion chiefs and they are all males. Out of the three deputy fire chiefs, one is black male and the rest are white males. Out of the 11 fire battalion chiefs, one is black, 8 are white, one is Hispanic or Latino, and one is two or more races. The current fire chief is a white male.

RECOMMENDATION

CSC should closely examine the data after each promotional cycle to analyze why eligible female and minority candidates are not applying for promotion. The results from each promotional cycle should be analyzed to identify if there are any potentially disparate impacts in any of the testing areas. SMEs from each agency and the consultants should be part of these discussions after each promotional cycle to address any concerns or issues identified in that analysis. This analysis should be conducted by CSC staff and discussed with each agency and the City. While the City's Human Resources have not been traditionally part of the promotional process, the City should explore how their expertise can be utilized in conducting this analysis. The City and CSC should determine if there are strategies that can be adopted to address the low application rates, and implement any such strategies as soon as possible. APD and AFR should also consider conducting focus groups in an attempt to determine what would make eligible women and minority candidates more likely to apply for and go through the promotion process.

FINDING 2 – SELECTION FOR LIMITED-OPPORTUNITY ASSIGNMENTS AND TRAINING CAN SERVE TO PERPETUATE ISSUES OF UNDER-REPRESENTATION

DISCUSSION

The various assignments and training of candidates for promotion factor into success in any number of ways. From experiential benefits in various aspects of testing to bonus points, candidates who are given more opportunities have a greater chance of success in promotion. Thus, the system must ensure that such opportunities are afforded equally without regard to age, sex, race or any other prohibited characteristic of the candidate.

For example, APD candidates applying for the rank of captain are awarded 15 points toward a possible total of 30 points for training if they have completed any of the following training programs:

- Senior Management in Policing
- Leadership in Policing Organizations
- Southern Police Institute
- Northwestern Long Course
- FBI National Academy

While these are clearly great programs and certainly beneficial to the development of executives, participation in these programs relies on being selected for the particular program by APD executive leadership. We are also informed that it is perceived by some members of APD that selection for specialty assignments, including DART, Gangs, SWAT and FAST are not done in a way that ensures equal opportunity.

RECOMMENDATION

APD must ensure that all limited-opportunity assignments and training are fully equal opportunity with transparent selection methodologies being employed. Guidelines for selection generally do not currently exist, leading to the possibility that selection may be based on who one knows rather than what they know and how good they might be in the particular role. Without such guidelines and a concerted effort to ensure that training opportunities are made available equitably, the current selection system, including the awarding of bonus points, may unfairly hinder the prospects for promotion to captain for some officers.

FINDING 3- THE DISCIPLINARY HISTORY REVIEW FOR AFR AND APD PROMOTIONAL CANDIDATES MAY, IN SOME CASES, BE TOO RESTRICTIVE

DISCUSSION

AFR candidates for promotion are graded on a 100-point scale, including a total of 34 potential points for education, 36 points for seniority, and 30 points for performance evaluations and discipline, with points deducted for documented disciplinary histories. However, the maximum look-back period for a candidate's disciplinary history is 3 years for administrative sanctions, 2 years for written reprimands, and 1 year for verbal reprimands, even for candidates with more extensive histories.

APD candidates for promotion are graded on a 100-point scale, including a total of 10 potential points for education, 9 points for seniority, 30 points for training, 30 points for work history, and 21 points for discipline, with points deducted for documented disciplinary histories. However, the maximum look-back period for a candidate's disciplinary history is 3 years, and points are deducted based on the category of discipline. For example, written reprimands result in 2-point deductions, while suspensions and fines may result in 5- or 10-point reductions, based on the length of the suspension or the amount of the fine.

RECOMMENDATION

While these rubrics are appropriate in most situations, because of differing disciplinary philosophies among Chiefs, and past decisions of the CSC overturning a Chief's recommendation of termination, in some cases, they are not.

CSC, AFR, APD, and the City should strongly consider a less formulaic approach, devising a method by which prior disciplinary history as a whole should be considered in the decision on whether a particular candidate is currently well-suited for promotion. In some ways, this is an extension of the whole person approach which we recommended in our hiring report.

Using this method would allow CSC, AFR, and APD to consider a candidate's entire disciplinary history without unduly punishing them for disciplinary infractions that do not reflect their current performance, and yet allowing serious issues of misconduct to be considered for as long as they are determined to be relevant.

An alternate method to address this issue has been discussed within APD. The method under discussion would involve a charter change and would allow the Chief of either agency to bypass a particular promotional candidate with a written explanation for the bypass while affording the bypassed individual the right of appeal to the CSC. The Monitor recognizes the potential benefits

of the proposed change but is also aware of the concern of some stakeholders that such a change could be misused in order to promote favored candidates over unfavored candidates.

The Monitor believes that further discussions with stakeholders should occur relative to this finding and steps that can be taken to best address the concerns raised.

FINDING 4: THE CURRENT CATEGORIES FOR AWARDING OF POINTS MAY NOT BEST REFLECT THE CURRENT GOALS OF APD AND AFR AND SHOULD BE REASSESSED

DISCUSSION

AFR currently gives up to 36 points out of 100 points for seniority in its Records Evaluation assessment. The total point value is assessed by multiplying .15 points for each month of service up to 240 months (the equivalent of 20 years of service). While a candidate’s experience and seniority should be considered, not all experience is equal nor equally relevant for all promotional positions. Under the current point allocation, seniority ranks as the most heavily weighted factor for promotional candidates, with education ranked second with 34 potential points and disciplinary histories and performance evaluations ranked third with a total of 30 potential points. By comparison, APD awards up to 9 points for seniority out of 100 total points—the least of any category for APD promotional candidates—while awarding up to 30 points each for training and work history.

RECOMMENDATION

CSC, AFR, and the City should examine the allocation of points within the current 100-point scale used to evaluate promotional candidates. This effort should be undertaken in conjunction with the overall review of whether there are aspects of the promotional process that are disparate in their impact to women and minorities (See Finding 1, above). Put simply, there may be qualities or experiences that are a better indicator of a candidate’s potential for success in the promotional role. While seniority and the experience that comes with it is often valuable, for some it may merely be more time of doing a job poorly.

FINDING 5: THE PROMOTIONAL ELIGIBILITY REQUIREMENTS FOR EACH PROMOTIONAL RANK ARE NOT FORMALIZED AND HAVE NOT BEEN RECENTLY UPDATED.

DISCUSSION

While APD, AFR, and CSC that APD and AFR have historically had a role in defining the promotional eligibility requirements for each promotional rank, this is not formalized in CSC's Rules and Regulations. It was also noted that the promotional eligibility requirements are not periodically reviewed and discussed with the agencies and have not been recently updated.

RECOMMENDATION

CSC's Rules and Regulations should be modified to reflect the roles APD and AFR have in defining the promotional eligibility requirements for every promotional rank. These requirements and qualifications should be periodically reviewed, at least bi-annually, to ensure they continue to be aligned with the needs of the departments and departments' current mission and values.

FINDING 6: MEMBERS ARE ELIGIBLE TO TEST FOR PROMOTION TO THE SAME POSITION THEY WERE DEMOTED FROM AFTER TWO YEARS.

DISCUSSION

Section VII, Paragraph 42 of CSC's Rules and Regulations states that a member from either APD or AFR with cumulative discipline equal to or greater than an 80-hour suspension, to include involuntary demotion, within the two-year period preceding the first day of testing is ineligible to test for promotion. Both of these categories of discipline reflect a significant misconduct that a two-year bar is, in many if not most cases, an insufficient period of remediation and rehabilitation to allow for a member to be eligible for promotion.

RECOMMENDATION

APD, AFR, CSC, and the City should strongly consider modifying this section to provide for a longer period of ineligibility in cases of an 80-hour or greater suspension and/or demotion.

FINDING 7: MANY PARTS OF THE PROMOTIONAL PROCESS ARE NOT FORMALIZED IN CSC'S RULES AND REGULATIONS

DISCUSSION

In discussions with CSC administrative support staff, there are several points of collaboration with APD and AFR that are not formalized in CSC's Rules and Regulations. In addition, there have been changes made to the panel for the assessment center since 2015 but those changes have similarly not been formalized in the Rules and Regulations. Moreover, the movement from probationary promotee to permanent position and the method by which a Chief can block a permanent promotion is likewise not codified.

RECOMMENDATION

CSC should modify Section VII of its Rules and Regulations (or relevant portions of the updated Rules and Regulations) to formalize the collaborative process they engage with APD and AFR in establishing promotional eligibility requirements, the reading list, and the written examination. Specifically, the Rules and Regulations should formalize appointments of SMEs from APD and AFR to assist CSC and the consultant in developing the exams and assessment center exercises. The rules should reflect the role SMEs have in developing the reading list and in developing the scoring rubric for the records evaluations. Furthermore, the Rules and Regulations should be updated to reflect the two panels that are currently in practice in assessing candidates in the assessment center. Lastly, the Rules and Regulations should be updated to include the methodology for Chiefs to block the permanent promotion of a probationary promotee including whether a right should be afforded to the individual to provide rebuttal information to CSC before CSC makes the final determination of the status of the promotee.

FINDING 8: THE WRITTEN EXAM RELIES HEAVILY ON MEMORIZATION OF INFORMATION WHICH IS NOT RETAINED LONG-TERM AND MAY REASONABLY BE REFERENCED WHILE PERFORMING THE FUNCTIONS OF A DESIGNATED SUPERVISOR

DISCUSSION

While memorization is certainly important for some aspects of the responsibilities of supervisors, we have heard anecdotally that much of the material that is required to be committed to memory does not fall into that category and can easily be accessed while performing the supervisory duties of a particular rank.

RECOMMENDATION

The City, CSC, APD, and AFR should closely scrutinize which aspects of supervision require rote memorization in order to successfully perform the duties of a particular promotional rank. Allowing for a portion of the exam to be “open-book” may remove some barriers for some potential applicants and encourage those who may have been discouraged from applying to apply.

CONCLUSION

We have, on behalf of the City and the Civil Service Commission, as required by the Consent Decree, considered the question of whether the promotional process should be changed.

We have made recommendations that we believe would not only serve to improve not only the promotional process, but would assist in retaining and promoting a qualified and diverse workforce in a manner that is equitable and transparent.

APPENDIX A

SECTION VII. REQUIREMENTS FOR PROMOTIONAL APPOINTMENT.

40. GENERAL. 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 so that the Commission may evaluate the impact of the proposed change and adjust its rules, policies, procedures and processes. Members of the Civil Service system who desire to participate in promotional testing for Fire or Police positions shall be subject to the qualification and examination procedures stated below. Promotional appointment lists will be created as follows:

- a. Examinations for promotional appointment shall take place no less than once per year for each promotional rank. Applicants who are successful in completing all examination requirements will have their names placed on a certified list for promotional appointments in rank order.
- b. Each certified list for promotional appointments shall expire after one year from date of certification, except that in the event a vacancy should exist in one of the Departments and the certified list for that position is scheduled to expire and a new list is not available, the Civil Service Commission may extend the list, one time only, for a period not to exceed ninety (90) days.

41. APPLICATION PROCEDURES. Civil Service members of the Fire and Police departments who desire to participate in promotional testing shall register with the Commission by the closing date that is published on the posting. An official college or university transcript(s) must be in possession of the Commission, if applicable to the tested rank, prior to the commencement of testing, per the official posting. Other documents, as determined by the

Commission, may be required for each promotional examination. The Civil Service member has sole responsibility to ensure his/her registration and applicable documents are received by the Commission.

42. PROMOTION ELIGIBILITY REQUIREMENTS. All Civil Service ranks of the Fire and Police departments above the rank of Police Officer and Firefighter shall be filled by promotion from within the respective departments under service and educational requirements, and examination procedures outlined by the Commission. Any Civil Service member with cumulative discipline equal to or greater than an 80 hour suspension, to include involuntary demotion, within the two (2) year period preceding the first day of testing shall be ineligible to test. Civil Service members with appeals pending to the Civil Service Commission of cumulative discipline equal to or greater than an 80 hour suspension, to include involuntary demotion, shall be ineligible to test. The date of the discipline shall be the date of the Disciplinary Order. To be eligible for promotional examinations, candidates for the rank being examined, must meet the following service, certification, education, and training requirements as of the first day of testing in the promotional series:

Fire Engineer-Driver

- 3 years regular service as a Firefighter, and
- Currently holding the rank of Firefighter Grade I, Investigator Technician, or Rescue Technician, and
- Successful completion of Aurora Fire Department Acting Driver/Operator Training Program
- No college requirement for this position.

Fire Investigator Technician

- 3 years regular service as a Firefighter, and
- Currently holding the rank of Firefighter Grade I, Engineer-Driver, or Rescue Technician.
- No college requirement for this position.

Fire Rescue Technician

- Successful completion of the Aurora Fire Department Recruit Academy as a Firefighter, and currently holding the rank of Firefighter Grade IV, III, II, or I, Engineer-Driver, or Investigator Technician, and
- Possess a current EMT-P Certificate, Advanced Cardiac Life Support (ACLS) card, and Cardio-Pulmonary Resuscitation-Healthcare Provider (CPR) card, and
- Successful completion of the AFD Paramedic Field Training Program, and satisfactory Performance Appraisals for up to the previous three years. No other college requirements for this position.

Fire Lieutenant

- 2 years as Firefighter, Grade I, or Investigator Technician, or Engineer-Driver, or Rescue Technician, or any combination thereof totaling 2 years, with a minimum of 5 years of regular service, and
- Successful completion of Aurora Fire Department Acting Officer Program or the AFD Officer Development Program.
- Successful completion of the CMCB Fire Officer 1 program, or equivalent as approved by the CMCB Board of Directors
- Currently holding the rank of one of the positions listed above, and
- 60 earned semester or 90 earned quarter hours of college level course work, with a minimum cumulative GPA of 2.0 on a 4.0 scale, from an accredited college or university.

Fire Captain

- 2 years in grade as Lieutenant, and
- Currently holding the rank of Lieutenant, with a minimum of 7 years service, and
- Successful completion of the CMCB Fire Officer 2 program, or equivalent as approved by the CMCB Board of Directors
- Must have 60 earned semester or 90 earned quarter hours of college level course work, with a minimum cumulative GPA of 2.0 on a 4.0 scale from an accredited college or university.

Police Agent

- 3 years as Police Officer, and
- Currently holding the rank of Police Officer, Grade I.
- No college requirement for this position.

Police Sergeant

- 2 years as Agent or Police Officer, Grade I, or any combination thereof, and
- A minimum of 5 years regular, continuous service, and
- Currently holding the rank of either Police Officer I or Agent, and
- Must have 60 earned semester or 90 earned quarter hours of college level course work, with a minimum cumulative GPA of 2.0 on a 4.0 scale from an accredited college or university.

Police Lieutenant

- 2 years in grade as Sergeant, and
- Currently holding the rank of Sergeant, and
- A Bachelor's Degree from an accredited college or university.

OR

- 4 years in grade as Sergeant, and
- Currently holding the rank of Sergeant, and
- Must have 60 earned semester or 90 earned quarter hours of college level course work, with a minimum cumulative GPA of 2.0 on a 4.0 scale from an accredited college or university.

Police Captain

- 2 years in grade as Lieutenant, and
- Currently holding the rank of Lieutenant, and
- A Bachelor's Degree from an accredited college or university.

SECTION VIII. EXAMINATIONS FOR PROMOTIONAL APPOINTMENT.

43. GENERAL. Examinations shall be open to all candidates who meet the minimum established qualifications. The Commission shall be responsible for the types of examinations to be used, which may include written, oral, assessment center, practical, records evaluation, or any combination thereof, and any other examination which the Commission may consider helpful in evaluating the candidate's ability to serve in the position. All examinations for promotion shall be competitive among such members of each department as are qualified and desire to submit themselves to examination. The following procedures shall be used as guidance for the conduct of all promotional examinations unless otherwise specified by the Commission.

- a. If it is determined by the Commission that not enough applicants with the required qualifications sign up to take a specific examination, the Commission may invite additional promotional ranks to test or lower regular service requirements for only that particular promotional examination.
- b. At its sole discretion, the Commission shall determine the relative weight for each portion of the examination series and shall set minimum passing scores. Failure in any portion of the examination series shall be grounds for disqualifying the candidate from further participation in the current examination process.
- c. Examinations shall be held on specified dates and at times determined by the Commission. Rules for starting time, scoring and conducting an examination shall be posted prior to the examination.

- d. Examinations shall be administered in the presence of a Commissioner, Chief Examiner or designee.
- e. Requests for exceptions from the testing schedule, which may include changes to time, date, place, and examiner, will be considered only if the request is submitted in writing at least three (3) working days prior to the first day of testing and (1) the candidate is assigned to military duty, or (2) the candidate is assigned by the department for specialized training or public duty during the time the written test is to be administered. For all requests for exception from the testing schedule, the Commission will consider factors involved in arranging proctoring, etc., in each individual case before granting or denying a request. Applicable USERRA provisions shall be considered in attempting to accommodate promotional candidates assigned to military duty, however all testing shall be completed prior to establishing the certification list.
- f. The Commission may, at its sole discretion, make the following exceptions for failure to appear at the scheduled time for promotional written examinations only provided the candidate can be rescheduled during the normal conduct of the examination. However, the Commissioner(s) present at the examination also may use his/her/their sole discretion to excuse an applicant after the examination has begun if one of the following should occur:
 - 1) a candidate's supervisor (Battalion Chief, Police Captain or above) contacts the Commission office prior to commencement of the examination to indicate the candidate is on duty and, due to an emergency situation, cannot be removed from his or her duty location.
 - 2) a candidate is hospitalized or suffering from a serious illness, and provides written documentation from a treating physician stating that the candidate is incapacitated. Notification must be provided to the

Commission prior to the commencement of the scheduled examination.
If approved, the candidate must submit medical documentation to the Commission confirming an improved health condition before the examination is administered.

- g. Candidates shall not use books, references or other data, except as expressly authorized by the Commission, and shall not confer with each other during the examination.
- h. The Commission may review complaints regarding any errors or alleged errors made by examiners or consultants and may order a correction or reexamination where it appears proper.
- i. Candidates for promotion will be required to acknowledge confidentiality statements for each examination in the promotional testing series indicating that testing materials and results are confidential until such results are formally released in writing by the Commission. Any candidate who breaches, or attempts to breach, the confidentiality on any examination, or any candidate who uses such information in any manner prior to the proper release of the information by the Commission, may be disqualified from further consideration for promotion in the current testing cycle. In addition, such an individual may be removed from the current certification list for promotional appointment, if already certified.
- j. Examination results will be posted by the Commission at the earliest reasonable time as determined by the Commission. Examination results shall be provided to candidates by email prior to posting. Any candidate who does not successfully complete any examination for the promotional position shall be disqualified from further consideration in the current testing process. The

decision of the Commission is final. There shall be no further appeal to the Commission.

- k. Final examination results certified eligibility lists will be posted at the earliest practical date as determined by the Commission after completion of all examinations. Per City Charter, the Commission shall submit to the appointing authority the list with the names of all members who have satisfactorily passed the entire examination, in the order in which their grades placed them.
- l. The Commission may, at its discretion, cancel or postpone an examination as long as such action is not in conflict with applicable Charter provisions.
- m. The Commission may establish such other examination rules or regulations as are deemed necessary to carry out its duties under the Charter and Ordinances of the City of Aurora.

44. WRITTEN EXAMINATION. Written examinations shall be conducted by the Commission in accordance with the following procedures:

- a. Examination starting and ending times shall be fixed. Individuals arriving for the examination after the starting time will not be allowed to take the examination at that time except under the conditions outlined in the "General" paragraph above.
- b. Only testing material and equipment furnished or approved by the Commission shall be used during the examination. Should the candidate be required to bring personal items, such as a calculator, etc., to the examination, the candidate will be instructed to do so in the written notice of the time and location of the examination.

- c. All tests and supplies shall be distributed at the time of the examination.
- d. Candidates shall be assigned an identification number (I.D.) which shall be the only personal identifying mark to appear on the examination papers. This identification number shall be used to identify the candidate throughout the promotional testing process. The Commission may prescribe additional safeguards, as deemed necessary, to ensure examination papers remain anonymous.
- e. Candidates shall return all testing materials and supplies at the conclusion of the test.
- f. In the event of any irregularity or suspected irregularity, the test administrator shall file a written report with the Commission as soon as possible, but no later than five (5) business days after the irregularity is discovered.
- g. Promotional candidates who participate in a written examination may be granted a maximum of one hour to review their examination and results by notifying the Commission. The Commission office must receive requests for review by the deadline established by the Commission.
- h. In the event a question is challenged, the candidate shall complete a dispute form provided by the Commission stating the reasons in support of his/her challenge. A separate dispute form must be submitted for each question challenged by the candidate. The candidate shall further submit to the Commission by the deadline established by the Commission, any written documentation from the references listed on the reading list for each question challenged that support his/her challenge. The Commission will consider only written documentation submitted by the deadline.

45. ORAL EXAMINATION. Promotional oral examination boards shall consist of Police Officers or Firefighters from other jurisdictions with similar organizations and capabilities. There shall be at least one (1) Commissioner, or designee, monitoring each exam. Boards will generally consist of three (3) to five (5) raters with a minimum of two (2) raters required at all times. Evaluators should come from the immediate geographical area as determined by the Commission, when possible, and meet the qualifications of the Commission.

- a. Each board member present shall make an independent rating of each candidate interviewed. Ratings shall be averaged to determine the final oral examination score for each candidate. If, for any reason, only one oral board member can rate the candidate, the Commissioner monitoring the board may substitute for the absent board member. The Commissioner's rating will be used in place of the absent board member.

- b. A promotional candidate who participates in an oral board examination may be granted an interview to review the oral examination by requesting such an interview in writing. The request for interview must be received in the Civil Service Commission office within five (5) business days from the date of notice of examination results. If the oral board examination was not video recorded, reviews will be summary in nature and the anonymity of the ratings and comments of the individual oral board members shall be preserved. If the oral board examination was video recorded, the promotional candidate may review the recording one time for training purposes, but the ratings and comments of the individual oral board members will not be part of that video review. One observer of the candidate's choosing may attend the video review. NOTE: Video recording is provided for training purposes only; the Commission is not responsible for mechanical failures of the equipment, quality of the recording, power failures, tape malfunction, or operator error.

- c. Oral examination starting and ending times for candidates shall be fixed. Examinations will not be cancelled or delayed because of a lack of selected evaluators provided that the minimum number is present. Should an evaluator leave due to emergency, the oral examination will continue. Individuals arriving for the examination after the starting time will not be allowed to take the examination.

46. 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 or Police Officers, 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, when possible, 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 45 b. above. All assessment center results are final. There shall be no further appeal to the Commission.

47. PRACTICAL EXAMINATION. A practical examination shall be conducted for the Engineer-Driver promotional rank. Practical examinations will generally consist a minimum of one (1) rater observing each graded part of the examination.

The Commission may utilize one of its Commissioners, the Chief Examiner, or their designee to monitor each part of the practical examination.

- a. Each rater present shall make an independent rating of each candidate observed. Ratings shall be averaged to determine the final practical examination score for each candidate. Candidates shall be required to achieve a passing score, as determined by the Commission, on each part of the practical examination to be certified as eligible for promotion.
- b. A promotional candidate who participates in a practical examination will receive written feedback regarding their performance. Feedback will be summary in nature and the anonymity of the ratings and comments of the individual raters shall be preserved.
- c. Practical examination starting times for candidates shall be fixed. Individuals arriving for the examination after the starting time will not be allowed to take the examination.

48. RECORDS EVALUATION.

- a. Records evaluations may differ between Police and Fire promotional candidates. Fire Candidates ONLY will not be required to submit anything to the Civil Service Commission. A Civil Service staff member will obtain all documents needed through Fire Administration and score the Records Evaluation accordingly. Police candidates will be required to submit a standardized record evaluation document containing information regarding job performance, and other areas as specified by the Commission. Specific requirements and procedures for the candidate-testing file will be published by the Commission to include: formatting, content and submittal instructions. *Note: Some promotional positions may require extensive departmental training; in that case the Commission may elect to validate the training record and promote in lieu of any other testing.*
- b. Additional information voluntarily submitted by the candidate will be removed and not considered for scoring.
- c. At the Commission's option either a staff member (for Fire), or experienced personnel from outside agencies (for either Fire or Police), at a rank at or above that being tested, will score the records evaluations books based on the method established by the Commission.
- d. The candidates' scores will be submitted to the Commission for inclusion in the overall scoring process for promotion.
- e. A passing score is not currently established by the Commission for the records evaluation document.

49. EXAMINATION RECORD RETENTION. All examination papers and results thereof shall be retained in Commission files in accordance with Colorado State Archives and Colorado Open Records Act, as revised. Results of examinations will be released only to applicants pursuant to the Colorado Open Records Act, C.R.S. 24-72-204.

50. TIE BREAKING. In case of a tie for promotional appointment, prior to certification, seniority in the department as members of the Civil Service shall be considered first.

**SECTION IX. ELIGIBILITY LISTS FOR PROMOTIONAL APPOINTMENT AND
PROBATIONARY PERIOD FOLLOWING APPOINTMENT.**

51. CERTIFICATE OF ELIGIBILITY LISTS FOR PROMOTION.

- a. Certificate of Eligibility Lists for promotion to positions in the Civil Service shall contain the names of all candidates who satisfactorily passed all required examinations in the order in which their scores placed them.
- b. Certificate of Eligibility Lists for promotional positions shall expire one (1) year from the date of certification. However, in the event a position vacancy should exist in one of the departments and the list for that position is scheduled to expire or a new list is not available, the Commission may extend such list, one time only, for a period not to exceed ninety (90) days.
- c. Certificate of Eligibility Lists for promotion to positions in the Civil Service are considered confidential until officially released in writing by the Commission. Any candidate who breaches, or attempts to breach, the confidentiality on any examination, or any candidate who uses such information in any manner prior to the proper release of the information by the Commission, may be disqualified from further consideration for promotion in the current testing cycle. In addition, such an individual may be removed from the current certification list for promotional appointment, if already certified.
- d. Once completed, the Commission shall submit to the appointing authority the Certificate of Eligibility List, and the appointing authority, after having received a list duly certified, shall make promotions in the order in which the names appear.
 - 1) Any member of the civil service may decline promotion from the Certificate of Eligibility List when that member is the next to be

promoted. That individual must indicate that he/she intends to decline the pending promotion in writing to the Civil Service Commission through the Chief of the Department. The declination of promotion must take place before the effective date of the promotion.

- 2) If it is the declining individual's first request from the list, it shall be without prejudice, and the individual will remain in the same position on the list and eligible for the next following promotion should one be available before the list expires. The Chief of the Department will then promote the next individual(s) in rank order after the declining individual. Multiple promotions may occur on the same date and will not affect the declining individual's position of remaining at the top of the list. The next subsequent date that promotions are to be made off the list shall constitute a new promotion opportunity and the rules under paragraphs d. 3) through d. 5) apply.
- 3) If an individual who has requested a first declination of promotion requests a second declination from the same list (following procedures outlined in d. 1) above), that individual will then be automatically placed at the end of the Certificate of Eligibility List.
- 4) If an individual is in the final remaining rank order next to be promoted and declines the promotion, the list will then be declared exhausted without the promotion taking place.
- 5) Upon notification in writing by the Department Chief that an individual has declined a promotion, the Civil Service Commission shall republish the promotion eligibility list, reflecting the new order of candidates, or, if applicable, deem the current list exhausted.

52. PROBATIONARY PERIOD FOLLOWING PROMOTIONAL APPOINTMENT. A person receiving a promotional appointment shall complete a one (1) year probationary period after appointment, at the end of which they shall either be permanently appointed to said grade or rank or be demoted to the rank or grade that he/she previously held. (NOTE: If an individual decides to

voluntarily vacate a promotion during the probation period, the individual will revert to the last rank held and must retest for any future promotional rank because the action falls outside of the voluntary demotion rules). In the event an individual, in the opinion of the Chief of the department, fails to satisfactorily perform the duties of the position to which promoted, the Chief shall have the right to serve such individual with an order of demotion in accordance with Charter provisions. A copy of the demotion order shall be filed with the Commission. Within ten (10) days after receipt of an order of demotion, the Commission shall approve or deny the Chief's action. The decision of the Commission in this matter shall be final, subject only to judicial review.

APPENDIX B

APD Agent Promotional Process 2018 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrawn	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	2	0	0	0	0	0.0%	2	0	0	2	100.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		2	0	0	0	0	0.0%	2	0	0	2	100.0%	0	0	0.0%
Hispanic or Latino	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		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	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	19	0	1	4	5	26.3%	8	0	0	8	42.1%	6	6	31.6%
	Female	3	1	0	0	1	33.3%	2	0	0	2	66.7%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		22	1	1	4	6	27.3%	10	0	0	10	45.5%	6	6	27.3%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Totals by Indicated Gender	Male	21	0	1	4	5	23.8%	10	0	0	10	47.6%	6	6	28.6%
	Female	4	1	0	0	1	25.0%	2	0	0	2	50.0%	1	1	25.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		25	1	1	4	6	24.0%	12	0	0	12	48.0%	7	7	28.0%

APD Agent Promotional Process 2019 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Hispanic or Latino	Male	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		2	0	0	0	0	0.0%	2	0	0	2	100.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	16	0	1	3	4	25.0%	3	0	1	4	25.0%	8	8	50.0%
	Female	3	0	0	0	0	0.0%	1	0	1	2	66.7%	1	1	33.3%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		19	0	1	3	4	21.1%	4	0	2	6	31.6%	9	9	47.4%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	18	0	1	3	4	22.2%	4	0	1	5	27.8%	9	9	50.0%
	Female	4	0	0	0	0	0.0%	2	0	1	3	75.0%	1	1	25.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		22	0	1	3	4	18.2%	6	0	2	8	36.4%	10	10	45.5%

APD Agent Promotional Process 2020 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Hispanic or Latino	Male	4	0	0	0	0	0.0%	3	0	0	3	75.0%	1	1	25.0%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		5	0	0	0	0	0.0%	3	0	0	3	60.0%	2	2	40.0%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	18	1	4	3	8	44.4%	5	0	1	6	33.3%	4	4	22.2%
	Female	5	0	0	0	0	0.0%	0	0	1	1	20.0%	4	4	80.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		23	1	4	3	8	34.8%	5	0	2	7	30.4%	8	8	34.8%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		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%	2	2	100.0%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Other Not Listed Above		3	0	0	0	0	0.0%	0	0	0	0	0.0%	3	3	100.0%
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	25	1	4	3	8	32.0%	9	0	1	10	40.0%	7	7	28.0%
	Female	7	0	0	0	0	0.0%	0	0	1	1	14.3%	6	6	85.7%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		32	1	4	3	8	25.0%	9	0	2	11	34.4%	13	13	40.6%

APD Agent Promotional Process 2021 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	2	0	1	0	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		2	0	1	0	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
Black or African American	Male	3	0	0	0	0	0.0%	3	0	0	3	100.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		3	0	0	0	0	0.0%	3	0	0	3	100.0%	0	0	0.0%
Hispanic or Latino	Male	4	0	0	0	0	0.0%	3	0	0	3	75.0%	1	1	25.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		4	0	0	0	0	0.0%	3	0	0	3	75.0%	1	1	25.0%
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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%	1	0	0	1	100.0%	0	0	0.0%
White or Caucasian	Male	24	0	2	3	5	20.8%	9	0	0	9	37.5%	10	10	41.7%
	Female	3	0	0	0	0	0.0%	2	0	0	2	66.7%	1	1	33.3%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		27	0	2	3	5	18.5%	11	0	0	11	40.7%	11	11	40.7%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Other Not Listed Above		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Totals - Not Reported		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Totals by Indicated Gender		34	0	3	3	6	17.6%	17	0	0	17	50.0%	11	11	32.4%
		3	0	0	0	0	0.0%	2	0	0	2	66.7%	1	1	33.3%
		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Grand Totals		39	0	3	3	6	15.4%	21	0	0	21	53.8%	12	12	30.8%

APD Agent Promotional Process 2022-1 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	2	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		2	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
Hispanic or Latino	Male	6	0	0	1	1	16.7%	4	0	0	4	66.7%	1	1	16.7%
	Female	1	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		7	0	0	2	2	28.6%	4	0	0	4	57.1%	1	1	14.3%
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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%	1	0	0	1	100.0%	0	0	0.0%
White or Caucasian	Male	25	0	2	5	7	28.0%	7	0	0	7	28.0%	11	11	44.0%
	Female	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		26	0	2	5	7	26.9%	8	0	0	8	30.8%	11	11	42.3%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Non-Binary	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Other Not Listed Above		3	0	0	0	0	0.0%	3	0	0	3	100.0%	0	0	0.0%
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	35	0	2	6	8	22.9%	13	0	0	13	37.1%	14	14	40.0%
	Female	4	0	0	1	1	25.0%	3	0	0	3	75.0%	0	0	0.0%
	Non-Binary	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		40	0	2	7	9	22.5%	17	0	0	17	42.5%	14	14	35.0%

APD Agent Promotional Process 2022-2 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		2	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
Black or African American	Male	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Hispanic or Latino	Male	4	0	0	0	0	0.0%	1	0	0	1	25.0%	3	3	75.0%
	Female	2	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		6	0	0	0	0	0.0%	2	0	0	2	33.3%	4	4	66.7%
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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%	1	1	100.0%
White or Caucasian	Male	14	0	0	2	2	14.3%	9	0	0	9	64.3%	3	3	21.4%
	Female	3	0	0	0	0	0.0%	1	0	0	1	33.3%	2	2	66.7%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		17	0	0	2	2	11.8%	10	0	0	10	58.8%	5	5	29.4%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		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%	1	1	100.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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%	1	1	100.0%
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	22	0	0	2	2	9.1%	11	0	0	11	50.0%	9	9	40.9%
	Female	6	0	0	0	0	0.0%	2	0	0	2	33.3%	4	4	66.7%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		28	0	0	2	2	7.1%	13	0	0	13	46.4%	13	13	46.4%

APD Agent Promotional Process 2018, 2019, 2020, 2021 + 2022 Demographics		Candidate Totals by Exam Period						Candidates Passed												
Ethnicity	Gender	Total Candidates - 2018	Total Candidates - 2019	Total Candidates - 2020	Total Candidates - 2021	Total Candidates - 2022-1	Total Candidates - 2022-2	2018		2019		2020		2021		2022-1		2022-2		
								Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	
American Indian/Alaska Native	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	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	***	
Asian	Male	0	0	0	2	0	1	0	***	0	***	0	***	0	0.0%	0	***	1	100.0%	
	Female	0	0	0	0	0	1	0	***	0	***	0	***	0	***	0	***	1	100.0%	
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Asian		0	0	0	2	0	2	0	***	0	***	0	***	0	0.0%	0	***	2	100.0%	
Black or African American	Male	2	1	1	3	2	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	2	100.0%	0	0.0%	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Black or African American		2	1	1	3	2	1	0	0.0%	1	100.0%	0	0.0%	0	0.0%	2	100.0%	0	0.0%	
Hispanic or Latino	Male	0	1	4	4	6	4	0	***	0	0.0%	1	25.0%	1	25.0%	1	16.7%	3	75.0%	
	Female	0	1	1	0	1	2	0	***	0	0.0%	1	100.0%	0	***	0	0.0%	1	50.0%	
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Hispanic or Latino		0	2	5	4	7	6	0	***	0	0.0%	2	40.0%	1	25.0%	1	14.3%	4	66.7%	
Native Hawaiian or Other Pacific Islander	Male	0	0	0	1	1	1	0	***	0	***	0	***	0	0.0%	0	0.0%	1	100.0%	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Native Hawaiian or Other Pacific Islander		0	0	0	1	1	1	0	***	0	***	0	***	0	0.0%	0	0.0%	1	100.0%	
White or Caucasian	Male	19	16	18	24	25	14	6	31.6%	8	50.0%	4	22.2%	10	41.7%	11	44.0%	3	21.4%	
	Female	3	3	5	3	1	3	0	0.0%	1	33.3%	4	80.0%	1	33.3%	0	0.0%	2	66.7%	
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - White or Caucasian		22	19	23	27	26	17	6	27.3%	9	47.4%	8	34.8%	11	40.7%	11	42.3%	5	29.4%	
Multiple Indicated	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Multiple Indicated		0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Other Not Listed Above	Male	0	0	2	0	1	1	0	***	0	***	2	100.0%	0	***	0	0.0%	1	100.0%	
	Female	0	0	1	0	1	0	0	***	0	***	1	100.0%	0	***	0	0.0%	0	***	
	Non-Binary	0	0	0	1	1	0	0	***	0	***	0	***	0	0.0%	0	0.0%	0	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Other Not Listed Above		0	0	3	1	3	1	0	***	0	***	3	100.0%	0	0.0%	0	0.0%	1	100.0%	
Not Reported	Male	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
	Female	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	***	
	Not Reported	0	0	0	1	0	0	0	***	0	***	0	***	0	0.0%	0	***	0	***	
Totals - Not Reported		1	0	0	1	0	0	1	100.0%	0	***	0	***	0	0.0%	0	***	0	***	
Totals by Indicated Gender		Male	21	18	25	34	35	22	6	28.6%	9	50.0%	7	28.0%	11	32.4%	14	40.0%	9	40.9%
		Female	4	4	7	3	4	6	1	25.0%	1	25.0%	6	85.7%	1	33.3%	0	0.0%	4	66.7%
		Non-Binary	0	0	0	1	1	0	0	***	0	***	0	***	0	0.0%	0	0.0%	0	***
		Not Reported	0	0	0	1	0	0	0	***	0	***	0	***	0	0.0%	0	***	0	***
Grand Totals		25	22	32	39	40	28	7	28.0%	10	45.5%	13	40.6%	12	30.8%	14	35.0%	13	46.4%	

APD Sergeant Promotional Process 2018 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrawn	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Hispanic or Latino	Male	8	1	0	0	1	12.5%	2	0	0	2	25.0%	5	5	62.5%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		8	1	0	0	1	12.5%	2	0	0	2	25.0%	5	5	62.5%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	26	1	1	4	6	23.1%	6	0	0	6	23.1%	14	14	53.8%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		27	1	1	4	6	22.2%	6	0	0	6	22.2%	15	15	55.6%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	35	2	1	4	7	20.0%	8	0	0	8	22.9%	20	20	57.1%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		36	2	1	4	7	19.4%	8	0	0	8	22.2%	21	21	58.3%

APD Sergeant Promotional Process 2019 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Hispanic or Latino	Male	4	0	0	1	1	25.0%	3	0	0	3	75.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		4	0	0	1	1	25.0%	3	0	0	3	75.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	29	0	1	3	4	13.8%	9	1	2	12	41.4%	13	13	44.8%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		30	0	1	3	4	13.3%	9	1	2	12	40.0%	14	14	46.7%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	34	0	1	4	5	14.7%	12	1	2	15	44.1%	14	14	41.2%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		35	0	1	4	5	14.3%	12	1	2	15	42.9%	15	15	42.9%

APD Sergeant Promotional Process 2020 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	1	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		2	0	0	1	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
Hispanic or Latino	Male	4	0	0	2	2	50.0%	1	0	1	2	50.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		4	0	0	2	2	50.0%	1	0	1	2	50.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	32	2	1	4	7	21.9%	9	0	3	12	37.5%	13	13	40.6%
	Female	2	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		34	2	1	4	7	20.6%	10	0	3	13	38.2%	14	14	41.2%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Other Not Listed Above		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	37	2	1	6	9	24.3%	11	0	4	15	40.5%	13	13	35.1%
	Female	3	0	0	1	1	33.3%	1	0	0	1	33.3%	1	1	33.3%
	Non-Binary	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		41	2	1	7	10	24.4%	13	0	4	17	41.5%	14	14	34.1%

APD Sergeant Promotional Process 2021 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	5	0	0	0	0	0.0%	4	0	0	4	80.0%	1	1	20.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		5	0	0	0	0	0.0%	4	0	0	4	80.0%	1	1	20.0%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	22	0	2	4	6	27.3%	8	0	2	10	45.5%	6	6	27.3%
	Female	2	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		24	0	2	4	6	25.0%	9	0	2	11	45.8%	7	7	29.2%
Multiple Indicated	Male	1	0	0	0	0	0.0%	0	0	1	1	100.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		1	0	0	0	0	0.0%	0	0	1	1	100.0%	0	0	0.0%
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Other Not Listed Above		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Not Reported	Male	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Totals by Indicated Gender															
	Male	29	0	2	4	6	20.7%	12	0	3	15	51.7%	8	8	27.6%
	Female	2	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
	Non-Binary	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		32	0	2	4	6	18.8%	14	0	3	17	53.1%	9	9	28.1%

APD Sergeant Promotional Process 2022-1 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	3	0	0	0	0	0.0%	3	0	0	3	100.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		3	0	0	0	0	0.0%	3	0	0	3	100.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	19	0	0	2	2	10.5%	9	0	1	10	52.6%	7	7	36.8%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		20	0	0	2	2	10.0%	9	0	1	10	50.0%	8	8	40.0%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Other Not Listed Above		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	22	0	0	2	2	9.1%	12	0	1	13	59.1%	7	7	31.8%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		24	0	0	2	2	8.3%	13	0	1	14	58.3%	8	8	33.3%

APD Sergeant Promotional Process 2022-2 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	1	0	1	0	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		1	0	1	0	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
Black or African American	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Hispanic or Latino	Male	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	16	0	0	1	1	6.3%	3	0	1	4	25.0%	11	11	68.8%
	Female	1	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		17	0	0	1	1	5.9%	4	0	1	5	29.4%	11	11	64.7%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	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%	1	1	100.0%
	Not Reported	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%	1	1	100.0%
Not Reported	Male	2	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		2	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
Totals by Indicated Gender		20	0	1	1	2	10.0%	5	0	1	6	30.0%	12	12	60.0%
		2	0	0	0	0	0.0%	2	0	0	2	100.0%	0	0	0.0%
		1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		23	0	1	1	2	8.7%	7	0	1	8	34.8%	13	13	56.5%

APD Sergeant Promotional Process 2018, 2019, 2020, 2021 + 2022 Demographics		Candidate Totals by Exam Period						Candidates Passed											
Ethnicity	Gender	Total Candidates - 2018	Total Candidates - 2019	Total Candidates - 2020	Total Candidates - 2021	Total Candidates - 2022-1	Total Candidates - 2022-2	2018		2019		2020		2021		2022-1		2022-2	
								Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	1	0	***	0	***	0	***	0	***	0	***	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Asian		0	0	0	0	0	1	0	***	0	***	0	***	0	***	0	***	0	0.0%
Black or African American	Male	1	1	1	0	0	0	1	100.0%	1	100.0%	0	0.0%	0	***	0	***	0	***
	Female	0	0	1	0	0	1	0	***	0	***	0	0.0%	0	***	0	***	0	0.0%
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Black or African American		1	1	2	0	0	1	1	100.0%	1	100.0%	0	0.0%	0	***	0	***	0	0.0%
Hispanic or Latino	Male	8	4	4	5	3	1	5	62.5%	0	0.0%	0	0.0%	1	20.0%	0	0.0%	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Hispanic or Latino		8	4	4	5	3	1	5	62.5%	0	0.0%	0	0.0%	1	20.0%	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	***
	Female	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	***
	Not Reported	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	***
White or Caucasian	Male	26	29	32	22	19	16	14	53.8%	13	44.8%	13	40.6%	6	27.3%	7	36.8%	11	68.8%
	Female	1	1	2	2	1	1	1	100.0%	1	100.0%	1	50.0%	1	50.0%	1	100.0%	0	0.0%
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
Totals - White or Caucasian		27	30	34	24	20	17	15	55.6%	14	46.7%	14	41.2%	7	29.2%	8	40.0%	11	64.7%
Multiple Indicated	Male	0	0	0	1	0	0	0	***	0	***	0	***	0	0.0%	0	***	0	***
	Female	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	***
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Multiple Indicated		0	0	0	1	0	0	0	***	0	***	0	***	0	0.0%	0	***	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	1	1	1	1	0	***	0	***	0	0.0%	0	0.0%	0	0.0%	1	100.0%
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Other Not Listed Above		0	0	1	1	1	1	0	***	0	***	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Not Reported	Male	0	0	0	1	0	2	0	***	0	***	0	***	1	100.0%	0	***	1	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Not Reported		0	0	0	1	0	2	0	***	0	***	0	***	1	100.0%	0	***	1	50.0%
Totals by Indicated Gender		35	34	37	29	22	20	20	57.1%	14	41.2%	13	35.1%	8	27.6%	7	31.8%	12	60.0%
		1	1	3	2	1	2	1	100.0%	1	100.0%	1	33.3%	1	50.0%	1	100.0%	0	0.0%
		0	0	1	1	1	1	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	***	0	***
Grand Totals		36	35	41	32	24	23	21	58.3%	15	42.9%	14	34.1%	9	28.1%	8	33.3%	13	56.5%

APD Lieutenant Promotional Process 2018 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	1	0	0	0	0	0.0%	0	0	1	1	100.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		2	0	0	0	0	0.0%	0	0	1	1	50.0%	1	1	50.0%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	6	0	0	1	1	16.7%	1	0	0	1	16.7%	4	4	66.7%
	Female	2	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Totals - White or Caucasian		9	0	0	1	1	11.1%	1	0	0	1	11.1%	7	7	77.8%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	7	0	0	1	1	14.3%	1	0	0	1	14.3%	5	5	71.4%
	Female	3	0	0	0	0	0.0%	0	0	1	1	33.3%	2	2	66.7%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Grand Totals		11	0	0	1	1	9.1%	1	0	1	2	18.2%	8	8	72.7%

APD Lieutenant Promotional Process 2019 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	2	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		2	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
Hispanic or Latino	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	1	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		1	0	0	1	1	100.0%	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	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	6	0	0	1	1	16.7%	2	0	0	2	33.3%	3	3	50.0%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		7	0	0	1	1	14.3%	2	0	0	2	28.6%	4	4	57.1%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	8	0	0	1	1	12.5%	3	0	0	3	37.5%	4	4	50.0%
	Female	2	0	0	1	1	50.0%	0	0	0	0	0.0%	1	1	50.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		10	0	0	2	2	20.0%	3	0	0	3	30.0%	5	5	50.0%

APD Lieutenant Promotional Process 2020 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	3	0	0	0	0	0.0%	1	0	0	1	33.3%	2	2	66.7%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		3	0	0	0	0	0.0%	1	0	0	1	33.3%	2	2	66.7%
Hispanic or Latino	Male	4	0	1	0	1	25.0%	1	0	1	2	50.0%	1	1	25.0%
	Female	2	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		6	0	1	0	1	16.7%	2	0	1	3	50.0%	2	2	33.3%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	18	0	0	5	5	27.8%	5	0	1	6	33.3%	7	7	38.9%
	Female	2	0	0	1	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		20	0	0	6	6	30.0%	6	0	1	7	35.0%	7	7	35.0%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	1	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	2	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
Totals - Not Reported		3	0	0	1	1	33.3%	0	0	0	0	0.0%	2	2	66.7%
Totals by Indicated Gender															
	Male	26	0	1	6	7	26.9%	7	0	2	9	34.6%	10	10	38.5%
	Female	4	0	0	1	1	25.0%	2	0	0	2	50.0%	1	1	25.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	2	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
Grand Totals		32	0	1	7	8	25.0%	9	0	2	11	34.4%	13	13	40.6%

APD Lieutenant Promotional Process 2022 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	2	0	1	0	1	50.0%	0	0	0	0	0.0%	1	1	50.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		2	0	1	0	1	50.0%	0	0	0	0	0.0%	1	1	50.0%
Hispanic or Latino	Male	5	0	0	1	1	20.0%	1	0	0	1	20.0%	3	3	60.0%
	Female	2	1	0	0	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		7	1	0	1	2	28.6%	2	0	0	2	28.6%	3	3	42.9%
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	4	0	0	1	1	25.0%	1	0	0	1	25.0%	2	2	50.0%
	Female	1	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		5	0	0	2	2	40.0%	1	0	0	1	20.0%	2	2	40.0%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	11	0	1	2	3	27.3%	2	0	0	2	18.2%	6	6	54.5%
	Female	3	1	0	1	2	66.7%	1	0	0	1	33.3%	0	0	0.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		14	1	1	3	5	35.7%	3	0	0	3	21.4%	6	6	42.9%

APD Captain Promotional Process 2018 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		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	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	6	0	2	0	2	33.3%	0	0	1	1	16.7%	3	3	50.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		6	0	2	0	2	33.3%	0	0	1	1	16.7%	3	3	50.0%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	6	0	2	0	2	33.3%	0	0	1	1	16.7%	3	3	50.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		6	0	2	0	2	33.3%	0	0	1	1	16.7%	3	3	50.0%

APD Captain Promotional Process 2020 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		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	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	8	1	2	0	3	37.5%	0	0	0	0	0.0%	5	5	62.5%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		8	1	2	0	3	37.5%	0	0	0	0	0.0%	5	5	62.5%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	8	1	2	0	3	37.5%	0	0	0	0	0.0%	5	5	62.5%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		8	1	2	0	3	37.5%	0	0	0	0	0.0%	5	5	62.5%

APD Captain Promotional Process 2021 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications				Candidates Passed			
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		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	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	11	0	5	0	5	45.5%	0	0	0	0	0.0%	6	6	54.5%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		12	0	5	0	5	41.7%	0	0	0	0	0.0%	7	7	58.3%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	11	0	5	0	5	45.5%	0	0	0	0	0.0%	6	6	54.5%
	Female	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		12	0	5	0	5	41.7%	0	0	0	0	0.0%	7	7	58.3%

APD Captain Promotional Process 2022 Demographics		Voluntary or Early Process Exits						In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Hispanic or Latino	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		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	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	2	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		2	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
Multiple Indicated	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	3	0	0	0	0	0.0%	0	0	0	0	0.0%	3	3	100.0%
	Female	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Non-Binary	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		3	0	0	0	0	0.0%	0	0	0	0	0.0%	3	3	100.0%

APPENDIX C

AFD Engineer Promotional Process 2018 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed Practical	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Hispanic or Latino	Male	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	6	0	0	1	0	1	16.7%	1	0	2	3	50.0%	2	2	33.3%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		6	0	0	1	0	1	16.7%	1	0	2	3	50.0%	2	2	33.3%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	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	***
	Not Reported	1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Totals - Not Reported		2	0	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
Totals by Indicated Gender	Male	9	0	0	1	0	1	11.1%	3	0	2	5	55.6%	3	3	33.3%
	Female	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	***
	Not Reported	1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Grand Totals		10	0	0	1	0	1	10.0%	3	0	2	5	50.0%	4	4	40.0%

AFD Engineer Promotional Process 2019-1 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed Practical	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	2	0	0	1	0	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		2	0	0	1	0	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	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%	1	0	0	1	100.0%	0	0	0.0%
White or Caucasian	Male	9	0	0	1	1	2	22.2%	3	0	0	3	33.3%	4	4	44.4%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		9	0	0	1	1	2	22.2%	3	0	0	3	33.3%	4	4	44.4%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		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	0	0	1	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	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	0	0	1	100.0%	0	0	0.0%
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	13	0	0	2	1	3	23.1%	6	0	0	6	46.2%	4	4	30.8%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		13	0	0	2	1	3	23.1%	6	0	0	6	46.2%	4	4	30.8%

AFD Engineer Promotional Process 2019-2 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed Practical	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	2	0	0	0	0	0	0.0%	1	0	1	2	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		2	0	0	0	0	0	0.0%	1	0	1	2	100.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Native Hawaiian or Other Pacific Islander		1	0	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
White or Caucasian	Male	7	0	0	1	0	1	14.3%	4	0	0	4	57.1%	2	2	28.6%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		7	0	0	1	0	1	14.3%	4	0	0	4	57.1%	2	2	28.6%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	10	0	0	1	1	2	20.0%	5	0	1	6	60.0%	2	2	20.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		10	0	0	1	1	2	20.0%	5	0	1	6	60.0%	2	2	20.0%

AFD Engineer Promotional Process 2020 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed Practical	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	1	0	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
Hispanic or Latino	Male	3	0	0	0	1	1	33.3%	2	0	0	2	66.7%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		3	0	0	0	1	1	33.3%	2	0	0	2	66.7%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	13	0	0	0	0	0	0.0%	6	0	4	10	76.9%	3	3	23.1%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		13	0	0	0	0	0	0.0%	6	0	4	10	76.9%	3	3	23.1%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender		17	0	0	0	2	2	11.8%	8	0	4	12	70.6%	3	3	17.6%
Grand Totals		17	0	0	0	2	2	11.8%	8	0	4	12	70.6%	3	3	17.6%

AFD Engineer Promotional Process 2021 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed Practical	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	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	***
	Not Reported	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%	1	1	100.0%
Black or African American	Male	2	0	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		2	0	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
Hispanic or Latino	Male	3	0	0	0	0	0	0.0%	1	0	1	2	66.7%	1	1	33.3%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		3	0	0	0	0	0	0.0%	1	0	1	2	66.7%	1	1	33.3%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	25	0	0	2	3	5	20.0%	5	0	8	13	52.0%	7	7	28.0%
	Female	3	0	0	0	0	0	0.0%	1	0	1	2	66.7%	1	1	33.3%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		28	0	0	2	3	5	17.9%	6	0	9	15	53.6%	8	8	28.6%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	31	0	0	2	3	5	16.1%	7	0	9	16	51.6%	10	10	32.3%
	Female	3	0	0	0	0	0	0.0%	1	0	1	2	66.7%	1	1	33.3%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		34	0	0	2	3	5	14.7%	8	0	10	18	52.9%	11	11	32.4%

AFD Engineer Promotional Process 2022 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed Practical	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Black or African American	Male	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Hispanic or Latino	Male	2	0	0	0	0	0	0.0%	1	0	1	2	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		2	0	0	0	0	0	0.0%	1	0	1	2	100.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	21	0	0	4	0	4	19.0%	13	0	0	13	61.9%	4	4	19.0%
	Female	4	0	0	1	0	1	25.0%	1	0	0	1	25.0%	2	2	50.0%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		25	0	0	5	0	5	20.0%	14	0	0	14	56.0%	6	6	24.0%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	1	0	0	1	0	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Other Not Listed Above		1	0	0	1	0	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
Not Reported	Male	1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Totals by Indicated Gender		27	0	0	5	0	5	18.5%	16	0	1	17	63.0%	5	5	18.5%
		4	0	0	1	0	1	25.0%	1	0	0	1	25.0%	2	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	***
Grand Totals		31	0	0	6	0	6	19.4%	17	0	1	18	58.1%	7	7	22.6%

AFD Engineer Promotional Process 2018, 2019, 2020, 2021 + 2022 Demographics		Candidate Totals by Exam Period						Candidates Passed												
Ethnicity	Gender	Total Candidates - 2018	Total Candidates - 2019-1	Total Candidates - 2019-2	Total Candidates - 2020	Total Candidates - 2021	Total Candidates - 2022	2018		2019-1		2019-2		2020		2021		2022		
								Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	
American Indian/Alaska Native	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	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	***	
Asian	Male	0	0	0	0	1	1	0	***	0	***	0	***	0	***	1	100.0%	0	0.0%	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Asian		0	0	0	0	1	1	0	***	0	***	0	***	0	***	1	100.0%	0	0.0%	
Black or African American	Male	1	0	0	1	2	1	0	0.0%	0	***	0	***	0	0.0%	1	50.0%	0	0.0%	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Black or African American		1	0	0	1	2	1	0	0.0%	0	***	0	***	0	0.0%	1	50.0%	0	0.0%	
Hispanic or Latino	Male	1	2	2	3	3	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	33.3%	0	0.0%	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Hispanic or Latino		1	2	2	3	3	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	33.3%	0	0.0%	
Native Hawaiian or Other Pacific Islander	Male	0	1	1	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	***	
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Native Hawaiian or Other Pacific Islander		0	1	1	0	0	0	0	***	0	0.0%	0	0.0%	0	***	0	***	0	***	
White or Caucasian	Male	6	9	7	13	25	21	2	33.3%	4	44.4%	2	28.6%	3	23.1%	7	28.0%	4	19.0%	
	Female	0	0	0	0	3	4	0	***	0	***	0	***	0	***	1	33.3%	2	50.0%	
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - White or Caucasian		6	9	7	13	28	25	2	33.3%	4	44.4%	2	28.6%	3	23.1%	8	28.6%	6	24.0%	
Multiple Indicated	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Multiple Indicated		0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Other Not Listed Above	Male	0	1	0	0	0	1	0	***	0	0.0%	0	***	0	***	0	***	0	0.0%	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Other Not Listed Above		0	1	0	0	0	1	0	***	0	0.0%	0	***	0	***	0	***	0	0.0%	
Not Reported	Male	1	0	0	0	0	1	1	100.0%	0	***	0	***	0	***	0	***	1	100.0%	
	Female	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	***	
	Not Reported	1	0	0	0	0	0	1	100.0%	0	***	0	***	0	***	0	***	0	***	
Totals - Not Reported		2	0	0	0	0	1	2	100.0%	0	***	0	***	0	***	0	***	1	100.0%	
Totals by Indicated Gender		Male	9	13	10	17	31	27	3	33.3%	4	30.8%	2	20.0%	3	17.6%	10	32.3%	5	18.5%
		Female	0	0	0	0	3	4	0	***	0	***	0	***	0	***	1	33.3%	2	50.0%
		Non-Binary	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***
		Not Reported	1	0	0	0	0	0	1	100.0%	0	***	0	***	0	***	0	***	0	***
Grand Totals		10	13	10	17	34	31	4	40.0%	4	30.8%	2	20.0%	3	17.6%	11	32.4%	7	22.6%	

AFD Lieutenant Promotional Process 2018 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	4	0	0	0	0	0	0.0%	1	0	2	3	75.0%	1	1	25.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		4	0	0	0	0	0	0.0%	1	0	2	3	75.0%	1	1	25.0%
Native Hawaiian or Other Pacific Islander	Male	1	0	0	0	0	0	0.0%	0	0	1	1	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	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	1	1	100.0%	0	0	0.0%
White or Caucasian	Male	24	0	0	2	2	4	16.7%	7	0	2	9	37.5%	11	11	45.8%
	Female	5	0	0	0	0	0	0.0%	3	0	0	3	60.0%	2	2	40.0%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		29	0	0	2	2	4	13.8%	10	0	2	12	41.4%	13	13	44.8%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	1	0	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Other Not Listed Above		1	0	0	0	1	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	30	0	0	2	3	5	16.7%	8	0	5	13	43.3%	12	12	40.0%
	Female	5	0	0	0	0	0	0.0%	3	0	0	3	60.0%	2	2	40.0%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		35	0	0	2	3	5	14.3%	11	0	5	16	45.7%	14	14	40.0%

AFD Lieutenant Promotional Process 2019 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	2	0	0	0	0	0	0.0%	2	0	0	2	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		2	0	0	0	0	0	0.0%	2	0	0	2	100.0%	0	0	0.0%
Hispanic or Latino	Male	3	0	0	0	1	1	33.3%	2	0	0	2	66.7%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		3	0	0	0	1	1	33.3%	2	0	0	2	66.7%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	21	0	0	1	2	3	14.3%	9	0	2	11	52.4%	7	7	33.3%
	Female	4	0	0	0	0	0	0.0%	4	0	0	4	100.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		25	0	0	1	2	3	12.0%	13	0	2	15	60.0%	7	7	28.0%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		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%	1	1	100.0%
	Female	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	***
	Not Reported	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%	1	1	100.0%
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender		27	0	0	1	3	4	14.8%	13	0	2	15	55.6%	8	8	29.6%
	Male	4	0	0	0	0	0	0.0%	4	0	0	4	100.0%	0	0	0.0%
	Female	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		31	0	0	1	3	4	12.9%	17	0	2	19	61.3%	8	8	25.8%

AFD Lieutenant Promotional Process 2020 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		2	0	0	0	0	0	0.0%	2	0	0	2	100.0%	0	0	0.0%
Hispanic or Latino	Male	5	0	0	0	1	1	20.0%	1	0	0	1	20.0%	3	3	60.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		5	0	0	0	1	1	20.0%	1	0	0	1	20.0%	3	3	60.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	21	0	0	0	0	0	0.0%	11	0	1	12	57.1%	9	9	42.9%
	Female	5	0	0	1	0	1	20.0%	1	0	2	3	60.0%	1	1	20.0%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		26	0	0	1	0	1	3.8%	12	0	3	15	57.7%	10	10	38.5%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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%	1	1	100.0%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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%	1	1	100.0%
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender		27	0	0	0	1	1	3.7%	13	0	1	14	51.9%	12	12	44.4%
	Female	7	0	0	1	0	1	14.3%	2	0	2	4	57.1%	2	2	28.6%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		34	0	0	1	1	2	5.9%	15	0	3	18	52.9%	14	14	41.2%

AFD Lieutenant Promotional Process 2022 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	2	0	0	0	0	0	0.0%	2	0	0	2	100.0%	0	0	0.0%
	Female	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		3	0	0	0	0	0	0.0%	3	0	0	3	100.0%	0	0	0.0%
Hispanic or Latino	Male	2	0	0	1	0	1	50.0%	0	0	0	0	0.0%	1	1	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		2	0	0	1	0	1	50.0%	0	0	0	0	0.0%	1	1	50.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	18	0	1	0	1	2	11.1%	12	0	0	12	66.7%	4	4	22.2%
	Female	4	0	0	0	0	0	0.0%	2	0	0	2	50.0%	2	2	50.0%
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		22	0	1	0	1	2	9.1%	14	0	0	14	63.6%	6	6	27.3%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	1	1	0	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Other Not Listed Above		1	1	0	0	0	1	100.0%	0	0	0	0	0.0%	0	0	0.0%
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender		23	1	1	1	1	4	17.4%	14	0	0	14	60.9%	5	5	21.7%
		5	0	0	0	0	0	0.0%	3	0	0	3	60.0%	2	2	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	***
Grand Totals		28	1	1	1	1	4	14.3%	17	0	0	17	60.7%	7	7	25.0%

AFD Captain Promotional Process 2018-1 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	3	0	0	0	0	0	0.0%	2	0	0	2	66.7%	1	1	33.3%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		3	0	0	0	0	0	0.0%	2	0	0	2	66.7%	1	1	33.3%
Hispanic or Latino	Male	2	0	0	0	1	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		2	0	0	0	1	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	9	0	0	1	1	2	22.2%	1	0	2	3	33.3%	4	4	44.4%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		9	0	0	1	1	2	22.2%	1	0	2	3	33.3%	4	4	44.4%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		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%	1	1	100.0%
	Female	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	***
	Not Reported	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%	1	1	100.0%
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	2	0	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
Totals - Not Reported		2	0	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
Totals by Indicated Gender	Male	15	0	0	1	2	3	20.0%	4	0	2	6	40.0%	6	6	40.0%
	Female	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	***
	Not Reported	2	0	0	0	0	0	0.0%	0	0	0	0	0.0%	2	2	100.0%
Grand Totals		17	0	0	1	2	3	17.6%	4	0	2	6	35.3%	8	8	47.1%

AFD Captain Promotional Process 2018-2 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Hispanic or Latino	Male	2	0	0	0	0	0	0.0%	0	0	1	1	50.0%	1	1	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		2	0	0	0	0	0	0.0%	0	0	1	1	50.0%	1	1	50.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	4	1	0	0	1	2	50.0%	0	0	0	0	0.0%	2	2	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		4	1	0	0	1	2	50.0%	0	0	0	0	0.0%	2	2	50.0%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Totals - Not Reported		1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Totals by Indicated Gender	Male	7	1	0	0	1	2	28.6%	1	0	1	2	28.6%	3	3	42.9%
	Female	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	***
	Not Reported	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Grand Totals		8	1	0	0	1	2	25.0%	2	0	1	3	37.5%	3	3	37.5%

AFD Captain Promotional Process 2019-1 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	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	***
	Not Reported	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%	1	1	100.0%
Black or African American	Male	1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Hispanic or Latino	Male	1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		1	0	0	0	0	0	0.0%	1	0	0	1	100.0%	0	0	0.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	4	0	0	0	0	0	0.0%	2	0	0	2	50.0%	2	2	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		4	0	0	0	0	0	0.0%	2	0	0	2	50.0%	2	2	50.0%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	7	0	0	0	0	0	0.0%	3	0	0	3	42.9%	4	4	57.1%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		7	0	0	0	0	0	0.0%	3	0	0	3	42.9%	4	4	57.1%

AFD Captain Promotional Process 2019-2 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		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	***
	Female	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	***
	Not Reported	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	***
White or Caucasian	Male	2	0	0	1	0	1	50.0%	0	0	0	0	0.0%	1	1	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		2	0	0	1	0	1	50.0%	0	0	0	0	0.0%	1	1	50.0%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	2	0	0	1	0	1	50.0%	0	0	0	0	0.0%	1	1	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		2	0	0	1	0	1	50.0%	0	0	0	0	0.0%	1	1	50.0%

AFD Captain Promotional Process 2020 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	2	0	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		2	0	0	0	0	0	0.0%	1	0	0	1	50.0%	1	1	50.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	5	0	0	1	0	1	20.0%	1	0	0	1	20.0%	3	3	60.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		5	0	0	1	0	1	20.0%	1	0	0	1	20.0%	3	3	60.0%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	7	0	0	1	0	1	14.3%	2	0	0	2	28.6%	4	4	57.1%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		7	0	0	1	0	1	14.3%	2	0	0	2	28.6%	4	4	57.1%

AFD Captain Promotional Process 2021-1 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	3	0	0	0	0	0	0.0%	1	0	0	1	33.3%	2	2	66.7%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		3	0	0	0	0	0	0.0%	1	0	0	1	33.3%	2	2	66.7%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	10	0	0	2	0	2	20.0%	1	0	0	1	10.0%	7	7	70.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		10	0	0	2	0	2	20.0%	1	0	0	1	10.0%	7	7	70.0%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	13	0	0	2	0	2	15.4%	2	0	0	2	15.4%	9	9	69.2%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		13	0	0	2	0	2	15.4%	2	0	0	2	15.4%	9	9	69.2%

AFD Captain Promotional Process 2021-2 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		1	0	0	0	0	0	0.0%	0	0	0	0	0.0%	1	1	100.0%
Native Hawaiian or Other Pacific Islander	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
White or Caucasian	Male	2	0	0	1	0	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		2	0	0	1	0	1	50.0%	1	0	0	1	50.0%	0	0	0.0%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	3	0	0	1	0	1	33.3%	1	0	0	1	33.3%	1	1	33.3%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		3	0	0	1	0	1	33.3%	1	0	0	1	33.3%	1	1	33.3%

AFD Captain Promotional Process 2022 Demographics		Voluntary or Early Process Exits							In-Process Failures or Disqualifications					Candidates Passed		
Ethnicity	Gender	Total Candidates	Not Eligible	Promoted on Prior List	Withdrew	No Show for Written Exam	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Failed Written Exam	No Submission of Record Book	Failed A/C	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Passed	Total Passed	% Passed
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Asian	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Asian		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Black or African American	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Black or African American		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Hispanic or Latino	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Hispanic or Latino		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	***
	Female	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	***
	Not Reported	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	***
White or Caucasian	Male	4	0	0	0	0	0	0.0%	2	0	0	2	50.0%	2	2	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - White or Caucasian		4	0	0	0	0	0	0.0%	2	0	0	2	50.0%	2	2	50.0%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Multiple Indicated		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Other Not Listed Above	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals - Not Reported		0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Totals by Indicated Gender	Male	4	0	0	0	0	0	0.0%	2	0	0	2	50.0%	2	2	50.0%
	Female	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	***
	Not Reported	0	0	0	0	0	0	***	0	0	0	0	***	0	0	***
Grand Totals		4	0	0	0	0	0	0.0%	2	0	0	2	50.0%	2	2	50.0%

AFD Captain Promotional Process 2018, 2019, 2020, 2021 + 2022 Demographics		Candidate Totals by Exam Period								Voluntary or Early Process Exits																		
Ethnicity	Gender	2018-		2019-		2020		2021-		2022		2018-1		2018-2		2019-1		2019-2		2020		2021-1		2021-2		2022		
		Total Candidates - 2018-1	Total Candidates - 2018-2	Total Candidates - 2019-1	Total Candidates - 2019-2	Total Candidates - 2020-1	Total Candidates - 2020-2	Total Candidates - 2021-1	Total Candidates - 2021-2	Total Candidates - 2022-1	Total Candidates - 2022-2	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	Total Voluntary or Early Process Exits	% Voluntary or Early Process Exits	
American Indian/Alaska Native	Male	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	***
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Not Reported	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	***
Asian	Male	0	0	1	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	***
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Not Reported	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Asian		0	0	1	0	0	0	0	0	0	0	***	0	***	0	0.0%	0	***	0	***	0	***	0	***	0	***	0	***
Black or African American	Male	3	1	1	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	***
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Not Reported	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Black or African American		3	1	1	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	2	2	1	0	2	3	1	0	1	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%
	Female	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	***
	Not Reported	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Hispanic or Latino		2	2	1	0	2	3	1	0	1	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%
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	***
	Female	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	***
	Not Reported	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	***
White or Caucasian	Male	9	4	4	2	5	10	2	4	2	0	22.2%	2	50.0%	0	0.0%	1	50.0%	1	20.0%	2	20.0%	1	50.0%	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	***
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Not Reported	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - White or Caucasian		9	4	4	2	5	10	2	4	2	0	22.2%	2	50.0%	0	0.0%	1	50.0%	1	20.0%	2	20.0%	1	50.0%	0	0.0%	0	0.0%
Multiple Indicated	Male	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	***
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Not Reported	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Multiple Indicated		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	***
	Female	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	***
	Not Reported	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	***
Not Reported	Male	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	***
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Not Reported	2	1	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Totals - Not Reported		2	1	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	15	7	7	2	7	13	3	4	3	0	20.0%	2	28.6%	0	0.0%	1	50.0%	1	14.3%	2	15.4%	1	33.3%	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	***
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***
	Not Reported	2	1	0	0	0	0	0	0	0	0	0.0%	0	0.0%	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Grand Totals		17	8	7	2	7	13	3	4	3	0	17.6%	2	25.0%	0	0.0%	1	50.0%	1	14.3%	2	15.4%	1	33.3%	0	0.0%	0	0.0%

AFD Captain Promotional Process 2018, 2019, 2020, 2021 + 2022 Demographics		Candidate Totals by Exam Period								In Process Failures or Disqualifications																			
Ethnicity	Gender	2018-		2019-		2020		2021-		2022		2018-1		2018-2		2019-1		2019-2		2020		2021-1		2021-2		2022			
		Total Candidates	% In-Process Failures or Disqualifications	Total Candidates	% In-Process Failures or Disqualifications	Total Candidates	% In-Process Failures or Disqualifications	Total Candidates	% In-Process Failures or Disqualifications	Total Candidates	% In-Process Failures or Disqualifications	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications	Total In-Process Failures or Disqualifications	% In-Process Failures or Disqualifications		
American Indian/Alaska Native	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	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	***	
Asian	Male	0	0	1	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	***	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Asian		0	0	1	0	0	0	0	0	0	0	***	0	***	0	0.0%	0	***	0	***	0	***	0	***	0	***	0	***	
Black or African American	Male	3	1	1	0	0	0	0	0	0	2	66.7%	1	100.0%	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	***	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Black or African American		3	1	1	0	0	0	0	0	2	66.7%	1	100.0%	0	0.0%	0	***	0	***	0	***	0	***	0	***	0	***	0	***
Hispanic or Latino	Male	2	2	1	0	2	3	1	0	0	1	50.0%	1	50.0%	1	100.0%	0	***	1	50.0%	1	33.3%	0	0.0%	0	***	0	***	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Hispanic or Latino		2	2	1	0	2	3	1	0	1	50.0%	1	50.0%	1	100.0%	0	***	1	50.0%	1	33.3%	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	***	
	Female	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	***	
	Not Reported	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	***	
White or Caucasian	Male	9	4	4	2	5	10	2	4	3	33.3%	0	0.0%	2	50.0%	0	0.0%	1	20.0%	1	10.0%	1	50.0%	2	50.0%				
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - White or Caucasian		9	4	4	2	5	10	2	4	3	33.3%	0	0.0%	2	50.0%	0	0.0%	1	20.0%	1	10.0%	1	50.0%	2	50.0%				
Multiple Indicated	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Multiple Indicated		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	***	
	Female	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	***	
	Not Reported	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	***	
Not Reported	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	2	1	0	0	0	0	0	0	0	0	0.0%	1	100.0%	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Not Reported		2	1	0	0	0	0	0	0	0	0	0.0%	1	100.0%	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals by Indicated Gender		15	7	7	2	7	13	3	4	6	40.0%	2	28.6%	3	42.9%	0	0.0%	2	28.6%	2	15.4%	1	33.3%	2	50.0%				
Grand Totals		17	8	7	2	7	13	3	4	6	35.3%	3	37.5%	3	42.9%	0	0.0%	2	28.6%	2	15.4%	1	33.3%	2	50.0%				

AFD Captain Promotional Process 2018, 2019, 2020, 2021 + 2022 Demographics		Candidate Totals by Exam Period								Candidates Passed														
Ethnicity	Gender	2018-1		2018-2		2019-1		2019-2		2020		2021-1		2021-2		2022								
		Total Candidates - 2018-1	Total Candidates - 2018-2	Total Candidates - 2019-1	Total Candidates - 2019-2	Total Candidates - 2020	Total Candidates - 2021-1	Total Candidates - 2021-2	Total Candidates - 2022	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed	Total Passed	% Passed					
American Indian/Alaska Native	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	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	***	
Asian	Male	0	0	1	0	0	0	0	0	0	***	0	***	1	100.0%	0	***	0	***	0	***	0	***	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Asian		0	0	1	0	0	0	0	0	0	***	0	***	1	100.0%	0	***	0	***	0	***	0	***	
Black or African American	Male	3	1	1	0	0	0	0	0	1	33.3%	0	0.0%	1	100.0%	0	***	0	***	0	***	0	***	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Black or African American		3	1	1	0	0	0	0	0	1	33.3%	0	0.0%	1	100.0%	0	***	0	***	0	***	0	***	
Hispanic or Latino	Male	2	2	1	0	2	3	1	0	0	0.0%	1	50.0%	0	0.0%	0	***	1	50.0%	2	66.7%	1	100.0%	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Hispanic or Latino		2	2	1	0	2	3	1	0	0	0.0%	1	50.0%	0	0.0%	0	***	1	50.0%	2	66.7%	1	100.0%	
Native Hawaiian or Other Pacific Islander	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	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	***	
White or Caucasian	Male	9	4	4	2	5	10	2	4	4	44.4%	2	50.0%	2	50.0%	1	50.0%	3	60.0%	7	70.0%	0	0.0%	
	Female	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	***	
	Not Reported	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - White or Caucasian		9	4	4	2	5	10	2	4	4	44.4%	2	50.0%	2	50.0%	1	50.0%	3	60.0%	7	70.0%	0	0.0%	
Multiple Indicated	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
Totals - Multiple Indicated		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	***	
	Female	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	***	
	Not Reported	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	***	
Not Reported	Male	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	***	
	Non-Binary	0	0	0	0	0	0	0	0	0	***	0	***	0	***	0	***	0	***	0	***	0	***	
	Not Reported	2	1	0	0	0	0	0	0	2	100.0%	0	0.0%	0	***	0	***	0	***	0	***	0	***	
Totals - Not Reported		2	1	0	0	0	0	0	0	2	100.0%	0	0.0%	0	***	0	***	0	***	0	***	0	***	
Totals by Indicated Gender		Male	15	7	7	2	7	13	3	4	6	40.0%	3	42.9%	4	57.1%	1	50.0%	4	57.1%	9	69.2%	1	33.3%
		Female	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	***
		Not Reported	2	1	0	0	0	0	0	0	2	100.0%	0	0.0%	0	***	0	***	0	***	0	***	0	***
Grand Totals		17	8	7	2	7	13	3	4	8	47.1%	3	37.5%	4	57.1%	1	50.0%	4	57.1%	9	69.2%	1	33.3%	

APPENDIX D

Sworn Rank Representation by Ethnicity/Gender

Gender	Ethnic	Agent	Captain	Commander	Deputy Chief	Division Chief	Lieutenant	Police Chief	Ptr Officer	Sergeant	Total
F	WF	13	0	0	0	1	0	0	39	5	58
	BF	1	0	0	0	0	0	0	5	0	6
	HF	1	0	0	0	0	0	0	8	2	11
	AF	0	0	0	0	0	0	0	1	0	1
	2+F	0	0	0	0	0	0	0	3	0	3
	Total		15	0	0	0	1	0	0	56	7
M	WM	81	4	4	1	1	28	0	345	63	527
	BM	1	0	1	0	0	2	0	12	8	24
	HM	2	0	1	0	0	0	0	47	9	59
	AM	0	0	0	0	0	0	0	10	0	10
	H/PM	0	0	0	0	0	0	0	0	1	1
	AIM	1	0	0	0	0	0	0	5	0	6
	2+M	1	0	0	0	1	0	1	17	1	21
	Total		86	4	6	1	2	30	1	436	82
Total		101	4	6	1	3	30	1	492	89	727

As of: 10/1/2018
8:23:51 AM

Civil Service Total Gender Representation

Gender	All Sworn Staff	Sworn Suprv	Command Staff	Agents	Officers
F	79	8	1	15	56
M	648	124	13	86	432

Category Definition:

Command Staff: Rank of Captain and above

Supervisors: Sergeants and above

Agents: Agent

Officers: All levels of Patrol Officer, Patrol Officer Spec, Recruits

Sworn Total Ethnicity Representation

Category	Count
White	585
Black	30
Hispanic	70
Asian	11
Hawaiian/Pacific Islander	1
American Indian	6
Two or More Races	24
Total	727

Sworn Rank Representation by Ethnicity/Gender

Gender	Ethnic	Agent	Captain	Commander	Deputy Chief	Division Chief	Lieutenant	Police Chief	Ptr Officer	Sergeant	Total
F	WF	13	0	0	0	1	1	0	39	4	58
	BF	1	0	0	0	0	0	0	5	0	6
	HF	1	0	0	0	0	0	0	8	2	11
	AF	0	0	0	0	0	0	0	1	0	1
	2+F	0	0	0	0	0	0	0	3	0	3
	Total		15	0	0	0	1	1	0	56	6
M	WM	82	4	4	1	1	28	0	334	63	517
	BM	1	0	1	0	0	2	0	11	7	22
	HM	1	0	0	0	1	0	0	48	9	59
	AM	0	0	0	0	0	0	0	9	0	9
	H/PM	0	0	0	0	0	0	0	0	1	1
	AIM	1	0	0	0	0	0	0	4	0	5
	2+M	1	0	1	0	0	0	1	16	1	20
	Total		86	4	6	1	2	30	1	422	81
Total		101	4	6	1	3	31	1	478	87	712

As of: 1/2/2019
8:18:13 AM

Civil Service Total Gender Representation

Gender	All Sworn Staff	Sworn Suprv	Command Staff	Agents	Officers
F	79	8	1	15	56
M	633	123	13	86	417

Category Definition:

Command Staff: Rank of Captain and above

Supervisors: Sergeants and above

Agents: Agent

Officers: All levels of Patrol Officer, Patrol Officer Spec, Recruits

Sworn Total Ethnicity Representation

Category	Count
White	575
Black	28
Hispanic	70
Asian	10
Hawaiian/Pacific Islander	1
American Indian	5
Two or More Races	23
Total	712

Sworn Rank Representation by Ethnicity/Gender

As of: 1/2/2020
8:06:03 AM

Gender	Ethnic	Agent	Captain	Commander	Deputy Chief	Division Chief	Lieutenant	Patrol Officer	Police Chief	Ptr Officer	Sergeant	Total
F	WF	13	0	0	0	1	1	1	0	46	4	66
	BF	1	0	0	0	0	0	0	0	5	0	6
	HF	0	0	0	0	0	0	0	0	10	2	12
	AF	0	0	0	0	0	0	0	0	1	0	1
	2+F	0	0	0	0	0	0	0	0	7	0	7
	Total		14	0	0	0	1	1	1	0	69	6
M	WM	83	4	3	1	1	28	0	0	349	61	530
	BM	1	0	1	0	0	2	0	0	11	8	23
	HM	1	0	0	0	1	0	0	0	47	11	60
	AM	0	0	0	0	0	0	0	0	9	0	9
	H/PM	0	0	0	0	0	0	0	0	0	1	1
	AIM	1	0	1	0	0	0	0	0	4	0	6
	2+M	1	0	1	0	0	0	0	1	19	1	23
	Total		87	4	6	1	2	30	0	1	439	82
Total		101	4	6	1	3	31	1	1	508	88	744

Civil Service Total Gender Representation

Gender	All Sworn Staff	Sworn Suprv	Command Staff	Agents	Officers
F	92	8	1	14	69
M	652	124	13	87	435

Category Definition:

Command Staff: Rank of Captain and above

Supervisors: Sergeants and above

Agents: Agent

Officers: All levels of Patrol Officer, Patrol Officer Spec, Recruits

Sworn Total Ethnicity Representation

Category	Count
White	596
Black	29
Hispanic	72
Asian	10
Hawaiian/Pacific Islander	1
American Indian	6
Two or More Races	30
Total	744

Sworn Rank Representation by Ethnicity/Gender

As of: 4/1/2021
8:10:26 AM

Gender	Ethnic	Act Pol Sgt	Agent	Captain	Commander	Deputy Chief	Division Chief	Lieutenant	Police Chief	Ptr Officer	Sergeant	Total
F	WF	0	14	0	1	0	0	1	1	46	5	68
	BF	0	1	0	0	0	0	0	0	3	0	4
	HF	0	1	0	0	0	0	0	0	8	2	11
	AF	0	0	0	0	0	0	0	0	1	0	1
	2+F	0	1	0	0	0	0	0	0	7	0	8
	Total		0	17	0	1	0	0	1	1	65	7
M	WM	1	85	4	4	1	3	27	0	325	65	515
	BM	0	2	0	1	0	0	3	0	12	6	24
	HM	0	2	0	0	0	0	0	0	56	10	68
	AM	0	0	0	0	0	0	0	0	13	0	13
	H/PM	0	0	0	0	0	0	0	0	0	1	1
	AIM	0	0	0	0	0	0	0	0	3	1	4
	2+M	0	0	0	0	0	0	0	0	21	1	22
	Total		1	89	4	5	1	3	30	0	430	84
Total		1	106	4	6	1	3	31	1	495	91	739

Civil Service Total Gender Representation

Gender	All Sworn Staff	Sworn Suprv	Command Staff	Agents	Officers
F	92	9	1	17	65
M	647	126	13	89	427

Category Definition:

Command Staff: Rank of Captain and above

Supervisors: Sergeants and above

Agents: Agent

Officers: All levels of Patrol Officer, Patrol Officer Spec, Recruits

Sworn Total Ethnicity Representation

Category	Count
White	583
Black	28
Hispanic	79
Asian	14
Hawaiian/Pacific Islander	1
American Indian	4
Two or More Races	30
Total	739

Sworn Rank Representation by Ethnicity/Gender

As of: 4/1/2022
8:33:30 AM

Gender	Ethnic	Agent	Captain	Commander	Deputy Chief	Division Chief	Lieutenant	Police Chief	Police Sgt	Ptr Officer	Sergeant	Total
F	WF	12	0	1	0	0	1	1	0	38	4	57
	BF	0	0	0	0	0	0	0	0	3	0	3
	HF	1	0	0	0	0	1	0	0	8	1	11
	AF	0	0	0	0	0	0	0	0	1	0	1
	2+F	1	0	0	0	0	0	0	0	7	0	8
	Total		14	0	1	0	0	2	1	0	57	5
M	WM	87	4	4	1	3	25	0	1	301	65	491
	BM	2	0	1	0	0	4	0	0	13	4	24
	HM	3	0	0	0	0	1	0	0	65	8	77
	AM	0	0	0	0	0	0	0	0	15	0	15
	H/PM	0	0	0	0	0	0	0	0	0	1	1
	AIM	0	0	0	0	0	0	0	0	4	1	5
	2+M	1	0	0	0	0	0	0	0	14	1	16
	Total		93	4	5	1	3	30	0	1	412	80
Total		107	4	6	1	3	32	1	1	469	85	709

Civil Service Total Gender Representation

Gender	All Sworn Staff	Sworn Suprv	Command Staff	Agents	Officers
F	80	7	2	14	57
M	629	122	13	93	410

Category Definition:

Command Staff: Rank of Captain and above

Supervisors: Sergeants and above

Agents: Agent

Officers: All levels of Patrol Officer, Patrol Officer Spec, Recruits

Sworn Total Ethnicity Representation

Category	Count
White	548
Black	27
Hispanic	88
Asian	16
Hawaiian/Pacific Islander	1
American Indian	5
Two or More Races	24
Total	709



Aurora Police Department

2023 1st Quarter Affirmative Action Report

by
The Equal Employment Opportunity Office
Timothy Sherbondy

as of 03/31/23

Aurora Police Department: Civil Service Personnel

2023 First Quarter Affirmative Action Report

Rank Representation by Ethnicity / Gender

	Chief of Police		Deputy Chief		Division Chiefs		Commanders		Captains		Lieutenants		Sergeants		Agents		Officers (1)		Totals	
WM		-		-	3	75.0%	4	66.7%	4	100.0%	25	75.8%	77	83.7%	79	73.8%	281	63.6%	473	68.7%
BM		-		-		-	2	33.3%		-	3	9.1%	3	3.3%	4	3.7%	18	4.1%	30	4.4%
HM	1	100.0%		-		-		-		-	3	9.1%	4	4.3%	4	3.7%	55	12.4%	67	9.7%
AM		-		-		-		-		-		-		-	1	0.9%	16	3.6%	17	2.5%
H/PM		-		-		-		-		-		-	1	1.1%		-		-	1	0.1%
AIM		-		-		-		-		-		-	1	1.1%		-	4	0.9%	5	0.7%
2+M		-		-		-		-		-		-	1	1.1%	3	2.8%	15	3.4%	19	2.8%
WF		-		-	1	25.0%		-	-	-	1	3.0%	4	4.3%	12	11.2%	31	7.0%	49	7.1%
BF		-		-		-		-		-		-		-		-	5	1.1%	5	0.7%
HF		-		-		-		-		-	1	3.0%	1	1.1%	2	1.9%	9	2.0%	13	1.9%
AF		-		-		-		-		-		-		-	1	0.9%		-	1	0.1%
H/PF		-		-		-		-		-		-		-		-		-	-	-
AIF		-		-		-		-		-		-		-		-	1	0.2%	1	0.1%
2+F		-		-		-		-		-		-		-	1	0.9%	6	1.4%	7	1.0%
U																	1	0.2%	1	0.1%
TOTALS	1	100.0%	-	0.0%	4	100.0%	6	100.0%	4	100.0%	33	100.0%	92	100.0%	107	100.0%	442	100.0%	689	100.0%

Total Gender Representation

Category	Gender	#	% of Sworn			% in Rank
All Ranks	Male	612	88.8%			
	Female	76	11.0%			
Command Staff	Male	14	2.0%			93.3%
	Female	1	0.1%			6.7%
Supervisors	Male	118	17.1%			94.4%
	Female	7	1.0%			5.6%
Agents	Male	91	13.2%			85.0%
	Female	16	2.3%			15.0%
Officers (1)	Male	389	56.5%			86.3%
	Female	61	8.9%			13.1%

Total Ethnicity Representation

Category	#	% of Sworn
White	522	75.8%
Black	35	5.1%
Hispanic	80	11.6%
Asian	18	2.6%
Hawaiian/Pacific Islander	1	0.1%
American Indian	6	0.9%
Two or More Races	26	3.8%
Unidentified	1	0.1%
Total:	689	100.0%

NOTE: (1) Recruits are included in the Officer numbers.

Aurora Police Department Career Service Personnel

2023 First Quarter Affirmative Action Report

Rank Representation by Ethnicity / Gender

	Executive		Managerial/ Professional		Supervisory		Technical / Clerical		Totals	
	#	%	#	%	#	%	#	%	#	%
WM	1	50.0%	17	30.4%	3	16.7%	17	17.5%	38	22.0%
BM	-	-	2	3.6%	-	-	-	-	2	1.2%
HM	-	-	3	5.4%	-	-	3	3.1%	6	3.5%
AM	-	-	-	-	-	-	-	-	-	-
H/PM	-	-	-	-	-	-	-	-	-	-
AIM	-	-	-	-	-	-	-	-	-	-
2+M	-	-	-	-	-	-	-	-	-	-
WF	1	50.0%	24	42.9%	9	50.0%	47	48.5%	81	46.8%
BF	-	-	2	3.6%	2	11.1%	6	6.2%	10	5.8%
HF	-	-	4	7.1%	3	16.7%	13	13.4%	20	11.6%
AF	-	-	2	3.6%	-	-	6	6.2%	8	4.6%
H/PF	-	-	-	-	-	-	1	1.0%	1	0.6%
AIF	-	-	-	-	-	-	-	-	-	-
2+F	-	-	2	3.6%	1	5.6%	4	4.1%	7	4.0%
TOTALS	2	100.0%	56	100.0%	18	100.0%	97	100.0%	173	100.0%

Total Ethnicity Representation

Category	#	% of Non-sworn
White	119	68.8%
Black	12	6.9%
Hispanic	26	15.0%
Asian	8	4.6%
Hawaiian/Pacific Islander	1	0.6%
American Indian	-	0.0%
Two or More Races	7	4.0%

Total Gender Representation

Category	Gender	#	% of Non-sworn
All Ranks	Male	46	26.6%
	Female	127	73.4%

Aurora Police Department: All Employees

2023 First Quarter Affirmative Action Report

Ethnicity/Gender Representation

WM	510	59.3%
BM	32	3.7%
HM	73	8.5%
AM	17	2.0%
H/PM	1	0.1%
AIM	5	0.6%
2+M	19	2.2%
U	1	0.1%
WF	129	15.0%
BF	15	1.7%
HF	33	3.8%
AF	9	1.0%
H/PF	1	0.1%
AIF	1	0.1%
2+F	14	1.6%
TOTALS	860	100.0%

Ethnicity Representation

White	641	74.5%
Black	47	5.5%
Hispanic	106	12.3%
Asian	26	3.0%
Hawaiian/Pacific Islander	2	0.2%
American Indian	6	0.7%
Two or More Races	33	3.8%
Unidentified	1	0.1%

Gender Representation

Male	658	76.5%
Female	203	23.6%
Unidentified	1	0.1%

APPENDIX E

Job Title	Female	Male	African American FEMALE	African American MALE	American Indian or Alaskan Native FEMALE	American Indian or Alaskan Native MALE
DEPUTY FIRE CHIEF	1	2				
ENGINEER	4	49			2	1
ENGINEER 8HR	1	3				
FIRE BATTALION CHIEF	1	10			1	
FIRE CAPTAIN	1	17				
FIRE CAPTAIN -8 HOUR		8				
FIRE CHIEF		1			1	
FIRE COMMANDER		1			1	
FIRE COMMANDER EMERG		1	1			
FIRE COMMANDER MEDIC	1					
FIRE COMMANDER TRAIN		1				
FIRE LIEUTENANT		33			3	
FIRE LIEUTENANT -8 H	1	10				
FIREFIGHTER I 24 HR	5	39			2	1
FIREFIGHTER I 8 HOUR		8				
FIREFIGHTER II 24 HO	3	18			1	
FIREFIGHTER III 24 H	1	32			1	
FIREFIGHTER IV 24 HO		8				
FIREFIGHTER IV-8 HOU	6	24	1			
INVENTORY CONTROL TE		1				
MANAGEMENT ASSISTANT	1					
SR FIRE INSPECTOR		1				
SR PROGRAM SPECIALIS	1	1				
TECHNICIAN	7	88			3	
TECHNICIAN 8 HR		1				
TECHNICIAN 8 HR POSI	3	10	1			
	37	367	3	15	0	2

Asian FEMALE	Asian MALE	Caucasian FEMALE	Caucasian MALE	Hispanic or Latino FEMALE	Hispanic or Latino MALE	Native Hawaiian or Pacific Islander FEMALE	Native Hawaiian or Pacific Islander MALE
		1	2				
		4	39		3		2
		1	3				
		1	9				
	1	1	14		2		
			7				
			1				
		1					
	1		1		2		
		1	25		1		
	2	5	8		6		1
		3	25		2		
		1	6		2		1
	1	1	13				
			26				
	2	5	6		4		1
			13				
			1				
		1			1		
		6	1	1	7		1
			71				
			1				
		2	8		1		
0	7	33	280	1	31	0	6

Two or more races FEMALE	Two or more races MALE	Grand Total
		3
	2	53
		4
		11
		18
	1	8
		1
		1
		2
		1
		1
	2	33
	1	11
	2	44
		8
	1	21
	4	33
	2	8
	3	29
		1
1		1
		1
		2
	6	95
		1
	1	13
1	25	404

Job Title	Female	Male	African	African	American	American	Asian	Asian
			American	American	Indian or	Indian or		
			FEMALE	MALE	Alaskan	Alaskan	FEMALE	MALE
					Native	Native		
			FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
CADET FIREFIGHTER IV		2						
DEPUTY FIRE CHIEF	1	2						
ENGINEER	3	46			2		1	
ENGINEER 8HR	1	6						
FIRE BATTALION CHIEF	1	10			1			
FIRE CAPTAIN		22						1
FIRE CAPTAIN -8 HOUR		6						
FIRE CHIEF		1			1			
FIRE COMMANDER		1			1			
FIRE COMMANDER EMERG		1						
FIRE COMMANDER MEDIC	1							
FIRE COMMANDER TRAIN		1						
FIRE LIEUTENANT		32			3			1
FIRE LIEUTENANT -8 H	1	13						
FIREFIGHTER I 24 HR	5	41			1		1	2
FIREFIGHTER I 8 HOUR	1	15			1			
FIREFIGHTER II 24 HO	2	27			2			1
FIREFIGHTER III - 8		1						
FIREFIGHTER III 24 H	1	22			1			
FIREFIGHTER IV 24 HO	6	23	1		1			1
FIREFIGHTER IV-8 HOU	5	37	1		1			1
TECHNICIAN	8	96			3			1
TECHNICIAN 8 HR POSI	4	7	1					
	40	412	3	18	0	2	0	8

Caucasian FEMALE	Caucasian MALE	Hispanic or Latino FEMALE	Hispanic or Latino MALE	Native Hawaiian or Pacific Islander FEMAL	Native Hawaiian or Pacific Islander MALE	Two or more races FEMALE	Two or more races MALE	Grand Total
								2
	2							2
1	2							3
3	36		4			1	2	49
1	5					1		7
1	9							11
	18		2				1	22
	5						1	6
								1
	1							1
1								1
	1							1
	24		2				2	32
1	11		1				1	14
5	28		6			2	1	46
1	12		2					16
2	21						3	29
	1							1
1	15		3				3	23
5	14		2			1	4	29
4	24		4				7	42
7	75	1	8			1	8	104
3	6		1					11
								0
36	310	1	35	0	6	0	33	452

Job Title	Female	Male	African	African	American	American			
			American	American	Indian or	Indian or	Asian	Asian	
			FEMALE	MALE	Alaskan	Alaskan	FEMALE	MALE	
			FEMALE	MALE	Native	Native	FEMALE	MALE	
ADMINISTRATIVE SPECI		1							
ASSIST DIR OF FIRE M		1							
BUSINESS SYSTEM ANAL		1							
CADET FIREFIGHTER IV		3							
COMMUN ENGAGEMT ADM	1								
DEPUTY FIRE CHIEF	1	2							
ENGINEER	4	46			2		1		
ENGINEER 8HR		2							
FINANCIAL SUPPORT SP	2								
FIRE BATTALION CHIEF	1	9			1				
FIRE CAPTAIN		24			1			1	
FIRE CAPTAIN -8 HOUR		6							
FIRE CHIEF		1			1				
FIRE COMMANDER		1			1				
FIRE COMMANDER TRAIN		1							
FIRE INSPECTOR	2								
FIRE INSPECTOR I	1	1							
FIRE LIEUTENANT	1	36			2			1	
FIRE LIEUTENANT -8 H	1	12							
FIREFIGHTER I 24 HR	3	54			2		1	3	
FIREFIGHTER I 8 HOUR	1	6							
FIREFIGHTER II 24 HO	2	31			2				
FIREFIGHTER III 24 H	5	27		1				1	
FIREFIGHTER IV 24 HO	3	30		1	2			1	
FIREFIGHTER IV-8 HOU		1							
INVENTORY CONTROL TE		1							
MANAGEMENT ASSISTANT	1								
SR FIRE INSPECTOR		1							
SR PROGRAM SPECIALIS	1	1							
SUPERINTENDENT LEVEL		1							
TECHNICIAN	8	89		1	1			1	
TECHNICIAN 8 HR POSI	3	10			1				
	41	399		3	16	0	2	1	7

Caucasian FEMALE	Caucasian MALE	Hispanic or Latino FEMALE	Hispanic or Latino MALE	Native Hawaiian or Pacific Islander FEMAL	Native Hawaiian or Pacific Islander MALE	Two or more races FEMALE	Two or more races MALE	Grand Total
		1						1
		1						1
		1						1
		2					1	3
1								1
1	2							3
4	35		4		2		2	50
	2							2
1		1						2
1	8							10
	19			2			1	24
	5						1	6
								1
	1							1
1						1		2
1	1							2
1	29		2				2	37
1	10		1				1	13
3	40		5		1		2	57
1	5		1					7
2	23		1				5	33
4	16		4		1		5	32
2	22		1				4	33
			1					1
	1							1
						1		1
			1					1
1	1							2
	1							1
7	71		10				6	97
2	7	1					2	13
34	304	2	33	0	4	2	32	440

Job Title	Female	Male	African American FEMALE	African American MALE	American Indian or Alaskan Native FEMALE	American Indian or Alaskan Native MALE
ADMINISTRATIVE SPECI	1					
ASSIST DIR OF FIRE M		1				
BUSINESS SYSTEM ANAL		1				
CADET FIREFIGHTER IV		3				
COMMUN ENGAGEMT ADM	1					
DATA ANALYST		1				
DEPUTY FIRE CHIEF	1	1				
ENGINEER	4	47			1	1
ENGINEER 8HR		2			1	
FINANCIAL SUPPORT SP	2					
FIRE BATTALION CHIEF		13			1	
FIRE CAPTAIN		24				
FIRE CAPTAIN -8 HOUR		9			1	
FIRE CHIEF		1			1	
FIRE COMMANDER		1			1	
FIRE COMMANDER EMERG		1				
FIRE COMMANDER MEDIC	1					
FIRE COMMANDER TRAIN		1				
FIRE INSPECTOR I	4	1			1	
FIRE LIEUTENANT	1	35			1	
FIRE LIEUTENANT -8 H	2	14				
FIREFIGHTER I 24 HR	6	82			4	1
FIREFIGHTER I 8 HOUR		1				
FIREFIGHTER II 24 HO	5	44	1		2	
FIREFIGHTER III - 8	2	1	1			
FIREFIGHTER III 24 H	2	20				
FIREFIGHTER IV-8 HOU	1	13			2	
INVENTORY CONTROL TE		1				
RESCUE TECH - 24 HR		2				
SR BUILDING INSPECTO		1				
SR PROGRAM SPECIALIS		1				
TECHNICIAN	9	94	1		2	
TECHNICIAN 8 HR POSI		3				
	42	419	3	18	0	2

Asian FEMALE	Asian MALE	Caucasian FEMALE	Caucasian MALE	Hispanic or Latino FEMALE	Hispanic or Latino MALE	Native Hawaiian or Pacific Islander FEMAL	Native Hawaiian or Pacific Islander MALE	Two or more races FEMALE
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		1						
				1				
				1				
		1		2				
			1					
			1	1				
			4	37		4		2
				1				
			1		1			
				12				
	1			18		3		
				7				
				1				
			1					
			3					1
	1		1	28		4		
			2	11		1		
	3		6	59		9		1
				1				
	2		4	28		5		1
			1	1				
			2	14		4		
			1	10		1		
				1				
				2				
				1				
				1				
	1		7	76	1	8		

0	9	36	315	2	39	0	4	1
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Two or more races MALE	Grand Total
	1
	1
	1
	3
	1
1	1
	2
2	51
	2
	2
	13
2	24
1	9
	1
	1
	1
	1
	1
	5
1	36
2	16
5	88
	1
6	49
	3
2	22
	14
	1
	2
	1
	1
7	103
3	3
32	461

Job Title	Female	Male	African American FEMALE	African American MALE	American Indian or Alaskan Native FEMALE	American Indian or Alaskan Native MALE
ADMINISTRATIVE SPECI	2			1		
BACKGROUND INVESTIGA						1
BUILDING INSPECTOR S						1
BUSINESS SYSTEM ANAL						1
CADET FIREFIGHTER IV						3
DEPUTY FIRE CHIEF					1	
EMERGENCY SERVICES C	1	1				
ENGINEER	2	32			3	1
ENGINEER 8HR		1				
ENGINEER 8HR P	1	1				
ENGINEER P	1	24				
FINANCIAL SUPPORT SP	2					
FIRE BATTALION CHIEF		12			1	
FIRE CAPTAIN		6				
FIRE CAPTAIN -8 HOUR		1				
FIRE CAPTAIN P		20				
FIRE CAPTAIN-8 HOUR		6				
FIRE CHIEF		1			1	
FIRE COMMANDER		1				
FIRE COMMANDER EMERG		1				
FIRE COMMANDER MEDIC	1					
FIRE COMMANDER TRAIN		1				
FIRE INSPECTOR I	4	1			1	
FIRE LIEUTENANT		8			1	
FIRE LIEUTENANT -8 H	2	13				
FIRE LIEUTENANT P	1	27				
FIREFIGHTER I 24 HR	10	113	2		3	2
FIREFIGHTER I 8 HOUR	1	6			1	
FIREFIGHTER II - 8 H	1		1			
FIREFIGHTER II 24 HO	3	37			2	
FIREFIGHTER III 24 H		11				
FIREFIGHTER IV 24 HO		8			1	
FIREFIGHTER IV-8 HOU		6			1	
INVENTORY CONTROL SP		1				
MANAGEMENT ASSISTANT	1					
MANAGER OF BUSINESS		1				
MANAGER OF COMMUNITY	1					
	42	409	4	18	0	3

Asian FEMALE	Asian MALE	Caucasian FEMALE	Caucasian MALE	Hispanic or Latino FEMALE	Hispanic or Latino MALE	Native Hawaiian or Pacific Islander FEMALE	Native Hawaiian or Pacific Islander MALE	Two or more races FEMALE
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1

1

1

1

1

2

2

1

1

1

2

25

1

1

1

1

1

17

3

2

1

1

11

5

1

1

13

4

5

1

1

1

1

2

1

5

1

2

12

3

1

23

1

3

2

1

3

1

3

27

2

7

4

7

1

3

1

1

1

1

1

0

9

34

307

2

38

0

4

0

Two or more races MALE	Grand Total
	2
	1
	1
	1
	3
	3
	2
1	34
	1
	2
2	25
	2
	12
1	6
	1
2	20
1	6
	1
	1
	1
	1
2	5
	8
1	15
1	28
14	171
2	7
	1
5	40
	11
	8
	6
	1
	1
	1
	1
	0
32	451

Job Title	Female	Male	African American FEMALE	African American MALE	American Indian or Alaskan Native FEMALE	American Indian or Alaskan Native MALE
Cadet Firefighter IV-8 Hours		1				
Deputy Fire Chief		3			1	
Engineer	3	30			2	1
Engineer 8hr		2				
Engineer 8hr P		1				
Engineer P	2	24				
Fire Battalion Chief		11			1	
Fire Battalion Chief 8HR		4				
Fire Captain		6				
Fire Captain -8 Hour Position		3				
Fire Captain P		18				
Fire Captain-8 Hour Position P		6				
Fire Chief		1				
Fire Commander 8HR	1	2				
Fire Inspector	2					
Fire Lieutenant		9			1	
Fire Lieutenant -8 Hour P	2	11				
Fire Lieutenant P	3	27	1			
Firefighter I 24 Hr	7	89	1		4	
Firefighter I 24 Hr P	9	116	1		2	
Firefighter I 8 Hour	1	2				
Firefighter I 8 Hour P		6			1	
Firefighter II 24 Hour		9			1	
Firefighter II 8 Hour		1				
Firefighter III 24 Hour	1	13				
Firefighter IV 24 Hour	1	13				
Firefighter IV-8 Hours	1	8				
	33	416	3	10	0	0

Asian FEMALE	Asian MALE	Caucasian FEMALE	Caucasian MALE	Hispanic or Latino FEMALE	Hispanic or Latino MALE	Native Hawaiian or Pacific Islander FEMAL	Native Hawaiian or Pacific Islander MALE	Two or more races FEMALE
-----------------	---------------	---------------------	-------------------	---------------------------------	-------------------------------	-------------------------------------------------------	------------------------------------------------------	-----------------------------------

				1				
				2				
		1	3	24		1		
				2				
				1				
			2	17		3		2
				8		1		
				4				
				5		1		
				2				
		1		13		2		
				5		1		
			1	2				
			1					1
	1			6		1		
			2	9		2		
			2	24				
		3	6	59		13		1
		2	7	91	1	13		1
			1	2				
				4				
	1			7				
				1				
			1	10		2		
	1		1	10		2		
			1	8				

0 9 25 290 1 41 0 4 1

Two or more races MALE	Choose not to Identify (United States of America)	Grand Total
		1
		3
1		33
		2
		1
2		26
1		11
		4
		6
1		3
2		18
		6
		0
		3
		2
		9
		13
3		30
9		96
6	1	125
		3
1		6
		9
		1
1		14
		14
		9
26	1	449

APPENDIX G



OFFICE OF THE DISTRICT ATTORNEY
JOHN KELLNER, DISTRICT ATTORNEY
18TH JUDICIAL DISTRICT
SERVING ARAPAHOE, DOUGLAS, ELBERT AND LINCOLN COUNTIES

September 6, 2023

Chief Art Acevedo
Aurora Police Department
15001 E. Alameda Parkway
Aurora, CO 80012

**Re: Report of Findings Regarding the Officer-Involved Shooting in Aurora on
June 1, 2023**

Chief Acevedo,

My office has completed its review of the Critical Incident Response Team's investigation of the Officer Involved Shooting (hereafter "OIS") that occurred on June 1, 2023, in the area of 850 Dayton Street, Aurora, Colorado. After careful consideration of all the evidence presented by the investigation, and the relevant law pertaining to the use of force by peace officers, I find that there is no criminal liability on the part of Officer Roch Gruszeczka stemming from this OIS. Therefore, criminal charges are not appropriate or warranted related to the officer's use of deadly force.

SUMMARY

Applying the law to the facts of this incident, as described in more detail below, the evidence shows that Officer Snapp was legally justified in using physical force during this incident, and that Officer Gruszeczka was legally justified in using deadly physical force.

STATUTORY FRAMEWORK

C.R.S. § 16-2.5-301 governs investigations into police officer-involved shootings. This statute requires that "[e]ach police department, sheriff's office, and district attorney within the state shall develop protocols for participating in a multi-agency team, which shall include at least one other police department or sheriff's office, or the Colorado Bureau of Investigation, in conducting any investigation, evaluation, and review of an incident involving the discharge of a firearm by a peace officer that resulted in injury or death. The law enforcement agencies participating need not be from the same judicial district." C.R.S. § 16-2.5-301(1).

The investigation into this shooting incident was conducted by the 18th Judicial District Critical Incident Response Team (CIRT). The co-lead investigators were Investigator Mike Garnsey (Arapahoe County Sheriff's Office) and Investigator Matthew Wittner (District Attorney's Office, 18th Judicial District). Investigators from the Arapahoe County Sheriff's Office, Littleton Police Department, Englewood Police Department, and the 18th Judicial District Attorney's Office also participated in the CIRT investigation of this incident.

C.R.S. § 20-1-114 provides, in relevant part: "The district attorney shall, if no criminal charges are filed following the completion of an investigation pursuant to section 16-2.5-301, C.R.S., release a report and publicly disclose the report explaining the district attorney's findings, including the basis for the decision not to charge the officer with any criminal conduct. The district attorney shall post the written report on its website or, if it does not have a website, make it publicly available upon request." C.R.S. § 20-1-114(1).

This document constitutes the report of the findings of the District Attorney for the 18th Judicial District and includes the basis of the decision to not charge the involved officer with any criminal conduct.

MATERIALS REVIEWED AND INFORMATION CONSIDERED

As part of my office's review of this investigation, we reviewed all materials compiled by the co-lead investigators and members of the CIRT, including, but not limited to investigators' reports, body-worn camera video, surveillance videos, the interviews of the involved officers, all reports and recorded interviews with witnesses, and photographs and video of the scene. I found the investigation conducted by the CIRT to be professional, comprehensive, thorough, and fair.

Both involved officers were interviewed by the co-lead CIRT investigators. The interviews were conducted separately and were video recorded. Neither officer was given the opportunity to review any reports, video, or audio pertaining to this OIS investigation. To the extent that this report references the observations, statements, or recollections of either of the involved officers, those references are attributable to the CIRT interviews of those officers.

Tragically, the individual killed in the OIS was a 14-year-old juvenile. Because the individual involved in the OIS was a juvenile at the time, and the identified co-participants in the aggravated robbery immediately preceding the OIS were also juveniles, the deceased individual involved in the OIS will not be named in this report. The juvenile involved in the OIS had no prior criminal history. I personally met with family members of the individual involved in the OIS and their representatives, who described him as an intelligent, motivated young man, with a promising future. The family reported the events giving rise to this OIS appeared to be out of character for him.

SUMMARY OF THE FACTS

On 06/01/2023 at approximately 4:20pm, Sgt. Cary of the Aurora Police Department Gang Intervention Unit (GIU) was in an unmarked police vehicle on routine patrol in the area of E. 8th Avenue and N. Dayton Street in the City of Aurora. He noticed a group of 5-6 individuals wearing Covid-style face masks and sweatshirts with the hoods cinched up over their heads, obstructing any

view of their complete faces. Some of the individuals were also wearing gloves. Due to the fact that the temperature was between 70 and 80 degrees Fahrenheit at that time, he found this very unusual, especially since there were no Covid restrictions in place. Sgt. Cary observed the individuals pacing in front of the storefronts on Dayton St., apparently surveilling the area for both pedestrians and traffic. Sgt. Cary drove his vehicle to the alley behind the storefronts where he observed a dark minivan parked. Upon running the plates of the minivan, Sgt. Cary was informed that it was reported as stolen. Sgt. Cary alerted other GIU officers in the area of the group of masked individuals surveilling the front of the businesses and the presence of the stolen van to the rear and requested that they head to his location.

Officer James Snapp and Officer Roch Gruszczyk are both members of the GIU assigned to a 2-man undercover truck on the day of the incident. Officers Snapp and Gruszczyk were patrolling the area of Alameda Ave. and Hampden Ave. when they heard Sgt. Cary air the description of the situation at Dayton St. and request assistance over the radio. They drove to Sgt. Cary's area believing that a potential robbery of one of the businesses was about to occur.

Police dispatch audio confirms that Sgt. Cary alerted GIU officers (including Officers Snapp and Gruszczyk) as to the presence of the masked individuals in the area of the businesses located at Dayton St. and E. 8th Ave. Body-worn camera (hereafter "BWC") footage from both Officer Gruszczyk and Officer Snapp corroborates this as well, as both acknowledge the fact that they are enroute to the area of 8th and Dayton in response to Sgt. Cary's original alert. Due to the software utilized by the BWC the initial 30 seconds of audio on both Officers' cameras is silent. The subsequent BWC audio matches with the audio of the recorded dispatch/police radio traffic, showing that Officers Snapp and Gruszczyk were responding to Sgt. Cary's request for assistance.

As Officers Snapp and Gruszczyk arrived they observed multiple masked individuals running out of a liquor store carrying armfuls of merchandise. Officer Gruszczyk (driving the vehicle) activated the police lights and siren of the unmarked vehicle to alert the fleeing individuals of the presence of the police and to stop them from fleeing. Another unmarked police vehicle arrived at the area almost simultaneously, also with lights and sirens activated. The masked individuals immediately abandoned the merchandise and scattered. Officers recognized these actions as being indicative of a robbery or other similar crime having just occurred.

Despite the obvious presence of police officers, and possibly due to it, the masked individuals fled on foot. From a nearby store surveillance system, it appears two suspects ran through the back alley and jumped into the stolen minivan, which then took off at a high rate of speed.

Officers Snapp and Gruszczyk began a foot chase with the masked individual wearing a white hoodie and black pants. At this time, Officers Snapp and Gruszczyk had reasonable suspicion that a crime had occurred and were legally justified in pursuing and stopping the fleeing individual. As is relevant to this incident, an individual dressed in a manner obviously intended to conceal themselves, fleeing from the presence of the police in an area where a crime had just occurred has been found to be "reasonable articulable suspicion" to detain the individual. *See People v. Jackson*, 742 P.2d 929 at 930, (Colo.App. 1987).

Both Officer Snapp and Officer Gruszczyk identified themselves as police officers and yelled numerous commands to the fleeing individual to stop, to no avail. The individual continued to flee from the officers, running back down the alleyway behind the liquor store. Officer Snapp was able

to close the distance with the individual and tackle him to the ground. Due to the positions of their bodies, Officer Snapp was positioned high and perpendicular on the individual's chest, with the individual's hands and waist behind Officer Snapp's back.

While he was giving chase, Officer Gruszczyka noticed that the fleeing individual was moving as if he was holding something in his waistband or pocket. As Officer Snapp spun the individual during the tackle, Officer Gruszczyka (approximately 6 feet away) saw what he believed to be a handgun in the individual's waistband. Officer Gruszczyka called out "Gun!" and dove onto the individual's midsection behind Officer Snapp in an attempt to gain control of the weapon.

Officer Gruszczyka landed on the individual's midsection, with the individual's gun underneath Officer Gruszczyka's bullet proof vest and pointed at Officer Gruszczyka's stomach. Officer Gruszczyka saw and felt the individual reaching his hand in between their bodies to try to get his hand around the grip of the pistol. Although Officer Gruszczyka reported he had a hand on the slide of the gun, he felt the suspect's hand at the grip of the gun and could not block the trigger. During this struggle, Officer Gruszczyka unholstered his own firearm and loudly ordered the individual to drop the gun. In response, Officer Gruszczyka felt the individual's fingers and knuckles moving along Officer Gruszczyka's belly, re-gripping the pistol-grip of the gun.

Officer Gruszczyka fired one round into the midsection of the individual causing the individual to lose control of the gun. Officer Gruszczyka then threw the gun clear of himself and Officer Snapp.



BWC of throwing the gun away from the suspect.

Both Officer Gruszczyka and Officer Snapp then began performing first-aid on the individual until the arrival of medical personnel.

On scene, the clerk of the liquor store was interviewed, and confirmed that an Aggravated Robbery, in violation of C.R.S. 18-4-302 was, in fact, perpetrated by the masked individuals. The clerk stated that the group of masked individuals entered the store and lined up in front of the register. The masked individual in a white sweatshirt (identified by surveillance footage to be the same individual

chased by Officers Snapp and Gruszczyk and involved in the OIS) demanded the clerk give them various vape products. When the clerk hesitated, the individual displayed what appeared to be a handgun in his waist area and said words to the effect of “I’m not playing.” The clerk then gave the individuals the products. The clerk believed the individual to be actually armed with a handgun and was placed in fear for her safety by the individual displaying the handgun during the robbery.

The below image is taken from store surveillance. Of note, only one individual in the group of masked individuals is wearing a white sweatshirt. That individual is the person seen speaking to the clerk and displaying what appears to be a handgun during the robbery. The individual in the white sweatshirt/dark pants is the same individual who appears on both Officer Snapp’s and Officer Gruszczyk’s body-worn camera footage during the OIS.



Suspect brandishing apparent firearm during robbery preceding the OIS.

On scene, Aurora Police Crime Scene Technicians took custody of the item Officer Gruszczyk believed to be a handgun and threw from the individual involved in the OIS. Technicians immediately determined the item to be a black H&K pellet gun and this information was relayed to APD investigators and CIRT investigators at the initial OIS briefing on 6/1/23, conducted at the Aurora Police Department. This item, while designed to simulate an actual handgun, fires pellets from a CO₂ cartridge and cannot fire bullets.

Further investigation by the Aurora Police Department into the Aggravated Robbery of the convenience store disclosed that the participants were given the simulated firearm by an as-yet unidentified co-participant, while in the stolen van/getaway vehicle. The suspects apprehended on-scene stated that the individual involved in the OIS was handed the simulated firearm by the unidentified co-participant shortly before the aggravated robbery and was never told that it was a simulated firearm. Indeed, the apprehended suspects remained under the impression that the individual involved in the OIS was armed with a *real* firearm throughout the aggravated robbery.

On June 14, 2023, CIRT Investigator Wittner inspected the item at the Aurora Police Department Evidence Facility. Investigator Wittner noted that the item is made of metal with “HK USP” stamped on the slide, has a molded slide lock along the rail, as well as a magazine release button towards the top of the handle, located on the grip of the gun near the trigger guard, along with TAC grips on the handle. He further noted that the magazine has a similar shape to a magazine that is compatible with a H&K handgun, and that the magazine has a cutout for a CO₂ cannister visible only when the magazine is separated from pistol. Investigator Wittner noted no markings, coloration, or alterations that would indicate upon visual inspection that this was a simulated or replica handgun, as opposed to an actual handgun capable of firing bullets.



Simulated H&K firearm taken from suspect



Actual H&K USP firearm

On August 15, 2023, Inv. Garnsey, a certified computer forensic examiner, conducted a frame-by-frame analysis of Officer Gruszczyk's BWC footage capturing the entirety of the OIS and notated relevant statements and actions by timestamp and frame number. Inv. Garnsey's analysis of Officer Gruszczyk's BWC is as follows:

Base Timeline:

The initial timestamp at frame 1 is 16:19:57
The timestamp changes to 16:19:58 at frame 6
The timestamp changes to 16:19:59 at frame 36

Events:

Car into Park at 16:22:24 frame 4394
First attempt to grab Individual 16:22:27 frame 4486
Passes through gate to the alley 16:22:34 frame 4711
Ofc. Snapp grabs Individual in alley 16:22:39 frame 4862
Ofc. Snapp takes Individual to the ground 16:22:40 frame 4896
Ofc. Gruszczyk calls out "Gun" 16:22:43 frame 4965
Ofc. Gruszczyk completes several calls of "Gun" and "Let go of the gun" and "I'm going to fucking shoot you" 16:22:49 frame 5151
Ofc. Gruszczyk fires weapon 16:22:50 frame 5187
Ofc. Gruszczyk calls out "Shots Fired" 16:22:52 frame 5247
Ofc. Gruszczyk tosses gun away 16:22:52 frame 5256

Individual says “get off me” 16:22:57 frame 5403
Ofc. Gruszczyka repeats “shots fired” over radio 16:23:01 frame 5503
Individual says “can you take these off of me” 16:23:12 frame 5833
Individual says “I don’t know who they were they made me do it” 16:23:33 frame 6478
Individual gives his name 16:23:36 frame 6579
Individual says “my legs I can’t feel them” 16:23:50 frame 6997
Individual says “please get off my arms I’m done” 16:23:53 frame 7061
Individual is asked if he has any other weapons and responds “no” 16:23:55 frame 7141
Individual gives his name 16:24:01 frame 7314
Ofc. Gruszczyka airs “suspect is unresponsive” over radio 16:24:19 frame 7855
Ofc Snapp begins CPR and Individual cries out 16:24:29 frame 8144

APPLICABLE LAW

The ethical obligation of prosecutors and the policy of the District Attorney’s Office of the 18th Judicial District is to only prosecute a case when 1) there is a good faith basis to believe the individual to be prosecuted has committed the crime, and 2) there is a reasonable likelihood of conviction at trial. This is a higher standard than the probable cause standard used by police officers making arrest decisions. Criminal liability for charging is established when there is a good faith basis to believe the individual committed the crime, and there is sufficient evidence to prove all of the elements of the crime beyond a reasonable doubt, to include the criminal conduct and the criminal mental state. Additionally, the prosecution must disprove any statutorily recognized justification or defense beyond a reasonable doubt.

The District Attorney’s review of an officer-involved shooting event is guided by the statutes pertaining to the affirmative defenses applicable to use of force by peace officers, specifically C.R.S. § 18-1-707:

(1) Peace officers, in carrying out their duties, shall apply nonviolent means, when possible, before resorting to the use of physical force. A peace officer may use physical force only if nonviolent means would be ineffective in effecting an arrest, preventing an escape, or preventing an imminent threat of serious bodily injury or death to the peace officer or another person.

(2) When physical force is used, a peace officer shall: (a) Not use deadly physical force to apprehend a person who is suspected of only a minor or nonviolent offense; (b) Use only a degree of force consistent with the minimization of injury to others; (c) Ensure that assistance and medical aid are rendered to any injured or affected persons as soon as practicable; and (d) Ensure that any identified relatives or next of kin of persons who have sustained serious bodily injury or death are notified as soon as practicable.

(3) A peace officer is justified in using deadly physical force to make an arrest only when all other means of apprehension are unreasonable given the circumstances and (a) The arrest is for a felony involving conduct including the use or threatened use of deadly physical force; (b) The suspect poses an immediate threat of death or serious bodily injury to the peace officer or another person; (c) The force employed does not create a substantial risk of injury to other persons.

(4) A peace officer shall identify himself or herself as a peace officer and give a clear verbal warning of his or her intent to use firearms or other deadly physical force, with sufficient time for the warning to be observed, unless to do so would unduly place peace officers at risk of injury or would create a risk of death or injury to other persons.

(4.5) Notwithstanding any other provision in this section, a peace officer is justified in using deadly force if the peace officer has an objectively reasonable belief that a lesser degree of force is inadequate and the peace officer has objectively reasonable grounds to believe, and does believe, that he or another person is in imminent danger of being killed or of receiving serious bodily injury.

ANALYSIS AND CONCLUSION

The questions presented to the District Attorney's Office for the 18th Judicial District are whether the use of physical force by Officer Snapp was justified, and whether Officer Gruszczyka, when firing his weapon at the individual involved in the alleged aggravated robbery, objectively and reasonably believed that his use of deadly physical force was necessary to defend himself or others from what he believed to be the imminent use of deadly physical force by that individual, and that he objectively and reasonably believed that a lesser degree of force was inadequate to combat that threat.

Turning first to Officer Snapp, it is clear from the CIRT investigation that both Officer Snapp and Officer Gruszczyka attempted to initially employ non-violent means to apprehend the individual involved in the OIS including loud verbal commands and lights/sirens. These means were wholly ineffective in gaining the individual's compliance and the individual led the officers on a foot chase while attempting to flee. Here, I find that Officer Snapp's use of force resulted from obvious evidence that "nonviolent means would be ineffective in effecting an arrest" and that Officer Snapp deployed the minimal force necessary to apprehend the suspect, given the circumstances. As such, Officer Snapp's actions fall within the statutory framework for legally justified use of force by a peace officer, and criminal charges cannot legally or ethically be pursued against Officer Snapp in this case.

Turning next to Officer Gruszczyka, in this situation there is no question that the item possessed by the individual during the OIS, and utilized by the individual to perpetrate the aggravated robbery was not a "real" handgun capable of firing bullets. This was established nearly immediately on-scene by APD investigators and later confirmed by CIRT investigators. That fact is not the end of the inquiry as to whether an officer had an "objectively reasonable" belief that either their life, or the life of someone else, was in danger.

In this case, the object used by the individual involved in the OIS – fairly described as a "simulated handgun" – while not an actual handgun, was so nearly identical to an actual handgun in construction and appearance as to allow the individual to commit an aggravated robbery and put the victim-clerk in fear for her safety and life, in the minutes immediately preceding the OIS. Under the law, what must be examined in this situation is Officer Gruszczyka's perception and belief *at the time he encountered the individual*, and not information garnered from later investigation determined. At the time he encountered the individual, Officer Gruszczyka observed

that individual to be in possession of an item that was in every relevant aspect manufactured to appear to be a genuine handgun. Thus, I find that Officer Gruszczyk's belief that the individual was armed with a deadly weapon was objectively reasonable at the time he encountered the individual and at the time of the OIS.

Continuing the analysis of Officer Gruszczyk's actions, it is important to note that body-worn camera footage from both Officer Gruszczyk and Officer Snapp shows that each officer first attempted to stop the individual using verbal means: loud, clear, commands ordering the individual to stop. In addition to Officer Snapp announcing that they were police officers, the officers were both wearing standard police uniforms and had previously activated police lights and sirens in their vehicle (as had other officers arriving at the scene). Despite the repeated verbal commands, and the obvious audio/visual demonstrations of police presence, the individual did not yield. The individual refusing to yield is also corroborated by the observations of an eyewitness, who described to CIRT Investigators hearing the officers give multiple commands for the individual to stop and get on the ground during the foot chase. Additionally, during the foot chase, Officer Gruszczyk commands the individual to stop, stating that he will use his taser (a less-than-lethal option) if the individual continued to flee. Thus, even Officer Gruszczyk's escalated warning of the deployment of force – a taser – was insufficient to gain compliance of the individual. Indeed, the individual's flight from the scene was only halted by Officer Snapp's actual use of physical force in tackling him to the ground.

At the point at which the individual is taken to the ground, Officer Gruszczyk described seeing what he believed to be a gun in the individual's waistband. As previously discussed, the belief that that object was, in fact, a real handgun was objectively reasonable at the time. Due to the position of Officer Snapp, the individual's hands and the gun were behind Officer Snapp's back and thus not able to be seen by Officer Snapp, and not under Officer Snapp's physical control. Because Officer Gruszczyk had an objectively reasonable belief that the individual was armed with a handgun, his decision to attempt to gain physical control of the individual's hands and the handgun itself was also an objectively reasonable effort to prevent injury or death either to himself or Officer Snapp. Officer Gruszczyk's statement that he observed the individual to be in possession of what he believed to be a handgun is corroborated by his BWC – the simulated handgun ultimately seized by APD is clearly visible in the hands of the individual involved in the OIS as Officer Gruszczyk approaches the individual. The following capture is taken from Officer Gruszczyk's BWC, timestamp 16:22:42. *(Red arrows are added for clarity in this report.)*



In attempting to gain control of what he reasonably believed at the time to be a firearm, Officer Gruszczyka engaged in a physical struggle with the individual, whereby he felt the individual wrap his hand around the pistol-grip in a firing position. At this point, the barrel was angled under Officer Gruszczyka's bullet proof vest, and Officer Gruszczyka described an objectively reasonable belief that if a bullet were to be fired, he would suffer serious bodily injury or death. At that point, Officer Gruszczyka drew his firearm, and issued loud commands to the individual to drop the gun or he would fire. Officer Gruszczyka's descriptions of his actions are again borne out by both his body-worn camera footage, where he is heard giving audible commands to the effect of "drop the gun or I'm going to shoot you." Additionally, the eyewitness, from several feet away, also described hearing Officer Gruszczyka give commands to the individual, prior to firing a shot. Despite Officer Gruszczyka giving clear warnings to drop the gun, and warning the individual that he would use lethal force, Officer Gruszczyka described the individual continuing to struggle for control of the weapon.

On Officer Snapp's body-worn camera footage, the individual can be heard saying words to the effect of "you got me" immediately prior to Officer Gruszczyka's gunshot being heard. I note that statement is audible on Officer Snapp's body worn camera only and is not audible on Officer Gruszczyka's (similarly, Officer Gruszczyka's gunshot is severely muffled on Officer Snapp's body-worn camera footage). Officer Gruszczyka did not report hearing any statements made by the individual attempting to surrender or giving himself up prior to firing his weapon and this is corroborated by the fact that no such words of surrender are audible on his BWC at any time prior to the discharge of his firearm. For the purposes of this analysis, even if Officer Gruszczyka did hear the individual state "you got me" or other words to that effect, he would not be required to take those words at face value, given that the individual was still actively struggling with him for control of the gun at the time the words were said. Simply put, the individual's statement of "you got me" (if it is to be construed as words of surrender) is contrary to his actions in struggling with Officer Gruszczyka for control of the gun.

Due to the position of the body-worn camera, the placement of Officer Gruszczyka's hands and the individual's hands are not visible at the time Officer Gruszczyka fires his weapon. Nonetheless, the body-worn camera does corroborate Officer Gruszczyka's description of a

physical struggle between him and the individual, his commands to drop the gun, and warning of the use of lethal force to the individual being given prior to the shot being fired. Additionally, surveillance footage of the alley from a security camera owned by a nearby bar and grill captures Officer Snapp's tackle of the individual and Officer Gruszczyk's actions. On the video, (which has no audio) the individual is seen moving his right hand to his waist area, as Officer Gruszczyk is on his lower-chest area. For the purposes of my review, this is corroborative of Officer Gruszczyk's description of the physical struggle he engaged in for control of the firearm.

At this point, I note that verbal commands, threats of less than lethal force, the actual application of physical force by Officer Snapp and Officer Gruszczyk, and a warning of the impending use of lethal force were insufficient to cause the individual to disarm himself. Despite all these actions by law enforcement officers the individual continued to struggle for control of the simulated firearm. Due to the body positions of Officer Snapp, Officer Gruszczyk, and the individual, I find that Officer Gruszczyk possessed an objectively reasonable belief that the individual was capable of inflicting serious bodily injury or death on either Officer Snapp or Officer Gruszczyk at the time of the OIS.

Turning to the timestamp analysis of Officer Gruszczyk's BWC, I note that the entire OIS event transpired in less than thirty seconds, from the time Officer Gruszczyk originally attempted to apprehend the individual in front of the store, (timestamp 16:22:27) until he fires his weapon (timestamp 16:22:50). Of importance, during this time, there is an approximately seven second window between Officer Gruszczyk yelling "Gun!" while on top of the individual, (timestamp 16:22:43) and when Officer Gruszczyk ultimately fires his weapon, (timestamp 16:22:50). During that time, Officer Gruszczyk is heard struggling for control of the weapon and giving commands to the individual to disarm.

Although six-to-seven seconds in the course of normal life activities is a trivial amount of time, I note that less than one second is required to pull the trigger of a firearm. Understanding that the item at issue in this OIS was ultimately determined to be a simulated firearm, the fact remains that at the time of the OIS, Officer Gruszczyk reasonably believed it to be a real firearm and reasonably believed that both he and Officer Snapp were in a position to suffer great bodily harm or death from that firearm. Nonetheless, as corroborated by the timestamp analysis of Officer Gruszczyk's BWC, Officer Gruszczyk attempted to struggle for physical control of what he believed to be a firearm for six to seven seconds before deploying lethal force. In this time, Officer Gruszczyk selected a less-than-lethal option – struggling for control of the firearm – for six-to-seven seconds, during which time he believed either he or Officer Snapp could have been gravely injured or killed.

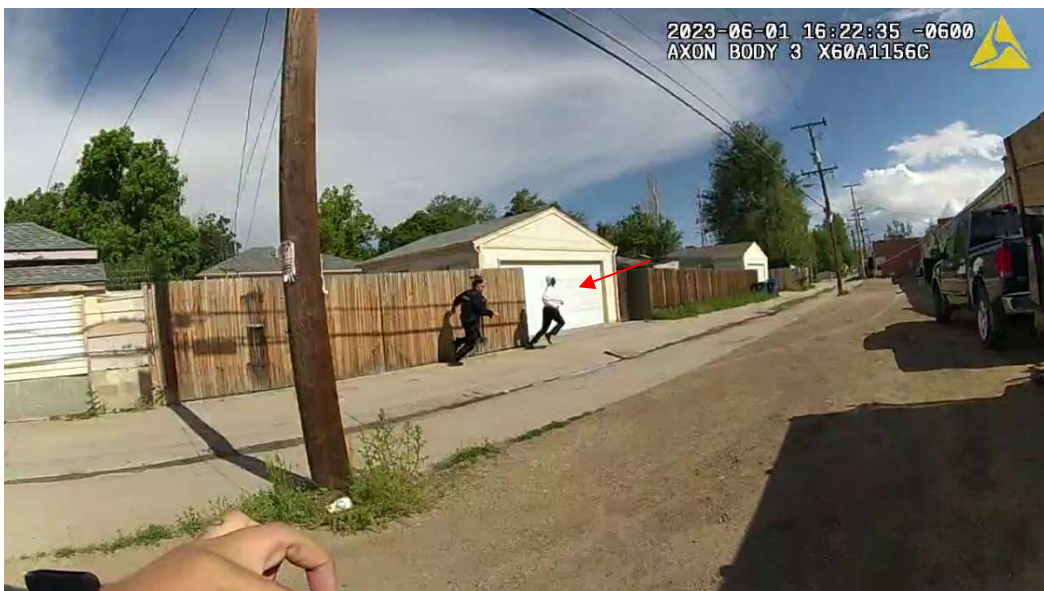
I have considered the proposition that if the individual was only carrying a simulated firearm, Officer Gruszczyk's account that the individual was struggling to maintain control of it would potentially make less sense – after all, why would an individual struggle with the police to keep control of a fake weapon? In reviewing all the evidence presented by the CIRT investigation, I conclude that it is possible that nobody involved in this OIS, including the individual himself, believed the item to be anything other than a legitimate firearm. I have discussed, at length, the reasonableness of Officer Gruszczyk's belief that the firearm was real. The convenience store clerk, when interviewed, stated that the individual presented the firearm as legitimate during the robbery and that she was in real fear for her safety. The information provided from the additional

armed robbery suspects arrested on scene indicates that all the participants of the armed robbery, including the individual involved in the OIS himself, likely believed the simulated firearm was, in fact, real. This is borne out by the individual's actions in attempting to flee from Officers Snapp and Gruszczyka. On both officer's BWC, as he is running, he is seen grabbing an item with his left hand at his waist area and attempting to keep control of that object (red circles added for clarity).



Of note – Officer Gruszczyka describes the defendant's left hand attempting to control the firearm, and ultimately disarms the individual from the individual's left-hand side. These actions corroborate Officer Gruszczyka's account that the individual behaved as if he, too, believed that he was armed with an actual deadly weapon.

The following captures are taken from Officer Gruszczyka's BWC, at timestamps 16:22:35, 16:22:36, and 16:22:38, showing the individual reaching to the waist area of his pants/sweatshirt during the foot chase. (Red arrows are added for clarity in this report.)





Having found that Officer Gruszczyk's belief that the individual was armed with a deadly weapon was objectively reasonable, as was his belief of the individual's imminent ability to inflict death or serious bodily either on Officer Snapp or Officer Gruszczyk, the evidence shows that the use of deadly physical force in this situation was not a criminal action. As previously stated, C.R.S. 18-1-707(4) allows a peace officer to use deadly physical force in defense of himself or another person if that peace officer "has an objectively reasonable belief that a lesser degree of force is inadequate and the peace officer has objectively reasonable grounds to believe, and does believe, that he or another person is in imminent danger of being killed or of receiving serious bodily injury."

Based on all the evidence presented by the CIRT investigation, the evidence shows that at the time

of deploying lethal force, Officer Gruszczyka possessed an objectively reasonable belief that lesser degrees of force were inadequate to the situation, and an objectively reasonable belief that both he and Officer Snapp were in danger of being killed or receiving serious bodily injury. As such, his actions fall within the statutory framework for legally justified use of lethal force by a peace officer, and criminal charges cannot legally or ethically be pursued in this case.

A handwritten signature in blue ink, appearing to read "John Kellner". The signature is fluid and cursive, with the first name "John" being more prominent than the last name "Kellner".

John E. Kellner
District Attorney
18th Judicial District

APPENDIX H

EXECUTIVE SUMMARY

On June 1, 2023, 14-year-old Jor'Dell Richardson was shot and killed by an APD officer. The incident was a tragedy, and appropriately, a cause of great concern in the City. As the Consent Decree Monitor, our primary responsibility in such cases is to ensure that the department's policies and training relative to use of force are being followed and that the systems of accountability are operating properly. In this officer involved shooting we have specifically been asked by the City to review and assess the administrative investigation into the incident to ensure that it was conducted thoroughly and fairly. In doing so, it is crucial to ensure that all evidence was considered in the administrative investigation and that the department appropriately determined whether the actions of the police officers were in accordance with state laws and the policies of the Aurora Police Department. Moreover, in line with the Consent Decree's fundamental principle of continuous improvement within the Department, it is imperative to ensure that the APD learn as much as possible from this incident. The department must always ask itself: "what could have been done differently to have potentially achieved a better outcome?"

Transparency is another vital aspect of the Consent Decree. Following an officer-involved shooting, the Department has a responsibility to provide information to both the family of the civilian involved and to the public. The Department must strive for maximum possible transparency in such cases, making it an operational imperative. While it is clear that information provided early on in an investigation in the spirit of transparency may, in some respects, be erroneous due to the on-going nature of the investigation, the department must strive to be as accurate as possible in providing information to the public. In addition, it is of the utmost importance that information provided does not in any way taint the investigative process.

On September 7, 2023, the District Attorney for the 18th Judicial District published a letter with his findings from his office's criminal investigation of this incident. The District Attorney concluded that actions of the two involved officers, including their use of force, were objectively reasonable and that therefore there was no criminal liability on the part of the officers.

On October 11, 2023, the Aurora Police Department released its findings and conclusions relative to its administrative investigation into the incident. In accordance with a request from the City, the Monitor has reviewed and assessed that investigation, the proposed discipline to be imposed, as well as the Department's efforts toward continuous improvement and transparency.

The goal of the Monitor's review and assessment of the APD administrative investigation is to ensure that the investigation was complete, thorough, objective, and fair, and reached conclusions supported by the facts, the evidence and applicable policy. A well-functioning

administrative investigation process should serve to promote accountability for transgressions of policy. An ineffective process, on the other hand, can undermine both officer morale and community trust. It is therefore imperative that the APD administrative investigation process is viewed as complete, fair, and transparent, reaching conclusions without fear or favor according to an application of the implicated policies to the facts and circumstances of the incident.

It is also important that these administrative investigations proceed as quickly as possible. It is for this reason that APD changed the previous policy which did not begin the administrative investigation until after the criminal investigation was concluded. This revised practice saw the investigation conclude expeditiously, rather than having it pending for months after the conclusion of the District Attorney's criminal investigation.

It is important to note that the Monitor did not conduct an independent investigation into this Officer Involved Shooting ("OIS"). Rather the Monitor reviewed the administrative investigation (including all evidence gathered in that investigation) which was conducted by APD Internal Affairs. After reviewing the investigation, the Monitor found it to have been conducted in a complete, thorough, objective, and fair manner and further found that APD did not reach any unsupported conclusions based on the facts and applicable policy.

In addition to a review and assessment of the administrative investigation, the Monitor reviewed the incident in light of the tenets underlying the Consent Decree, related to transparency and continuous improvement.

Our findings are detailed below.

SUMMARY OF INCIDENT¹

On June 1, 2023, at approximately 4:20 PM, Sergeant Cary of the Gang Intervention Unit ("GIU") was in an unmarked police vehicle on routine patrol in the area of E. 8th Avenue and N. Dayton Street in the City of Aurora when he noticed a group of five to six individuals wearing face masks and sweatshirts with the hoods cinched up over their heads, obstructing the view of their complete faces. Some of the individuals were wearing gloves. Sergeant Cary observed the individuals pacing in front of the storefronts on Dayton Street, appearing as though they were surveilling the area. Sergeant Cary drove his vehicle to the alley behind the storefronts where he observed a dark minivan parked. Sergeant Cary was informed that it was reported as stolen after

¹ The summary of the incident is derived from the Internal Affairs investigative file and the District Attorneys declination letter attached as Appendix A hereto. Where reference is made to or derived from statements of APD officers, those facts have been made public through the District Attorney's declination letter.

running the plates. Sergeant Cary requested assistance from other GIU officers in the area via police radio notifying them of the group of masked individuals surveilling the front of the businesses and the presence of the stolen van to the rear.²

Officer James Snapp and Officer Roch Gruszczyk were assigned to a 2-man undercover truck on the day of the incident and were members of GIU. They were patrolling the area of Alameda Avenue and Hampden Avenue when they heard Sergeant Cary radio the request for assistance. Officer Snapp re-aired the description and requested additional assistance over the radio channel, which was recorded. Body-worn camera footage from both Officer Gruszczyk and Officer Snapp corroborated this.

As Officers Snapp and Gruszczyk arrived, they observed multiple masked individuals running out of a liquor store carrying significant amounts of merchandise. Officer Gruszczyk, who was driving the vehicle, activated the police lights and siren of the unmarked vehicle to alert the fleeing individuals of the presence of the police and to potentially stop them from fleeing. Another marked police vehicle arrived at the area almost simultaneously, also with lights and sirens activated. The masked individuals immediately abandoned the merchandise and scattered.

As captured on a private surveillance system in the area, two of the individuals who left the store ran through the back alley, entered the stolen minivan, which then left the alley at high rate of speed. At about the same time, Officers Snapp and Gruszczyk began a foot chase with a masked individual wearing a white hoodie and black pants, later identified as Jor'Dell Richardson.³ Both officers identified themselves as police officers and yelled numerous commands to the Mr. Richardson to stop. Mr. Richardson continued to flee, running back down the alleyway behind the liquor store. During the foot pursuit, Officer Snapp stated "get on the ground, you fucking idiot." Officer Snapp was able to close the distance with Mr. Richardson and tackled him to the ground. Officer Snapp landed on Mr. Richardson's torso, perpendicular to his body, facing toward his head. He did not have control of Mr. Richardson's hands.

²This radio dispatch was not captured as he did not activate his body-worn camera in a timely manner and it was not on a radio channel recorded by APD.

³ Although not know to the officers at the time, according to a later interview of the clerk of the liquor store, the observed group of individuals entered the store and lined up in front of the register. The masked individual, later identified as Jor'Dell Richardson, demanded the clerk give him various vape products. When the clerk hesitated, the individual displayed what appeared to be a handgun in his waist area and said words to the effect of "I'm not playing." The clerk then gave the individuals the products. The clerk believed that the individual was armed with a handgun.

According to Officer Gruszczyk's interview with 18th Judicial District Critical Incident Response Team ("CIRT") investigators conducting the criminal investigation⁴, he stated that he noticed that the fleeing individual was moving as if he were holding something in his waistband or pocket. As Officer Snapp spun the individual during the tackle, Officer Gruszczyk saw what he believed to be a handgun in the individual's waistband when he was approximately 6 feet away. Officer Gruszczyk called out "gun!" and dove on to Mr. Richardson's midsection behind Officer Snapp in an attempt to gain control of the weapon. He felt Mr. Richardson's gun underneath his bullet proof vest pointed at his (Gruszczyk's) stomach. He stated that he saw and felt Mr. Richardson reaching his hand in between their bodies and perceived this as Mr. Richardson trying to get his hand around the grip of the pistol. Officer Gruszczyk stated that he had his hand on the slide of the gun and he felt Mr. Richardson's hand moving by the gun handle. During the struggle, Officer Gruszczyk unholstered his own firearm and ordered Mr. Richardson to let go of the gun, and in response, felt Mr. Richardson's fingers and knuckles moving along Officer Gruszczyk's stomach, re-gripping the pistol-grip of the gun.

Officer Gruszczyk fired one round into the midsection of Mr. Richardson causing Mr. Richardson to lose control of the gun. Officer Gruszczyk then threw the gun clear of himself and Officer Snapp. Both of the officers, and another officer who arrived on the scene, performed first-aid on the individual until the arrival of medical personnel. On scene, Aurora Police Crime Scene Technicians took custody of the gun. Upon later inspection, the gun was discovered to be a pellet gun manufactured as an exact replica of a 9mm semi-automatic pistol. Mr. Richardson was transported to the University Hospital and was pronounced deceased.

Two investigations were initiated after this officer involved shootings relative to the conduct of the involved officers. The first was the criminal investigation of the involved officers' actions conducted by CIRT under the auspices of the District Attorney. Under Colorado law, APD does not participate in this investigation. The District Attorney determines whether any actions on the part of involved officers were criminal in nature. This criminal investigation was reviewed, but not assessed, by the Consent Decree Monitor. This is because the Monitor's jurisdiction does not extend over the District Attorney.

In addition to the criminal investigation, there was an administrative investigation conducted by APD relative to whether the actions of the involved officers comported with APD policy. In any given incident, it is possible that there may be policy violations, notwithstanding the lack of

⁴ The statement of Officer Gruszczyk to the CIRT investigators is utilized in this public report in order to provide the sequence of events as perceived by the officer. This portion of the CIRT investigation has been made public. Officer Gruszczyk's statement in the administrative investigation was consistent with the CIRT statement. Those statements were compelled statements and deemed confidential.

criminal conduct on the part of any officer. It is that administrative investigation that is, in this report, being reviewed and assessed by the Consent Decree Monitor.⁵ APD recently changed its policy to mandate that administrative investigations be conducted at the same time the criminal investigation is taking place so as not to delay any administrative consequences arising out of a critical incident or delay any collateral issues which may require remediation. This administrative investigation was conducted by APD's Internal Affairs Bureau.

On September 7, 2023, the District Attorney for the 18th Judicial District published a letter with his findings from his office's criminal investigation of this incident. The District Attorney concluded that actions of the two involved officers, including their use of force, were objectively reasonable and that therefore there was no criminal liability on the part of the officers.

As noted, the resolution by the District Attorney with respect to criminal liability did not resolve the question of whether involved officers violated APD policy in their actions relating to not just the use of force itself but relating to the entire incident. Ultimately, Sergeant Cary was exonerated on two charges related to his pursuit of the getaway vehicle but was found guilty (sustained) for violation of Directive 16.4.09 involving the failure to timely activate his body-worn camera. The proposed remediation for that violation of policy is a Performance Appraisal Entry (PAE) for this violation. Officer Snapp was exonerated on all charges except for violation of Directive 14.2.1 involving conduct unbecoming of an officer, which was sustained for his language during the incident. He received a written reprimand. Officer Gruszczyka was exonerated on all charges.

RELEVANT POLICIES

The following APD policies are implicated in the investigation, the full text of which appear in Appendix B:

- Directive 4.1.3- Vehicle Operation
- Directive 4.2- Emergency Response and Police Vehicle Pursuits
- Directive 16.4.9- Body-worn camera activation
- Directive 5.3.3- Use of Deadly Force
- Directive 5.4.3- Required Identification and Warning Prior to Using Deadly Force

⁵ In addition to the criminal and administrative investigation into the conduct of the involved officers, there was a third investigation conducted by the Gang/Robbery Investigation Team of APD into the robbery of the liquor store that precipitated the events recounted herein. Interviews of various witnesses were conducted by the Gang/Robbery Investigation Team, which were documented and video-recorded and were utilized by the Internal Affairs Unit in the administrative investigation.

- Directive 14.1.5- Conformance to Law
- Directive 5.3- Use of Physical Force
- Directive 14.2.1- Conduct Unbecoming

DOCUMENTS AND EVIDENCE REVIEWED

In reviewing and assessing this administrative investigation we relied on the Internal Affairs investigative file. The following documents and underlying evidence were included:

- Body-worn camera footage of all of the involved officers, including Sergeant Cary, Officer Snapp, Officer Gruszczyk, and other officers who arrived at the scene;
- Surveillance footage from the location and surrounding area
- AVL (Automated Vehicle Locator) records
- Coroner's Report
- General Offense Reports from the incident (robbery)
- CAD (Computer Aided Dispatch) notes
- Photographs from the investigation, including the scene of the location
- Dispatch recordings
- Interviews of Sergeant Cary, Officer Gruszczyk, Officer Snapp, and Officer Whittenberg
- Interviews of various witnesses conducted by the Gang/Robbery Investigation Team which were documented and video-recorded and utilized by Internal Affairs in their investigation
- Performance appraisals
- Summary of discipline
- 18th Judicial District Critical Incident Response Team Investigation
- September 6, 2023 letter from District Attorney John Kellner regarding this incident

THE INVESTIGATION – THOROUGHNESS AND FREE OF BIAS

Thoroughness and lack of any bias are the hallmarks of an appropriate investigation. In order to make a determination with respect to these overall benchmarks there are a number of specific areas that must be evaluated. Each those areas follow:

WERE ALL POTENTIAL WITNESSES INCLUDING SUBJECT OFFICERS PROPERLY IDENTIFIED AND INTERVIEWED

All potential subject and witnesses officers were properly identified.

WERE INTERVIEWS CONDUCTED PROPERLY

All four recorded Interviews of Officers Gruszczyka, Snapp, and Whittenberg and Sergeant Cary were conducted properly. Additional three civilian witnesses were also interviewed and those interviews were conducted properly.

The criminal investigation into the robbery was conducted by Gang/Robbery Investigation Team at APD. This was an extensive investigation involving dozens of officers and forty-two civilian witnesses who were interviewed, including suspects for the robbery. All interviews were fully documented and video-recorded. Information from the robbery investigation, including information from the civilian witnesses, were utilized in the Internal Affairs investigation.

WERE QUESTIONS OPEN-ENDED AND NON-LEADING

Questions were open-ended and non-leading.

WERE APPROPRIATE FOLLOW UP QUESTIONS ASKED

Appropriate follow-up questions were asked.

WERE APPROPRIATE FOLLOW UP INTERVIEWS CONDUCTED

Not applicable.

WERE INTERVIEWS RECORDED

All of the interviews were recorded.

WERE INTERVIEWS CONDUCTED IN-PERSON WHEN POSSIBLE

All of the interviews were conducted in-person.

WERE INTERVIEWS CONDUCTED SEPARATELY

All of the interviews were conducted separately.

WERE WITNESSES AND SUBJECT OFFICERS TREATED APPROPRIATELY AND, FOR OFFICERS, IN ACCORDANCE WITH APPLICABLE LAW

Subject officers were treated appropriately and in accordance with Garrity vs. New Jersey, 385 U.S. 493 (1967).

WAS THERE IDENTIFICATION OF ALL RELEVANT EVIDENCE INCLUDING BWC AND OTHER VIDEO

There was an identification of all relevant evidence including body-worn camera footage and surveillance footage.

WAS THERE INSPECTION AND DOCUMENTATION OF INCIDENT SCENE, IF REASONABLY NECESSARY

There was an inspection and extensive documentation of incident scene itself.

WERE ALL LEADS REASONABLY FOLLOWED TO THEIR LOGICAL CONCLUSION

All leads were reasonably followed to their logical conclusion.

WAS THE INVESTIGATION FAIR

The investigation was conducted in a fair and impartial manner. There were no apparent discrepancies or inconsistencies in the investigation file.

WAS THERE EVIDENCE OF BIAS REGARDING SUBJECT OFFICER OR WITNESSES

There did not appear to be any bias towards or against the subject officers or towards or against Mr. Richardson.

WAS THERE SUPPRESSION OR MINIMIZATION OF STATEMENTS UNFAVORABLE TO SUBJECT OFFICER

There did not appear to be suppression or minimization of statements unfavorable to subject officers. There was no evidence adduced which contradicted the version of the events as related by police witnesses and observed on body-worn camera video.

WAS THERE ADVISEMENT OF APPLICABLE RIGHTS

There was advisement of applicable rights to the subject officers who signed a "Garrity" form to acknowledge their advisement of applicable rights.

WAS EVIDENCE AND BWC REVIEWED BY SUBJECT OFFICER(S)

BWC footages was not reviewed by the subject officers prior to their statements being taken.

THE REPORT ON THE INVESTIGATION

In addition to the necessity of taking all appropriate investigative steps and reaching conclusions fairly and impartially, it is important that the investigation be properly documented. The following is our assessment of the documentation of the administrative investigative report.

WRITING, ORGANIZATION AND CONTENT OF REPORT

Generally, every investigation must be organized and written in a way that allows reviewers to understand the incident in question, the investigation, and the recommended resolution of the investigation.

- An introduction, including the identity of the accused member or members, the identity of the assigned investigators, the initial date of the complaint, and the source of the complaint
- A synopsis of relevant facts
- A summary that separately details each allegation, including references to applicable policy sections, comprehensive summaries of relevant evidence, and recommended findings
- A conclusion that summarizes the final findings of the report
- Copies of any exhibits referenced in the report

Moreover, the report must detail the basis for any conclusions enumerated in the report and that they flow from an investigation which is shown, through the report, to be fair and unbiased. The practice in Aurora is that only the facts as ultimately found are reported out. No conclusions with regard to the ultimate issue of policy violation or appropriate discipline are made. That ultimate finding and discipline decision is left solely to the Chief of Police.

WAS THE REPORT LOGICALLY LAID OUT

The report was very well-laid out and was logically organized. This investigation was complex with many moving parts but the report was easy to follow.

WAS THERE AN INTRODUCTION THAT INCLUDED THE IDENTITY OF THE ACCUSED MEMBER OR MEMBERS, THE IDENTITY OF THE ASSIGNED INVESTIGATORS, THE INITIAL DATE OF THE COMPLAINT, AND THE SOURCE OF THE COMPLAINT

There was an introduction that included the identity of the accused members, the identity of the assigned investigators, and the initial date of the investigation.

WAS THERE AN APPROPRIATE SYNOPSIS OF THE RELEVANT FACTS INCLUDING A CHRONOLOGY OF EVENTS

There was an appropriate and comprehensive synopsis of the relevant facts including a chronology of events. The synopsis started with Sergeant Cary's initial observations through pronouncement of Jor'Dell Richardson's death at the University Hospital.

DID THE BODY OF THE REPORT DETAIL EACH ALLEGATION WITH APPROPRIATE REFERENCES, AND RELEVANT EVIDENTIARY BACKUP

The body of the report detailed each allegation with appropriate references and evidentiary backup from the investigation.

WERE COPIES OF RELEVANT EXHIBITS ATTACHED TO THE REPORT

There were copies of the relevant exhibits attached to the report.

DOES THE REPORT CONTAIN FACTUAL AS OPPOSED TO CONCLUSORY STATEMENTS

The report contained factual statements and did not include conclusory statements.

DID THE REPORT IDENTIFY EXCULPATORY AND INCULPATORY EVIDENCE

The report identified all relevant evidence including the lack of BWC activation by Sergeant Cary at the beginning of the incident and the language used by Officer Snapp during the incident. Both of these identified issues resulted in sustained charges. It also incorporated information from the robbery investigation conducted by the Gang Robbery Investigation Team, which had extensive information from dozens of officers who investigated the case as well as forty-two potential civilian eyewitnesses.

DID THE REPORT IDENTIFY ALL WITNESSES AND SUBJECT OFFICERS

The report incorporated information from the criminal investigation into the robbery conducted by the Gang Robbery Investigation Team, which identified all subject and witness officers as well as potential eyewitnesses.

WERE ALL CONCLUSIONS WITH RESPECT TO FACTS AND ADJUDICATION DEFENSIBLE

All conclusions with respect to facts were defensible. As noted, Aurora's administrative investigations do not include adjudication of the facts. The adjudication of each charge by the

Chief of Police was not inappropriate and was consistent with the facts and circumstances elicited in the investigation.

WERE ALTERNATIVE INTERPRETATIONS PRESENTED

No alternative interpretations were adduced through evidence gathered during the investigation.

WERE OTHER AREAS OF CONCERN OR POLICY VIOLATIONS IDENTIFIED IN THE REPORT

There were no additional areas of concern or policy violations identified in the report beyond the initial allegations.

WAS THERE APPROPRIATE TRANSPARENCY REGARDING THIS INCIDENT

The Department has a responsibility to provide information to both the family of the person involved in the shooting and the public. The Department as a result of this incident attempted, in some ways to maximize transparency, but with widely varying results.

After Jor'Dell Richardson's shooting, Chief Art Acevedo and a number of his executive staff were on scene and, in keeping with prior practice, a briefing was given to the media about the preliminary facts of the incident. Subsequently, in a departure from past practices, Chief Acevedo himself provided in-person notification to Jor'Dell Richardson's family of what had happened. In most departments, these notifications are conducted by the detective assigned to the case. It is our understanding that Chief Acevedo gave the family his cell phone number with a request to call him directly with any questions or concerns and an offer for the family to view the body-worn camera footage from the incident whenever they were ready to do so⁶.

Over the next two weeks, APD communicated with the community in ways that previously had not occurred. Specifically, there was a monthly Aurora Key Community Response Team (AKCRT) meeting previously scheduled for June 6th. While special meetings were normally called with respect to critical incidents, given the scheduled meeting's proximity to the incident, AKCRT and APD decided to keep the scheduled date rather than scheduling a special meeting. Normally, the AKCRT meetings in which members of the AKCRT are briefed on critical incidents are closed to the public. However, a decision was made that the June 6th meeting would be open to public and the media. Jor'Dell Richardson's family was present. Notably, this meeting took place five

⁶ Chief Acevedo mentioned this during the AKCRT meeting and during the press conference.

days after the incident, and before the involved officers' statements had been taken by either APD or CIRT investigators.

Chief Acevedo provided a briefing at the meeting. In the briefing, the Chief referred to Mr. Richardson as having been masked and hooded during the incident, which was not well-received by some in attendance. He also referred to the gun that was recovered as a "semiautomatic." Shortly after the AKCRT meeting, Chief Acevedo met with Jor'Dell Richardson's family to show them and their attorneys the BWC footage of the incident and to provide them with appropriate updated information from the Department.

On June 9, 72 hours⁷ after its meeting with the family, APD held a press conference to provide an overview of the preliminary facts of the case and to provide appropriate updates to the community. APD's press conference was scheduled in the afternoon with the understanding that Jor'Dell Richardson's family had also scheduled a press conference to follow immediately thereafter.

APD's press conference lasted approximately two hours. Chief Acevedo first presented a detailed timeline of the incident and released BWC footage from the body-worn cameras of the two police officers involved in the shooting. This was the first time the City of Aurora released BWC footage of a fatal officer-involved shooting at that early stage of the investigative process. Immediately after the press conference, the full BWC footage was posted and released on APD's YouTube channel. Chief Acevedo was joined at the press conference by his executive staff and by a pastor from the local faith community. There was an extensive question and answer period following the prepared remarks and showing of the body camera footage. During this press conference, it was disclosed for the first time to the public that the firearm recovered from Jor'Dell Richardson was a pellet gun which was an exact replica of a H&K USP, a semi-automatic firearm⁸.

Citing the length of APD's press conference, the Richardson family press conference was started during APD's press conference and was followed by a march through the streets of downtown Aurora and a gathering in front of APD headquarters. Community members, the family and their attorneys demanded transparency in the wake of what they claimed to be the city's mishandling of the investigation, including allegations that APD withheld information regarding the firearm until the press conference and deliberately delayed the family's conference by prolonging its own

⁷ Colorado law requires police to wait 72 hours to publicly release body camera video after providing it to the family in the case. Accordingly, the video could not have been released any earlier than when it was released.

⁸ Immediately before going into the press conference, Chief Acevedo informed Jor'Dell Richardson's family through their attorney that the recovered weapon was a pellet gun.

press conference. On the following day, June 10th, APD released additional video footage from a private security camera as well as additional BWC footage on its YouTube channel.

While it is natural that the family and interested community members want full transparency from the moment that an officer involved shooting occurs, it is similarly clear, that not all facts surrounding such incidents can or should be provided. The rights of both the civilian involved in the shooting and the officers involved in the shooting must be guarded, and the investigation itself, should not be compromised. What is clear is however, is that whatever information is provided should be as accurate as possible, although with the caveat that such information could change upon further investigation. There were various aspects of information provided to the family and/or the public which, with the benefit of hindsight, should have either not been provided at the time, or provided more accurately. These included the question of the degree of suffering of Mr. Richardson (it was indicated in the meeting with the family immediately following the OIS that Mr. Richardson did not suffer); the exact nature of gun which Mr. Richardson possessed (the fact that the gun was a pellet gun and replica firearm as opposed to an operable firearm was not disclosed until after the statements of the officers were given, but it was referred to before that revelation as a “semi-automatic”); and the disciplinary record of the involved officer (it was stated that neither of the officers had a disciplinary record, which although technically true, did not cover information relative to a lawsuit in which one of the officers had been involved and which was settled by the City).

In order to provide the most accurate information possible and to make decisions on what information should or should not be released, a police department should have policies and procedures in place that regulate the collection and dissemination of such information following critical incidents. APD lacked a formal policy covering this area of police administration. An appropriate policy should help maintain public trust, ensure appropriate transparency, and uphold the rights and privacy of the individuals involved. Our recommendation as to the components of a model policy appear below.

HAS THE DEPARTMENT UTILIZED THIS INCIDENT FOR PURPOSES OF CONTINUOUS IMPROVEMENT

In order to operate with a philosophy of continuous improvement, APD must use every critical incident to train its officers on different ways to respond to situations in which officers may be legally justified in utilizing deadly force, but can potentially avoid doing so. While such training

has been provided in ICAT⁹, every situation is different, and each presents a potential learning opportunity. FRB serves the role of identifying those learning opportunities.

Before the revision of policy calling for simultaneous criminal and administrative investigations, after the decision of the District Attorney relative to criminal liability was complete, an OIS would come before the Force Review Board and if the FRB found the conduct of officers questionable, the case would be referred to the Chief of Police who could discretionarily order an Internal Affairs investigation. FRB would also discuss collateral aspects of the incident (outside of potential violation of policy) including the legality of the initial encounter, pre-event planning and communication, the tactics used by officers, the professionalism of officers, equipment issues, de-escalation, medical response, report writing, incident management and supervisory review. Most critically, the FRB asks the question: “what could have been done differently in this case to have potentially achieved a better outcome.”

Since the new protocol has been adopted, under current policy every OIS will be investigated administratively by the Internal Affairs Unit well before any presentation to the Force Review Board. As such, the collateral issues which FRB typically discusses in each case that comes before it, will not be addressed immediately. This incident has not yet been reviewed by the FRB and therefore the collateral issues, beyond the question of policy violations have not yet been fully addressed. We have been assured by APD that this case will be reviewed in the near future so as to allow it to serve as a potential teaching and learning tool.

RECOMMENDATIONS RESULTING FROM THIS REVIEW

RECOMMENDATION 1: THERE SHOULD BE A POLICY WHICH GUIDES THE COLLECTION AND DISSEMINATION OF INFORMATION TO THE FAMILY AND PUBLIC FOLLOWING A CRITICAL INCIDENT

For APD, there are clear lessons to be learned from the handling of the collection and dissemination of information pertaining to this incident. APD has, in fact, taken steps to address these issues, recognizing that a better job could and should have been done.

Before the publication of the Department’s new policy on use of force, a significant modification was made to Directive 5.7 (“Investigating Uses of Lethal Force”). Specifically, section 5.7.15 (“Initial MCHU (Major Crime Homicide Unit) Briefing”) was added to describe exactly who is tasked with gathering all pertinent information and offering a briefing immediately after the incident. Additionally, 5.7.19 (“Information Release”) was also added to specify that MCHU and

⁹ See our RP4 Report at pg. 22-24.

the Department’s designated Public Information Officer would need to collaborate and share responsibility for all Colorado Criminal Justice Records Act (CCJRA) requests related to the incident. Further, it required an MCHU detective to collaborate with the Digital Evidence Unit supervisor on releases of digital media relating to the incident. Lastly, Section 5.7.20 (“Chiefs Briefing”) was added to identify participants in the Chief’s briefing and to designate responsibilities among them.

These changes met the immediate needs of the department following this OIS. We recommend that the policies be revisited and that the department additionally consider a policy that consolidates all relevant procedures and covers the following areas:

- 1. Timely release of information:** Providing timely information helps in maintaining transparency and managing public perception. It also helps to pre-empt misinformation and rumors. The policy should specify a timeframe within which initial information should be released, while also allowing for flexibility in complex or sensitive situations.
 - 2. Accuracy and clarity of information:** Accurate and clear information upholds the integrity of the police department and helps in building trust with the community. The policy should emphasize the importance of accuracy and clarity and provide guidelines for correcting any inaccuracies in a timely manner.
 - 3. Privacy Considerations:** The privacy and rights of the individuals involved, including the officer(s) and the victim(s), is crucial. The policy should provide guidelines for what personal information can be released, and when, in compliance with legal and ethical standards.
 - 4. Legal Compliance:** Adherence to legal and regulatory requirements is essential to protect the integrity of ongoing investigations and the rights of all parties involved. The policy should outline the legal framework within which information can be disseminated, including compliance with state laws and federal regulations.
 - 5. Information Content:** Providing a balanced amount of information is key — enough to inform the public while protecting the integrity of ongoing investigations. The policy should define the type of information that can be released, such as the nature of the incident, the status of the investigation, and any public safety concerns.
 - 6. Spokesperson:** Having a designated spokesperson ensures consistency in the information disseminated and helps in managing the narrative. The policy should designate a trained spokesperson or a group of spokespersons who are authorized to release information to the public.
 - 7. Channels of Communication:** Utilizing multiple channels of communication helps in reaching a broader audience and in controlling the narrative. The policy should identify the official channels through which information will be disseminated, including press releases, social media, and press conferences.
-

8. **Community Engagement:** Engaging with the community helps in building trust and understanding and provides a platform for addressing concerns. The policy should include provisions for community engagement, such as community meetings or forums to discuss the incident and address public concerns.
9. **Training and Awareness:** Ensuring that personnel are well-trained and aware of the policy helps in its effective implementation. The policy should include provisions for regular training and awareness campaigns for all personnel involved in the dissemination of information.
10. **Review and Evaluation:** Regular review and evaluation help in keeping the policy up-to-date and ensuring that it meets its objectives. The policy should provide for periodic review and evaluation, and a mechanism for updating the policy as necessary.
11. **Technology Utilization:** Leveraging technology can aid in the accurate, timely, and efficient dissemination of information. The policy could include provisions for utilizing technology, such as websites or mobile applications, for information dissemination.

RECOMMENDATION 2: POLICIES SHOULD BE REVISED TO REFLECT THE ROLE OF THE FORCE REVIEW BOARD AND FORCE INVESTIGATION UNIT IN CRITICAL INCIDENTS IMMEDIATELY REFERRED TO INTERNAL AFFAIRS FOR INVESTIGATION

While the administrative decisions pertaining to the potential violations of policy in this incident have been resolved, the collateral issues centered on continuous improvement have not been addressed. We have been assured by the department that this matter will, in the near future, be evaluated by the Force Review Board, relative to the collateral issues beyond the question of policy violation.

We recommend that, going forward, applicable policies dealing with the investigation and review of critical incidents and other use of force incidents in which Internal Affairs investigations have been ordered, be revised. We recommend that the revision to those policies call for the investigation conducted by Internal Affairs to be presented to the FRB, with all Division Chiefs, the Deputy Chief and the Chief of Police, being in attendance, and that all aspects of FRB inquiry be covered at that FRB session.

This procedure will save time and allow all discussion and factors to be aired and considered by the Chief of Police prior to his/her adjudication of the matter. This procedure will be facilitated by the recent reorganization of the department placing the Force Investigation Unit, which investigates all Tier 2 and Tier 3 uses of force, under the command of the Internal Affairs Unit.

As noted in our RP5 report, FRB is designed to foster a culture of self-reflection and accountability and as a catalyst for innovative solutions to complex problems. By always asking the question “how could we have achieved a better outcome,” organizations encourage introspection and a

proactive approach, helping to ensure that lessons learned are noted and actively integrated into future strategies. Emphasizing this line of thought transcends mere fault-finding and instead positions teams to be dynamic, resilient, and ever-evolving in their pursuit of excellence.

The Monitor believes that while it is crucial to determine if the conduct of the officers in this incident violated the department's policies, it is equally critical for the Department to assess other aspects of the incident in order to continuously improve and continue its commitment to be a learning department. Therefore, this policy revision should occur as expeditiously as possible.

CONCLUSION

The investigation was generally well-done and reached conclusions which comported with the facts as appropriately determined and the application of existing policies to those facts. However, there were some issues with the transparency efforts of the department that had no substantive impact on the outcome of the investigation but nonetheless must be addressed in the spirit of continuous improvement of the process. In addition, the Monitor will, through the FRB, be working with the department to determine what, if anything, could have been done differently in this incident, to have potentially reached a better outcome.

The officer-involved shooting of Jor'Dell Richardson is by any measure a tragedy which highlights the multifaceted and challenging nature of police encounters, particularly with juveniles. While the actions of the officers were deemed objectively reasonable under both criminal law and department policy, the tragic outcome of a 14-year-old losing his life in a police-involved incident underscores the necessity for APD to continually improve with the goal of enhancing the policing model to best ensure the safety and security of both the public and its officers.

APPENDIX I

AURORA CIVIL SERVICE COMMISSION RULES AND REGULATIONS

TABLE OF CONTENTS:

SECTION I – GENERAL INTENT AND STRUCTURE OF THE CIVIL SERVICE COMMISSION

(for future meeting, current rules remain in effect)

SECTION II – ORIGINAL APPOINTMENTS: ENTRY-LEVEL, LATERAL, REINSTATEMENT, WORK FORCE REDUCTION

SECTION III – PROMOTION WITHIN CIVIL SERVICE

RANKS (for future meeting, current rules remain in effect)

SECTION IV – DISCIPLINARY APPEALS PROCEDURE

(for future meeting, current rules remain in effect)

RULES & REGULATIONS

OF THE

CIVIL SERVICE COMMISSION

AURORA, COLORADO

The rules and regulations contained in this manual are intended to effectuate the purposes of the City of Aurora's Civil Service System. These rules are not intended to create any contractual rights for applicants or employees. These rules are subject to change at any time by formal action of the Civil Service Commission. All applicants for original appointment and all employees for promotion shall be subject to the same rules and regulations as all other applicants or employees for the same eligibility list. For a list of recently amended rules, [CLICK HERE](#).

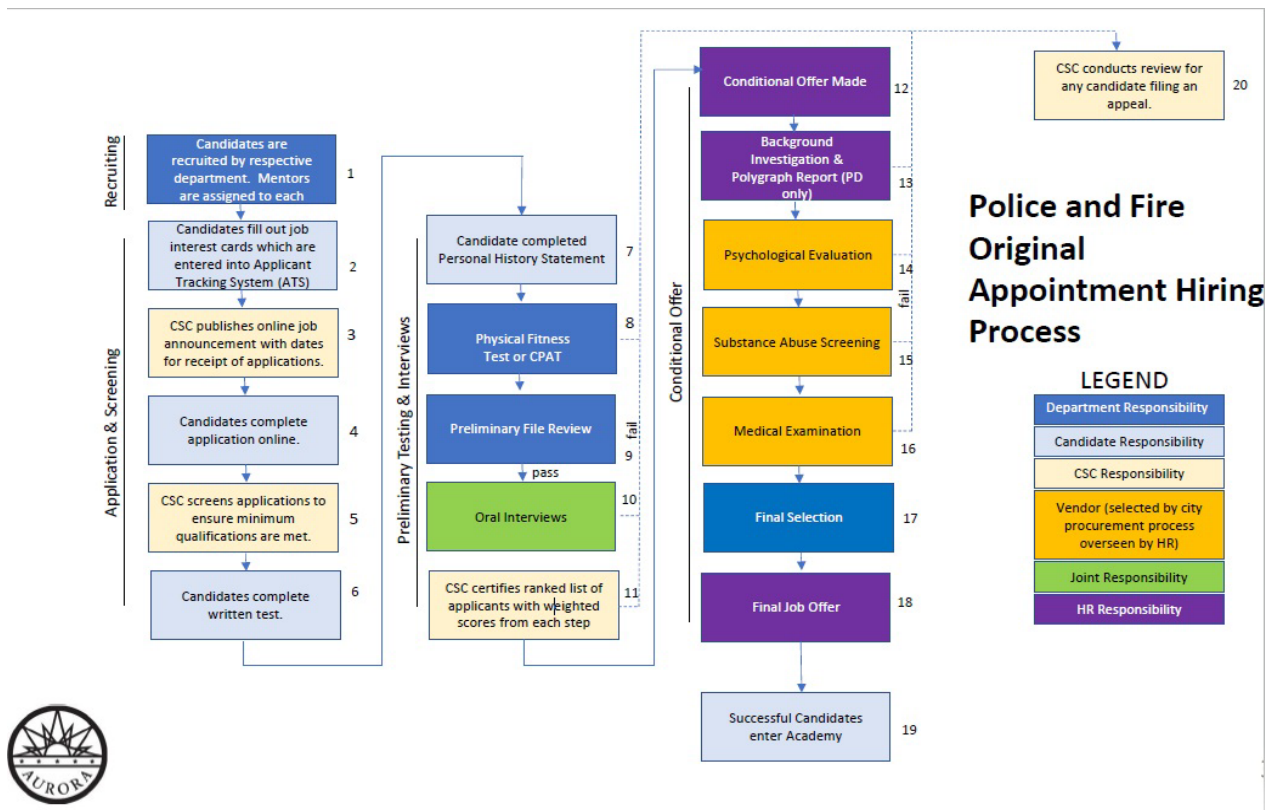
SECTION I. GENERAL INTENT AND STRUCTURE OF THE CIVIL SERVICE COMMISSION.

Editor Note: This section of the draft Rules and Regulations is held for further discussion intended after the discussion and Commission approval of proposed revisions to Sections 2, 3 and 4. The current Section 1 remains in effect until such time as modified by the Civil Service Commission in a future public meeting.

SECTION II. ORIGINAL APPOINTMENTS: ENTRY-LEVEL, LATERAL, REINSTATEMENT, WORK FORCE REDUCTION.

Section Summary: Applicants for original appointment including Entry-Level, Lateral, and Reinstatement appointments to Civil Service positions of the Aurora Fire Rescue or Aurora Police Department shall be subject to qualification and examination procedures stated in the following paragraphs. All applicants who possess the minimum qualifications established by the Commission shall be allowed to participate in the initial examination process. This process seeks to provide the Aurora Fire Rescue, Aurora Police Department, and all Aurora citizens with the most qualified applicants irrespective of the applicant's race, creed, color, gender, age, national origin, sexual orientation, religion, or political opinions or affiliations.

The full process effective for the Academies beginning after July 1, 2023 is detailed in the flowchart below. The Civil Service Commission Rules and Regulations lay out the responsibilities of the Civil Service Commission. Please note the Legend lays out the responsibilities of other city departments throughout the hiring processes which has been discussed with all stakeholders.



Application and Screening Section

1. **JOB ANNOUNCEMENT.** Box #3 from flowchart:
 - a. The Civil Service Commission publishes the online job announcement with dates for receipt of applications based on the job descriptions, including application and testing deadlines, provided by the respective departments, and reviewed by Human Resources.
 - b. The Civil Service Commission shall initiate a process to create a Certified Eligibility List for one or more Academies as described below.

2. **SCREENING APPLICATIONS.** Box #5 from flowchart: Civil Service Commission screens applications to ensure minimum qualifications are met.
 - a. The Civil Service Commission shall determine the minimum qualifications for original appointment to include:
 - i. Entry-Level Police applicants shall be 21 years old by the projected end date of the Academy. Entry-level Fire applicants shall be 18 years old by the projected start date of the Academy. Proof of age shall be either a copy of a state, or municipality-issued original Birth Certificate, Passport of the United States of America, or evidence of Naturalization.
 - ii. Be a citizen of the United States of America or a person who is lawfully admitted for permanent residence in accordance with the Immigration and Nationality Act. Proof of citizenship shall be either a copy of a state or municipality-issued original Birth Certificate, Passport of the United States of America, or evidence of Naturalization.
 - iii. Have completed a minimum education of high school completion, or GED equivalency. Proof shall be a copy of the High School Diploma, copy of the GED Certificate, or successful completion letter from an accredited school's Principal or District Superintendent, or other documentation approved by the Commission. Candidates who have completed any credit hours from an accredited college/university must also include a copy of college transcripts from all post-secondary schools attended along with any of the accepted documentation above when requested. If home-schooled, documentation must meet the standards of the

state of matriculation. If the home-schooled candidate has been accepted in any accredited post-secondary institution, it shall be determined that they have met all the above education requirements.

- iv. Must have a valid driver's license and if not a Colorado driver's license, be able to obtain a Colorado driver's license by the start of the Academy.
 - v. Be able to perform minimum essential job functions of the recruit position.
- b. The Civil Service Commission shall determine automatic grounds for disqualification from the hiring process to include:
- i. Conviction of, or deferred judgment for, a crime which is a felony under state or federal law; or military conviction by a court-martial that is comparable to a felony conviction.
 - ii. Conviction of any crime or ordinance violation, which would bar the applicant from possessing a firearm or ammunition under Federal or Colorado law. (For Police Officer Applicants only.)
 - iii. Conviction of, deferred judgement for, or combination of any misdemeanor causing disqualification under POST standard 24-31-305. (For Police Officer Applicants only.)
 - iv. Illegal distribution of any controlled substances or drugs, including steroids, in the last (3) years. Frequency of behavior, quantity of drugs involved, and type are considered at time of background.
- c. The Commission shall notify any applicant whose application has been disqualified during the application screening process via the applicant tracking system (ATS) and shall identify the Commission Rule(s) for such disqualification.
- d. Applicants who have been disqualified due to factual errors in their applications may appeal their disqualification to the Civil Service Commission under the established appeal procedures in Section II Rule (9).

3. **ENTRANCE EXAMINATION.** Box #6 from flowchart: Candidates complete written test.
- a. The Civil Service Commission shall collaborate with the departments and Human Resources to choose the written examination, the testing vendor, and the minimum passing score and deadlines for the examination period.
 - b. The Civil Service Commission shall receive the testing results and notify Human Resources of all candidates with passing scores.
 - c. The Commission shall notify any candidate whose application has been disqualified during the entrance examination via the ATS.
 - d. Candidates who have been disqualified may appeal their disqualification to the Civil Service Commission under the established appeal procedures in Section II Rule (9).

Preliminary Testing and Interview Section

4. **PRELIMINARY FILE REVIEW.** Box #9 from flowchart:
 - a. Candidates who have been disqualified during the preliminary file reviews conducted by the respective department may appeal their disqualification to the Civil Service Commission under the established appeal procedures in Section II Rule (9).

5. **ORAL INTERVIEWS.** Box #10 from flowchart: Department led interview panels administered by Human Resources.
 - a. At the discretion of the Civil Service Commission, Commissioners may elect to; 1) score applicants as board members, 2) serve as a non-scoring monitor on each interview panel, or 3) decline participation.
 - b. The number and content of interview questions, number of interview panels and assessors for each panel shall be determined through collaboration with the Commission, the applicable Department, and Human Resources.
 - c. Oral Interviews shall have a minimum combined passing score of 70%.
 - d. Candidates who have been disqualified may appeal their disqualification to the Civil Service Commission under the established appeal procedures in Section II Rule (9).

6. **CERTIFIED ELIGIBILITY LIST.** Box #11 from flowchart: Civil Service Commission certifies ranked list of qualified entry-level applicants for original appointment.
 - a. Each entry-level applicant who successfully completes each step of the testing process to this point shall be given a position in rank order by final score on a certified eligibility list.
 - b. The applicant's position on the certified eligibility list shall be determined by averaging the passing entrance examination score with the passing oral interview score. Preference points shall then be added to this averaged score. The relative scoring weights of each component of the final score shall be determined by the Civil Service Commission in collaboration with the respective department and Human Resources. For

illustration purposes, the following formula represents the final combined score calculation: Passing Entrance Exam score X .5 (50%) + Passing Oral Interview score X .5 (50%) + any applicable preference points = Applicant's final combined score for ranking on the certification list.

- c. Preference points, as determined by the Civil Service Commission, shall be applied to the candidate's **passing** combined score in accordance with the following policies outlining these points:
 1. **Veteran's Preference points** shall be added in accordance with the provisions of Section 15, Article XII of the Colorado State Constitution prior to final ranking.
 2. **Language Proficiency Preference points** shall be added in accordance to the policy outlining these points and qualifications.
 3. **Aurora Police Explorer Preference points** shall be added in accordance to the policy outlining these points and qualifications.
 4. **Aurora Fire Explorer Preference points** shall be added in accordance to the policy outlining these points and qualifications.
Colorado POST Certifiable Preference points shall be added in accordance to the policy outlining these points and qualifications.
- d. In the event a tie final score occurs, rank order priority shall be based on the date and time the application was received with the earlier taking precedence.
- e. The certified eligibility list shall be reviewed and signed by the Civil Service Commission. The list shall be published to the respective department and Human Resources.
- f. Civil Service shall notify candidates of their ranking on the eligibility list.
- g. Candidates on the certified eligibility list may request a deferment from the Civil Service Commission to a future Academy. Candidates shall provide the request in writing along with appropriate backup documentation detailing the reasons for the request.
- h. When considering the request for deferment, the Commission may consider any candidate testing results, number of recruits needed by the department for the academy, the validity of the reasons for the request, and any other information deemed of value to the Commission.
- i. If approved, the deferred candidate may be re-certified on the next certified eligibility list (following the deferral period) in a position

corresponding to the ranking based on the candidate's final combined score.

Conditional Job Offer, Background Investigation, and Final Job Offer Section

At this point forward the respective departments shall utilize the rank ordered certified eligibility list prepared by the Civil Service Commission

7. **POST CONDITIONAL JOB OFFER TESTING.** Box #12 through #16 from flowchart:
 - a. Background investigation and post conditional job offer examinations are determined and conducted by Human Resources.
 - b. Candidates who have been disqualified may appeal their disqualification to the Civil Service Commission under the established appeal procedures in Section II Rule (9).

8. **FINAL SELECTION AND FINAL JOB OFFER.** Box #17 through #19 from flowchart:
 - a. The respective department, with assistance from Human Resources, shall determine and administer the final selection process.
 - b. Remaining candidates shall receive a final job offer in the order in which they are certified on the eligibility list. The respective Chief of the department shall have the final say on which candidates are selected to receive a final job offer.
 - c. Candidates not selected to receive a final job offer are not eligible to appeal to the Civil Service Commission.

9. **APPEAL PROCEDURE.** Box #20 from flowchart: Civil Service Commission conducts review for any candidate filing an appeal.
 - a. Any candidate disqualified from the entry-level application process may file an appeal with the Civil Service Commission.

- b. Candidates shall provide the appeal in writing along with appropriate backup documentation detailing the reasons for the appeal.
- c. The appeal must be received by the Commission within seven (7) business days from the date of the notice of disqualification to the candidate.
- d. A copy of the appeal shall be provided to Human Resources. Human Resources shall provide a summary of the testing results of the candidate and any additional information for the Commission to consider within (10) ten business days from the date the appeal is received by the Commission.
- e. Commissioners having any personal conflict-of-interest concerns shall recuse themselves from the appeal process for that candidate.
- f. The appeal shall be reviewed by a majority of remaining Commissioners within five (5) business days of receipt of the summary of testing results and any additional information provided by Human Resources.
- g. The Commission may seek guidance on an appeal from the City Attorney's Office representative assigned to the Civil Service Commission.
- h. A majority of Commissioners shall decide one of the following options to resolve the appeal;
 - i. Additional or clarifying information is needed from either the applicant or Human Resources with deadlines for such information to be decided by the Commission based on the complexity of the information requested.
 - ii. To reinstate the candidate into the application process at the point of disqualification.
 - iii. To uphold the disqualification of the candidate from the testing process.
- i. A summary of the Commission's decision on the appeal shall be provided in writing to the candidate and Human Resources. The appeal decision of the Commission shall be final.

10. **REPORTING REQUIREMENTS.**

- a. The Civil Service Commission shall receive reports from Human Resources on disparate impact on protected classes, if any, from assessments of minimum qualifications and disqualifications at each testing step.
- b. Human Resources shall be deemed to be the custodian of all candidate testing records including all applications, personal history statements, interview materials, background investigations, external vendor reports, and medical records.

11. **LATERAL ENTRY.**

- a. In accordance with the City Charter, Article III, Section 3-16, paragraph (10), the Civil Service Commission establishes the following conditions and regulations which shall apply to Lateral-entry appointment. The Civil Service Commission strongly encourages each Department to adhere to this following stipulation from Ordinance Number 89-88, "WHEREAS, lateral entry will also assist the Police and Fire Departments in implementing their affirmative action programs."
- b. At the time of application, unless otherwise noted, applicants for lateral-entry appointment to Civil Service fire and police positions shall;
 - i. Lateral Police applicants shall be 21 years old by the projected end date of the Academy for which they are applying. Lateral Fire applicants shall be 18 years old by the projected start date of the Academy for which they are applying. Proof of age shall be either a copy of a state, or municipality-issued original Birth Certificate, Passport of the United States of America, or evidence of Naturalization.
 - ii. Be a citizen of the United States of America or a person who is lawfully admitted for permanent residence in accordance with the Immigration and Nationality Act. Proof of citizenship shall be either a copy of a state or municipality-issued original Birth Certificate, Passport of the United States of America, or evidence of Naturalization.
 - iii. Have completed a minimum education of high school completion, or GED equivalency. Proof shall be a copy of the High School Diploma, copy of the GED Certificate, or successful completion letter from an accredited school's Principal or District Superintendent, or other documentation approved by the Commission.

- iv. For Police Applicants only: Have three (3) years previous related experience in good standing within the four (4) year period immediately preceding the application. ~~Related experience shall consist of full-time paid employment as a Police Officer in a full service Police department.~~ (The previous sentence is suspended until 07/25/2025) For Fire Applicants only: Have three (3) years paid related experience in good standing within the four (4) year period at the time of application.
 - v. Be able to perform the essential functions of the position.
- c. Per City Charter, the Civil Service Commission shall establish an unranked pool of qualified individuals who meet the minimum qualifications. To establish this unranked pool of qualified individuals, the Civil Service Commission shall accept applications for Lateral-entry employment.
 - d. All applicants who meet the minimum qualifications established by the Civil Service Commission shall form the unranked pool of qualified individuals.
 - e. Qualified individuals in the unranked pool shall then be subject to appropriate testing by the Chiefs of the respective Departments, with assistance from Human Resources, which may include, but not necessarily consist of a medical, background, polygraph and psychological examinations. The Chiefs of the respective Departments may, at their sole discretion, select qualified individuals from the remaining unranked pool of individuals.
 - f. No person can remain on the lateral entry appointment list for more than two (2) years without reapplication.
 - g. The Commission shall notify any applicant whose application has been disqualified for failing to meet the minimum qualifications via the ATS.
 - h. The Chiefs of the respective Departments, with assistance from Human Resources, shall notify any applicant whose application has been disqualified as a result of testing and/or the review process.
 - i. Human Resources shall be deemed to be the custodian of all lateral applicant testing records including all applications, personal history statements, interview materials, background investigations, external vendor reports, and medical records.

12. REINSTATEMENT.

- a. Any former Civil Service member of the Fire or Police departments who successfully completed the probationary period as defined in Section 3-16 of City Charter and was in good standing at the time of resignation, (satisfactory performance reports and no pending disciplinary actions), may apply in writing to the Commission for reinstatement to the department within thirty-six (36) months from the effective date of resignation or retirement. Any member of the Civil Service who resigns or retires from the Fire or Police departments must meet all minimum qualifications for original applicants, to include education, at the time the former member submits his/her request for reinstatement. No applicant shall be reinstated without the specific approval and testing of the Commission. An applicant may be reinstated only once in a lifetime. The decision of the Commission shall be final. (Note: At the Commission's discretion, any officer may have the time limit extended to allow for continuity of City government, or in the event of contingencies, disasters, emergency staffing requirements, or military service obligations.)

13. REINSTATEMENT PROCEDURES.

The Commission recognizes that there may be delays in the reinstatement process because of weather, availability of key personnel or examiners; however an effort should be made to complete the reinstatement procedures within a reasonable time frame. The procedures for reinstatement are as follows:

- a. The applicant's written request for reinstatement must be accompanied by letters of favorable recommendation from the Deputy City Manager and the Chief of the department and must be received by the Commission within the eighteen-month period stated above.
- b. The Commission may conduct a personal interview with the Chief of the appropriate department, and review with him the applicant's official personnel file.
- c. The Commission may conduct a personal interview with the applicant.
- d. The applicant may be required to undergo any or all of the following examinations prior to reinstatement: polygraph, substance abuse screening, fitness test, full or partial medical, a background investigation, and any other examination deemed appropriate by the Commission. The applicant must

meet the standards of entry-level applicants on all examinations, as required by the Commission.

- e. The applicant shall be notified in writing of the Commission's FINAL decision. A copy of the notification shall be forwarded to the Chief of the appropriate department. There shall be no further appeals to the Commission.
- f. If approval is granted by the Commission, reinstatement must become effective within 180 days of the Commission's approval for hire. No individual may be reinstated after this 180-day period. Such individual, when reinstated, shall retain the rank held at the time of resignation, except that in no case shall an individual be reinstated at any rank higher than Police Officer or Firefighter, Grade I, or Rescue Technician. The reinstated officer shall be eligible to test with the Civil Service Commission for the next higher rank in the first scheduled promotion testing following reinstatement, provided time and service requirements for testing are met. In the event an applicant declines reinstatement when it is offered, such applicant shall not be offered an opportunity for reinstatement again.
- g. Should there not be a vacancy at the time a reinstatement request is approved; the Chief of the appropriate department must notify the Commission in writing of the anticipated date of the first available Civil Service vacancy, which must be no later than 180 days following the Commission's approval for hire.

14. **WORK FORCE REDUCTION (LAYOFF).**

Work force reductions may apply to Civil Service members of the Fire and Police departments whose job position is removed or eliminated through any budgetary consideration upon review and approval of City Council and implementation by the City Manager. The respective department Chief shall notify the Commission of any work force reduction of Civil Service members. Any work force reduction of Civil Service members in either department must be in accordance with the City Manager's Work Force Reduction (Layoff) Plan and Layoff Rules outlined in the City of Aurora Personnel Policies and Procedures Manual, with the following exceptions:

- a. When the Civil Service work force in either department is reduced through budgetary consideration which has been reviewed and approved by City Council and implemented by the City Manager, the Civil Service member last certified for employment to such department shall be the first laid off. For purposes of this rule, Civil Service members on the same certified list shall be laid off in reverse order of their original certification for employment, except members not

eligible for veteran's preference under Article XII, Section 15 of the Colorado Constitution shall be separated before those so entitled.

- b. When the Civil Service work force in such department is increased, Civil Service members laid off shall be reinstated in the order of their original certification for employment in accordance with paragraph 79, Reinstatement Procedures for Work Force Reductions, provided the member has notified the Civil Service Commission in writing of his/her desire to be reinstated.

15. APPEAL PROCEDURES FOR WORK FORCE REDUCTION.

Civil Service members of the Fire and Police departments who wish to have a hearing before the Civil Service Commission to appeal their work force reduction (layoff) must submit a written request to the Commission no later than seven (7) business days following the effective date of the work force reduction. The request for hearing before the Commission must include a summary of the reasons for the appeal based on the following considerations. Hearings on such appeals shall be scheduled in accordance with the practices of the Commission. The Commission shall base its decision on the following considerations:

- a. Is there evidence that the City Manager's expressed reasons for affecting the lay-off are not the actual reasons?
- b. Were there procedural defects in executing the layoff, or in granting retention rights, which were detrimental to the employee?
- c. Was the layoff affected in an arbitrary and unreasonable fashion?

16. REINSTATEMENT PROCEDURES FOR WORK FORCE REDUCTION.

A former Civil Service member who is terminated because of a work force reduction may be reinstated by the Commission provided the member meets all minimum medical and fitness qualifications of the position to which the member is seeking reinstatement.

- a. Upon receiving written notification from the Chief of the appropriate department, accompanied by approval from the City Manager, that the department's Civil Service work force shall be increased, the Commission shall send such notification by registered mail to the Civil Service member's last known official residence address on file with the City of Aurora Human Resources Department. Former Civil Service members who were terminated

under a work force reduction shall be responsible for ensuring their current residence addresses are on file.

- b. The former Civil Service member must express a desire to be reinstated to the Commission in writing within ten (10) business days from the date of receipt of the Commission's notice that the department's Civil Service work force shall be increased. Former Civil Service members who do not respond during the specified time period shall be ineligible for reinstatement, and no further consideration shall be given, unless otherwise directed by the Commission. If the member was serving during the original appointment probation period when laid off, the member shall complete the remaining portion of such probation period.
- c. The applicant may be required to undergo any or all of the following examinations: polygraph, substance abuse screening, fitness, full or partial medical, background investigation, and any other examination deemed appropriate by the Commission, prior to reinstatement.
- d. The Commission may also conduct a personal interview with the applicant.
- e. The applicant shall be notified in writing of the Commission's FINAL decision. A copy of the notification shall be forwarded to the Chief of the appropriate department. There shall be no further appeals to the Commission.
- f. Upon Commission approval, reinstatement shall be effective on the date established in the department's notification letter pertaining to an increase in the Civil Service work force, or a subsequent date agreed to by the department, the Commission, and the member.

17. SERVICE IN THE ARMED FORCES.

- a. A Civil Service member of either department who enters upon active duty or in active duty for training in the Armed Forces of the United States in response to an order or call to active duty shall be entitled to reemployment rights and may be reinstated to the department in accordance with appropriate federal statutory guidelines. If the probation period following an original appointment was interrupted by service in the Armed Forces, the Civil Service member, upon reinstatement, shall complete the remaining

portion of such probation period before permanent appointment. The Civil Service member must request reinstatement in accordance with appropriate federal statutory guidelines. The request must include a copy of the member's military discharge, DD Form 214, and a copy of the official notification letter ordering the member to active duty.