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| Chapter 401 - Career Development | | | |
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| References | | | |

MANAGEMENT AWARENESS SYSTEM

401.13 - 1 PURPOSE

The purpose of this directive is to establish guidelines and procedures to manage risk and liability, and to promote civil rights and best police practices. The DPD’s Management Awareness System (MAS) has been established as a proactive tool that is non-disciplinary and provides a systematic review of performance indicators.

401.13 - 2 POLICY

The Department is committed to ensuring that its members are policing and enforcing all laws in a constitutional manner. Identifying patterns of potentially risky behavior, and recognizing appropriate ethical behavior is the responsibility of supervisors and managers. Failure to do so can result in costly litigation for the Department and its members. It is the policy of the Detroit Police Department (DPD) to offer appropriate intervention where it is evident that a member’s performance may indicate such a need, to ensure that the member is a productive and effective employee.

401.13 - 3 Definitions

401.13 - 3.1 Management Awareness System

The DPD’s early intervention system has been designed to extract information from forms and certain databases to track certain work performance activities for each member of the DPD in order to identify and alert management of the possible need for intervention or special recognition. It is a tool for members and management to use to ensure the successful growth and progression throughout their career.

401.13 - 3.2 Performance Indicators

A specific event or conduct by a member of the DPD that is tracked in MAS.

401.13 - 3.3 Intervention Strategy Plan

A plan of action employed by the supervisors and executive staff of the member’s command in an attempt to mitigate risk and improve work performance.

401.13 Management Awareness System

401.13 - 3.4 Performance Evaluation and Enhancement Review Session (PEERS)

A meeting attended by the member identified and their span of control supervisor or appropriate authority of sufficient rank, for the purpose of discussing identified work performance issues.

401.13 - 3.5 Monitoring Phase

A period of time designated to track a member's progress as outlined in the Intervention Strategy.

401.13 - 3.6 Threshold

The DPD's minimum standard for triggering a management review of a member's performance. The Department's current standard is three (3) indicators within a six (6) month period. The exception to this rule is Sick Call to Court; where the standard is five (5) calls within a six (6) month period.

401.13 - 3.7 Risk

The probability of injury, damage, or loss to an asset. As applied to police organizations, it involves the potential loss of both human and material resources from a variety of hazards.

401.13 - 3.8 Risk Management

The process of assessing exposure and taking appropriate preventive or mitigating measures to protect the public welfare and the welfare of personnel, reduce loss of resources, and minimize liabilities.

401.13 - 3.9 Dashboard

Provides an at-a-glance view of information that is organized in a format that is easy to read and understand. The MAS dashboard has two (2) sections: "for your action" and "for your information." "For your action" informs the supervisor that forms are awaiting their review and approval. "For your information" informs supervisors and managers of the types of performance indicators created over a specified period of time for members that fall within their span of control.

401.13 - 3.10 Improper Use

Accessing and/or disseminating data contained within MAS for non-departmental purposes. Attempts by members to access MAS to gain information improperly for a member is prohibited, unless prior approval is granted by the system administrator.

401.13 - 4 Performance Indicators and Thresholds

1. Performance Indicators are derived from completed forms submitted within MAS and from various databases utilized throughout DPD that feed into MAS. When the number of performance indicators equals the defined threshold, intervention is

401.13 Management Awareness System

required. There are currently 52 performance indicators tracked within the system, which are listed in Appendix A of this Directive.

2. Where multiple performance indicators are created out of the single event, an intervention meeting will not be required. Personnel assigned to *Risk Management* will review the identified member's profile when a threshold is met, looking for patterns of behavior.
 - a. No pattern detected - the PEERS will be deleted; or
 - b. Pattern detected - the PEERS will be assigned to the span of control supervisor for implementation of the recommended strategy and monitoring.
3. To determine if a pattern exists, the member's profile will be reviewed for other PEERS created within the last twelve (12) months and/or five (5) or more performance indicators created within the last twelve (12) months in any category.
4. In its present state, there are two (2) separate categories used to determine when a threshold has been met:

PEERS:

Once a threshold is met, a review of the affected member's MAS profile will be conducted by personnel assigned to *Risk Management*. After the review is completed, a determination will be made as to whether or not a PEERS meeting is required.

Category I:

Any three (3) of the following Performance Indicators occurring within a six (6) month period will require a review of the member's MAS profile:

- ❖ TC Traffic Crash
- ❖ UF Use of Force
- ❖ CC Citizen Complaint
- ❖ CL Civil Litigation
- ❖ MS Meritorious Service (Awards and Commendations)

Category II:

The below listed Performance Indicator has to occur on five (5) separate occasions within a six (6) month period to require a review of the member's MAS profile:

- ❖ SC Sick to court

401.13 - 5 Intervention Procedures

401.13 - 5.1 Confidentiality

All information documented in MAS related to the PEERS process, or communicated verbally during an intervention meeting is confidential and shall be used only for the purpose of providing appropriate intervention or special recognition.

401.13 Management Awareness System

401.13 - 5.2 PEERS Notification

1. An email notification will be sent, via GroupWise, to the span of control supervisor, the platoon lieutenant, or officer in charge (OIC) of the concerned member's command alerting them that a threshold was met and an intervention meeting is warranted. Email notifications will also be forwarded to the applicable *commanding officer*. Additionally, the PEERS link will appear on the supervisor's dashboard under the banner "Add PEERS Meeting Minutes." The PEERS meeting shall take place within 72 hours of receiving the notification *or an email* shall be sent to MASAdmin via GroupWise indicating why the meeting could not be held and an anticipated meeting date.
2. When the concerned member's supervisor is unavailable, and will not return to work within 72 hours of notification, the PEERS shall be reassigned to the secondary span of control supervisor. An email notification is not necessary when the PEERS is reassigned to a secondary supervisor.

401.13 - 5.3 PEERS Meeting

1. The focus of the meeting shall pertain to the member's work performance, specifically the performance indicators requiring the intervention. The supervisor involved in the meeting shall review the member's Employee Profile and any other necessary materials or reports prior to the meeting to determine if any trends or patterns exist. The focus is not solely related to the disposition of the performance indicators that triggered the PEERS, but to address a pattern of potential "at risk" behavior over a period of time. Supervisors involved in the meeting are encouraged to think outside of the box when implementing an intervention strategy.
2. The purpose of the meeting is to:
 - a. Inform the member that they have met a threshold and their performance has come to the attention of management;
 - b. Provide guidance to prevent future recurrence of an undesirable performance;
 - c. Commend the member for exceeding expectations;
 - d. Advise the member of Department resources available to meet their individual needs; and
 - e. Encourage member participation in the process.

401.13 - 5.4 Intervention Strategies

1. If it is determined that a pattern of potentially at risk behavior exists, *Risk Management* will forward a mandatory Monitoring Strategy to the command for implementation. Additionally, the following is a list of interventions available for supervisors to consider that can be added to the mandatory Monitoring Strategy. This list is not exhaustive and supervisors are encouraged to seek effective alternative methods to deal with the various needs of the identified member as they arise:

401.13 Management Awareness System

- a. Supervisor counseling/mentoring;
 - b. Peer counseling;
 - c. Remedial training;
 - d. Supplemental training;
 - e. Psychological counseling;
 - f. Temporary reassignment; and/or
 - g. Transfer (Labor Relations is to be contacted if this option is considered).
2. In the event that a supervisor disagrees with the need to monitor a member that has met a threshold, the supervisor shall complete a DPD568 - Other in MAS for review and approval, through their chain of command. The form can then be printed and faxed, converted to PDF, or scanned and emailed to MASAdmin for review and final endorsement. The form will be reviewed by the commanding officer of *Risk Management* and the final decision of *Risk Management* is binding.

401.13 - 5.5 Factors to Consider

When conducting a PEERS meeting the below listed factors shall be considered:

- a. Does a pattern of performance exist (e.g. has the member had previous PEERS);
- b. How does this member's performance compare to other individuals on their platoon;
- c. What type of training would be beneficial to the member - formal or informal;
- d. Will the identified behavior change following the implementation of a formalized strategy; and
- e. Is there a link between the performance indicators related to the PEERS and what is contained within the member's profile.

401.13 - 5.6 PEERS Generated by Supervisors

If a supervisor recognizes a need to intervene when a member exhibits behavior that may be potentially problematic or risky, the supervisor may create a PEERS "On Demand," by completing a DPD568 - PEERS Action in MAS. This form is located in New Documents under the header of General. The supervisor has to document the reason(s) for the PEERS, and it has to be approved through channels. Once approved, the PEERS will be assigned to the identified member's span of control supervisor for the development of an appropriate intervention, strategy, follow-up, and monitoring.

401.13 - 6 Monthly Command Reviews

401.13 - 6.1 Purpose

1. The Monthly Command Review Report was created to give supervisors the ability to track and monitor information contained within the Management Awareness System (MAS). It is a comprehensive report used to identify members that have met a threshold and performance indicators created during a specified time period.

401.13 Management Awareness System

2. The Monthly Command Review Report shall be completed by the lieutenant or the officer in charge of the shift or command by the fifth (5th) day of each month. The responsibility for the completion of this report shall not be delegated downward.
3. The respective *commanding officer* shall ensure their review is completed by the tenth (10th) day of each month.

401.13 - 6.2 Generating the Monthly Command Review

1. The following information is being provided to explain how to generate, review, and process the report:
 - a. From your dashboard, go to “Entry and Update”;
 - b. Click on the button for the “Monthly Command Review”;
 - c. Select the month, year, platoon, and command; and
 - d. Click the “Find” button.
2. The screen will display, for the selected month and year, any member(s) that met a threshold requiring intervention and the top ten (10) performance indicators. Each command may not have ten (10) performance indicators to display; it will depend on the level of activity at that command.
3. The reviewing supervisor shall review all the information displayed on the screen. Links are provided for a detailed description of the information related to the PEERS and performance indicators. However, links are not provided for information received from databases such as Disciplinary, Force Investigations, and Internal Affairs. Should it become necessary to receive information from the above list of sources, a command officer should contact the entity directly. The supervisor requesting the information shall only receive data related to the date of incident, allegation, and disposition. The information shall only be requested to aid in the preparation of creating recommendations and corrective actions for the identified performance indicators.
4. After all of the information is reviewed, the supervisor shall document whether or not patterns or trends were identified. The supervisor shall enter the course of action that will be taken to address any anomalies, risk issues, or positive work performance. An affirmative statement shall be made indicating that all of the documents were reviewed.

401.13 - 6.3 Routing

In the space, “Route To,” the entering supervisor shall route to the next person in the chain of command up to the *commanding officer’s* level for review and disposition.

401.13 - 6.4 Reviewing Recommendations/Previously Entered Information

1. When reviewing the recommendations made or actions taken by the entering or reviewing supervisor, the following steps shall be followed:
 - a. On *members* dashboard, under “Review Pending For,” click on the “View” button;
 - b. The previously entered information will display;

401.13 Management Awareness System

- c. Click on the “Review History” button to review the recommendations;
 - d. Enter comments in the Endorsement box;
 - e. Select “Close” from the Status dropdown box to close the Command Review, or enter the name of the next in chain of command to be routed to; and
 - f. Click “Submit” to submit endorsement.
2. In the event a review is returned for additional information, the additional information shall be entered in the Endorsement box. Information previously entered cannot be deleted or omitted.
 3. To review previously entered information the following steps shall be followed:
 - a. From *members* dashboard, click on the button for the “Monthly Command Review”;
 - b. Select the month, year, platoon and command to review;
 - c. Click the “Find” button;
 - d. The previously entered information will display;
 - e. Click on the “Review History” button to review all recommendations and routing history;
 - f. Close the “Review History” button to review all recommendations and routing history; and
 - g. Close the “Review History” window to return to the Monthly Command Review.

401.13 - 7 Submission of Reports and Forms

1. A limited number of reports and forms are contained within MAS and must be completed and submitted electronically through the appropriate chain of command via MAS.
2. The following is a list of reports and forms that are required to be prepared and submitted via MAS:

Police Officers must complete and submit the following forms via MAS:

- Use of Force or detainee Injury - DPD UF-002;
- *Forms Application - UofF - Category 3 Use of Force Form (to be prepared in MAS to document uses of force that do not meet the elements of a Category 2 use of force incidents);*
- Report of Injury or Illness - DPD101;
- Vehicle Pursuit Form - DPD665;
- DPD Arraignment Sheet - DPD711a; and
- Electronic Daily Detail - Authorized members only.

Supervisors must access the MAS during their tour of duty on a daily basis in order to review and approve any reports submitted by members assigned under their direction.

401.13 Management Awareness System

In addition, the following forms and reports are required to be prepared by supervisors within MAS:

- Report of Injury or Illness - DPD101;
- Vehicle Pursuit Form - DPD665;
- Vehicle Pursuit Violation - DPD568 - When required to supplement a DPD665;
- Vehicle Pursuit Resulting in a Traffic Crash - DPD568 - When required to supplement a DPD665 and DPD159a;
- Use of Force, Detainee Injury or Allegation of Force - DPD UF-002;
- Use of Force, Detainee Injury or Allegation of Force - Supervisor's Investigatory Report (SIR) DPD UF-002A;
- *Use of Force Report (SIR), Category 3-UF002B (to be prepared in MAS by supervisors when investigating Category 3 use of force incidents);*
- Injured Detainee Investigation - DPD568 - When required to supplement UF002A;
- Review of Arrest Exception - DPD UF-001;
- Stop and Frisk - DPD UF-003;
- Exceptions to Interviews, Interrogations, and Conveyances - DPD UF-005;
- Detention of Material Witness - DPD UF-006;
- Warrant Tracking/Holds Forms - DPD UF-004/007;
- Detainee Telephone and/or Visitor Privilege Restriction Log/Exception Form - DPD UF-008/DPD700;
- Supervisor's Crash Report - DPD159A;
- Traffic Crash Collisions DPD568 - When required to supplement DPD159A;
- Written (Official) Reprimand - DPD22;
- Administrative Counseling Register - ACR;
- Misconduct Investigation/Report - DPD568;
- Absent Without Leave (AWOL) - Investigation/Report - DPD568;
- Report on Issuance of Personal Protection Order (PPO) against a DPD member (DPD568);
- Report on Ticket Cancellation - DPD568;
- Request for the Issuance of Chemical Irritant - DPD568;
- PEERS Action Form - DPD568;
- Initial Counseling Sick Time - DPD568;
- Electronic Desk Blotter; and
- Electronic Daily Detail.

In addition to the above-listed forms, **investigative personnel** must access the MAS during their tour of duty on a daily basis in order to utilize the following forms and reports that are required to be prepared within MAS:

- Warrant Tracking/Holds Form - DPD UF-004/007;

401.13 Management Awareness System

- Exceptions to Interviews, Interrogations, and Conveyances - DPD UF-005;
- Detainee Telephone and/or Visitor Privilege Restriction Log/Exception Form - DPD UF-008/DPD700;
- Arraignment Sheet - DPD711A;
- Electronic Desk Blotter; and
- Electronic Daily Detail.

401.13 - 7.1 Corrections to Forms and Reports

Once a form or report has completed its lifecycle and is closed, corrections/modifications cannot be made. If it is determined that changes have to be made to a closed form, a request has to be made to MASAdmin to have the old form deleted. It is imperative that this request is made as soon as it is recognized that the form is no longer needed. Failure to do so timely will result in multiple performance indicators and the potential trigger of a PEERS.

401.13 - 7.2 Policy Dissemination

Members are required to read and acknowledge all new policies through MAS. Supervisors are required to conduct an audit of policies disseminated to ensure compliance.

401.13 - 8 Responsibilities of Supervisors and Executives

401.13 - 8.1 Accessing MAS Daily

Supervisors and executives are required to log onto their dashboard daily to ensure that they are aware of when forms are submitted for review and approval and to assess whether some other action is required to be taken. Supervisors are able to assume the dashboard of members below their rank. Supervisors are only permitted to assume another's dashboard, given the authorization by an appropriate authority (e.g. the commanding officer, in the following situations):

- a. If another supervisor assigned to the same command is unavailable due to being on:
 - Leave status;
 - Furlough status;
 - Assigned out status;
 - Sick leave or other extended leave status; or
 - To check on the status of pending documents.
- b. If a pending form has to be approved and the document is pending on a supervisor's dashboard that is unavailable, the form can be approved by assuming the dashboard of the supervisor or by reassigning the form to another supervisor. Whichever approach is taken, supervisors must be aware that an audit trail exists.

401.13 Management Awareness System

401.13 - 8.2 Personnel Emergency Contact Information

1. *Commanding officers and supervisors shall ensure that members of their respective command and/or their span of control have their MAS profiles updated to include the members' address, telephone number, In Case of Emergency (ICE) contact name and ICE contact telephone number included in their MAS profile.*
2. *This task can be completed by supervisors logging into MAS, clicking the "Admin" tab at the top of the page, logging into "Admin", entering the last name of the member to be updated in the "Last Name" field, clicking on the appropriate member's name, entering the member's address, telephone number, ICE contact name and telephone number. Once the above information is entered, click the "Update Member Profile" tab. Once these tasks have been completed, the phrase, "Updated member profile successfully" will appear.*

401.13 - 8.3 Sergeant's Responsibilities

1. Monitor the performance of members under their span of control.
2. Review the MAS database for pattern and/or trend identification.
3. Chair the PEERS meeting with the member identified for intervention and documenting the information in MAS.
4. Conduct follow-up measures on each Intervention Strategy Plan to ensure compliance by the member.
5. Implement an authorized intervention strategy.
6. Review MAS for recently transferred members within seven (7) days of the member transferring into the command.
7. Review data in MAS for *members* in their span of control prior to completing a Performance Evaluation Rating.
8. Review and update forms/reports.

401.13 - 8.4 Lieutenant's and OIC Responsibilities

1. Conduct a Monthly Command Review by the fifth (5th) day of the month of those members that were identified for intervention and the top ten (10) performance indicators, and address any procedural, policy, or training issues.
2. Compare the statistics for each member assigned to their platoon to determine if any deviate from the norm in both performance indicators as well as productivity and taking appropriate action where discrepancies are determined.
3. Review all Intervention Strategy Plans for approval.
4. Ensure the sergeant implements the authorized intervention strategy.
5. Advise the commanding officer of any problems with implementing a strategy and provide recommendations to address any issues.
6. Ensure the member's immediate supervisor conducts follow-up measures on each intervention strategy.
7. Review MAS for recently transferred members within seven (7) days of the transfer.

401.13 Management Awareness System

8. Review data in MAS for members in their Span of Control prior to completing a Performance Evaluation Rating.

401.13 - 8.5 Commanding Officer's Responsibilities

1. Compare the statistics for each shift under their command to determine if any deviate from the norm.
2. Conduct the Monthly Command Review by the tenth (10th) day of the month as submitted for those members that were identified for intervention and the top ten (10) performance indicators, and address any procedural, policy, or training issues.
3. Oversee the operation of MAS at their command.
4. Establish and maintain a fair and consistent set of practices to ensure that all interventions are held in an equitable manner.
5. Authorize the removal of an identified member from intervention after the completion of the monitoring period, and the success criteria was met.

401.13 - 9 Risk Management

Risk Management, which is under the direction of *Civil Rights*, is the DPD command responsible for evaluating the DPD's use of MAS. Its responsibilities are, but not limited to, the following:

- a. Conduct quarterly audits of the MAS system to verify compliance with the MAS process and policy;
- b. Provide support services to each command as needed;
- c. Provide training as needed;
- d. Review policies and recommend changes where risk issues are identified;
- e. Document and forward instances of improper use of the system to the applicable deputy chief for corrective action;
- f. Schedule and convene quarterly meetings with the Risk Identification Team to review and discuss the data in MAS for training and policy consideration; and
- g. Create Intervention Strategies for members that meet a threshold.

401.13 - 10 Access to MAS Data

1. All members have access to MAS and should access the system at any time to review their profile, recently disseminated policies or procedures, and complete forms/reports. Members are encouraged to use the system frequently for self-monitoring and to check on the information contained within their profile for accuracy.
2. Access to data is based on privilege or rank assignment, which is administered by Civil Rights. MAS permits supervisors or executive members access to data for those members that are:
 - a. Below their rank; and
 - b. Assigned to any entity of the Department.

401.13 Management Awareness System

3. Access to certain applications, such as the Desk blotter or Daily Detail, will be assigned pursuant to a request received by a supervisor. Such requests shall be sent to MASAdmin. In certain circumstances, supervisors and executives may have personnel assigned to them in an assigned out status and will need to be able to access and utilize MAS relative to those members. In addition, when a sergeant or lieutenant is the “commanding officer” of an entity, they will be required to ensure that monthly reviews are conducted. This process ensures that the intervention process is not stalled by the inability of management to access pertinent data on a member’s performance and/or to act on such information when needed.
4. The arbitrary assumption of a dashboard is not permitted and doing so may result in disciplinary action. It is the responsibility of Civil Rights to conduct regular inspections of the system to determine if there is misuse. Civil Rights will report any evidence of misuse of the system to the appropriate deputy chief immediately so that corrective action, disciplinary or non-disciplinary, is taken when warranted.

401.13 - 11 Corrections to Data within MAS

Occasionally, there may be a need to update and/or correct information entered into MAS. When this occurs, supervisors shall submit a request via GroupWise to masadmin@detroitmi.gov. Supporting documentation or a detailed explanation shall be included in order to have the information changed. Corrections, if deemed appropriate, will be removed within seven (7) to ten (10) business days of receipt of the request.

401.13 - 12 Written Reprimands

Written Reprimands will be removed from the system in accordance with the collective bargaining agreements or when an appeal is awarded indicating that the reprimand shall be removed immediately. If in the instance of an appeal, notification must be submitted to MASAdmin. A follow-up response will be sent once the reprimand has been removed.

401.13 - 13 Administrative Counseling Register (ACR) Entries

Administrative Counseling Register (ACR) entries entered during the Performance Evaluation Rating period of May 1 through October 31, shall be removed from MAS after the date of December 31. ACR entries entered during the Performance Evaluation Rating period of November 1 through May 31, shall be removed from MAS after the date of June 30. If there is an appeal of a member’s Performance Evaluation Rating, the supervisor shall print out and retain the ACR entry for use in the appeal process.

401.13 - 14 Retention

Information will be retained in MAS throughout a member’s employment and for five (5) years after separation, for statistical comparisons only.

401.13 Management Awareness System

APPENDIX A

Performance Indicators

The following is a list of performance indicators that will be tracked by MAS:

- ❖ AB Assault and Battery on a Police Officer
- ❖ AN ACR (Corrective Action)
- ❖ AP ACR Positive
- ❖ AT Acquire a Target
- ❖ AW Absence without Permission
- ❖ CA Canine Apprehension
- ❖ CB Canine Bite
- ❖ CC Citizen Complaint
- ❖ CD Canine Deployment
- ❖ CL Citizen Litigation
- ❖ CM CCW - MV
- ❖ CO Arrested for Criminal Offense
- ❖ CS Replace Chemical Spray Canister (within two (2) years)
- ❖ CV Conveyances in Violation of Department Policy
- ❖ CW CCW
- ❖ D Disciplinary Actions
- ❖ DC Disorderly Conduct
- ❖ IE Interfering with a City Employee
- ❖ FA Felonious Assault
- ❖ FD Firearm Discharge
- ❖ FP Failure to Participate in Firearm's Program
- ❖ FQ Failure to Qualify in Firearms Program
- ❖ IC Initial Counseling
- ❖ IO Injured Officer Investigation
- ❖ IP Injured Prisoner Investigation
- ❖ II Interrogations in Violation of Department Policy
- ❖ IV Interview in Violation of Department Policy
- ❖ JR Prompt Judicial Review Violations
- ❖ MS Meritorious Service
- ❖ MT Missed/Tardy Court Appearance
- ❖ ND Non-Disciplinary Corrective Action
- ❖ OE Offer to Engage
- ❖ OC Officer Credibility
- ❖ OT 30 Hours of Overtime or Outside Employment
- ❖ PA PEERS Action
- ❖ PC Arrests without Probable Cause
- ❖ PF Foot Pursuit
- ❖ PP Personal Protection Order Filed Against Member

401.13 Management Awareness System

- ❖ PR Prisoner Restriction
- ❖ RF Frisk in Violation of Department Policy
- ❖ RO Resisting and Obstructing
- ❖ RS Stop in Violation of Department Policy
- ❖ SC Sick to Court
- ❖ SD Sick Call on a Detail
- ❖ SE Suppression of Evidence
- ❖ SL Regularity in Use of Sick Leave Benefits
- ❖ T Tardiness (Documented)
- ❖ TC Traffic Crashes
- ❖ UF Use of Force Events (other than shooting)
- ❖ VC Vehicle Chases
- ❖ VG Violation of Gun Ordinance
- ❖ VH Violation of Holds
- ❖ VS VCSA/VCCSC