

Ferguson Police Department Gap Analysis



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Overview

The purpose of this project is to assist the Ferguson Police Department with complying with their Consent Decree through a data driven solution. This solution called for the development of a gap analysis to evaluate the department's needs as it relates to data and the Consent Decree.

This gap analysis set out to evaluate:

- How data is used in the Ferguson Police Department;
- What datasets or data points are needed to achieve the goals of the department;
- What datasets or reports are missing or needed to address the gap;
- How data will be accessed to create the reports; and,
- How reports will be accessed and utilized.

This gap analysis outlines the findings as it pertains to each section of the Consent Decree. Appendix A provides a clear step-by-step guide on each section to document the clear process towards completion of the engagement.

Process to create gap analysis

AH Datalytics conducted an initial site visit to Ferguson, MO on November 21-22 to begin the gap analysis process. Specific site visit objectives were:

- Engaging stakeholders and gathering requirements from police leadership, field supervisors, and officers.
- Documenting critical uses of data for Consent Decree compliance and the management needs of the Department.
- Understanding what datasets are needed to achieve the goals of the department, what datasets or reports are currently lacking, and how data and reports will be accessed and utilized.

Subsequent to the site visit, and at the behest of the Ferguson Police Department, AH Datalytics engaged IT vendors and other stakeholders to further understand the data and analytic needs of the Ferguson Police Department. These conversations included calls with the LEFTA Systems to discuss use of force data; the DOJ/Monitoring team to discuss methodology; and Omnigo to discuss CAD, community policing, and racial profiling data.

A second site visit was conducted on January 7-8 during which a draft gap analysis was presented to the DOJ, Monitor, and the Court. An in-depth review of data systems also took place during the January site visit.

The result of this process is the enclosed gap analysis for the Ferguson Police Department. Further requirements gathering and updates may be necessary in the future as decisions are made by Ferguson Police Department on outstanding items.

Assessment

Ferguson Police Department's ability to comply with data requirements for 13 sections of the Consent Decree are analyzed within this section. Upon discussion with both DOJ and the Monitors, in-depth data visualizations in the form of dashboards will be the primary mechanism used to analyze data internally and for the public. The data products will have the capacity to facilitate raw data analysis by any parties.

This process should make exporting and sharing data easier for Ferguson Police Department and can be used to satisfy the relevant ongoing assessment sections as well as the outcome measures needed by the Monitors and any needs by the Civilian Review Board. Annual reports can still be created in a standard report format to facilitate access by all citizens, and the data visualizations can be easily created under this proposed process.

Community Policing (§28-31)

There are two data-specific components in the Community Policing section. Both components require access to data in the ITI (or Omnigo) data system as the relevant data is stored in the CAD/RMS.

- Paragraphs 26 and 29 pertaining to measuring community policing.
- Paragraphs 28 and 31 pertaining to the creation of a data product to support monthly command staff meetings and public access to crime data.

Through discussions with Ferguson PD, DOJ, the Monitor, and the Court, AH Datalytics is proposing using a signal-based approach to measure community policing. Through the utilization of signals, community policing activity can be captured just as other events are captured in the CAD.

Officers could augment the CAD disposition data with notes to provide additional details. This approach will not require an additional data system nor add significant burden to officers. The data can then be exported and integrated into a data visualization. The CAD will be able to record the critical information such as location, date/time, officer, and other important notes.

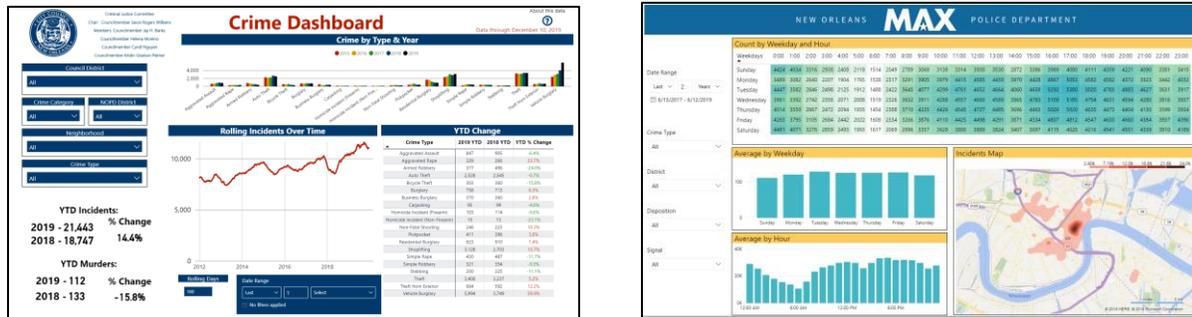
Figure 1 - Sample CAD export on Community Policing

Item Number	Date	Time	Location	Signal	Description	Notes
20191204-001	12/4/2019	8:35 AM	123 Main Street	22A	Area Check	General area patrol of main street based on recent crime trends.
20191206-002	12/6/2019	9:45 AM	456 Main Street	22R	Residence Check	Following up with recent victim of
20191207-003	12/7/2019	3:13 PM	789 Main Street	22W	Walking Beat	Initiated a walking beat to engage community and increase police
20191209-004	12/9/2019	4:55 PM	123 First Street	22D	Directed Patrol	Engaged in traffic enforcement based on community plan
20191211-005	12/11/2019	11:14 AM	456 Second Street	22B	Business Check	Checking in with local businesses

The crime dashboard will be an interactive data product that features data at the precinct/beat and neighborhood level facilitate in-depth discussions of crime trends. Data at the precinct or beat level will support the Department's ability to inform deployment while data at the neighborhood level will make crime data more accessible to the public. The resulting data

product can be distributed within the Department as well as to the public. The data product will make use of the UCR definition for crime but will be designed in a way that can facilitate the shift to NIBRS reporting when Ferguson PD is ready to make the change.

Figure 2 - Sample crime dashboards



The resulting data visualization will be developed to facilitate annual reporting requirements and access by the Civilian Review Board.

Training (¶157)

Training data is stored in the LEFTA database though the vendor may change to PowerDMS or Benchmark Analytics. AH Datalytics reviewed the training data with the Ferguson Police Department, and AH Datalytics was provided access to the system.

AH Datalytics will use the data stored in LEFTA to develop an internal reporting mechanism to support training reporting needs. If the data system changes, AH Datalytics will work with FPD and the future vendor to ensure that all the appropriate data is captured and can be exported for reporting purposes if needed.

Bias-Free Policing (¶172)

This topic was discussed at length with DOJ and the Monitors during the January site visit with a focus on the required utilization of regression analyses. AH Datalytics is concerned with the statistical challenges in controlling for all relevant factors and having a sufficient population of events to measure meaningful change. AH Datalytics recommends creating an annual report for bias-free policing utilizing use of force, stops, misconduct, and court data on protected characteristics. These data can then be pulled together along with analyses to articulate the impact of all programs on protected characteristics.

Voluntary Contacts, Stops, Searches, Citations, and Arrest (¶189, 106, 109)

There are two separate data requirements as it pertains to this section of the Consent Decree.

First, the Department should create spreadsheet templates to be used as a central log listing for:

- Search warrants;
- Person of Interest warrants;
-

- Stops, searches, warrant applications, citations, and arrest that are legally unsupported, in violation of FPD policing, or as noted otherwise in paragraph 106.

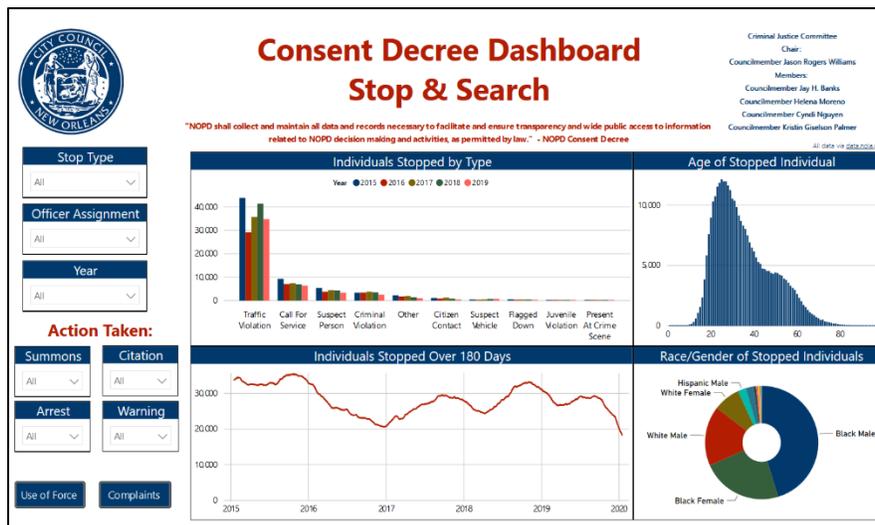
If FPD procures a flexible data product that can accommodate these log listings, then AH Datalytics will work to ensure each is set up to facilitate compliance.

The second requirement includes the collection of data as it pertains to voluntary contacts, pedestrian and motor vehicle stops, searches, citations, correctable citations, and arrests. Currently, only motor vehicle stop data includes some of the information necessary for compliance. As such, AH Datalytics recommends creating a form from scratch to collect all relevant information for these interactions.

This form should also integrate with any information being collected related to First Amendment Protected Activity to streamline data collection. AH Datalytics will work with FPD to identify the best data system in which to build this form. In order to finalize the appropriate form, FPD needs to receive approval from the DOJ and Monitors on the relevant policies as they pertain to data collection on these topics and on the form itself. AH Datalytics will help ensure that the information collected in this form complies with the State of Missouri’s motor vehicle reporting requirements.

Once data collection is in place AH Datalytics will create a data visualization that provides in-depth breakdown as required by the Consent Decree and the State of Missouri. In order to create the interactive dashboard, AH Datalytics requires data access to the resulting data system.

Figure 3 - Sample Stop and Search Dashboard



First Amendment Protected Activity (¶127)

Data related to First Amendment Protected Activity is not being tracked in a manner to facilitate analysis. AH Datalytics recommends integrating the data collection on this topic with the stop, search, and arrest data collection described above.

Complaints related to First Amendment Protected Activity are kept alongside all other misconduct complaints. As such, the approach to this section will be merged with the section on Accountability.

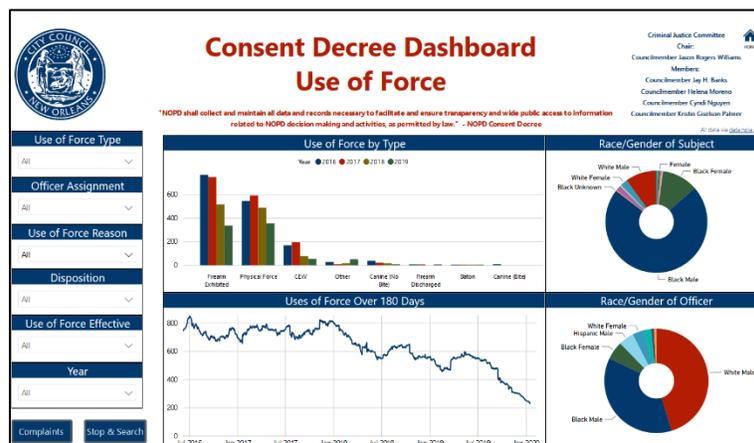
Force (§195)

The City of Ferguson is nearing the release of the new use of force policy and use of force reporting form. Upon release of the form, they will collect data in the FACTS system by LEFTA. The new form is in the process of receiving approval by the DOJ and Monitoring team.

It is not clear how form workflow information will be retrieved from LEFTA nor is it clear whether comments from the reviewing supervisor will be included. The proposed use of force form collects all relevant data for Consent Decree reporting, and AH Datalytics is working with LEFTA Systems to create a data export of the use of force data to facilitate the creation of an interactive data visualization.

AH Datalytics will work with LEFTA Systems to create the data export via an API. FPD is also exploring switching software systems for collecting use of force data. If that happens, AH Datalytics will work with the new vendor to create the appropriate export as needed. Once the export has been created, AH Datalytics will create a use of force dashboard.

Figure 4 - Sample Use of Force Dashboard



CIT (§206)

All FPD officers currently are or will become CIT certified. As such, all responses to calls for services involving an individual in crisis will be responded to by a CIT trained officer. AH Datalytics will integrate the reporting of calls for service involving individuals in crisis into the crime dashboard.

Supervision (§259-269)

AH Datalytics will review FPD’s data systems for compliance with the Early Intervention System requirements of the Consent Decree. AH Datalytics will provide advice on how best to achieve compliance with the Early Intervention System requirements. This includes the tracking of non-disciplinary corrective action that must integrate with the Early Intervention System.

Recruitment

AH Datalytics is in the process of updating the Staffing Assessment needed by the City of Ferguson. This was an urgent request as it is a barrier to the completion of the Recruitment Plan.

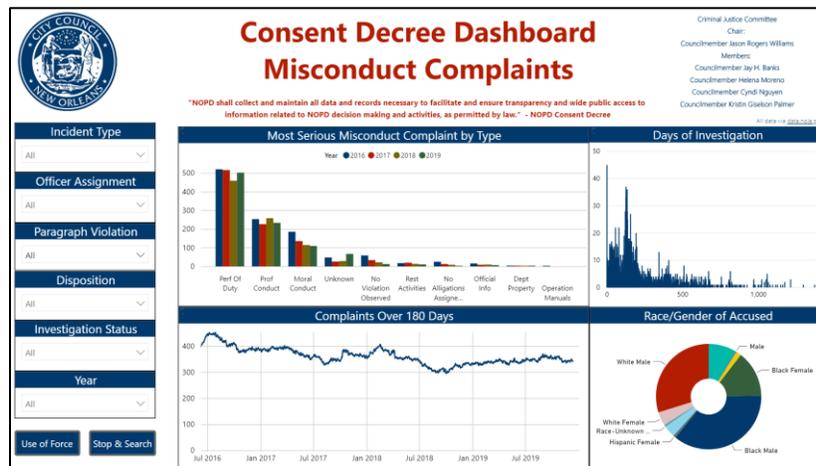
Accountability (§401)

FPD will provide AH Datalytics with the spreadsheet used to track misconduct complaints. AH Datalytics will review and augment the spreadsheet to support compliance with the Consent Decree including complaints pertaining to First Amendment Protected Activity as outlined in that section.

FPD is also exploring switching software systems for collecting misconduct data that would integrate into the Early Intervention System. If that happens, AH Datalytics will work with the new vendor to create the appropriate export as needed.

AH Datalytics will create a data visualization to report misconduct data once the appropriate method for data access is determined.

Figure 5 - Sample Misconduct Dashboard



Civilian Review Board (§405)

AH Datalytics will create products that can facilitate the Civilian Review Board's responsibilities.

Data Collection, Reporting, and Transparency (§414-415)

AH Datalytics will create all data products to support public reporting of the data as required by the Consent Decree. If needed, AH Datalytics will create internal versions of data visualizations to satisfy detailed needs of FPD that are not appropriate for public release.

The specific reports that will be provided will cover paragraph 415 sections a, b, c, d, e, f, j, and k. While the reports will be created by FPD, AH Datalytics will provide FPD with templates and change management to ensure that the reports can be completed as required.

All data analysis related to the Court is the responsibility of Municipal Court and not AH Datalytics.

Monitoring, Compliance, Assessment, and Enforcement (¶435)

All data products will be done in a manner to facilitate to outcome measures. This includes creating data connections and data products that extend beyond identified topics described above such as arrest and citation data.

Subsequent Phases of the Project

Data Analytics

Following the approval of the gap analysis, each section should proceed as outlined in Appendix A.

A complete draft set of data products should be available for review in the first half of 2020 with the exact date reliant on whether a new vendor is used, with some products available earlier for review and approval. All products will be available for review by all parties including, FPD and the City of Ferguson; Consent Decree Monitor; DOJ; Civilian Review Board; and the public as appropriate.

Upon review and feedback, a final set of data products will be delivered to FPD by AH Datalytics. Engagement may extend beyond these original timeframes due to the needs of FPD and feedback delivered on the initial draft products.

Change Management

All data products will include a change management component. In the case of spreadsheet templates such as the central log listings or misconduct spreadsheet, training will be done on how to use it and where to store it. As it pertains to each data visualization, documentation will be created that specifies:

- Where the source data needs to be stored when downloaded if a direct connection to the database is not possible;
- How often the source data needs to be downloaded;
 - For example, the use of force data may be downloaded weekly whereas the training data may be used on an ad-hoc basis.
- How the data is shared with the public.

The Change Management aspect of the project will be delivered in concert with the final set of deliverables.

Appendix A – Detailed step-by-step guide

The list below highlights the next step for each section, including options based on decisions made by FPD.

Community Policing

- FPD releases approved community policing policy featuring community policing signals
 - Policy to be developed with DOJ, Monitor, and FPD.
 - Signals to be developed during the process.
- FPD and AH Datalytics work with Omnigo to update the CAD system to allow for the Community Policing signals.
- AH Datalytics integrates community policing signals into call for service/crime data product.

Training

- FPD determines if training data will stay in METR or switch to another provider.
 - If staying with METR:
 - AH Datalytics will create an internal data product to support Captain Dilworth.
 - If switching providers
 - FPD procures new solution.
 - AH Datalytics works with new vendor as needed to ensure data can be exported.
 - AH Datalytics will create an internal data product to support Captain Dilworth.

Bias-Free Policing

- FPD, AH Datalytics, DOJ, and the Monitors engage in further discussions around regression analyses.
- AH Datalytics provides a template to create an annual report out of reporting on other topics that cover protected characteristics.

Voluntary Contacts, Stops, Searches, Citations, and Arrest

- Central Log Listings
 - If FPD does procure additional software that can facilitate data entry and storage:
 - AH Datalytics will support FPD in implementing the two central log listing forms.
 - If FPD does not procure additional software that can facilitate data entry and storage:
 - AH Datalytics will create standardized spreadsheets for:
 - Search warrants.

- Stops, searches, warrant applications, citations, and arrest that are legally unsupported, in violation of FPD policing, or as noted otherwise in paragraph 106.
- Stop, search, citations, and arrest
 - A new form needs to be created to capture this information. The new form should integrate with information required by the state for motor vehicle stop reporting as well as for the data requirements under the First Amendment Protected Activity section of the Consent Decree.
 - AH Datalytics will work with FPD to identify a method to collect this information.
 - FPD will work with the Monitors and DOJ to finalize the relevant policies concerning data collection.
 - Once the data to collect is known, FPD (and AH Datalytics as needed) can work with the relevant form methodology to create the new data collection instrument.
 - AH Datalytics will create all relevant data reporting including:
 - Data visualization to support annual reporting and engagement with the public.
 - Data analysis for the outcome measures.
 - Data reporting for the motor vehicle reporting requirements by the State of Missouri.

First Amendment Protected Activity

- Reporting of complaints related to First Amendment Protected Activity will be integrated into the Misconduct reporting section.
- Reporting of other data requirements will be integrated into the form on stop, search, citation, and arrest.
- FPD will work with the Monitor and DOJ to finalize any relevant policies and guidelines regarding data collection and reporting.
- FPD will work with the Monitor and DOJ to receive approval on the data collection instrument prior to its finalization.

Force

- FPD finalizes UOF form including supplement in LEFTA with approval from Monitor and DOJ.
- FPD determines if LEFTA will continue to be used or if new system to be used.
 - If continuing with LEFTA
 - AH Datalytics will begin the process of creating a data export with LEFTA.
 - AH Datalytics will create the data visualization.
 - Data will be created once the form is in use.
 - If using new software
 - New system procured and implemented.
 - AH Datalytics can help with porting of requirements from LEFTA to new system.
 - AH Datalytics works to create data export from new system.

- FPD goes live with new form.
- AH Datalytics creates data visualization.

CIT

- All officers are or will be CIT trained. As such, analyses specific to CIT will be integrated into the crime/call for service analysis.

Supervision

- AH Datalytics has provided a memo reviewing options for the Early Intervention System to FPD.
- AH Datalytics will work with the vendors as needed to facilitate data access, compliance, and reporting.

Recruitment

- AH Datalytics has completed and submitted the update to the Staffing Plan analysis to FPD.

Accountability

- If FPD procures a new data solution that can accommodate misconduct data collection:
 - AH Datalytics will help FPD implement misconduct data collection in the new data system, including integrating complaints pertaining to First Amendment Protected Activity.
 - AH Datalytics will work with the new vendor to create the relevant exports.
 - AH Datalytics will create a data visualization to report misconduct data.
- If FPD continues using a spreadsheet-based approach:
 - AH Datalytics will review the misconduct spreadsheet and modify it as necessary to make it more robust, including integrating complaints pertaining to First Amendment Protected Activity.
 - AH Datalytics will create a data visualization to report misconduct data.

Civilian Review Board

- All data products should be reviewed with CRB as appropriate as part of the feedback loop.

Data Collection, Reporting, and Transparency

- AH Datalytics will create all data products to support public reporting as required by the Consent Decree. If needed, AH Datalytics will create internal versions of data visualizations to satisfy detailed needs of the City of Ferguson that are not appropriate for public release.

- AH Datalytics will provide FPD with templates and change management to ensure that the reports can be completed as required.

Monitoring, Compliance, Assessment, and Enforcement

- All data products will help the Monitor's access data as required by the outcome measures.
- AH Datalytics will create additional data products for any topics not covered by an existing data product.