

permanency of the CIO position, the establishment of the first strategic plan, requirements/needs process, field IT, bandwidth, contractors, resource availability, governance, leadership support, and the intended mission impact of CAD.

On May 27, 2015, a site visit was made to the Utuado Police Station. A review of CAD and its use in Utuado was done in the context of the operational concept for policing in the Utuado Precinct. The Sergeant leading the demonstration of the CAD System was experienced and passionate about his work, which was notable in light of the resource restrictions. Remarks about the positive benefits of CAD included improvements in “time to respond” and collection of crime data. Longer term gains should include file and case management tracking, 911 integration, and the overall effectiveness of achieving vehicle fuel savings, as they relate to being able to send information over CAD and the network versus returning to the station and filing handwritten reports. Obstacles limiting progress and a broader rollout of CAD included the lack of equipment (base mounting units) and new vehicles although we were told that acquisitions are under way. During this site visit, the “future” benefits of the CAD system were discussed in the context of its potential functionality through its embedded GPS and facilitated communications. There is also opportunity in its use as a communications method as it relates to data collection and GIS mapping of complaints.

On May 28, 2015, a site visit to Bayamon was conducted highlighting similar perspectives and advantages of CAD identified in Utuado. Also cited was CAD’s potential to improve situational awareness of officers in the field along with improvements in communication. The need for CAD units and vehicles for continuing implementation of CAD was stressed. CAD operations in the precinct station were placed with radio communications for “better focus and fewer distractions.”

Overarching both ZOE visits were the challenges of training and retaining experience for CAD and technology deployments. In Bayamon all agents had e-mail accounts but it was unclear what the use rate was. Only one computer was available in the Bayamon training room. Other detractors included PRDOJ control of NCIC access and accounts, which necessitates contact with Headquarters for NCIC data, thereby limiting real time situational awareness of agents in the field. There was a stated sentiment among the officers, that with more information and technology, coupled with local ability to acquire intelligence information from systems like NCIC, the agents could achieve higher levels of situational awareness enabling them to police better and establish better relationships with citizens.

On May 29, 2015, a site visit was made to the Training Academy. There was a dialogue with the Director of the Academy that proved to be very useful and insightful regarding her vision for the use of IT and data in the curriculum development, process, methods, and practices improvement. Noted were issues with the consolidation of Academy IT services and networks with Headquarters, which has led to the loss of the Academy's Internet independence. Later that same day, the CIO stated that the Academy would regain its ability to get to the Internet. It should be noted that, favorably affecting the Academy, its two IT agents have longevity in their jobs extending to 9 and 11 years. This continuity has been beneficial to the Academy's ability to continue its initiatives and maintain its equipment. Regarding improvements, telephone exchanges have been upgraded, a server room was in operation and collocated with the IT agents, audio and visual equipment was added to the conference room in the cafeteria. Wireless service was made available in the library and is expected to be extended throughout the campus. Drawbacks are that agents in the field cannot "reach back" to the Academy for training. Bandwidth will eventually become an issue if the Academy is to grow its capabilities and portfolio of tools and applications.

The Academy appears to be a fertile opportunity as a laboratory for evolving technology on behalf of PRPD but the lack of resources constrains its ability. More significantly, in the eyes of the Academy, it is the management and supervisory control of the Academy's activities by Headquarters that constrains its ability to evolve, search the Internet, gather practices, and gain experience.

In summary, during the initial assessment, given the allotment of time, there was no substantive dialog regarding development of systems to be used by PRPD supervision and leadership to assess or ensure compliance with the Agreement, or to transform police methods. This will be a future focus area during an IT assessment visit in August. Overall, the PRPD is hindered by a dramatic shortage of IT personnel and resources. There are only seven members in the Office of the CIO. The dearth of professional IT subject matter experts is limiting to the CIO's efforts to transform IT use and functionality. Essentially, the current staff is dedicated to operations and maintenance. The CIO has had to assume the duties of middle management, program management and upper management/supervision, which is detrimental to his efficiency and effectiveness as an IT strategist. Additionally, potential for IT staff and agents to be reassigned or forced to resign, as well as the temporary nature of the CIO's assignment, threatens the IT organization's ability to persist and ensure continuity. It was suggested repeatedly that the CIO's underappreciated role does not provide him with executive bearing to make decisions and campaign for funds. Additionally, the political nature of

the CIO's assignment indicates that his longevity and continuity in the position is unlikely. Given these circumstances, it is suspected that there is a low probability that the PRPD will be able to maintain the pace necessary to comply with the Agreement.

Projected Activities: The Next Six Months

Consistent with Paragraph 250 (e), the TCA provides a projection of the work to be completed during the upcoming six-month reporting period from June 8, 2015 to December 8, 2015

USE OF FORCE: INTERNAL CONTROLS AND ACCOUNTABILITY

- The TCA and his Core Team will complete the task of interviewing members of the PPR Reform Unit to determine the current nature and extent of the Use of Force (UOF) reporting process, and any issues that may surface as a result of the new UOF policy. (Paragraphs 36-40, Force Reporting)
- The TCA will continue to review UOF report forms [PPR-854] to ensure proper procedures are being followed and the forms are being properly filled out. The TCA will continue to review specific UOF reports involving police shootings, and interview the Force Investigation Unit (FIU), and Force Review Board (FRB) on these specific incidents. (Paragraphs 36-40, Force Reporting; Paragraph 41, Force Review)
- The TCA will complete the task of interviewing supervisors who have reviewed UOF forms for their perspective, input, and effectiveness of the entire supervisory review process. (Paragraphs 43-45, Supervisory and FRB Reviews; Paragraph 135, Supervision and Management)
- The TCA will complete the task of interviewing members of the FIUs. (Paragraphs 48-52, FIU Investigation and Force Reviews by SFRB)
- The TCA will complete the task of interviewing members of the FRBs for their insight, and opinions, on the entire UOF process. (Paragraphs 48-52, FIU Investigation and Force Reviews by SFRB)
- The TCA will conduct random ride-a-longs. (Paragraphs 262-264, Access and Confidentiality)
- The TCA will request to respond and observe actual UOF crime scenes, if available, to see how UOF incidents are handled and processed. (Paragraph 40,

Force Review, Investigations and Analysis; Paragraph 48, FIU Investigations and Force Reviews by SFRB; Paragraph 262-264, Access and Confidentiality)

- The TCA will observe training on firearms use and target shooting exercises at the Police Academy. (Paragraph 53, Use of Force Training; Paragraph 262-264, Access and Confidentiality)

SEARCH AND SEIZURES: INTERNAL CONTROLS AND ACCOUNTABILITY

- The TCA will review incidents and administration material of search and seizures policy and related forms to ensure proper procedures are followed. (Paragraph 229, Review and Implementation of Policies, Procedures and Programs)
- The TCA will finalize the “Boletín de Adiestramiento para las Detenciones Investigativas o Entrevistas de Campo.” Review process (Paragraph 229, Review and Implementation of Policies, Procedures and Programs)

TRAINING

- The TCA will complete the task of interviewing the PRPD Reform Unit individual responsible for training to determine current issues and confirm the timetable for delivery of training policy. (Paragraph 117, Training)
- The TCA will continue to conduct on-site visits of the Academy and will interview the Academy Director and her staff to review curriculum, instructor qualifications and selection process, Academy’s procedures for mandated training, testing, and retention qualification. Where there is no written relating documentation, the TCA will assist and advise the Academy Director in drafting the appropriate relating language. (Paragraph 118-122, Pre-service Education and Training; Paragraphs 133-134, Training Records; Paragraph 262-264, Access and Confidentiality)
- The TCA will continue to review the current courses being offered at the Academy and will ensure PPR training meets appropriate policing standards regarding objectives, methodology, and evaluation of training to ensure they are meeting desired outcomes. The TCA will also review planned courses to ensure they are meeting the above requirements. This review will apply to training that is outsourced to either public or private entities. (Paragraph 118-122, Pre-service Education and Training; Paragraphs 133-134, Training Records)
- The TCA will conduct another survey of the Academy’s infrastructure and equipment in order to ensure training resources are the most current to facilitate the learning process

- During on-site visits at the Academy, the TCA will continue to review the process and current training mechanism to assure attendance for specific instructional classes. The TCA will advise the Director on procedures to ensure that there is proper follow-up for officers who have not attended required instructional courses. The TCA will provide technical assistance to the Director on record retention, attendance, documentation, and supervisory review. (Paragraph 133-134, Training Records)
- The TCA will continue to review the Field Training Officer (FTO) program process and practices to blend transition between academy and field, i.e. - selection of FTO's, FTO Train the Trainers program, compensation and evaluation and documentation process of recruits and Veto's. (Paragraph 123-128, Field Training Program)

CIVILIAN COMPLAINTS, INTERNAL INVESTIGATIONS, AND DISCIPLINE

- The TCA will continue to interview the PRPD Reform Unit individual responsible for complaint tracking and internal investigations to determine current issues and confirm the timetable for delivery of relating policy. (Paragraph 159, Civilian Complaints, Internal Investigations and Discipline)
- The TCA will continue to visit various police facilities, to include police stations in the ZOEs, and review the equipment on hand to safeguard internal investigations material, ensure informational materials are visible to the public in Spanish and English, and review the protocols used at the command level in investigating allegations of misconduct. Examine vehicles to ensure they contain complaint forms. (Paragraph 160, Civilian Complaints; Paragraph 163, Internal Investigations; Paragraphs 262-264, Access and Confidentiality)
- The TCA will continue to interview commanders concerning the challenges they face in implementing the Agreement for this focus area. (Paragraph 159, Civilian Complaints, Internal Investigations and Discipline; Paragraph 135, Supervision and Management; Paragraph 190)
- The TCA will continue to review all the auditable forms relating to complaint tracking and internal investigations to ensure they contain all the necessary fields and variables that will be used to measure compliance. (Paragraphs 166-176, Complaint Intake, Classification, Assignment and Tracking)
- The TCA will validate that the complaint Hotline number and Website are fully operational and contain clear information on the procedure for filing a complaint. TCA will access the complaint Website and ensure that all links are operational, specifically the administrative complaint link.
- The TCA will continue to examine training records to determine which officers have been trained on complaint intake. (Paragraph 162, Complaint Intake)

- The TCA will continue to meet with representatives of the prosecutor, public defender, and other court offices, to review the protocol for reporting allegations of misconduct as well as cases where evidence has been suppressed, or there were questions of candor in PRPD testimony, or filing of a Civil complaint in a court of law that have been lodged. (Paragraphs 170, 184, Complaint Intake, Investigation of Complaints)
- The TCA will continue to review the current numbering system used to track complaints and inform complainants. (Paragraphs 166-176, Complaint Tracking)

PROFESSIONALIZATION

- The TCA will continue to review in-service ethics curriculum to conform to the Agreement. (Paragraph 12, Professionalization)
- The TCA will continue to review the current written examinations, used as part of the selection process to award promotions through the rank of Captain. (Paragraph 14, Promotions)

COMMUNITY ENGAGEMENT AND PUBLIC INFORMATION

- The TCA will continue to attend meetings of the State Board of the Community Safety Councils (“Junta Estatal de los Consejos Comunitarios de Seguridad”) (Paragraph 205, Community Engagement and Public Information; Paragraph 209, Community Interaction Councils)
- The TCA will continue to reach to different communities to look at their participation in crime prevention, the role of the police in the community, among others community policing aspects. (Paragraph 205, Community Engagement and Public Information)
- The TCA will interview two regional directors of the Community Relations Division (“División de Relaciones con la Comunidad”) to identify actions taken to create robust community relationships and engage constructively with the community in order to ensure collaborative problem-solving, ethical and bias-free policing, and more effective crime prevention. (Paragraph 205, Community Engagement and Public Information)
- The TCA will complete the task of interviewing the liaison officers of the PRP with the Officer of the Ombudsman to determine which services are offered, including processes to follow up on complaints filed by citizens, among other aspects. (Paragraph 205, Community Engagement and Public Information)

- The TCA will continue to meet with different Community Interaction Councils' Boards of Directors to determine the scope of the activities conducted with community representatives to facilitate regular communication and cooperation between PRPD and community leaders at the local level. (Paragraph 209, Community Interaction Councils)

COMPREHENSIVE SURVEYS AND COMPLIANCE REVIEWS

- The TCA will continue to work with the Graduate School of Public Administration of the University of Puerto Rico and other entities in the preparation of a survey of the members of the community regarding the experiences with and the perception of PPR. (Paragraph 241, Comprehensive Surveys and Compliance Reviews)

EQUAL PROTECTION AND NON-DISCRIMINATION

- The TCA will review the domestic violence policy and related forms to ensure proper procedures are followed. The TCA will compare the policy to best practices and will conduct research on model policies nationwide. (Paragraph 80, Equal Protection and Non-Discrimination; Paragraphs 109-116, Policies and Procedures)
- The TCA will continue to review policy and training on bias-free policing, recruitment, promotions and testing. To that end, the TCA will request and analyze documentation from PPR on current quantitative data gathered for recruitment, promotion, and testing. (Paragraph 80, Equal Protection and Non-Discrimination; Paragraphs 102-103, Recruitment Plan; Paragraphs 104, 107, Hiring Reforms)
- The TCA will continue to analyze documentation from PPR on current qualitative and quantitative data gathered on domestic violence. (Paragraph 93, 98-100, Sexual Assault and Domestic Violence)
- The TCA will continue to analyze internal and institutional reports on domestic violence. (Paragraph 93, 98-100, Sexual Assault and Domestic Violence)
- The TCA will continue to interview police, prosecutors and other key government personnel to understand how domestic violence cases are handled and evaluated. (Paragraph 93, 98-100, Sexual Assault and Domestic Violence)

NOTE ON METHODOLOGY

Under Paragraph 243 of the Agreement, the TCA has the authority to conduct qualitative and quantitative outcome assessments. Paragraph 245 of the Agreement further clarifies that the TCA has the responsibility to develop an ongoing plan and methodology for conducting compliance reviews and outcome assessments. Furthermore, Paragraph 248 mandates that “at least 90 days prior to the initiation of any outcome assessment or compliance review, the TCA shall submit a proposed methodology for the review or assessment to the parties.” In compliance with these Paragraphs, the TCA has submitted the proposed methodology to the PRPD.

In conducting his organizational assessment of PPR’s capacity building initiatives, the TCA will use a combination of qualitative and quantitative data collection methods. When determining the scale and scope of an organizational assessment, decisions are made about the capacities, core issues and points of entry to be included in the assessment. What also needs to be established is how these capacities will actually be assessed. This assessment is to be conducted through a variety of qualitative data gathering methods:

1. Documentary Research and Desk Review:

The TCA will review documentation. This documentation will include internal and external institutional reports, correspondence, organization and staffing charts, personnel records, administrative reports, MOUs and other agreements, planning documents, needs assessments, monitoring and evaluation reports, and financial records as needed.

2. Organizational self-assessment or internal questionnaire.

The TCA will provide, if needed, a structured questionnaire for the PRPD self-assessment in the areas identified in the process.

3. Interviewing Key Personnel:

The TCA will interview key people and the PRPD personnel who will be able to provide information about the programs and initiatives. The best method to collect primary source data is the interviewing of key interviewees. Unlike an organizational self-assessment report or questionnaire, organizational capacity assessment generates its basic assumptions based on face-to-face, one-on-one targeted interviews. Instead of using a structured questionnaire framework, where interviewers read the questions exactly as they appear on the survey questionnaire and the choice of answers to the

questions is often fixed in advance, the TCA will put special emphasis on semi-structured questions.

This method offers flexibility to probe for details, allowing new questions to be brought up during the interview as a result of what the interviewee says. It is a conversation with a purpose. To obtain a balanced view, different perspectives should be gathered. This may imply collecting input from people at various levels of an organization, e.g., managerial, supervisory, and technical personnel at central level and field, persons in charge of personnel planning, recruitment, and training. It may also imply collecting information from an organization's partners (their counterparts in organizations with which it interacts, for instance, DEA, FBI, PRDOJ, government prosecutors, and other government agencies). The ability to identify and gain access to key people with access to information and to extract accurate information from them is intuitive process that requires skills and sensitivity.

4. Focus Group Discussions:

Aside from in-depth interviews other qualitative method that the TCA will use as needed are focus group discussions. Focus group process can take advantage of interactions within the group to stimulate participants to exchange of information and generate new material. Talking to staff or other stakeholders of an institution in group provides an opportunity to elicit information or check impressions gained by face-to-face interviews

5. Site Visits and observation:

The TCA will use site visits and observation to gain additional information. Observations can expose information not otherwise obtained or validate information gained by other means. Observation of physical assets of an institution is a way to assess an institution's stock (for example, inventory, equipment, facilities, and so forth). Observation of the behavior of staff is much more difficult, especially if the time available is short, but can provide important insight.

Quantitative data collection methods

The TCA will use the expertise of the members of the Core Team familiar with statistical techniques and data analysis to develop complex analysis where statistical significance is emphasized. Although simple analysis procedures are usually sufficient, results must be generalizable. The TCA will focus on measures or central tendency, variability, comparison of groups, and relationships between variables.

Appendix 1: TCA Activities and Community Engagements (Detailed List)

Meetings with the Parties

- In accordance with Paragraph 253 of the Agreement, the TCA has conducted six monthly meetings with the Parties during the period of this report addressing ongoing matters as well as new business. Also, on a regular basis, the TCA has maintained continuous written and telephone communications with the Parties in order to ensure effective and timely response to matters concerning the implementation of the Agreement.
- Assistance and participation in Status Conference (Case No. 12-20139) held on February 20, 2015.
- Assistance and participation in First Public Hearing (Case No. 12-20139) held on April 16, 2015.
- The TCA has maintained constant communication with the Honorable Gustavo Gelpí, Judge for the United States District Court of Puerto Rico, for issues or situations that have required his intervention.
- The TCA has conducted more than 20 meetings with different police officers, which have voluntarily requested to be heard to attend specific claims and/or complaints that these officers had against the PRPD because of alleged violations of their administrative due process.
- The TCA submitted for the review of the Parties, the TCA's budget proposal for fiscal year 2015-2016.

Meetings and activities in accordance with Paragraph 254 of the Agreement

Meetings with Puerto Rico Government's Officers:

- Hon. David E. Bernier Rivera, Secretary of State (December, 2014)

Meetings with Former Governors of Puerto Rico:

- Former Governor Rafael Hernández Colón (May, 2015)

Meetings with Federal Government Officers:

- Meeting with High Intensity Drug Tracing Areas (HIDTA) Agent (December, 2014)
- Meeting with U.S. Immigration and Customs Enforcement (ICE) Special Agent in Charge and Agent (December, 2014)
- TCA and Core Team meeting with Federal Bureau of Investigation (FBI) agency's representatives (February, 2015)
- TCA and Core Team meeting with Drug Enforcement Administration (DEA) agency's representatives (February, 2015)

Meetings with Senators and Representatives of Legislature of Puerto Rico and related office:

- Hon. Jaime R. Perelló Borrás, Speaker of the House of Representative of Puerto Rico (March, 2015)
- Carlos Ruíz, Esq., and Pierre Vivoni, Esq., legal advisors for President of the Senate of Puerto Rico (April, 2015)
- Georgina Candal Seguro, Esq., Puerto Rico Civil Rights Commission (January, 2015)
- Carlos Del Valle Cruz, Esq., Puerto Rico Civil Rights Commission (January, 2015)
- Georgina Candal Seguro, Esq., and Carlos Del Valle Cruz, Esq., Puerto Rico Civil Rights Commission (April, 2015)

Meetings with Representatives of Executive Agencies:

- Iván Díaz Carrasquillo, Esq., Office of the Individuals with Disabilities Rights' Advocate (January, 2015)
- Wanda Vázquez, Esq., Office of the Women Rights' Advocate (January, 2015)

- Bureau of Special Investigations of the PRDOJ (“ *Negociado de Investigaciones Especiales*” - NIE) (February, 2015)
- Heriberto Luna, Information and Technology Division of PRDOJ (March, 2015)
- Grace Santana, Director of Infrastructure Financing Authority (known for its initials in Spanish as AFI) (March, 2015)

Meetings with Mayors and/or Municipal Security Commissioners:

- Hon. Victor Emeric, Mayor of Vieques and Roberto González, Security Commissioner (December, 2014)
- Ángel Martínez, Bayamón Municipality Security Commissioner (March, 2015)
- TCA visit to Bayamón Municipal Headquarters with AFI’s Director, Grace Santana, regarding virtual training and/or simulator facilities. (April, 2015)
- Hon. María Eloisa “Mayita” Meléndez Altieri, Mayor of Ponce (May, 2015)
- Hon. Víctor M. Ortiz Díaz, Mayor of Gurabo, with Col. Miranda, Col. Ramirez from the PRPD and Hilda Ortiz from HUD (April, 2015)

Meetings with Puerto Rico Police Reform Unit:

- Regular meetings and communications with Lieutenant Colonel Clementina Vega, Director of the Puerto Rico Police Reform Office, and other personnel of the PRPD.
- Monthly meetings with the Police Reform Unit designated personnel for the review, analysis and comments on the Action Plans presented by the PRPD.
- Numerous meetings, conference calls and documents’ presentation with review of the policies of the PRPD with the Reform Unit’s professionals and/or with the USDOJ and PRDOJ for the analysis, discussions and technical support to the final drafts of following Generals Orders:
 - General Order 600-601: Rules for the use of force by members of the police of Puerto Rico
 - General Order 600-605: General Order of Report and investigation of incidents of use of force by members of the Police of Puerto Rico
 - General Order 600-602: Use and Management of the Electronic Device
 - General Order 600-603: Use and management of Impact Weapons
 - Rules and Procedures for the Use, Possession, Maintenance, Change, Occupation, Reassignment and Disposal of Weapons of Regulation of the PRPD
 - General Order 600-604: Use and Management of Chemical Agents

- General Order 600-612: Puerto Rico Police Authority to Carry Out Searches and Seizures
- General Order 600-614: Puerto Rico Police Authority to Carry Out Arrests and Citations
- PRDD Forms No. 853: Plan to Carry Out Arrests/Detentions and Searches/Seizures (Spanish)
- PRDD Forms No. 877: Supplemental Report (Spanish)
- PRDD Forms No. 879: Consent Form to a Search (Spanish and English)
- PRDD Forms No. 880: Report of Arrest/Apprehension With or Without Order (Spanish)
- PRDD Forms No.126: Inventory of Occupied Property (Spanish and English)
- PRDD Forms No. 47: Citations (Spanish and English)
- PRDD Forms No. 264: Form of Warnings for Suspicious Persons in Care before doing or beginning again an Interrogation (Spanish and English)
- Operational Manual for Field Training Officers
- Administrative Order 2015-1-IV: Administrative order of vehicular intervention (Traffic Stops)
- General Order 111: General Order for Creation and Functional Organization of the PRPD Reform Office
- General Order for the Establishment of Review Boards of Incidents of Use of Force
- Code of Ethics
- General Order 800-801: Community Interactions Committees
- Rules to Carry Out Voluntary Interviews and Policy on the Investigative Detention of Police of Puerto Rico
- Revision of Regulation No. 6508: Regulation to Establish Public Policy and Procedure for Filing Complaints of Sexual Harassment in the Police of Puerto Rico
- Creation of the Regulation for the Establishment of Police Practices Free of Discrimination, Harassment and Retaliation from the Police of Puerto Rico
- Internal Regulations for the Prevention of Harassment, Discrimination and Retaliation from the Police of Puerto Rico
- Review of Special Order 2010-5: Public Policy on Non-Discrimination and Protection of Civil Rights and to Establish the Procedure to Address Complaints of Crimes Motivated by Prejudice
- Amendment to the General Order 2010-14: Creation of the Auxiliary Superintendence of Professional Responsibility

- TCA Core Team meeting with Domestic Violence Division

representatives(March, 2015)

- TCA Core Team meeting with Reform Office's Community Interaction Area representatives (March, 2015)
- TCA Core Team meeting with Reform Office's Public Information Area representatives (March, 2015)
- Conference call with Robert Warshaw, PRPD Consultant (April, 2015)

Meetings with Puerto Rico Police Department representatives:

- Meeting with Puerto Rico Joint Forces of Rapid Action's officials (known by its Spanish initials as FURA) (December, 2014)
- Meeting with Colonel Héctor Agosto Rodríguez, Ponce Area Headquarters (February, 2015)
- TCA's active participation in the PRPD's Board of Examinations for Promotion
- Several visits to the Police Academy and meetings with Col. Hernández de Fraley and her staff.

Visits and meetings to Police Regional Headquarters and Police Stations:

- TCA attended to graduation for Colonels at the Police Academy. (January, 2015)
- TCA and Core Team attended to the first graduation cadets under the PRPD Reform Agreement. (March, 2015)
- TCA and Core Team visit to FURA's Marine Unit (January, 2015; May, 2015)
- TCA and Core Team visit to Humacao Police Station (January, 2015)
- TCA and Core Team visit to Bayamón Oeste Zone of Excellence (March, 2015; May, 2015)
- TCA and Core Team visit to Canine Unit in Bayamón (April, 2015; May, 2015)
- TCA and Core Team visit to Las Piedras Zone of Excellence (April, 2015)
- TCA and Core Team visit to the following Field Training Officer Programs: San Juan, Carolina, and Bayamón Areas (May, 2015)

Meetings and communications with representatives of the following Puerto Rico Police's associations and others workers' union:

- Ismael Rivera, Police Association (January, 2015)
- Ismael Rivera and Jorge Velázquez , Police Association (February, 2015)
- Jorge Tirado, President of Firefighter's Union (February, 2015)

Meetings and activities of the Community Interaction Council (“ Consejo de Interacción Ciudadana”)

- Meeting with the Central Council’s President, Luis Romero Font (December, 2014)

Meetings and activities of the Community Safety Council (“Consejos Comunitarios de Seguridad”):

- Meeting with Mrs. Iza Rodriguez, Spokesperson of the Community Safety Council in Bayamón Area (December, 2014)
- Meeting with Naranjito Cedro Arriba Community Safety Council (January, 2015; May, 2015)
- TCA assisted to the Community Safety Council Assembly in Caguas (March, 2015)
- TCA assisted to the Counselor Swearing Act in Ponce (March, 2015)

Meetings with Community Leaders and other interaction community’s activities:

- Meeting with Tati Escobar and María Nieves, South Regional Director for the Office of Advocate for Individuals with Disabilities (December, 2014)
- Meeting with Cecilia La Luz from “ Centro Comunitario LGBTT”, Transgender Group, PRPD Reform Office representative and Commander José Juan García, PRPD Drugs Division’s Director and his staff. (March, 2015; May, 2015)

Meetings with citizens who have been victims of civil rights violations by the Police of Puerto Rico:

- Meetings and/or telephones calls with the Superintendent José L. Caldero López regarding police civil rights’ abuses
- Meetings and/or telephones calls with Esq. William Ramirez from American Civil Liberties Union (ACLU) regarding police civil rights’ abuses
- Meeting with Dr. Rafael A. Torruella and Pedro Colón from “ Intercambios Puerto Rico”, regarding complaints of police agents’ interventions with the needle exchange population in Fajardo (May, 2015)
- Telephone conversations with the parents of the victim of police brutality (May, 2015)

Other Meetings with Stakeholders:

- University of Puerto Rico's Public Administration Graduate School representatives, Dr. Richard Blanco Peck and Israel Tirado, for discussion of Paragraph 241 (December, 2014; February, 2015, March, 2015)
- TCA participated in radio interview (January, 2015)
- Celia Galán from APNI ("*Asociación de Padres de Niños con Impedimentos*") (January, 2015)
- Elena Pagán, Community Representative from Santa Rita Public Housing (January, 2015)
- William Ramírez, Esq. ACLU (February, 2015)
- TCA and Core Team meeting with Chuck Gruver, Federal Monitor to the US Virgin Islands Police Case (February, 2015)
- Dr. Richard Blanco Peck, University of Puerto Rico Public Administration Graduate School for the discussion and analysis of Paragraph 241 of the Agreement. (February, 2015; March, 2015; April, 2015)
- ACLU, "*Comité Comunitario*" and USDOJ (February, 2015)
- Dr. Gerardo Perfecto Rivera, University of Puerto Rico Social Science Faculty's Director (March, 2015)
- Emily Ramos in representation of the "*Hernandad de Agentes Retirados de la Policía de Puerto Rico*" (March, 2015)
- Heriberto Sepúlveda, Esq. and Teresita Rodríguez, Commission of Investigation, Prosecution and Appeal ("*Comisión de Investigación, Procesamiento y Apelación*" / CIPA) (March, 2015)
- Dr. Carlos Pérez Fernández, Dominican Republic Vice-Consul (March, 2015)
- Jorge Benítez Nazario and Miguel Méndez from "Mi Opinión Cuenta" for the discussion and analysis of Paragraph 241 of the Agreement. (April, 2015)
- TCA coordinated and facilitated a meeting between William Ramírez, Esq., and Josue González, Esq., of ACLU with Lieutenant Colonel Clementina Vega and Commander Alba Díaz from the PRPD. (April, 2015)
- Miguel Rivera, Roberto Vizcarrondo, Ramón Rodríguez, and Lourdes Vizcarrondo of Dewey University (May, 2015)

Dec 17, 2014	MOTOR VEHICLE STOPS MODEL POLICE	TCA CORE Team Member forwarded IACP Model policy reference Motor Vehicle Stops to Coronel Fraley as requested
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