



Cleveland
Police
Monitoring
Team

First-Year Monitoring Plan
Draft 1

December 15, 2015

Introduction

This document is an initial draft of the Monitoring Team’s plan for monitoring the Consent Decree between the United States and City of Cleveland, addressing the Cleveland Division of Police, during the first year of monitoring, from February 1, 2016 through January 30, 2017 (the “First-Year Monitoring Plan,” “Monitoring Plan,” or “Plan”).

Making core changes to any organization can be challenging. Implementing a consent decree with the clear and sustained involvement of disparate stakeholders – who may not always see eye to eye and disagree with one another from time to time – can be a daunting prospect and for any community. If well-intentioned stakeholders proceed on disparate or separate issues, coming up with divergent solutions, it will be far less possible for major changes to be implemented as effectively and efficiently as the Monitoring Team, City, and Department of Justice want and as the City of Cleveland deserves.

This Plan is intended to provide a clear, unified structure and framework for the day-to-day and week-to-week efforts that stakeholders from across the Cleveland community will need to undertake to ensure that the Decree is ensuring officer safety, public safety, and constitutional policing in a manner that is consistent with the values of Cleveland’s diverse communities.

This draft is just that: a preliminary, provisional plan for progress under the Consent Decree. We present it to the Division, its officers, and its command staff; the City of Cleveland and its elected officials and leaders; the Department of Justice; the Community Police Commission (“CPC”); community organizations from across Cleveland’s diverse communities; and to the public at large.

Between now and February 1, we will be starting to do police reform collaboratively, in the open, and with the goal of hearing as widely and substantively as possible. After getting feedback, comments, and advice, we will be revising the Plan – in close collaboration with the Parties – and, ultimately, filing the Plan with the Court. After that time, it will guide what happens under the Consent Decree, allowing stakeholders and citizens alike to understand where reforms stand and what issues are on the table at any given time.

What The Plan Is

The Consent Decree sets forth a number of objective, goals, and major commitments that the City and Cleveland Division of Police (“CPD”) have made for changing the way that a number of things are done within CPD. Nothing in this Plan changes the Decree’s fundamental requirements.

This Monitoring Plan is part project implementation plan and part agenda. This Plan outlines a framework – informed by the Team’s experience with monitoring other decrees and our specific sense of the dynamics in Cleveland – for ensuring that progress is swift, reforms are real, and everyone involved understands what is being worked on, and when, as the upcoming year unfolds.

How the Team Developed the Plan

Since being appointed on October 1, 2015 by Judge Solomon Oliver Jr., Chief Judge of the United States District for the Northern District of Ohio, to serve as his agent overseeing implementation of the Consent Decree, the Monitoring Team has learned a great deal about the CPD and how it is currently functioning.

We have met and rode along with patrol officers and supervisors, spoken extensively with command staff and union leadership, and reviewed a broad array of documentation and information provided to us by the Division’s compliance bureau. We have seen for ourselves what officers are facing as they encounter communities experiencing the effects of crime and violence, respond to calls involving individuals experiencing mental health and substance abuse issues, and provide law enforcement services to communities across Cleveland that have distinctive needs and challenges.

We have likewise spent significant time meeting with and listening to individuals from across the Cleveland community. In our discussions, we have aimed to understand what the issues are relating to law enforcement on the streets of Cleveland, how the relationship between the community and police must be improved, and what the community believes that reform under the Consent Decree can and cannot achieve.

With the Consent Decree as our continual guide, our task was to structure our knowledge of where the community and CPD currently is and map out precisely what we expect CPD to work on, deliver, and address in order to execute the substantial and significant requirements and goals outlined in the Decree.

How to Read the Plan

The Plan is divided into nine major areas. The areas address the core areas of the Consent Decree on which stakeholders will focus during the first year of monitoring.

Primary objectives, reflected in bolded white type in the more darkly shaded rows, are the broader achievements or accomplishments that the Consent Decree requires. Below those objectives, in the plain-text and indented rows, are the key results or milestones that must be met during the year in service of each objective. In some instances, italicized notes explain or clarify details about the key results or milestone delineated immediately above it.

Each key result or milestone is associated with at least one “responsible stakeholder.” That stakeholder, or set of stakeholders, are responsible for achieving the key result or reaching the milestone indicated. Accomplishing the result or milestone is achieved by providing the “deliverable” identified in each row by the deadline provided in the “date” column.

What The Plan Is Not

This Plan does not take the place of the Consent Decree. It does not add or take away from any of the requirements of that document.

The Plan covers only the first year of monitoring. It is not a multi-year, comprehensive plan that details each and every step that CPD must take to get to where it needs to ultimately be under the Consent Decree. Instead, it covers a 12-month time period, beginning on February 1, 2016 (the deadline under the Consent Decree by which the Plan must be formally filed with the Court) and continuing until January 30, 2017. There are a few deadlines, for projects that will be well underway by January 30, 2017, that go beyond this one-year focus – to ensure that there are clear expectations about how the work performed in the first year will need to be continued in the second year. In December of 2016, the Monitor will present a plan for the second year.

Not all requirements and reforms of the Consent Decree are addressed by this Plan – only what the Team contemplates that stakeholders can focus on during the first year of implementation and monitoring. For instance, training on bias-free policing, policies and training on the stops and detentions of civilians, and changes to the system of officer discipline are issues on which this Plan – given the host of foundational issues to be tackled in the first year – proposes not to focus intensive work or collaboration during the first year. The Consent Decree requires that these issues be addressed during the process, and subsequent Monitoring Plans will outline a unified process for addressing them in the same way that issues related to use of force policy, use of force training, the internal affairs process, and equipment and resources are addressed in this First-Year Monitoring Plan.

What Happens Next

Between now and February 1, 2016, when the final version of the Plan must be filed with the Court, the Monitoring Team wants to hear as many voices as possible about the Monitoring Plan. We invite all members of the community to tell us, and the major stakeholders, about their impressions of the Plan. For instance, are the objectives, goals, and milestones emphasized in this Plan the right ones on which to be focusing? Are the timelines provided sufficient to both ensure swift progress but meaningful consideration of the issues and input from all stakeholders? Do officers and community members alike believe that the processes provide them with the ability to have a seat at the reform table?

The Monitor has provided the Plan to the City, CPD, and Department of Justice. The Monitoring Team will be distributing the Plan to community organizations and leaders for their input and feedback. We will be looking to the Community Police Commission, as a primary stakeholder tasked with a number of important responsibilities in the current Plan, to provide their insights and views. Before the end of the year, the Monitoring Team's website will launch – and provide the Cleveland community with the ability to provide their views via email or a web-based feedback form. The Team will have a social media presence, allowing residents to interact via Twitter, Facebook, and other platforms. The Monitor will be working with the Cleveland Public Library system to make copies of this

Plan and other work product available for review at library locations across the Cleveland community.

Thus, in the coming months, we will be having discussions and dialogue about the Plan – and will be revising the Plan to respond to the issues, concerns, and views expressed. As with every element of this reform process, it is unlikely that every suggestion provided can be incorporated in all instances. Other viewpoints, interests, or objectives may cut against particular views. The Team will, however, be committed to providing a structure for these difficult considerations – and to listening to and endeavoring to understand the experiences, values, viewpoints, feedback, and comments of all individuals who provide it.

*Cleveland Police Monitoring Team
December 2015*

I. Community and Problem-Oriented Policing

	Milestone	Responsible Stakeholder(s)	Deliverable	Date
Mission Statement ¶ 28	CPD will ensure that its mission statement reflects its commitment to community oriented policing. (¶ 27).			
	CPC will collect the concerns, experiences, values, and issues related to the CPD mission statement from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Mission Statement Work Product").	CPC	Written Summary of Community Input	February 22, 2016
	CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to CPD's mission. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Mission Statement Work Product").	CPD	Written Summary of Officer Input	February 22, 2016
	CPD will submit a first draft of the revised and updated mission statement that is responsive to the requirements of the Agreement, the CPC work product, and the CPD officer work product (the "First Draft") to the Parties and the Monitor.	CPD	Submission of First Draft	March 7, 2016
	The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether CPC and CPD officer work product consistent with those requirements and objectives has been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	March 17, 2016
	CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	March 31, 2016
	CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	April 21, 2016
	The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	April 21, 2016

	CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	May 5, 2016
	The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	May 12, 2016
	The Monitor recommends approval or disapproval of the mission statement to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	May 19, 2016
Community Police Commission	CPC will "assess CPD's community activities, and make recommendations for additional strategies for CPD to consider to increase community engagement with and community confidence in CPD." (§ 17(c)).			
	CPC will complete a plan for conducting an assessment on community engagement and public confidence in CPD (the "Community Engagement Assessment Plan").			
	CPC will submit to CPD, the Parties, and the Monitor a draft Community Engagement Assessment Plan that outlines the process, methodology, and timeline that it intends to use to conduct an assessment of CPD's community engagement and the community's confidence in CPD.	CPC	Submission of Draft Community Engagement Assessment Plan	May 14, 2016
	CPD, the Parties, and the Monitor will provide written and/or in-person feedback on the Community Engagement Assessment Plan.	CPD, City, Department of Justice, Monitoring Team	Submission of Feedback	June 13, 2016
	CPC will revise the Community Engagement Assessment Plan to reflect stakeholder feedback, where appropriate, and submit a Final Community Engagement Assessment Plan to the public, Parties, and Monitor.	CPC	Submission of Final Community Engagement Assessment Plan	July 5, 2016
	CPC will complete an assessment on community engagement and public confidence in CPD (the "Community Engagement Assessment").			

	CPC will conduct the Community Engagement Assessment according to the submitted Plan. It will submit a draft Community Engagement Report on its findings to CPD, the Parties, and the Monitor.	CPC	Submission of Draft Community Engagement Assessment	November 18, 2016
	CPD, the Parties, and the Monitor will provide written and/or in-person feedback on the Community Engagement Assessment.	CPD, City, Department of Justice, Monitoring Team	Submission of Feedback	January 2, 2017
	CPC will revise the Community Engagement Report to reflect stakeholder feedback, where appropriate, and submit a Final Community Engagement Assessment to the Parties and Monitor.	CPC	Submission of Final Community Engagement Assessment Plan	January 23, 2017
CPC will issue an Annual Report that summarizes "any recommendations for improvement, related to each activity that it undertakes " with respect to CPD. (¶ 20).				
	CPC will submit to CPD, the Parties, and the Monitor a draft Annual Report.	CPC	Submission of Draft Annual Report	July 25, 2016
	CPD, the Parties, and the Monitor will provide written and/or in-person feedback on the draft Annual Report.	CPD, City, Department of Justice, Monitoring Team	Submission of Feedback on Draft Annual Report	August 15, 2016
	CPC will revise the Annual Report to reflect stakeholder feedback, where appropriate, and submit a Final Draft of the Annual Report to the public, Parties, and Monitor.	CPC	Submission of Final Draft of Annual Report	September 5, 2016
	"The City will consider and timely respond in writing to the Commission's recommendations for improvements"; posting those responses to the City's website. (¶ 21).	CPD	Submission of Written Responses to CPC Recs. in Annual Report	September 26, 2016
District Policing Committees ¶ 24	CPC, CPD, and the Community Relations Board ("CRB") "will develop a mechanism to recruit and expand the membership of the District Policing Committees" consistent with the requirements of the Agreement. (¶ 24).			

	CPC, CPD, and CRB will develop and submit to the Parties and Monitor a collaborative draft District Policing Committee Work Plan that, among other things, will detail: (i) a mechanism for recruiting and expanding the membership of the District Policing Committees, including in the manner specified by the Agreement; (ii) an ongoing process by which CPD will collaborate with the District Policing Committees to identify strategies for addressing crime and safety issues, including community policing strategies (¶ 25); (iii) a timeline for the District Policing Committees to present their identified strategies, concerns, and recommendations to CPC and for officers on the District Committees to present to CPC the ways that the Division is addressing those strategies, concerns, and recommendations. (¶ 26).	CPC, CPD, CRB	Submission of District Policing Committees Work Plan to Parties, Monitor	June 30, 2016
	The Parties and the Monitor will provide written and/or in-person feedback on District Policing Committees Work Plan.	City, Department of Justice, Monitoring Team	Submission of Feedback on Draft District Policing Committees Work Plan	August 14, 2016
	CPD will revise the District Policing Committees Work Plan to reflect stakeholder feedback, where appropriate, and submit a Final Draft of the District Policing Committees Work Plan to the public, Parties, and Monitor.	CPD	Submission of Final District Policing Committees Work Plan	September 4, 2016
Community and Problem-Oriented Policing ¶¶ 27-34	“CPD will develop and implement a comprehensive and integrated community and problem-oriented policing model”. (¶ 27).			
	CPD will develop a comprehensive Community and Problem-Oriented Policing Work Plan.			
	CPC will collect the concerns, experiences, values, and issues related to community and problem-oriented policing from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Community Policing Work Product").	CPC	Submission of Written Summary of Community Input	October 1, 2016
	CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to community and problem-oriented policing. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Community Policing Work Product").	CPD	Submission of Written Summary of Officer Input	October 1, 2016
	CPD will submit a first draft of a Community and Problem-Oriented Policing Work Plan that is responsive to the requirements of the Agreement, the CPC Community Policing Work Product, and the CPD Officer Community Policing Work Product (the "First Draft") to the Parties and the Monitor.	CPD	Submission of First Draft	October 31, 2016

The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether CPC Community Policing Work Product and CPD Officer Community Policing Work Product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	November 7, 2016
CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft of a Community and Problem-Oriented Policing Work Plan ("Proposed Final Draft") to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	November 28, 2016
CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	December 21, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	December 21, 2016
CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	January 16, 2017
The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	January 23, 2017
The Monitor recommends approval or disapproval of the Community and Problem-Oriented Policing Work Plan to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	January 30, 2017
CPD will implement the Community and Problem-Oriented Policing Work Plan.			

Upon approval, CPD will begin to implement the Community and Problem-Oriented Policing Work Plan according to the deadlines set forth in the Plan.	CPD	Beginning of Community and Problem-Oriented Policing Work Plan	January 31, 2016
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II. Use of Force-Related Policies

Milestone	Responsible Stakeholder(s)	Deliverable	Date
<p>Officer Use of Force Policy</p> <p>¶¶ 45, 46, 49, 50, 52-55, 57-59, 61, 62-72, 77-79, 80, 81</p>	<p>CPD will develop a policy on officer use of force ("Officer Use of Force Policy") that revises and/or replaces current GPO 2.1.01 and complies with applicable law, advances the goals of ¶ 45 of the Settlement Agreement, and is consistent with the use of force principles in ¶¶ 46–54 of the Agreement.</p> <p><i>Note: The Officer Use of Force Policy refers to CPD's policy governing when officers are and are not authorized to apply force to subjects in the field. It addresses issues related to the application of force, not the reporting, investigation, review, or administrative adjudication of force. Accordingly, no forms, reports, procedures, processes, or requirements related to force reporting or administrative investigations are involved. Forms for reporting force, what information or data is collected, and how such force is investigated and reviewed are addressed by major topic areas addressed below.</i></p>		
	CPC	Written Summary of Community Input	March 2, 2016
	CPD	Written Summary of Officer Input	March 2, 2016
	CPD	Submission of First Draft	March 23, 2016
	City, Department of Justice, Monitoring Team	Written Feedback re: First Draft	March 30, 2016
	CPD	Submission of Proposed Final Draft	April 13, 2016
	CPC	Written and/or In-Person Summary of Community Comment	May 13, 2016
	Monitoring Team, CPD	Written and/or In-Person Summary of	May 13, 2016

	highlight recurring issues or concerns.		Community Comment	
	CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	May 27, 2016
	The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	City, Department of Justice	Submission of Approval or Disapproval of Final Draft	June 3, 2016
	The Monitor recommends approval or disapproval of the Final Draft of the Officer Use of Force Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders. <u>Note:</u> When approved, the Officer Use of Force Policy does not become effective, and officers are neither expected to conform to its requirements or be subject to discipline or any employment action pursuant to it, until the Parties and Monitor have certified that training on the policy and its core concepts has been sufficiently completed.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	June 10, 2016
Force Instrument-Specific Sub-Policies ¶¶ 54, 55, 57-59, 61, 62-74, 77-79, 80, 81	CPD will develop sub-policies relating to the use of all specific force instruments or weapons that CPD currently authorizes CPD officers to carry, use, or deploy, including but not limited to firearms, Electronic Control Weapons ("ECWs" or "Tasers"), and Oleoresin Capsicum Spray ("OC Spray" or "pepper spray"). The sub-policies will revise and/or replace GPO 2.1.01, 2.1.02, 2.1.05, and 2.1.06, and will comply with applicable law, advances the goals of ¶ 45 of the Settlement Agreement, and is consistent with the principles and requirements of ¶¶ 46–83 of the Agreement.			
	CPC will collect the concerns, experiences, values, and issues related to the use of force by members of the community from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Force Instrument Work Product").	CPC	Written Summary of Community Input	March 2, 2016
	CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to the use of various force instruments. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Force Instrument Work Product").	CPD	Written Summary of Officer Input	March 2, 2016
	CPD will submit a first draft of policies related to various force instruments that is responsive to the requirements of the Agreement, the CPC Force Instrument Work Product, and the CPD Officer Use of Force Work product (the "First Draft") to the Parties and the Monitor.	CPD	Submission of First Draft	March 23, 2016

<p>The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Force Instrument Work Product CPC and CPD Officer Force Instrument Work Product CPD officer work product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	<p>City, Department of Justice Monitoring Team</p>	<p>Written Feedback re: First Draft</p>	<p>March 30, 2016</p>
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft of Officer Force Instrument Work Product ("Proposed Final Draft") to the Parties, Monitor, and CPC.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>April 13, 2016</p>
<p>CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.</p>	<p>CPC</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>May 13, 2016</p>
<p>The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.</p>	<p>Monitoring Team, CPD</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>May 13, 2016</p>
<p>CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of Final Draft</p>	<p>May 27, 2016</p>
<p>The Parties review the Final Draft and indicate their formal approval or disapproval to the Monitor.</p>	<p>City, Department of Justice</p>	<p>Submission of Approval or Disapproval of Final Draft</p>	<p>June 3, 2016</p>
<p>The Monitor recommends approval or disapproval of the Final Draft of Force Instrument-Specific Sub-Policies to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p> <p><i>Note: When approved, the Force Instrument-Specific Sub-Policies do not become effective, and officers are neither expected to conform to its requirements or be subject to discipline or any employment action pursuant to it, until the Parties and Monitor have certified that training on the policy and its core concepts has been sufficiently completed.</i></p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>June 10, 2016</p>
<p>Use of Force Reporting ¶¶ 47, 56, 73, 87–92</p>	<p>CPD will develop a single, uniform policy, process, procedure, and system for reporting the use of force consistent with the principles and requirements of paragraphs 87–92 of the Agreement (the "Use of Force Reporting Policy"). This will include: (i) a policy governing the requirements of officers and supervisors with respect to reporting force; and (ii) a single, uniform force reporting instrument, which will replace GPO 2.1.01 Attachment A and whatever equivalent or related reports are currently in use by CPD officers, and will enable the collection of data required by paragraph 259 of the Agreement.</p>		

CPC will collect the concerns, experiences, values, and issues related to the reporting of use of force reporting by from members from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Use of Force Reporting Product.").	CPC	Written Summary of Community Input	March 17, 2016
CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to the reporting of use of force. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Use of Force Reporting Product").	CPD	Written Summary of Officer Input	March 17, 2016
CPD will submit a first draft of both (i) a policy governing the requirements of officers and supervisors with respect to reporting force; and (ii) a single, uniform force reporting instrument. Both must be responsive to the requirements of the Agreement, the CPC Use of Force Reporting Product, and the CPD Officer Use of Force Reporting Work Product (the "First Draft") to the Parties and the Monitor.	CPD	Submission of First Draft	March 24, 2016
The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Use of Force Reporting Product CPC and CPD Officer Use of Force Reporting Work Product CPD officer work product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.	City, Department of Justice, Monitoring Team	Written Feedback re: First Draft	April 7, 2016
CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft of the Use of Force Reporting Policy ("Proposed Final Draft") that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	April 21, 2016
CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	May 21, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	May 21, 2016
CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	May 28, 2016
The Parties review the Final Draft and indicate their formal approval or disapproval to the Monitor.	City, Department of Justice	Submission of Approval or Disapproval of Final Draft	June 5, 2016

<p>The Monitor recommends approval or disapproval of the Final Draft Use of Force Reporting Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p> <p><u>Note:</u> When approved, the Use of Force Reporting Policy and use of force reporting instruments or forms do not become effective, and officers are neither expected to conform to their requirements or be subject to discipline or any employment action pursuant to them until the Parties and Monitor have certified that training on the policy and its core concepts has been sufficiently completed.</p>	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	June 12, 2016
<p>Use of Force Investigations ¶¶ 47, 75, 93–101, 110–123</p>	<p>CPD will concurrently develop two (2) individual policies, including any sub-policies and/or related policy manuals, addressing: (i) chain of command investigations of lower-level Level 1 and Level 2 force (the "Chain of Command Investigations Policy"; and (ii) Force Investigation Team ("FIT") investigations of Level 3 and other uses of force outlined in ¶ 111 of the Agreement (the "FIT Investigations Policy"). These sets of policies will include a revision or replacement of current portions of General Police Orders 2.1.01–06 that relate to the investigation of use of force; the creation, revision, or replacement of any operative policies or manual related to FIT (¶ 123); and any Memorandum of Understanding or equivalent agreement established between CPD and any outside agency to conduct criminal investigations of uses of force (¶ 110).</p>		
<p>CPC will collect the concerns, experiences, values, and issues related to the internal, administrative investigations of force from members across Cleveland's diverse communities into a written document that fairly and accurately summarizes community input received (the "CPC Use of Force Investigations Work Product").</p>	CPC	Written Summary of Community Input	May 2, 2016
<p>CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to the reporting of use of force. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Use of Force Investigations Work Product").</p>	CPD	Written Summary of Officer Input	May 2, 2016
<p>CPD will submit a first draft of both (i) the Chain of Command Investigations Policy and (ii) the FIT Investigations Policy. Both must be responsive to the requirements of the Agreement, the CPC Use of Force Investigations Work Product, and the CPD Officer Use of Force Investigations Work Product (the "First Draft") to the Parties and the Monitor.</p>	CPD	Submission of First Draft	May 23, 2016
<p>The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Use of Force Investigations Work Product and CPD Officer Use of Force Investigations Work Product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	May 30, 2016
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft of both (i) the Chain of Command Investigations Policy and (ii) the FIT Investigations Policy ("Proposed Final Draft") that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.</p>	CPD	Submission of Proposed Final Draft	June 13, 2016

	CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	July 13, 2016
	The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	July 13, 2016
	CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft of both (i) the Chain of Command Investigations Policy and (ii) the FIT Investigations Policy that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	August 10, 2016
	The Parties review the Final Draft and indicate their formal approval or disapproval to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	August 17, 2016
	The Monitor recommends approval or disapproval of the Final Draft of the Chain of Command Investigations Policy and the FIT Investigations Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policies adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders. <u>Note:</u> When approved, neither the Chain of Command nor FIT Investigation policies become effective, and officers are neither expected to conform to their requirements or be subject to discipline or any employment action pursuant to them, until the Parties and Monitor have certified that training on the policies and their core concepts have been sufficiently completed; technology infrastructure allows for successful and thorough chain of command and FIT investigations; and FIT Team members have been identified and trained.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	August 24, 2016
Use of Force Review ¶¶ 101–09, 124–30	CPD will concurrently develop a policy related to the review of use of force. This will include review of chain of command investigations of lower-level Level 1 and Level 2 force as well as consideration of force incidents by the Force Review Board ("FRB"). The FRB policy will include a description of the composition of the Board and the process that it uses to analyze force investigations.			
	CPC will collect the concerns, experiences, values, and issues related to the internal, administrative investigations of force from members across Cleveland's diverse communities into a written document that fairly and accurately summarizes community input received (the "CPC Use of Force Review Work Product").	CPC	Written Summary of Community Input	May 16, 2016

CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to the reporting of use of force. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Use of Force Review Work Product").	CPD	Written Summary of Officer Input	May 16, 2016
CPD will submit a first draft of policies addressing both (i) chain of command review of lower-level force and (ii) review of force by the Force Review Board. Both must be responsive to the requirements of the Agreement, the CPC Use of Force Review Work Product, and the CPD Officer Use of Force Review Work Product (the "First Draft") to the Parties and the Monitor.	CPD	Submission of First Draft	June 13, 2016
The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Use of Force Review Work Product and CPD Officer Use of Force Review Work Product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	June 23, 2016
CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft Use of Force Review Policy ("Proposed Final Draft") that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	July 7, 2016
CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	August 6, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	August 6, 2016
CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	August 27, 2016
The Parties review the Final Draft and indicate their formal approval or disapproval to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	September 2, 2016
The Monitor recommends approval or disapproval of the Final Draft of Use of Force Review Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	September 9, 2016
<u>Note:</u> When approved, the policies related to the Review of Use of Force do not become			

<p>effective, and officers are neither expected to conform to their requirements or be subject to discipline or any employment action pursuant to them, until the Parties and Monitor have certified that training on the policies and its core concepts has been sufficiently completed; technology infrastructure allows for successful and thorough review; and FRB members have been identified and trained.</p>			
<p>The FRB will begin to meet to review all FIT investigations, Level 2 investigations where there was force-related misconduct, and a sample of all other Level 2 investigations. (¶ 124).</p>			
<p>The Monitoring Team and Parties will meet with the members of the Force Review Board, outlining expectations, answering questions, and clarifying understandings.</p>	<p>City, CPD, Department of Justice, Monitoring Team</p>	<p>Stakeholder Meeting</p>	<p>September 19, 2016</p>
<p>Upon certification of the Monitor that the FRB policy is ready to be implemented, the FRB will begin to hold weekly force review meetings. Members of the Monitoring Team and the Parties will regularly attend.</p>	<p>CPD, City, Department of Justice, Monitoring Team</p>	<p>Commencement of Weekly Meetings</p>	<p>On or after September 19, 2016</p>

III. Officer Training

Milestone	Responsible Stakeholder(s)	Deliverable	Date
<p>General Note:</p> <p>Consistent with the Agreement (¶¶ 271(d), 280), CPD will construct all training provided on topics covered by and related to the Settlement Agreement utilizing a standard Instructional Systems Design Model ("ISDM") that, among other things, sets forth: (1) the goals for each training element; (2) the learner characteristics that should receive attention during planning; (3) the content and task components that are related to the stated goals; (4) the instructional objectives for the learner; (5) a description of how content will be logically structured and sequenced; (6) a description of the instructional strategies employed and how they are geared toward officers mastering the training's objectives; (7) a detailed and exhaustive description of instructor techniques, messaging, content, and delivery methods; (8) an evaluation instrument for assessing whether the objectives of the training were met; and (9) a description of resources that are supporting or instructing the learning activities. See Jerold Kemp, <i>Instructional Design: A Plan for Unit and Course Development</i> (1977); G.R. Morrison, et al, <i>Designing Effective Instruction</i> (4th ed. 2004); Kent Gustafson & Robert Branch, <i>Instructional Design Models</i> (1997).</p>			
<p>Training Committee ¶ 270</p>	<p>CPD will revise or replace existing General Patrol Order 1.1.35, Section II. It will develop a new policy governing the Training Review Committee (currently referred to as the "In-service Training Review Committee") that "expand[s] the scope and membership" of the committee in accordance with ¶ 270 of the Agreement.</p>		
<p>CPD will submit a first draft of a policy governing the scope and membership of the Training Review Committee (the "First Draft"). That policy will include guidelines for the composition of the Board.</p>	<p>CPD</p>	<p>Submission of First Draft</p>	<p>February 1, 2016</p>
<p>The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement has been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	<p>Department of Justice, City, Monitoring Team</p>	<p>Written Feedback re: First Draft</p>	<p>February 8, 2016</p>
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>February 15, 2016</p>
<p>The Parties review the Final Draft and indicate their formal approval or disapproval to the Monitor.</p>	<p>Department of Justice, City</p>	<p>Submission of Approval or Disapproval of Final Draft</p>	<p>February 22, 2016</p>

	The Monitor recommends approval or disapproval of the Final Draft of Training Review Committee Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	February 29, 2016
Establishment of District Training Coordinators ¶ 276	“CPD will designate a single training coordinator in each District.” (¶ 276).			
	CPD will provide the names, experience, and performance histories of CPD officers designated as training coordinators to fulfill the requirements of paragraph 276.	CPD	List of Proposed Training Coordinators	February 1, 2016
	The Parties and Monitoring Team will identify any objections to the Proposed Training Coordinators. If there are such objections, CPD will work with the Parties and Monitoring Team to identify other training coordinator candidates.	City, Department of Justice, Monitoring Team	Submission of Any Objections	February 22, 2016
	CPD's Commander responsible for training will convene a District Training Coordinator orientation meeting. The meeting will include each Coordinator's Commander, the Training Review Committee, Parties, and Monitoring Team. It will identify mechanisms by which each District coordinator will "maintain communications" with each District Commander "to ensure that all officers complete training as required and that documentation of training is provided to the Commander responsible for training." (¶ 276.)	CPD	Meeting re: District Training Coordinator Orientation	March 8, 2016
Review of In-Service Training Instructor Policy ¶ 269, 277, 280, 281	CPD will revise General Patrol Order 1.1.35, Section I to include express, minimum, standard qualifications for in-service training instructors.			
	CPD and the Training Review Committee, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to the in-service training instruction. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD In-Service Training Instructor Policy Work Product").	CPD	Written Summary of Officer Input	March 17, 2016

CPD, and its Training Review Committee, will submit a First Draft In-Service Training Instructor Policy ("First Draft"). It must be responsive to the requirements of the Agreement and the CPD In-Service Training Instructor Policy Work Product.	CPD	Submission of First Draft	April 7, 2016
The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPD In-Service Training Instructor Policy Work Product consistent with those requirements and objectives has been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	April 21, 2016
CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	May 12, 2016
CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	June 10, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	June 10, 2016
CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	July 1, 2016
The Parties review the Final Draft and indicate their formal approval or disapproval to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	July 8, 2016

<p>The Monitor recommends approval or disapproval of the Final Draft of In-Service Training Instructor Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>July 15, 2016</p>
<p>CPD will review personnel currently certified to serve as in-service instructors and the process used to identify and select such instructors. CPD will revise the requirements for in-service instructors and the process for selection as necessary. (¶¶ 280, 281.)</p>			
<p>The Commander responsible for training will submit concurrently to the Training Committee, Department of Justice, and Monitoring Team a list of all CPD personnel currently certified to provide in-service training at CPD.</p>	<p>CPD</p>	<p>Submission of CPD Personnel Certified to Provide In-Service Training</p>	<p>April 1, 2016</p>
<p>The Training Review Committee will evaluate the qualifications and performance histories of each identified in-service instructor. The Committee will make an express recommendation as to whether each instructor should continue to serve as an in-service instructor or whether their term of service in that capacity should conclude. The Committee will communicate their findings in writing. The Parties and Monitoring Team may participate in meetings on the subject but will not contribute to any final determinations or to the formal recommendations regarding individual instructors.</p>	<p>Submission of Recommendations re: In-Service Instructors</p>	<p>Submission of Recs. re: In-Service Instruction</p>	<p>May 16, 2016</p>
<p>Training Plan: In-Service Training ¶¶ 269–281</p>	<p>The Training Review Committee will develop a written training plan for CPD's in-service training. (¶ 271.) The Training Plan should address how CPD will be implementing and adhering to all of the requirements of the Consent Decree through January 31, 2018.</p> <p><i>Note: The deadlines set forth here replace the deadline of "180 days of the Effective Date" for "develop[ing] recruit and in-service curricula that comport with CPD's training plan" (¶ 277.)</i></p>		
<p>The Training Review Committee will submit a written, First Draft of the In-Service Training Plan that addresses the requirements of the Agreement (¶ 271) and this Monitoring Plan to the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of First Draft In-Service Training Plan</p>	<p>April 1, 2016</p>
<p>The Parties and Monitor will provide written comments, questions, issues, or concerns to the First Draft of the In-Service Training Plan.</p>	<p>City, Department of Justice, Monitoring Team</p>	<p>Submission of Comments on First Draft of In-Service Training Plan</p>	<p>April 16, 2016</p>

The Training Review Committee will revise the In-Service Training Plan according to the written responses of the Parties and the Monitor. The Committee will submit its Final Proposed Draft to the Chief of Police.	CPD	Submission of Final Proposed Draft of In-Service Training Plan to Chief of Police	May 7, 2016
The Chief of Police will approve the In-Service Training Plan. If the original Final Proposed Draft is not satisfactory to the Chief, the Training Committee will work with the Chief and/or the Chief's designee(s) to generate a Training Plan that can meet with the Chief's approval. In any event, a version of the Training Plan must be approved by the Chief by this date certain.	CPD	Approval of Disapproval by Chief of Police	May 17, 2016
CPD will submit the In-Service Training Plan and schedule of all training required under this Agreement to the Parties and Monitor. (¶ 273.)	CPD	Submission of Approved In-Service Training Plan	May 18, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the In-Service Training Plan. This will include feedback and consultation with the CPC.	Monitoring Team, CPC	Written Submission of Community Feedback	May 19, 2016
The Monitor will provide the Parties with written comments based on its review of the In-Service Training Plan and feedback from community and Division stakeholders. (¶ 273.)	Monitoring Team	Submission of Written Feedback re: In-Service Training Plan	June 17, 2016
The Department of Justice will review the In-Service Training Plan to determine whether the proposed training is adequate in quantity, scope and type, determine whether the Plan is consistent with the requirements of this Agreement, and to provide comments. (¶ 273.)	Department of Justice	Submission of Written Feedback re: In-Service Training Plan	July 17, 2016
CPD will attempt to resolve any objections or issues raised by the Department of Justice or Monitor. (¶ 273.) It will submit a revised In-Service Training Plan, as necessary, to the Department of Justice and Monitor.	CPD	Submission of Revised In-Service Training Plan, If Necessary	August 1, 2016
If the Department of Justice or Monitor maintains any objections, the Monitor will resolve the objection. (¶ 273.)	Department of Justice, Monitoring Team	Deadline for Resolution of Objections, If Necessary	August 16, 2016

	The In-Service Training Plan will be implemented upon resolution of any outstanding objections. If either Party disagrees with the Monitor's resolution of the objection, either party may ask the Court to resolve the matter. (¶ 273.)	City, Department of Justice	Implementation of Training Plan	N/A
Training Plan: Recruit Academy & Probationary Field Training ¶¶ 271, 273, 282–287	The Training Review Committee will develop a written training plan for CPD's recruit academy and probationary field training . (¶¶ 271, 277, 282–287.) The Training Plan should address how CPD will be implementing and adhering to the requirements of the Consent Decree through January 31, 2018. <i>Note: The deadlines set forth here replace the deadline of "180 days of the Effective Date" for "develop[ing] recruit and in-service curricula that comport with CPD's training plan" (¶ 277.)</i>			
	The Training Review Committee will submit a written, First Draft of the Recruit Academy & Probationary Field Training Plan that addresses the requirements of the Agreement (¶ 271) and this Monitoring Plan to the Parties and the Monitor.	CPD	Submission of First Draft	April 1, 2016
	The Parties and Monitor will provide written comments, questions, issues, or concerns to the First Draft of the Recruit Academy & Probationary Field Training Plan.	City, Department of Justice, Monitoring Team	Submission of Comments re: First Draft	April 16, 2016
	The Training Review Committee will revise the Recruit Academy & Probationary Field Training Plan according to the written responses of the Parties and the Monitor. The Committee will submit its Final Proposed Draft to the Chief of Police.	CPD	Submission of Final Draft to Chief of Police	May 7, 2016
	The Chief of Police will approve the Recruit Academy & Probationary Field Training Plan. If the original Final Proposed Draft is not satisfactory to the Chief, the Training Committee will work with the Chief and/or the Chief's designee(s) to generate a Recruit Academy & Probationary Field Training Plan that can meet with the Chief's approval. In any event, a version of the Recruit Academy & Probationary Field Training Plan must be approved by the Chief by the this date certain.	CPD	Approval of Training Plan by Chief of Police	May 17, 2016
	CPD will submit the Recruit Academy & Probationary Field Training Plan and schedule of all training required under this Agreement to the Parties and Monitor. (¶ 273.)	CPD	Submission of Training Plan to Parties and Monitor	May 18, 2016

<p>The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Recruit Academy & Probationary Field Training Plan. This will include feedback and consultation with the police unions, CPC, CPD officers, and community organizations.</p>	<p>Monitoring Team, CPC</p>	<p>Commencement of Input Process</p>	<p>May 19, 2016</p>
<p>The Monitor will provide the Parties with written comments based on its review of the Recruit Academy & Probationary Field Training Plan and feedback from community and Division stakeholders. (¶ 273.)</p>	<p>Monitoring Team</p>	<p>Submission of Comments</p>	<p>June 17, 2016</p>
<p>The Department of Justice will review the Recruit Academy & Probationary Field Training Plan to determine whether the proposed training is adequate in quantity, scope and type determine whether the Plan is consistent with the requirements of this Agreement, and to provide comments. (¶ 273.)</p>	<p>Department of Justice</p>	<p>Submission of Comments and/or Approval</p>	<p>July 17, 2016</p>
<p>CPD will attempt to resolve any objections or issues raised by the Department of Justice or Monitor. (¶ 273.) It will submit a revised Plan, as necessary, to the Department of Justice and Monitor.</p>	<p>CPD</p>	<p>Submission of Revised Plan, if necessary</p>	<p>August 1, 2016</p>
<p>If the Department of Justice or Monitor maintains any objections, the Monitor will resolve the objection. (¶ 273.)</p>	<p>Department of Justice, Monitoring Team</p>	<p>Resolution of Any Objections</p>	<p>August 16, 2016</p>
<p>The Recruit Academy & Probationary Field Training Plan will be implemented upon resolution of any outstanding objections. If either Party disagrees with the Monitor's resolution of the objection, either party may ask the Court to resolve the matter. (¶ 273.)</p>	<p>City, Department of Justice</p>		<p>N/A</p>
<p>Training Plan: Supervisor Training ¶¶ 322–325</p>	<p>The Training Review Committee will develop a written training plan for CPD's supervisors. (¶¶ 322–325.) The Supervisor Training Plan should address how CPD will be implementing and adhering to the requirements of the Consent Decree through January 31, 2018.</p>		
<p>The Training Review Committee will submit a written, First Draft of the Supervisor Training Plan that addresses the requirements of the Agreement (¶ 271) and this Monitoring Plan to the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of First Draft</p>	<p>October 6, 2016</p>
<p>The Parties and Monitor will provide written comments, questions, issues, or concerns to the First Draft of the Supervisor Training Plan.</p>	<p>City, Department of Justice, Monitoring Team</p>	<p>Submission of Comments re: First Draft</p>	<p>November 3, 2016</p>

The Training Review Committee will revise the Supervisor Training Plan according to the written responses of the Parties and the Monitor. The Committee will submit its Final Proposed Draft to the Chief of Police.	CPD	Submission of Final Draft to Chief of Police	November 24, 2016
The Chief of Police will approve the Supervisor Training Plan. If the original Final Proposed Draft is not satisfactory to the Chief, the Training Committee will work with the Chief and/or the Chief's designee(s) to generate a Supervisor Training Plan that can meet with the Chief's approval. In any event, a version of the Supervisor Training Plan must be approved by the Chief by this date certain.	CPD	Approval of Training Plan by Chief of Police	December 14, 2016
CPD will submit the Supervisor Training Plan and schedule of all training required under this Agreement to the Parties and Monitor. (¶ 273.)	CPD	Submission of Training Plan to Parties and Monitor	December 15, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Supervisor Training Plan. This will include feedback and consultation with the police unions, CPC, CPD officers, and community organizations.	Monitoring Team, CPC	Commencement of Input Process	January 14, 2017
The Monitor will provide the Parties with written comments based on its review of the Supervisor Training Plan and feedback from community and Division stakeholders. (¶ 273.)	Monitoring Team	Submission of Comments	January 28, 2017
The Department of Justice will review the Supervisor Training Plan to determine whether the proposed training is adequate in quantity, scope and type determine whether the Supervisor Training Plan is consistent with the requirements of this Agreement, and to provide comments. (¶ 273.)	Department of Justice	Submission of Comments and/or Approval	February 11, 2017
CPD will attempt to resolve any objections or issues raised by the Department of Justice or Monitor. (¶ 273.) It will submit a revised Supervisor Training Plan, as necessary, to the Department of Justice and Monitor.	CPD	Submission of Revised Plan, if necessary	March 4, 2017
If the Department of Justice or Monitor maintains any objections, the Monitor will resolve the objection. (¶ 273.) If the Monitor has no objections, the Monitor will file the Supervisor Training Plan with the Court.	Department of Justice, Monitoring Team	Resolution of Any Objections, if necessary / Filing of Plan with Court	March 18, 2017

<p>Training re: Officer Use of Force Policy</p> <p>¶¶ 84-86, 269–281</p>	<p>CPD will design training on the revised Officer Use of Force Policy, along with force-instrument-specific sub-policies (the "Officer Use of Force Policy ISDM").</p>			
<p>CPC will collect the concerns, experiences, values, and issues related to the use of force from members across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Officer Use of Force Training Work Product").</p>	<p>CPC</p>	<p>Written Summary of Community Input</p>	<p>June 5, 2016</p>	
<p>CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to officer use of force policy. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Use of Force Training Work Product").</p>	<p>CPD</p>	<p>Written Summary of Officer Input</p>	<p>June 5, 2016</p>	
<p>CPD will submit a first draft of the Officer Use of Force Policy ISDM that is responsive to the requirements of the Agreement, the CPC Officer Use of Force Training Work Product and the CPD Officer Use of Force Training Work Product (the "First Draft") to the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of First Draft</p>	<p>July 5, 2016</p>	
<p>The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Officer Use of Force Training Work Product and CPD Officer Use of Force Training Work Product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	<p>Department of Justice, City, Monitoring Team</p>	<p>Written Feedback re: First Draft</p>	<p>July 29, 2016</p>	
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>August 12, 2016</p>	

CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	September 9, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	September 9, 2016
CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	September 23, 2016
The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	September 30, 2016
The Monitor recommends approval or disapproval of the Final Draft of the Officer Use of Force Training Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	October 7, 2016
CPD will conduct training on the revised Officer Use of Force Policy according to the approved ISDM.			
CPD will conduct and complete introductory "train-the-trainer" events that provide in-service instructors with (1) the opportunity to complete the relevant in-service and/or electronic-based training, from start to finish and (2) specific instructional content on providing the course per the ISDM.	CPD	Completion of "Train-the-Trainer" Sessions	October 28, 2016
CPD will begin to provide officers with training on the Officer Use of Force ISDM.	CPD	Training Sessions Begin	October 31, 2016

	CPD will provide the Parties and the Monitor with weekly updates on the numbers and percentage of individual officers who have completed the Officer Use of Force training.	CPD	Weekly Submission of Training Update to Parties, Monitoring Team	October 31, 2016 – December 30, 2016
	CPD will complete the training all CPD officers on the Officer Use of Force training.	CPD	Training Sessions End	December 31, 2016
	The City will certify to the Court that all CPD officers have completed the Officer Use of Force training.	City, CPD	Filing of Certification with Court re: Completion of Officer Use of Force Training	January 2, 2017
Training re: Force Reporting Policy, Process, and Procedure ¶¶ 84-86, 269–281	CPD will design training on the revised Use of Force Reporting Policy (the "Use of Force Reporting ISDM").			
	CPC will collect the concerns, experiences, values, and issues related to the reporting of force from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Force Reporting Training Work Product").	CPC	Written Summary of Community Input	September 9, 2016
	CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to reporting force incidents. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Force Reporting Training Work Product").	CPD	Written Summary of Officer Input	September 9, 2016

CPD will submit a first draft of the Use of Force Reporting Policy ISDM that is responsive to the requirements of the Agreement, the CPC Force Reporting Training Work Product, and the CPD Officer Force Reporting Training Work Product (the "First Draft") to the Parties and the Monitor.	CPD	Submission of First Draft	October 14, 2016
The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Force Reporting Training Work Product and CPD Officer Force Reporting Training Work Product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	October 28, 2016
CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	November 11, 2016
CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	December 11, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	December 11, 2016
CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	December 31, 2016
The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	January 7, 2017

<p>The Monitor recommends approval or disapproval of the Final Draft Use of Force Reporting Training ISDM Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>January 14, 2017</p>
<p>CPD will conduct training on the revised Use of Force Reporting Policy according to the approved ISDM.</p>			
<p>CPD will conduct and complete introductory "train-the-trainer" events that provide in-service instructors with (1) the opportunity to complete the relevant in-service and/or electronic-based training, from start to finish; and (2) provides specific instructional content on providing the course per the ISDM.</p>	<p>CPD</p>	<p>Completion of "Train-the-Trainer" Sessions</p>	<p>January 30, 2017</p>
<p>CPD will begin to provide officers with training on the Use of Force Reporting ISDM.</p>	<p>CPD</p>	<p>Training Sessions Begin</p>	<p>January 31, 2017</p>
<p>CPD will provide the Parties and the Monitor with bi-weekly updates on the numbers and percentage of individual officers who have completed the Use of Force Reporting training.</p>	<p>CPD</p>	<p>Bi-Weekly Submission of Training Update to Parties, Monitoring Team</p>	<p>January 31, 2017 – May 1, 2017</p>
<p>CPD will complete the training all CPD officers on the Use of Force Reporting training.</p>	<p>CPD</p>	<p>Training Sessions End</p>	<p>May 1, 2017</p>
<p>The City will certify to the Court that all CPD officers have completed the Use of Force Reporting training.</p>	<p>City, CPD</p>	<p>Filing of Certification with Court re: Completion of Officer Use of Force Training</p>	<p>May 2, 2017</p>
<p>Training re: Chain of Command Investigations ¶¶ 84-86, 93-123, 269-281, 322-325</p>	<p>CPD will design training on the revised Chain of Command Force Investigations Policy (the "Chain of Command Force Investigations ISDM").</p>		

<p>CPC will collect the concerns, experiences, values, and issues related to the reporting of force from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Chain of Command Force Investigations Work Product").</p>	CPC	Written Summary of Community Input	September 16, 2016
<p>CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to reporting force incidents. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Chain of Command Force Investigations Work Product").</p>	CPD	Written Summary of Officer Input	September 16, 2016
<p>CPD will submit a first draft of the Chain of Command Force Investigations ISDM that is responsive to the requirements of the Agreement, the CPC Chain of Command Force Investigations Work Product and the CPD Chain of Command Force Investigations Work Product (the "First Draft") to the Parties and the Monitor.</p>	CPD	Submission of First Draft	October 14, 2016
<p>The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Chain of Command Force Investigations Work Product and CPD Chain of Command Force Investigations Work Product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	October 28, 2016
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.</p>	CPD	Submission of Proposed Final Draft	November 18, 2016
<p>CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.</p>	CPC	Written and/or In-Person Summary of Community Comment	December 16, 2016

The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	December 16, 2016
CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	January 13, 2017
The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	January 27, 2017
The Monitor recommends approval or disapproval of the Final Draft of the Chain of Command Force Investigation Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	February 3, 2017
CPD will conduct training on the revised Chain of Command Force Investigations Policy according to the approved ISDM.			
CPD will conduct and complete introductory "train-the-trainer" events that provide in-service instructors with (1) the opportunity to complete the relevant in-service and/or electronic-based training, from start to finish and (2) specific instructional content on providing the course per the ISDM.	CPD	Completion of "Train-the-Trainer" Sessions	February 24, 2017
CPD will begin to provide identified supervisors with training on the Chain of Command Force Investigations ISDM.	CPD	Training Sessions Begin	February 27, 2017
CPD will provide the Parties and the Monitor with bi-weekly updates on the numbers and percentage of officers who have completed the Chain of Command Force Investigations training.	CPD	Bi-Weekly Submission of Training Update to Parties, Monitoring Team	February 27, 2017 – May 28, 2017

	CPD will complete the training all CPD supervisors on the Chain of Command Force Investigations training.	CPD	Training Sessions End	May 29, 2017
	The City will certify to the Court that all CPD supervisors have completed the Chain of Command Force Investigations training.	City, CPD	Filing of Certification with Court re: Completion of Officer Use of Force Training	May 30, 2017
Training Documentation Plan ¶¶ 288-290	CPD will develop a plan for "implement[ing] a system that will allow the Training Section to electronically track, maintain, and produce complete and accurate records of current curricula, lesson plans, training delivered, and other training materials in a centralized electronic file system" (the "Training Documentation Plan") (¶ 289).			
	CPD will submit a draft Training Documentation Plan to the Parties, Monitor, and CPC.	CPD	Submission of Draft Training Documentation Plan	March 31, 2016
	The Parties, Monitor, and CPC will separately provide comments on the Training Documentation Plan.	City, CPC, Department of Justice, Monitoring Team	Submission of Comments on draft Training Documentation Plan	April 28, 2016
	CPD will revise the draft Training Documentation Plan in light of the submissions by the Parties, Monitor, and CPC and submit a Proposed Final Training Documentation Plan.	CPD	Submission of Proposed Final Training Documentation Plan	May 19, 2016
	The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	June 2, 2016

	The Monitor recommends approval or disapproval of the Final Draft Training Documentation Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	June 9, 2016
Recruitment & Hiring ¶¶ 300-311	"CPD will develop a recruitment policy and a strategic recruitment plan that includes clear goals, objectives, and action steps for attracting qualified applicants from a broad cross-section of the community." (¶302 289; ¶¶ 304–311).			
	CPD will provide a draft Recruitment Policy and Strategic Recruitment Plan (the "First Draft") to the Monitor, DOJ, and CPC.	CPD	Submission of First Draft	February 1, 2016
	The Parties, Monitor, and CPC will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and values of the community. The Parties, Monitor, and CPC will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	March 14, 2016
	CPD revises the First Draft to incorporate the feedback and expectations of the Monitor, Parties, and CPC. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	April 11, 2016
	CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	May 9, 2016
	The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	May 9, 2016

	CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	June 6, 2016
	The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	June 13, 2016
	The Monitor recommends approval or disapproval of the Final Draft Recruitment Policy and Strategic Recruitment Plan to the Court, either in whole or in part. The determination will be based on the extent to which the plan adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	June 20, 2016
CPD will implement the recruitment policy and strategic recruitment plan approved by the Monitor, "consult[ing] with the [Community Police] Commission and other community stakeholders on strategies to attract a diverse pool of applicants." (¶ 305).				
	CPD will provide quarterly, in-person updates to the Community Police Commission on the status of implementation of the recruitment policy and strategic recruitment plan.	CPD	Quarterly Status Updates Provided	Ongoing, Beginning September 20, 2016
	CPD will prepare a public report on its recruitment activities and outcomes that covers the areas outlined in paragraphs 300–311 in the Agreement.	CPD	Report Filed with Court and Released Publicly	December 30, 2016
Bias-Free Training ¶¶ 35–44	CPD will develop training that "incorporates the principles of procedural justice and that is designed to ensure that police services are delivered free from bias." (¶ 39).			
	CPD will submit a first draft of a Bias-Free Policing ISDM that is responsive to the requirements of the Agreement, the CPC Bias-Free Policing Report, and the CPD Bias-Free Officer Training work product (the "First Draft") to the Parties and the Monitor.	CPD	Submission of First Draft	October 31, 2016

<p>The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Bias-Free Policing Report and CPD Bias-Free Officer Training work product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	<p>Department of Justice, City, Monitoring Team</p>	<p>Written Feedback re: First Draft</p>	<p>November 28, 2016</p>
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>December 26, 2016</p>
<p>CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.</p>	<p>CPC</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>January 30, 2017</p>
<p>The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.</p>	<p>Monitoring Team, CPD</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>January 30, 2017</p>
<p>CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of Final Draft</p>	<p>February 20, 2017</p>
<p>The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.</p>	<p>Department of Justice, City</p>	<p>Submission of Approval or Disapproval of Final Draft</p>	<p>February 27, 2017</p>

<p>The Monitor recommends approval or disapproval of the Final Draft of Bias-Free Officer Training to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p>	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	March 6, 2017
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IV. Crisis Intervention

	Milestone	Responsible Stakeholder(s)	Deliverable	Date
<p>Crisis Intervention Needs Assessment & Work Plan</p> <p>¶¶ 132–136, 143–159</p>	<p>CPD and the Mental Health Response Advisory Committee will create a Crisis Intervention Needs Assessment & Work Plan. It will address gaps in resources, knowledge, training, and infrastructure and outline a plan covering the period of the first-year monitoring plan, as well as providing for general timelines for complying with other provisions of the Agreement in subsequent years. (¶ 135.) The plan will specifically address the process for complying with the remainder of the crisis intervention-related deadlines set forth in this Monitoring Plan.</p> <p><i>Note: The City has chosen to enter into a Memorandum of Understanding (“MOU”) with the Alcohol, Drug Addiction and Mental Health Services (“ADAMHS”) Board of Cuyahoga County to assist it in forming the Mental Health Response Advisory Committee under the Consent Decree. That MOU contains some provisions that add obligations to the Committee beyond that which the Consent Decree sets forth. The Court oversees only those obligations advanced by the Consent Decree.</i></p>			
	<p>CPC and the Mental Health Response Advisory Committee will collect the concerns, experiences, values, and issues related to the CPD mission statement from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "Community Crisis Intervention Work Product").</p>	CPC	Submission of Written Summary of Community Input	February 12, 2016
	<p>CPD and the Mental Health Response Advisory Committee, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to crisis intervention issues. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Crisis Intervention Work Product").</p>	CPD	Submission of Written Summary of Officer Input	February 12, 2016
	<p>CPD and the Mental Health Response Advisory Committee will submit a first draft of a Crisis Intervention Work Plan that is responsive to the requirements of the Agreement, the Community Crisis Intervention Work Product, and the CPD Officer Crisis Intervention Work Product (the "First Draft") to the Parties and the Monitor.</p>	CPD	Submission of First Draft	February 29, 2016
	<p>The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether CPC and CPD officer work product consistent with those requirements and objectives has been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	March 14, 2016

	CPD and the Mental Health Response Advisory Committee revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	April 4, 2016
	The Parties review the Proposed Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Proposed Final Draft	April 11, 2016
	The Monitor recommends approval or disapproval of the _____ to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	April 18, 2016
Crisis Intervention Policies ¶¶ 153-159	CPD will revise its policies and procedures related to responding to individuals experiencing a behavioral crisis.			
	CPD, in collaboration with the Mental Health Advisory Committee, will submit first draft(s) of revised policies and procedures related to crisis intervention (the "First Draft").	CPD	Submission of First Draft	April 4, 2016
	The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the feedback of the Mental Health Advisory Committee was been addressed. The Parties and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	April 25, 2016

<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor, Parties, and Mental Health Advisory Committee. In consultation with the Monitor, Parties, and Mental Health Advisory Committee, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>May 16, 2016</p>
<p>The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.</p>	<p>Monitoring Team, CPD</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>June 15, 2016</p>
<p>CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of Final Draft</p>	<p>July 6, 2016</p>
<p>The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.</p>	<p>Department of Justice, City</p>	<p>Submission of Approval or Disapproval of Final Draft</p>	<p>July 13, 2016</p>
<p>The Monitor recommends approval or disapproval of the Crisis Intervention Policies to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>July 27, 2016</p>
<p>Crisis Intervention Training: General ¶ 143</p>	<p>CPD will provide training, approved by the Mental Health Advisory Committee and the Monitor, to all of its officers according to the requirements of paragraph 143 of the Agreement.</p>		

<p>CPD will collaborate with the Mental Health Advisory Committee on the scope, content, and curriculum to be used during training and submit a first draft of a Crisis Intervention ISDM that is responsive to the requirements of the Agreement and the requirements of the Mental Health Advisory Committee (the "First Draft") to the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of First Draft</p>	<p>August 19, 2016</p>
<p>The Parties, Monitor, and Mental Health Advisory Committee will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the input of the Mental Health Advisory Committee has been adequately addressed. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	<p>Department of Justice, City, Monitoring Team</p>	<p>Written Feedback re: First Draft</p>	<p>September 9, 2016</p>
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor, Parties, and Mental Health Advisory Committee. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and Mental Health Advisory Committee.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>September 30, 2016</p>
<p>CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.</p>	<p>CPC</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>October 30, 2016</p>
<p>The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.</p>	<p>Monitoring Team, CPD</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>October 30, 2016</p>
<p>CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of Final Draft</p>	<p>November 20, 2016</p>

	The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	November 27, 2016
	The Monitor recommends approval or disapproval of the Final Draft of General Crisis Intervention Training to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	December 4, 2016
Annual Crisis Intervention Analysis ¶ 135	The Mental Health Advisory Committee will conduct an analysis of crisis intervention incidents to determine whether CPD has a sufficient number of specialized CIT officers, whether they are deployed effectively, and whether officers and dispatchers are appropriately responding to people in crisis – and to recommend changes to policies, procedures, and training regarding the same.			
	The Mental Health Advisory Committee will submit to CPD, the Parties, and the Monitor a draft Annual Crisis Intervention Analysis.	CPC	Submission of Draft Annual Report	December 16, 2016
	CPD, the Parties, and the Monitor will provide written and/or in-person feedback on the draft Annual Crisis Intervention Analysis.	CPD, City, Department of Justice, Monitor	Submission of Feedback on Draft Annual Report	January 6, 2017
	The Mental Health Advisory Committee will revise the Annual Crisis Intervention Analysis Report to reflect stakeholder feedback, where appropriate, and submit the final report to the public, Parties, and Monitor.	CPC	Submission of Final Draft of Annual Report to Public, Parties, and Monitor	January 27, 2017

IV. Accountability

	Milestone	Responsible Stakeholder(s)	Deliverable	Date
Internal Affairs ¶ 178	CPD, with input from the Parties, Monitor, and CPC, will accept applications for, interview, and select a civilian head of the Department's Internal Affairs division.			
	CPD will provide a draft job description for the Internal Affairs leadership position to the Parties and Monitor. The description will aim to ensure that the individual selected can be approved by each of CPD, the Parties, and the Monitor as sufficiently "qualified" under paragraph 178.	CPD	Submission of Draft Job Description to Parties, Monitor	February 1, 2016
	The Parties and Monitor will provide any comments, suggestions, edits, or proposed changes to the draft job description to CPD.	City, Department of Justice, Monitoring Team	Submission of Comments re: Job Description to CPD	February 29, 2016
	CPD will advertise, post, and accept applications related to the job description widely, including in national forums. Advertisement of the position will aim to attract a diverse pool of qualified candidates.	CPD	Job Posted and Applications Accepted	March 14, 2016
	CPD will select a subset of candidates to interview and interview them according to processes, procedures, and regulation in accordance with current City hiring parameters. The Parties and Monitor may participate in such interviews as observers.	CPD	Interview Process Conducted	May 13, 2016
	CPD will extend an offer to a candidate to lead the Internal Affairs position.	CPD	Offer Extended to Selected Candidate	June 27, 2016
	The candidate selected to lead Internal Affairs will commence work in the position.	CPD	Selected Head of Internal Affairs Begins Work	August 26, 2016
Internal Affairs Policy Manual ¶¶ 176–192	CPD will update its Internal Affairs policy manual (currently called the "Internal Affairs Policies and Procedures" document dated January 2014), Inspections Unit manual, and any implicated General Police Orders, to reflect the requirements of paragraphs 176–192.			

CPC will collect the concerns, experiences, values, and issues related to the CPD's internal affairs investigations from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Internal Affairs Investigations Work Product").	CPC	Written Summary of Community Input	August 26, 2016
CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to internal affairs investigations. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Internal Affairs Investigations Work Product").	CPD	Written Summary of Officer Input	August 26, 2016
CPD will submit a first draft of the Internal Affairs Policy Manual that is responsive to the requirements of the Agreement, the CPC Internal Affairs Investigations Work Product and the CPD Internal Affairs Investigations Work Product (the "First Draft") to the Parties and the Monitor.	CPD	Submission of First Draft	October 17, 2016
The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Internal Affairs Investigations Work Product and CPD Internal Affairs Investigations Work Product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	November 7, 2016
CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	November 28, 2016
CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	December 28, 2016

	The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	December 28, 2016
	CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	January 18, 2017
	The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	January 25, 2017
	The Monitor recommends approval or disapproval of the Final Draft of the Internal Affairs Policy Manual to the Court, either in whole or in part. The determination will be based on the extent to which the manual adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	February 1, 2017
Reporting Misconduct/Anti-Retaliation Policies ¶¶ 189–92.	CPD will develop policies on CPD employees reporting misconduct and on preventing retaliation against CPD employees who report misconduct. (¶¶ 189–92.)			
	CPC will collect the concerns, experiences, values, and issues related to the CPD's internal affairs investigations from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Reporting Misconduct and Anti-Retaliation Work Product").	CPC	Written Summary of Community Input	April 11, 2016

CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to internal affairs investigations. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "Officer Reporting Misconduct and Anti-Retaliation").	CPD	Written Summary of Officer Input	April 11, 2016
CPD will submit a first draft of the Reporting Misconduct and Anti-Retaliation Policies that is responsive to the requirements of the Agreement, the CPC Reporting Misconduct and Anti-Retaliation Work Product and the CPD Officer Reporting Misconduct and Anti-Retaliation (the "First Draft") to the Parties and the Monitor.	CPD	Submission of First Draft	May 2, 2016
The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Reporting Misconduct and Anti-Retaliation Work Product and CPD Officer Reporting Misconduct and Anti-Retaliation consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	May 23, 2016
CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	June 13, 2016
CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	July 13, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	July 13, 2016

	CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	August 17, 2016
	The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	August 24, 2016
	The Monitor recommends approval or disapproval of the Final Draft Reporting Misconduct and Anti-Retaliation Policies to the Court, either in whole or in part. The determination will be based on the extent to which the policies adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	August 31, 2016
Office of Professional Standards (OPS) ¶¶ 193–229.	OPS, working with the City, will establish for OPS that "affords sufficient independence and resources, including sufficient staff and training to meet the terms of th[e] Agreement." (¶ 199).			
	OPS and/or the City will submit to the Monitor OPS' proposed budget for the 2016 budget year.	OPS/City	Submission of Proposed 2016 Budget to Monitor	January 1, 2016
	The Monitor will analyze the budget and advise the Parties and Court as to whether it is sufficient under the terms of the Settlement Agreement.	Monitoring Team	Written Submission re: Sufficiency of Budget	January 22, 2016
	OPS and/or the City will submit to the Monitor OPS' proposed budget for the 2017 budget year.	OPS/City	Submission of Proposed 2016 Budget to Monitor	January 2, 2017
	The Monitor will analyze the budget and advise the Parties and Court as to whether it is sufficient under the terms of the Settlement Agreement.	Monitoring Team	Written Submission re: Sufficiency of Budget	January 23, 2017
	OPS will develop a revised operations manual. (¶ 200). This will include revisions of the OPS complaint form and the translation of the form into both English and Spanish. (¶ 208).			

OPS will submit a revised Operations Manual ("First Draft") to the Parties, Monitor, and the CPC.	OPS	Submission of First Draft of Revised Operations Manual	February 1, 2016
CPC will review the First Draft to determine whether it adequately reflects community interests, values, experiences, and concerns.	CPC	Written Feedback re: First Draft	March 17, 2016
The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement. The Parties and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	March 17, 2016
OPS revises the First Draft to incorporate the feedback and expectations of the Monitor, Parties, and CPC. In consultation with the Monitor and Parties, OPS will produce a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. OPS submits its Proposed Final Draft to the Parties, Monitor, and CPC.	OPS	Submission of Proposed Final Draft	April 14, 2016
CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with OPS representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	May 12, 2016
The Monitor, working wherever possible with OPS and CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide OPS with such input and highlight recurring issues or concerns.	Monitoring Team, OPS, CPD	Written and/or In-Person Summary of Community Comment	May 12, 2016
OPS revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, OPS submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	OPS	Submission of Final Draft	June 9, 2016
The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	June 23, 2016

<p>The Monitor recommends approval or disapproval of the Final Operations Manual to the Court, either in whole or in part. The determination will be based on the extent to which the manual adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>June 30, 2016</p>
<p>CPD will revise or create policies necessary to strengthen CPD's cooperation with the OPS and Internal Affairs processes including: (a) policies governing the submission and receipt of civilian complaints (¶¶ 201 –209); (b) policies governing mandatory cooperation with OPS and Internal Affairs investigations (¶¶ 219, 221–222, 240); and (c) policies governing the submission of relevant evidence to Internal Affairs or OPS Investigators and PRB (¶ 219, 221–222, 240).</p>			
<p>CPC will collect the concerns, experiences, values, and issues related to the submission and receipt of civilian complaints from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Civilian Complaint Work Product").</p>	<p>CPC</p>	<p>Written Summary of Community Input</p>	<p>June 30, 2016</p>
<p>CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to internal affairs investigations. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "Officer Civilian Complaint Work Product").</p>	<p>CPD</p>	<p>Written Summary of Officer Input</p>	<p>June 30, 2016</p>
<p>CPD will submit a first draft of the policies governing submission and receipt of civilian complaints that is responsive to the requirements of the Agreement, the CPC Civilian Complaint Work Product and the CPD Officer Civilian Complaint Work Product (the "First Draft") to the Parties, the Monitor, and OPS.</p>	<p>CPD</p>	<p>Submission of First Draft</p>	<p>August 11, 2016</p>

<p>The Parties, Monitor, and OPS will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Civilian Complaint Work and CPD Officer Civilian Complaint Work Product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	<p>Department of Justice, City, Monitoring Team, OPS</p>	<p>Written Feedback re: First Draft</p>	<p>August 25, 2016</p>
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, OPS, and CPC.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>September 15, 2016</p>
<p>CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.</p>	<p>CPC</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>October 15, 2016</p>
<p>The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.</p>	<p>Monitoring Team, CPD</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>October 15, 2016</p>
<p>CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, OPS, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of Final Draft</p>	<p>October 29, 2016</p>
<p>The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.</p>	<p>Department of Justice, City</p>	<p>Submission of Approval or Disapproval of Final Draft</p>	<p>November 5, 2016</p>
<p>The Monitor recommends approval or disapproval of the Final Draft of policies governing submission and receipt of civilian complaints to the Court, either in whole or in part. The determination will be based on the extent to which the policies adequately comply with the requirements of the Agreement, incorporate feedback of the Parties, and reflect the values and specific input of community and Division stakeholders.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>November 12, 2016</p>

"[T]he City and CPD, in consultation with OPS and the CPC, will develop and implement a program to promote awareness throughout the Cleveland community about the process for filing complaints with OPS. (¶ 201)" and to enhance access to the complaint process. This will include a plan to post information about the civilian complaint process (¶ 203), a plan to ensure that all CPD officers carry complaint forms in their vehicles (¶ 205), a plan to make OPS complaint forms and other materials widely available at public locations (¶ 206), and a plan for ensuring that civilian complaints submitted to the city via other existing systems are forwarded to OPS immediately (¶ 209).

The Parties, CPD, OPS, and CPC will meet to develop general strategies for improving access to and promoting awareness of the OPS system and process.	City, CPD, CPC, OPS, Department of Justice, Monitoring Team	First Stakeholder Meeting Convened	October 29, 2016
The City and CPD will submit a First Draft plan for a program to promote awareness of the OPS process and comply with paragraph 201 of the Agreement (the "OPS Awareness Plan").	CPD	Submission of Draft OPS Awareness Plan	December 13, 2016
The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether CPC, OPS, and other recommendations have been adequately incorporated. The Parties, CPC, OPS, and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team, OPS, CPC	Written Feedback re: First Draft	December 27, 2016
CPD revises the Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and OPS. In consultation with the Monitor and Parties, CPD submits a Final Draft plan that adequately incorporates the feedback of the Parties, CPC, OPS, and the Monitor.	CPD	Submission of Final Draft	January 17, 2017
The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	January 24, 2017
The Monitor recommends approval or disapproval of the Final OPS Awareness Plan to the Court, either in whole or in part. The determination will be based on the extent to which the plan adequately addresses with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	January 31, 2017

	The City, CPD, OPS and any other involved stakeholders will implement the OPS Awareness Plan according to the deadlines set forth in the Plan. The deadlines outlined there will be incorporated into this Monitoring Plan by reference and subsequent Monitoring Plans expressly.	City, CPD, OPS	Implementation of Plan Begins	February 1, 2017
Police Review Board ¶¶ 230–239, 244	"The Monitor will analyze PRB's budget and advise the Parties and the Court as to whether it affords sufficient independence and resources, including sufficient staff and training to meet the terms of this Agreement." (¶ 232).			
	PRB, with OPS, will submit the budget for PRB for the calendar year 2016 to the Monitor for review.	OPS, PRB	Submission of PRB Budget to Monitor	January 1, 2017
	The Monitor will provide written analysis to OPS, PRB, and the City as to whether the contemplated PRB budget for 2016 is sufficient to meet the terms of the Agreement.	Monitoring Team	Submission of Written Analysis re: FRB Budget	January 22, 2017
	PRB, with OPS, will submit the budget for PRB for the calendar year 2017 to the Monitor for review.	OPS, PRB	Submission of PRB Budget	January 1, 2018
	The Monitor will provide written analysis to OPS, PRB, and the City as to whether the contemplated PRB budget for 2017 is sufficient to meet the terms of the Agreement.	Monitoring Team	Submission of Written Analysis re: FRB Budget	January 22, 2018
	The Monitor will review data and information on the PRB, and its relationship to the disciplinary process, and will issue a report that "assess[es] whether PRB is achieving its mission." (¶ 244).			
	The Monitor will provide the Parties, OPS, and PRB with a draft report of an annual assessment of PRB (the "PRB Annual Assessment").	Monitoring Team	Submission of Draft PRB Annual Assessment	November 1, 2016
	The Parties, OPS, and PRB will provide written comments, questions, issues, or proposed changes to the draft PRB Annual Assessment.	City, Department of Justice, OPS, PRB	Submission of Written Feedback to Monitor	November 22, 2016
	The Monitor will incorporate the feedback of the Parties, OPS, and PRB where appropriate and will file a finalized PRB Annual Assessment with the Court.	Monitoring Team	Filing of Final PRB Annual Assessment with Court	December 13, 2016

<p>Transparency ¶ 268</p>	<p>CPD will post its policies and procedures, training plans, community policing initiatives, community meeting schedules, budgets, and internal audit reports on its website. (¶ 268).</p>			
<p>CPD will identify personnel to initially post the information and documents identified in paragraph 268 on its website and to keep such posted information and documents up-to-date and current.</p>	<p>CPD</p>	<p>Identification of Personnel to Maintain Information and Documents on Website</p>	<p>February 1, 2016</p>	
<p>CPD's identified personnel will post its current policies and procedures, training plans, community policing initiatives, community meeting schedules, budgets, and internal audit reports on its website. (¶ 268). The manner of posting on the website will seek to make all information and documentation accessible, clear, and readily identifiable.</p>	<p>CPD</p>	<p>Initial Posting of Current Information and Documents on Website</p>	<p>Ongoing</p>	
<p>CPD's identified personnel will post revisions, changes, updates, or new information and documents as they are approved to take effect. (¶ 268). The manner of posting on the website will seek to make all information and documentation accessible, clear, and readily identifiable.</p>	<p>CPD</p>	<p>Maintenance of Current Information and Documents on Website</p>	<p>Ongoing</p>	

V. Equipment & Resources

	Milestone	Responsible Stakeholder(s)	Deliverable	Date
Equipment & Resource Study ¶¶ 291–299	CPD will complete a comprehensive equipment and resource study that assesses its current needs and priorities to perform the functions necessary for it to fulfill its mission and satisfy the requirements of this Agreement (the "Equipment and Resources Study") (¶¶ 292, 314).			
	The Monitor Team will conduct an Equipment and Resource Gap Analysis that attempts to identify the current state of CPD technology, equipment, and related resources and identifies what will be necessary for CPD to comply with the Settlement Agreement, submitting a written, public report on its findings.	Monitoring Team	Filing of Monitoring Team Gap Analysis with Court	March 17, 2016
	CPD will complete and submit to the Parties and Monitor an Equipment and Resource Study that assess its current needs and priorities to perform the functions necessary for CPD to fulfill its mission and satisfy the requirements of the Agreement. (¶ 292).	CPD	Submission of CPD Equipment & Resources Study	March 24, 2016
	The Monitor will convene an Equipment and Resources Summit with all implicated stakeholders from CPD, the City (including the Mayor's Office and City Council), CPC, community organizations, the Department of Justice, and the Monitoring Team. The Summit will address the contents of both CPD Equipment and Resource Study and the Monitor's Equipment and Resource Gap Analysis and will be geared toward making initial infrastructure, financial, and other decisions that will allow CPD to craft a comprehensive Equipment and Resource Plan for providing officers with the equipment and technology necessary to comply with paragraph 293 of the Agreement and to effectuate safe, effective, and constitutional policing.	Various Stakeholders	Meeting Held	March 31, 2016
Equipment & Resource Plan ¶¶ 291–299	CPD will complete an Equipment and Resource Plan (¶¶ 292, 295).			
	CPD will submit a Draft Equipment and Resource Plan that conforms to the objectives, discussions, and decisions of the Equipment and Resources Summit to the Parties, Monitor, and CPC.	CPD	Submission of Draft Equipment and Resource Plan	April 29, 2016

	The Parties, Monitor, CPC, and other community stakeholders will provide comments and feedback on the Draft Equipment and Resource Plan.	City, Department of Justice, CPC, Monitoring Team	Submission of Written Comments on Draft Equipment and Resource Plan	May 20, 2016
	CPD will revise the Draft Equipment and Resource Plan to reflect the comments and feedback of stakeholders and submit a Final Draft Equipment and Resource Plan.	CPD	Submission of Final Draft Equipment and Resource Plan.	June 10, 2016
	The Monitor "will assess the Final Draft Equipment and Resource Plan and report to the Parties whether it is appropriate, effective, and consistent with the requirements of the[e] Agreement." The Department of Justice will "independently review and assess whether the . . . Plan is appropriate, effective, and consistent with the requirements of the[e] Agreement." (§ 295.)	Monitoring Team, Department of Justice	Filing of Approval or Disapproval of Final Draft Equipment and Resource Plan with Court	July 1, 2016
	The Monitor will report to the Parties whether the City and CPD are using best efforts to implement the Equipment and Resource Plan.	Monitoring Team	Filing of Equipment and Resource Status Report with Court	November 28, 2016
IAPro/OIP §§ 291–299, 326-336	CPD will fully and effectively implement IAPro, an "off-the-shelf" relational database system, and its related platforms (including but not limited to BlueTeam and EIPro) "to collect, maintain, integrate, and retrieve data department-wide for each officer" regarding all data related to the areas identified in paragraph 328 of the Agreement. (§§ 326, 328).			
	The City and CPD will designate an IAPro Implementation and Maintenance Team that includes the Data Collection and Analysis Coordinator and representatives of each of: CPD command staff, City IT specialists, CPD IT specialists, CPD Compliance Bureau personnel, District command staff (the "IAPro Implementation Team").	CPD	Designation of IAPro Implementation Team	February 1, 2016

Until the Monitor certifies that IAPro collects information about each of the data areas outlined in paragraph 328, the IAPro Implementation Team will meet no less frequently than once every two weeks with representatives of the City, Department of Justice, and Monitoring Team to discuss the current status of implementation.	CPD, City, Department of Justice, Monitoring Team	Bi-Weekly Meetings Begin	February 1, 2016
The City, CPD, and the IAPro Implementation Team will create and implement an IAPro Implementation Work Plan.			
CPD will submit a work plan for implementing the use of IAPro, BlueTeam, EIPro, and any other related officer performance tracking systems (the "IAPro Implementation Work Plan"). The deadlines and milestones in that plan will conform to the objectives, discussions, and decisions of the Agreement and the deadlines and sub-milestones reflected in this Monitoring Plan.	CPD	Submission of Draft IAPro Implementation Work Plan	February 1, 2016
The Parties, Monitor, and CPC will provide comments and feedback on the IAPro Implementation Work Plan.	City, Department of Justice, CPC, Monitoring Team	Submission of Written Comments on IAPro Implementation Work Plan	February 22, 2016
CPD will revise the IAPro Implementation Work Plan to reflect the comments and feedback of stakeholders and submit a Final Draft IAPro Implementation Work Plan.	CPD	Submission of IAPro Implementation Work Plan	March 14, 2016
The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft of IAPro Implementation Work Plan	April 4, 2016

<p>The Monitor recommends approval or disapproval of the IAPro Implementation Work Plan. The determination will be based on the extent to which the plan adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft of IAPro Implementation Work Plan</p>	<p>April 11, 2016</p>
<p>Staffing ¶¶ 319–321</p>	<p>CPD will complete a comprehensive staffing study addressing the appropriate number of personnel to perform the functions necessary for CPD to fulfill its mission and to satisfy the requirements of the Agreement. (¶¶ 319, 322).</p>		
<p>CPD will submit a draft of the proposed Staffing Plan that has previously been approved by the Chief. (¶ 321).</p>	<p>CPD</p>	<p>Submission of First Draft</p>	<p>June 1, 2016</p>
<p>As part of the Monitor's process of "assess[ing] the Staffing and reporting to the Parties whether it is appropriate, effective, and consistent with the requirements of the Agreement," (¶ 321), CPC will collect the concerns, experiences, values, and issues related to CPD staffing levels from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Staffing Work Product").</p>	<p>CPC</p>	<p>Written Summary of Community Input</p>	<p>June 1, 2016</p>
<p>As part of the Monitor's process of "assess[ing] the Staffing and reporting to the Parties whether it is appropriate, effective, and consistent with the requirements of the Agreement," (¶ 321), CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to staffing and personnel resource issues. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Staffing Work Product").</p>	<p>CPD</p>	<p>Written Summary of Officer Input</p>	<p>June 1, 2016</p>

<p>The Monitor and DOJ will review the First Draft of the Staffing Plan (“First Draft”) to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Staffing Work Product and CPD Staffing Work Product consistent with those requirements and objectives have been incorporated. The Monitor and DOJ will provide written feedback, in-person feedback, or both.</p>	<p>Department of Justice, City, Monitoring Team</p>	<p>Written Feedback re: First Draft</p>	<p>June 22, 2016</p>
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>August 12, 2016</p>
<p>CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.</p>	<p>CPC</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>September 12, 2016</p>
<p>The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.</p>	<p>Monitoring Team, CPD</p>	<p>Written and/or In-Person Summary of Community Comment</p>	<p>September 12, 2016</p>
<p>CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor</p>	<p>CPD</p>	<p>Submission of Final Draft</p>	<p>October 3, 2016</p>
<p>The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.</p>	<p>Department of Justice, City</p>	<p>Submission of Approval or Disapproval of Final Draft</p>	<p>October 10, 2016</p>
<p>The Monitor recommends approval or disapproval of the Final Draft Staffing Plan to the Court, either in whole or in part. The determination will be based on the extent to which the plan adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>October 17, 2016</p>

<p>Body-Worn Cameras ¶¶ 337-340</p>	<p>CPD "will provide clear guidance and training on the use [of body-worn cameras], and will implement protocols for testing equipment and preserve[ing] . . . Recordings to foster transparency, increase accountability, and build trust, while protecting the privacy rights of individuals." (¶ 337). To do so, CPD will codify a policy on the use of body cameras that conforms to the requirements of the Agreement and is sufficient to further the objectives of paragraph 337 of the Agreement.</p>			
<p>CPC will collect the concerns, experiences, values, and issues related to the use of body-worn cameras from across Cleveland's diverse communities into a single, written document that fairly and accurately summarizes community input received (the "CPC Body Camera Work Product").</p>	<p>CPC</p>	<p>Written Summary of Community Input</p>	<p>February 1, 2016</p>	
<p>CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to officer use of body cameras. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Body Camera Work Product").</p>	<p>CPD</p>	<p>Written Summary of Officer Input</p>	<p>February 1, 2016</p>	
<p>CPD will submit a first draft of the body camera policy that is responsive to the requirements of the Agreement, the CPC Body Camera Work Product and the CPD Officer Body Camera Work Product (the "First Draft") to the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of First Draft</p>	<p>February 22, 2016</p>	
<p>The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Body Camera Work Product and CPD Officer Body Camera Work Product consistent with those requirements and objectives have been incorporated. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	<p>Department of Justice, City, Monitoring Team</p>	<p>Written Feedback re: First Draft</p>	<p>March 7, 2016</p>	
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>March 21, 2016</p>	

CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	April 11, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	April 11, 2016
CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	April 25, 2016
The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	May 2, 2016
The Monitor recommends approval or disapproval of the Final Draft Body Worn Cameras Policy to the Court, either in whole or in part. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	May 3, 2016

VI. Data Collection & Analysis

Milestone	Responsible Stakeholder(s)	Deliverable	Date
Data Collection & Analysis ¶¶ 257-268	CPD's Data Collection & Analysis Coordinator to ensure tracking related to use of force and allegations of misconduct. (¶ 258).		
CPD will designate and identify the member of the Division who will serve as the Data Collection & Analysis Coordinator.	CPD	Designation of Coordinator & Identification of Coordinator to Stakeholders	February 1, 2016
The Data Collection & Analysis Coordinator will meet with the Monitoring Team no less than once per month to talk about the current status of data collection efforts.	CPD, Monitoring Team	Commencement of Monthly Meetings	February 1, 2016
The Data Collection & Analysis Coordinator "will develop a protocol to accurately analyze the data collected" and allow for the Agreement's required outcome assessments. (¶ 263).			
CPD and the Data Collection & Analysis Coordinator will draft a Data Analysis Protocol (the "First Draft") and submit it to the Parties and Monitor.	CPD	Submission of First Draft	May 3, 2016
The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement. The Parties and Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	May 24, 2016
CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties and Monitor.	CPD	Submission of Proposed Final Draft	June 14, 2016
The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	July 5, 2016

<p>The Monitor recommends approval or disapproval of the Final Draft of the Data Analysis Protocol to the Court, either in whole or in part. The determination will be based on the extent to which the protocol adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>July 12, 2016</p>
<p>CPD and the Data Collection & Analysis Coordinator will conduct the assessments on all CPD activities pursuant to the plan identified in the assessment protocol. (¶¶ 265–266).</p>			
<p>CPD and the Data Collection & Analysis Coordinator will draft an assessment report, or topical assessment reports, as required by the assessment protocol (the "First Draft") and submit it, or them, to the Parties and Monitor.</p>	<p>CPD</p>	<p>Submission of First Draft</p>	<p>October 10, 2016</p>
<p>The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement. The Parties and Monitor will provide written feedback, in-person feedback, or both.</p>	<p>Department of Justice, City, Monitoring Team</p>	<p>Written Feedback re: First Draft</p>	<p>October 31, 2016</p>
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties and Monitor.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>November 21, 2016</p>
<p>The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.</p>	<p>Department of Justice, City</p>	<p>Submission of Approval or Disapproval of Final Draft</p>	<p>December 5, 2016</p>
<p>The Monitor recommends approval or disapproval of the Final Draft of the Assessment Report to the Court, either in whole or in part. The determination will be based on the extent to which the report adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>December 19, 2016</p>

VII. Bias-Free Policing

	Milestone	Responsible Stakeholder(s)	Deliverable	Date
CPC Bias-Free Policing Recommendations ¶ 17	CPC will conduct an assessment of CPD's bias-free policing policies, practices, and training, and make recommendations. (¶ 17).			
	CPC will submit to CPD, the Parties, and the Monitor a draft, written report on its assessment of CPD's bias-free policing policies, practices, and training, along with its recommendations (the "CPC Bias-Free Policing Report"). <u>Note:</u> The March 7, 2016 deadline reflects the revised deadline to which the Parties have previously agreed. (Dkt. 33).	CPC	Submission of Draft Bias-Free Policing Report to CPD, Parties, and Monitor	March 7, 2016
	CPD, the Parties, and the Monitor will provide written and/or in-person feedback on the Bias-Free Policing Report.	CPD, City, Department of Justice, Monitor	Submission of Feedback	April 4, 2016
	CPC will revise the CPC Bias-Free Policing Report to reflect stakeholder feedback, where appropriate, and submit a final draft of the Bias-Free Policing Report to the public, Parties, and the Monitor.	CPC	Submission of Final Draft of Bias-Free Policing Report to Public	May 4, 2016
Bias-Free Policing Policy ¶ 38	CPD will develop a bias-free policing policy. (¶ 38.)			
	CPD, in collaboration with the leadership of CPPA, FOP, and other police officer organizations, will convene a series of no fewer than two (2) meetings and establish and publicize an alternative form of officer outreach (email, anonymous written submissions, etc.) to collect the concerns, experiences, values, and issues of officers related to bias-free policing issues. The Monitor, DOJ, and City may collaborate and participate. CPD will generate a single, written document that summarizes the officer input received (the "CPD Officer Bias-Free Policing Work Product").	CPD	Submission of Written Summary of Officer Input	May 4, 2016

CPD will submit a first draft of a Bias-Free Policing Work Plan that is responsive to the requirements of the Agreement, the CPC Report recommendations, and the CPD Officer Bias-Free Policing Work Product (the "First Draft") to the CPC, Parties, and the Monitor.	CPD	Submission of First Draft	June 3, 2016
The CPC, Parties, and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and whether the CPC Bias-Free Policing Report and CPD Officer Bias-Free Policing Work Product consistent with those requirements and objectives have been incorporated. CPC, the Parties, and the Monitor will provide written feedback, in-person feedback, or both.	Department of Justice, City, Monitoring Team	Written Feedback re: First Draft	June 24, 2016
CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties. In consultation with the Monitor and Parties, CPD produces a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD submits its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	August 12, 2016
CPC reviews the Proposed Final Draft. At minimum, CPC provides input, comment, and proposed changes in written form. Where feasible, CPC and/or CPC representatives meet with CPD representatives to discuss its input, comment, and proposed changes.	CPC	Written and/or In-Person Summary of Community Comment	September 9, 2016
The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input, comment, and proposed changes to the Proposed Final Draft. The Monitor will provide CPD with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	September 9, 2016
CPD revises the Proposed Final Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC, and community stakeholders and members. In consultation with the Monitor and Parties, CPD submits a Final Draft that adequately incorporates the feedback of the Parties and the Monitor.	CPD	Submission of Final Draft	September 30, 2016
The Parties review the Final Draft and indicate their formal approval or disapproval, in writing, to the Monitor.	Department of Justice, City	Submission of Approval or Disapproval of Final Draft	October 7, 2016

<p>The Monitor recommends approval or disapproval of the Bias-Free Policing Policy to the Court. The determination will be based on the extent to which the policy adequately complies with the requirements of the Agreement, incorporates feedback of the Parties, and reflects the values and specific input of community and Division stakeholders.</p> <p><i>Note: When approved, the Bias-Free Policing Policy does not become effective, and officers are neither expected to conform to its requirements or be subject to discipline or any employment action pursuant to it, until the Parties and Monitor have certified that training on the policy and its core concepts has been sufficiently completed.</i></p>	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	October 14, 2016
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VIII. Compliance and Outcome Assessments & Reporting

Milestone	Responsible Stakeholder(s)	Deliverable	Date
Biennial Community Survey ¶¶ 361–366	The Monitoring Team "will conduct a reliable, comprehensive, and representative survey of members of the Cleveland community regarding their experiences with and perceptions of CPD and of public safety." (¶ 361.)		
The Monitoring Team will complete a plan for conducting the Biennial Community Survey (the "Biennial Community Survey Plan").			
The Monitoring Team will prepare and submit a draft Biennial Community Survey Plan (the "First Draft") to CPD, the Parties, and the CPC.	Monitoring Team	Submission of First Draft of Biennial Community Survey Plan	January 25, 2016
CPD, the Parties, and the CPC will submit written, and/or oral, comments on the Survey plan.	CPD, City, CPC, Department of Justice	Submission of Comments	February 15, 2016
The Monitoring Team will revise the Plan to reflect the comments of stakeholders and will file the Plan with the Court.	Monitoring Team	Submission of Final Draft of Biennial Community Survey Plan	February 29, 2016
The Monitoring Team will conduct the survey according to the methodology, approach, and plan outlined in the Biennial Community Survey Plan.			
The Monitoring Team will begin to conduct the survey according to the timelines and requirements of the Biennial Community Survey Plan.	Monitoring Team	Start of Community Survey	TBD per Biennial Community Survey Plan
The Monitoring Team will provide a draft report on the findings of the Biennial Community Survey Plan to the Parties and CPC for their comments and questions.	Monitoring Team	Submission of Draft Report on Biennial Community Survey	TBD per Biennial Community Survey Plan

	The Monitoring Team will file a final report on the Biennial Community Survey Plan with the Court.	Monitoring Team	Submission of Final Biennial Community Survey Plan Report to Court	TBD per Biennial Community Survey Plan
City Status Reports	The City will file status reports with the Court every six months. (¶ 387).			
	The City will file its second status report with the Court, providing a copy to the Department of Justice and the Monitor.	City	Submission of Second Status Report	June 6, 2016
	The City will file its third status report with the Court, providing a copy to the Department of Justice and the Monitor.	City	Submission of Second Status Report	December 5, 2016
Semiannual Monitoring Reports	The Monitor will file with the Court, every six months, written, public reports according to the requirements of paragraphs 375–376.			
	The Monitoring Team will complete its First Semiannual Report.			
	The Monitoring Team will provide a copy of the First Semiannual Report to the Parties in draft form.	Monitoring Team	Submission of Draft Report to Parties	March 1, 2016
	The Parties will informally comment on the draft report.	City, Department of Justice	Submission of Informal Comments on Draft Report	March 16, 2016
	The Monitor will consider the Parties' responses and make appropriate changes, if any, before filing the report with the Court and issuing the report publicly.	Monitoring Team	Filing of Final Report with Court	April 1, 2016
	The Monitor will discuss its report in public forums with community stakeholders, at town halls, before City Council whenever requested, and at a Press Roundtable.	Monitoring Team	Public Discussion Period Begins	April 2, 2016
	The Monitoring Team will complete its Second Semiannual Report.			
	The Monitoring Team will provide a copy of the Second Semiannual Report to the Parties in draft form.	Monitoring Team	Submission of Draft Report to Parties	September 2, 2016

	The Parties will informally comment on the draft report.	City, Department of Justice	Submission of Informal Comments on Draft Report	September 16, 2016
	The Monitor will consider the Parties' responses and make appropriate changes, if any, before filing the report with the Court and issuing the report publicly.	Monitoring Team	Filing of Final Report with Court	October 1, 2016
	The Monitor will discuss its report in public forums with community stakeholders, at town halls, before City Council whenever requested, and at a Press Roundtable.	Monitoring Team	Public Discussion Period Begins	October 2, 2016
Baseline Assessments	The Monitor will conduct baseline assessments, bearing on both metrics necessary for assessing compliance and outcomes.			
	The Monitoring Team, with consultation from community stakeholders, will prepare and submit a draft Baseline Assessment Measurement Plan to CPD, the Parties, and the CPC. This will address: (i) what baseline measurements will be conducted; (ii) how the baselines assessments will be conducted; (iii) when the assessments will be conducted; and (iv) a general overview of the intended methodology for conducting such assessments.	Monitoring Team	Submission of First Draft of Baseline Assessment Measurement Plan	January 20, 2016
	CPD, the Parties, and the CPC will submit written, and/or oral, comments on the Baseline Assessment Measurement Plan.	CPD, City, CPC, Department of Justice	Submission of Comments	February 10, 2016
	The Monitoring Team will revise the Baseline Assessment Measurement Plan to reflect the comments of stakeholders and will file the Plan with the Court.	Monitoring Team	Submission of Final Draft of Baseline Assessment Measurement Plan	February 24, 2016
Second-Year Monitoring Plan	The Monitor will submit a monitoring plan for the second year of monitoring, covering February 1, 2017 to January 30, 2018 (the "Second-Year Monitoring Plan").			
	The Monitor will provide a Draft Second-Year Monitoring Plan to the Parties, CPC, CPD, and other community stakeholders.	Monitoring Team	Submission of Draft Second-Year Monitoring Plan	December 15, 2016

The Parties, CPC, CPD, and community stakeholders will provide comments and feedback on the Draft Second-Year Monitoring Plan.	City, CPC, CPD, Department of Justice	Submission of Feedback on Draft Second-Year Monitoring Plan	January 14, 2017
The Monitor will submit to the Court the Final Monitoring Plan for the Second Year.	Monitoring Team	Filing of Second-Year Monitoring Plan with the Court	January 28, 2017



Cleveland Police Monitoring Team

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Monitor

Chief Noble Wray (ret.)
Deputy Monitor

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Director of Implementation

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Director of Community Engagement

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