

Baltimore Police Department Progress and Improvements Implemented Since the Start of the DOJ Investigation

**Items followed by an asterisk denote new programs/activities that began after the DOJ's Findings Report. All other items began during the course of the DOJ's investigation.*

III. COMMUNITY POLICING & ENGAGEMENT:

- **Consent Decree Feedback***: The Department solicited feedback on what the public would like to see in the consent decree through several telephone town halls with approximately 4,000 participants each. Community members and groups also participated in an in-person meeting with the Commissioner and Mayor. In addition, the Department set-up an email address, communityfeedback@baltimorepolice.org, to encourage citizens to submit ideas for consideration in the consent decree.
- **Civilian Oversight***: Members of the command staff attended a National Association of Civilian Oversight in Law Enforcement (NACOLE) event, hosted by the Civilian Review Board, to learn more about the various ways civilian oversight of the police can be an effective tool for improving accountability.
- **Community Police/Mediation**: The BPD developed a mediation process, in partnership with the Civilian Review Board and Community Mediation Maryland. This program provides citizens and officers an alternative for resolving citizen complaints, where the objective is mutual understanding rather than a formal investigation and discipline.
- **Transparency Site***: Civilian participation and oversight has also increased with the new Transparency page on the Department's website. This site includes data on police involved shootings, the citizen complaint process, policies, administrative hearings and body worn cameras. All BPD policies are now posted online, and the public can provide input and suggestions.
- **White House Data Initiative**: As a member of the White House Police Data Initiative, the Department has committed to posting data related to arrests, calls for service, use of force incidents, and CCTV camera locations as well as department demographics such as race, gender and years of service.
- **Code for America***: The BPD has also entered a partnership with the Code for America – Project Comport. This will allow the public to view data pulled directly from the Internal Affairs (IA) discipline database, IAPro, and publish it in an easy to understand format after it has been anonymized. This data, published through Project Comport include citizen complaints. The launch of this partnership began with a Community Feedback Data Session hosted by BPD and gave the public the opportunity to view the data, critique the information and provide feedback.

- **Centralized Community Outreach:** Now centralized and led by a Chief, the Community Collaboration Division (CCD) is working with a large range of community groups to increase positive police/citizen interactions. For example, CCD has implemented the Unity Bowl police/citizen football game, trauma informed care for youth, and the expansion of the Explorers program.
- **Citizen's Police Academy*:** In October, the Department launched a Citizen's Police Academy (CPA) for members of the public to learn more about the law enforcement profession, BPD specifically, and to participate in some of the same training officers receive. The BPD will continue this program into 2017, hosting two Citizens Police Academies annually.
- **Critical Decision Making Seminars*:** On January 10, 2017, BPD hosted its first "Critical Decision Making" Seminar (formally known as Shoot, Don't Shoot), in which Baltimore City residents over the age of 18 learned use of force principles and then participated in firearms training scenarios. These seminars, which also included a media session where members of the press participated, will continue throughout the year. They are designed to expose citizens to a specific and critical area of training and give them the opportunity to participate in the complexity of police calls.
- **Cops as City Residents/Pizza in the Precinct:** New property tax credits are now available to officers who choose to buy homes and live in the City. The BPD also partners with *Live Baltimore* to hold events where officers can learn more about City neighborhoods, homeownership incentives and down payment assistance.
- **Chaplaincy Program Revival:** The BPD has 150 chaplains who have received training and are committed to this program. The chaplains ride with officers in order to provide them with insight and understanding of their communities. The chaplains also emotionally support officers, assist with BPD public safety initiatives and spearhead numerous community events.
- **Strategic Community Policing Plan:** Various units within the BPD are vetting a draft Community Policing Plan, developed by the DOJ's COPS office, which aims to integrate implement community policing strategies into their respective job functions. The BPD will also seek community input on this Plan.
- **Use of Apps to Engage Community:** The BPD uses a variety of social media methods to provide real-time public safety information and open the lines of communication. Periscope is used to live stream important announcements and all press conferences. Additionally, the app NextDoor provides timely notices to residents related to crime in their community directly from their District Command staff.
- **Community Stat:** Every week a different District Commander invites representatives from his or her neighborhood, faith and business community to gather at headquarters for a conversation with the Police Commissioner. In addition, patrol officers are recognized as "guardians" for their exemplary service in the community.
- **Trainees at Local Houses of Worship:** Trainees visit different City houses of worship during services in order to experience a welcoming by Baltimore communities, to foster understanding and respect and to encourage collaboration.

- **Public Safety Forums:** The Mayor and Police Commissioner held Public Safety Forums in each of the nine police districts to facilitate a candid and open dialogue with the community about policing in Baltimore.
- **District Station House Renovations*:** Starting with the Western District, and with the assistance of local leaders and funding entities, the Department has begun much needed improvements to district station houses. Renovations at the Western District will include a community room which will be programmed by the community, free Wi-Fi access, reflection gardens and play areas. A gym, upgraded bathrooms and office space will also help boost officer morale.
- **Naloxone Training:** In the fall of 2015, Johns Hopkins doctors provided training to officers on how to recognize opioid overdose symptoms and administer Naloxone (Narcan). As of October 2016, 500 officers have been trained and 425 carry naloxone kits. There have been 77 uses with 75 saves since September 2015 (15 uses in 2015 and 62 in 2016 through October).
- **Community Foot Patrol:** The BPD created the first of its kind Community Foot Patrol academic curriculum totaling forty hours for trainees and eight hours for required in-service training. This class provides instruction on becoming community guardians, interacting with citizens in an engaging and respectful manner and the history of policing with an emphasis on foot patrol.
- **“History of Baltimore” Speaker Series:** The BPD began a “History of Baltimore” speaker series in February 2016 designed for trainees, officers, commanders and civilian staff to enhance cultural sensitivity. Classes are taught by experts on the demographics, government policies and events that shaped the City and its citizens. To date, the following classes have been taught, with several taught more than once:
 - a) “How Did We Get Here?” – Focused on the development of Baltimore neighborhoods, including laws that segregated communities.
 - b) “Early Baltimore, ‘Mobtown’ to the Civil War” – This hands-on session delved into Baltimore’s political landscape and the events that lead to the Civil War.
 - c) “History of the LGBTQ Community” – This class emphasized the role local LGBTQ members had in shaping neighborhoods and attitudes in the City and provided officers an in-depth understanding of the transgender community.
 - d) “The History of the Port” – The history of ship building, current port operations and marine narcotics trafficking were discussed.
 - e) “The History of Baltimore – Heroin Module” – This session covered drug addiction, its impact on the City, recovery and included frank talk from recovering addicts on their interactions with police.
 - f) “Cultural Competency and Community Policing” – Facilitators for this class presented the varying ways different generations of city residents react to the police and how the police can learn to adjust their interactions based on these factors.
- **Roberta’s House*:** Roberta’s House has agreed to provide police trainees with instruction on trauma informed care. Trainees will learn how to interact with citizens who have been exposed to trauma and also learn to deal with their own experiences with trauma.

- **Limited English Proficiency*:** The Department is set to begin testing employees, both civilian and sworn, who have foreign language skills and wish to be certified as interpreters. Once certified, additional training will be provided by the Towson University Department of Foreign Languages and include instruction on cultural sensitivity/awareness and the ethics of translating/interpreting. After completion of the training, these certified members will receive a stipend and respond to calls for service and conduct interviews with citizens who have limited English proficiency.

IV. **STOPS, SEARCHES, ARRESTS and VOLUNTARY POLICE-COMMUNITY INTERACTIONS**

- **New Training Director*:** To ensure constitutional policing is the cornerstone for all law enforcement interactions and that officers receive training to understand, identify and articulate terms such as reasonable suspicion and probable cause, the Department has hired a new Police Academy Director. Director Davis is charged with over-hauling BPD's training curriculum, teaching methods and subjects based on DOJ findings and anticipated reform requirements. The emphasis for the 2017 training schedule focuses on bias-free policing, de-escalation, procedural justice, characteristics of an armed person and other relevant courses. To include all the topics required by law and the consent decree, in-service training has been expanded from one week to two weeks for 2017.
- **2017 In-Service Training – Constitutional Law*:** All sworn members will receive a revised eight hours of training on Constitutional Law. Specific instruction will be given on the 4th Amendment, search and seizures, stop and frisk legal requirements, and various legal updates. The class will conclude with officers demonstrating their knowledge of the material through scenario-based training.
- **2017 In-Service Training – Characteristics of an Armed Person*:** To further emphasize the legal requirements for a stop and frisk interaction, all sworn officers will receive updated training on Characteristics of an Armed Person. They will be able to identify actions frequently displayed when a person is carrying a weapon, define the parameters of a stop and frisk pat down, and articulate case law relevant to the topic. They will be taught how to articulate their observations of an armed person in a probable cause statement and BPD required reports.
- **Stop Data Analysis*:** The Department is committed to collecting and analyzing all available data regarding stops with an eye toward improving policy and training. As such, the BPD recently designated a staff member to focus on this particular analysis.

V. **IMPARTIAL POLICING**

- **Bias Free Policing:** Command staff and community members attended a Fair and Impartial Policing training, recommended and funded by the DOJ's COPS Office, to learn about the psychology of bias, expectations and perceptions of police stops, as well as tools to help officers and citizens recognize conscious and implicit biases.

- **LGBT Liaison***: For the first time, the Department created the position of LGBT Liaison, to be the point of contact for our LGBT community.
- **2017 In-Service Training - Procedural Justice Refresher***: Officers are trained in how to promote police legitimacy through fair and respectful interactions with citizens through four main principles: (1) allow the citizen the opportunity to explain their side of the situation, (2) make decisions based on facts only and not opinions, (3) explain to the citizen the process of the interaction, (4) be trustworthy by being honest and respectful.
- **Fair and Impartial Police Training***: Teaches officers (both trainees and officers at in-service) to recognize implicit biases and how implicit biases impact perceptions and actions. Officers are taught that fair and impartial policing can lead to effective policing and receive tools to help him/her recognize implicit biases and implement controlled behavioral responses.
- **Training from the FBI on Civil Rights***: Special Agent Rob Hallman will be giving police trainees two hours of instruction on Civil Rights. The course will specifically cover the Color of Law and the history and consequences of when law enforcement deprived someone of their protected rights.

VI. RESPONDING TO & INTERACTING WITH PEOPLE WITH MENTAL HEALTH DISABILITIES OR IN CRISIS

- **Crisis Intervention Team**: BPD is expanding the level of service the BEST (Behavioral Emergency Services Team) provides by developing a comprehensive Crisis Response Program (commonly known as CIT). This program will include a Crisis Response Team (CRT) to provide a highly trained, timely response to persons in behavioral health crisis. The CRT will pair mental health clinicians (e.g., LCSW-C, LCPC) and police officers to respond to calls for service to deescalate persons in crisis, to connect individuals with behavioral health care and other resources, to provide follow-up support to individuals who have previously interacted with the unit, and to provide outreach to individuals who call the police or 911 but do not require an immediate in-person response.

There are several training initiatives that are either underway and/or in development related to the Crisis Response Program:

- Pilot CRT program in the Central District
- 40 hours of CIT training to 30% of Patrol Division personnel across all districts and shifts
- 40 hours of CIT training to Academy recruits (current practice)
- 40 hours of CIT training plus additional specialized training to CRT personnel (approximately 10)
- Up to 8 hours of CIT training to 911 operators and police dispatchers
- Partnership with The Johns Hopkins Bloomberg School of Public Health to analyze data related to BPD's response to behavioral health calls for service and to conduct a pilot program evaluation
- Funding for mental health clinicians in the amount of \$159,000 from the Stulman and Blaustein Foundations to support the pilot project in the Central District

- Application to the Bureau of Justice Assistance (BJA) for the Justice and Mental Health Collaboration Program competitive grant to fund the citywide expansion of CRT for two years in the amount of \$300,000
- Selection of Baltimore Crisis Response, Inc. (BCRI) to provide mental health clinicians who will be paired with police officers on the CRT
- **2017 Integrating Communications, Assessment, and Tactics (ICAT) Training***: BPD is one of only seven police agencies in the country to pilot ICAT training. Developed by the Police Executive Research Forum (PERF), with the assistance of subject matter experts from approximately 30 police agencies, the training focuses on critical decision making, crisis recognition/response, communications/de-escalation, and tactics. In 16 hours of scenario-based training, officers learn to use appropriate tactics and effective communications skills to help de-escalate situations. The training teaches officers how to: recognize individuals in a mental crisis, slow situations down, call for other resources, and establish a rapport with the individual when feasibly safe to do so. The goal of any interaction will be to have voluntary compliance with minimal use of force.

VII. USE OF FORCE

- **Use of Force Policy Development:** BPD has re-written its use of force policies to reflect best practices, emphasizing the sanctity of life, duty to intervene and report. Previously, the Use of Force policy had not been changed since 2003. In 2016 BPD had members of the community and local organizations review the policy including, but not limited to, DOJ Community Oriented Policing Services (COPS) Office, NAACP, ACLU, the State's Attorney's Office (SAO), Police Community Relations Council Presidents and other community stakeholders. In addition to the Use of Force policy, the Batons/Impact Weapons Policy, Oleoresin Capsicum Spray (Pepper Spray) Policy, Less-Lethal Munitions and Chemical Agents and Conduced Electrical Weapon (Taser) Policies were updated as well.

VIII. INTERACTIONS WITH YOUTH

- **Youth and Women:** The Department's commitment to engaging is demonstrated with the, development of two programs - the new Youth Advisory Board and the Women in Law Enforcement Program and mentoring group. Both programs enlist members of the Department to work closely with youth to provide professional development, encouragement and the opportunity to get their voices heard on important topics from juvenile justice to the roles of women in law enforcement.
- **Reading Partners:** The BPD has participated in fourteen public schools across the City since 2012, providing one-on-one tutoring with Reading Partners to help students become proficient in reading at a third grade level and to develop relationships with youth.
- **2016/2017 – Police Youth Challenge/Outward Bound:** BPD partners with the Baltimore Chesapeake Bay Outward Bound School to facilitate positive, challenging and fun activities

during a field-trip for officers and selected Baltimore City Public School students. BPD police officers attend as part of in-service training and the entry-level training program. All participants are asked to share their perceptions and then work together on various projects to build trust.

- **Summer 2017 – Youth Academy*:** Police academy staff will host a Youth Academy for 30 high school students to introduce them to the BPD. Students will gain insight into the daily activities of a police officer and include visits to the Aviation Unit, Mounted Unit, K-9 Unit, Gangs, Forensics, and other entities within the Department. Students will also learn de-escalation techniques and communication skills. They will be exposed to use of force principles and defensive tactics strategies to give them an understanding of how police officers make split second decisions.
- **Project PNEUMA:** BPD partners with Project PNEUMA during the school year to connect sworn officers to male youth. Officers are there to provide a positive role-model as well as learn the value of establishing relationships with young men. In turn, the young men learn key communications skills and to think of officers as individuals.
- **Strategies for Youth (SFY)*:** Funded by the Byrne Justice Assistance Grant, and organized by BPD’s Youth Advisory Board, this project includes a detailed assessment of BPD’s attitudes and activities geared towards youth. The results of the assessment will be to train members of BPD’s Professional Development and Training Academy in *Policing the Teen Brain* in order to help officers understand how to better interact with and understand youth. Topics will include strategies for asserting authority and getting compliance from teens without using force and the developmental explanation of normative teen behaviors.
- **Bigs in Blue*:** A pilot program through Big Brothers Big Sisters of the Greater Chesapeake (BBBSGC), officers were matched with students from Highlandtown Elementary/Middle School to provide mentoring once a week during lunch. Bigs in Blue has the potential to help reduce violence, change perspectives and prevent future struggles between juveniles and law enforcement.

IX. TRANSPORTATION OF PERSONS IN CUSTODY

- **Prisoner Transport:** The BPD has retrofitted all of its transport vans to remove center partitions in order to improve safety for occupants and officers as well as the installation of recording cameras inside the vans. In addition, the BPD is currently acquiring new police cars that have the ability to safely and securely transport detainees in the rear seat while current vehicles will be retrofitted to provide the same transport ability.

XI. SEXUAL ASSAULT INVESTIGATIONS

- **Case Management Updates:** Lotus Notes, the software currently used to track basic case information, has been modified to allow the BPD to easily capture and track important demographic details about suspects and survivors. The software also now requires supervisory review at regular intervals (48 hours, 7 days, 14 days, 30 days and 60 days) to

better monitor case progress and ensure all relevant investigative steps have been completed in a timely manner with an automated checklist. These steps also include contacting the survivor to provide updates on the progress of their case.

- **Forensic Results:** Lab notification results are now uploaded directly into Lotus Notes so they can be reviewed by the detective and included in the case files.
- **Interview Room Renovations*:** BPD recently renovated the Sex Offense Unit's interview room to make the area more comfortable for survivors and help them cope with trauma. Working with BPD's partners in the Sexual Assault Response Team (SART), which include Mercy Hospital, the Baltimore Child Abuse Center (BCAC), and the Mayor's Office of Criminal Justice, the new space takes into consideration the needs of survivors.
- **Improved Supervision:** Weekly case reviews have been implemented for supervisors in the unit to discuss investigate progress and administrative documentation. The interview rooms have been updated with new audio/visual systems that allow supervisors to observe interviews and interrogations in real-time and provide the appropriate and timely feedback.
- **Increased Staffing*:** Both the Sex Offense Unit and the Child Abuse Unit added a sergeant and grant funding was successfully secured to hire a Sexual Assault Response Team (SART) Case Manager.
- **Additional Training*:** Members of the Sex Offense and Child Abuse Units attended training developed by MCASA and the Mayor's Office on Criminal Justice to learn more about victim-centered, trauma informed responses to sexual assault and hear directly from survivors. In addition, detectives attended a two-day seminar on Human Sex Trafficking, which was conducted by the Maryland Human Trafficking Task Force.
- **Baltimore Child Abuse Center (BCAC) – Entry Level Training*:** The BCAC, through a grant procured by the Special Enforcement Section, will teach each trainee class an eight hour, scenario based block on trauma informed care to help recruits understand how trauma impacts them and the populations they will be working with once they become officers. The class will cover subjects such as adverse childhood experiences, victim resources, and communication strategies.

XII. TECHNOLOGY

- **Field Based Reporting:** Efforts are ongoing to properly equip officers with field based reporting technology, as well as an upgrade to the Records Management System (RMS), in order to provide real-time data on stops and searches. This will finally allow the Department to produce quality data, in an efficient manner, so demographic information can be quickly analyzed and enforcement activities adjusted appropriately.
- **BPD IT Infrastructure Upgrades:** The BPD has spent significant time and resources improving its technology infrastructure in order to prepare for field-based reporting, and all major BPD facilities have received network upgrades to ensure a smooth rollout of the BWC program. A new, MobilePD app for smart phones is expected this summer and will push alerts and post crime updates for the public.

XIII. SUPERVISION

- **PowerDMS:** BPD purchased PowerDMS to enable online distribution, tracking and testing of new and revised policies. The BPD will be able to determine on what date each officer received a policy and whether and when that officer passed a proficiency test demonstrating they understand the policy.
- **Core Operating Policies (COP) Manual:** The BPD reviewed and updated its twenty-six most important policies, which include the new use of force policies and policies on Fair and Impartial Policing, Domestic Violence, Responding to Mental Health Emergencies and First Amendment Protected Activity, to be sure they incorporate best practices. Officers have received an initial three hours of basic training on the policies' content and use, and additional, more in-depth training has started, through PowerDMS, at two week intervals.
- **Leadership BPD*:** BPD has re-designed the University of Maryland University College (UMUC) leadership program to focus on middle management leadership principles and performance management. The program, starting in January 2017, lasts for nine months and consists of a cohort that meets every three months for a week at a time. In addition to leadership principles and performance management, the BPD students will learn how to facilitate resources to help their subordinates be successful in problem solving with community members. Students will also develop crime fighting strategies that enlist the help of Baltimore City residents and build trust in the community. In addition to receiving a certificate of completion, participants receive approximately 12 college credits from UMUC.
- **2017 Supervisor Training*:** In 2017, sergeants and lieutenants will be separated from officers for in-service. While supervisors will receive many of the same courses, they will be give training specific to supervisors to include the following classes: Community Engagement, Early Intervention Systems (EIS), Use of Force Investigations and Reporting, Report Writing, Crime Scene Management and Human Resources.
- **Training Academy Reorganization*:** PDTA has been restructured to improve efficiency and to streamline the management of personnel resources. A Community Engagement Unit has been added to include training for community members (Citizens Police Academy, Shoot Don't Shoot Seminars, Youth Academy) along with a Leadership Unit under the Continuing Education Section and a new Remedial/Specialized Training Unit for those needing additional training.
- **Expanded In-Service Training and Training Evaluations*:** To meet the demands of more rigorous and more thorough training classes, the Department has increased its in-service training from one week to two weeks in 2017. In addition, BPD has engaged the Johns Hopkins University School of Education to help critically evaluate the department's training staff, teaching methods and curriculum.
- **Body Worn Cameras (BWC):** BPD is in the process of equipping approximately 2,500 officers with BWCs. BPD's goal is to equip all officers with BWCs in the next two years. The policy that guides the use of BWCs was developed with the recommendations from the Mayor's working group, which included a wide representation of community members, as well as best-practices from other agencies.

XIV. MISCONDUCT INVESTIGATIONS & DISCIPLINE

- **Law Enforcement Officers' Bill of Rights (LEOBR) Reform:** New legislation will require several reforms to LEOBR including public access to police disciplinary hearings, civilian participation on administrative hearing boards (subject to collective bargaining), reduced time to compel officer statements from ten to five days and increased time for a citizen to file a complaint from 90 days to 366 days.
- **Use of Force Performance Review Board:** A new Performance Review Board (PRB) was formed and policy established that significantly improve upon past practice. They broaden the types of incidents subject to mandatory or discretionary review and select individuals who serve on the PRB based on subject-matter expertise, rather than solely on rank or assignment. Identifying patterns and trends, both agency wide and for individuals, is a key component of this process and is designed to thoroughly examine incidents that were "lawful but awful" to address how training and other factors could have prevented or mitigated an incident. The PRB reviews the most serious uses of force (those categorized as Level 3 uses of force, 10% of Level 2 uses of force, and any fatal motor vehicle crashes in which the actions of a BPD officer were a contributing cause).
- **Use of Force Assessment Unit:** A new Use of Force Assessment Unit was created to assess all reviews of lesser uses of force (Level 1 and Level 2 uses of force). The Unit's administrative review is designed to ensure that use of force investigations conform with policies.
- **Complaints and Internal Affairs (IA) Investigations:** The Department developed shorter investigation deadlines, including a new nine-month case closure deadline for general IA cases, and six months for Ethics, Equal Employment Opportunity (EEO) and Special Investigation Response Team (SIRT) cases. The deadlines used to be one year. The reduced deadlines are possible through the hiring of new personnel and the re-allocation of existing personnel resources.
- **Public and Revamped Administrative Review Hearings:** The Department recently revised the internal process for investigating cases that can result in disciplinary action so that officers now receive fair, firm and consistent discipline. This, coupled with the open administrative hearings, has signaled to officers that administrative hearings can no longer be used to avoid discipline.
- **Accelerated Disposition Program (ADP):** Managed by the new Disciplinary Review Committee, this program is designed for sustained cases where the facts are not in dispute. In these cases, the Department offers the officer an accelerated punishment on the front-end. This results in quicker resolution to the cases, eliminating prolonged investigations. This new committee is comprised of six members of the Command Staff (sworn and civilian), five of whom are lawyers, who meet weekly with the Commissioner to discuss discipline and early intervention concerns.
- **Early Intervention System (EIS):** The EIS Unit has increased personnel to include four sworn members working under the supervision of the Director to review all incoming alerts, and to

ensure timely implementation of corrective actions. Recently all Sergeants and Lieutenants were trained on how to accurately enter their investigations into IAPro.

XVI. RECRUITMENT, HIRING & RETENTION

- **Stress Prevention*:** Through Roberta's House, officers and trainees will receive wellness training to assist them with preventing stress and burn-out.
- **Psychologists*:** The Department is poised to request proposals for in-house physiological services. This will form the foundation of a new, robust officer wellness program.
- **Officer Wellness Training*:** Hundreds of members of the Department, including most Command staff, attended officer wellness training, taught by Dr. Kevin Gilmartin, author of *Emotional Survival for Law Enforcement*. This informative and timely training focused on officer mental health, suicide prevention, and creating a work-life balance.
- **Online Applications*:** The Department is in the process of accepting, for the first time, the ability for individuals to apply on-line. This will make the application process more accessible and efficient.

XVII. AGREEMENT IMPLEMENTATION AND ENFORCEMENT (Monitoring)

- **Compliance, Accountability and External Affairs Division (CAED):** CAED is the first in the nation (that we know of) to be created before being mandated by a consent decree. The sole goal of this Division is to proactively implement policy/training reforms based on President Obama's Plan on 21st Century Policing and prior consent decrees. Additionally, under CAED, the new Use of Force Assessment Unit is designed to review and evaluate each use of force report to ensure conformity with policy. The unit is empowered to send the review back to the supervisor for additional work, refer the case to the Performance Review Board, or require remedial training of the involved officer or supervisor. In addition to the Use of Force Assessment Unit, CAED also oversees the revamped Audit and Inspections Unit. Charged with focusing on accountability, auditors will delve into areas of the Department identified by DOJ as requiring an additional layer of assessment.