

# EXHIBIT A

CLEVELAND POLICE MONITORING TEAM

Second-Year Monitoring Plan

March 13, 2017

General Note:

For all deadlines established below, the Monitor and Parties agree that the deadlines might, in some instances, need to be extended by a brief interval to allow or accommodate unforeseen circumstances or unexpected, minor delays. Accordingly, if and only if all of the Monitor, United States, and the City of Cleveland agree that an extension for any of the deadlines outlined below is warranted and acceptable, the deadline may be extended by an interval of fourteen (14) calendar days without petitioning the Court for an extension of the deadline. No deadline may be extended by more than fourteen (14) calendar days without approval of the Court. The extension of any specific deadline, or deadlines, will not change or otherwise affect any other deadline.

**I. Community and Problem-Oriented Policing**

	Milestone	Responsible Stakeholder(s)	Deliverable	Deadline
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 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	August 28, 2017
	CPC will issue an Annual Report on its 2016 activities that summarizes "any recommendations for improvement, related to each activity that it undertakes " with respect to CPD. (¶ 20). The Annual Report will include a summary of CPC's progress toward implementing the Community Engagement Assessment Plan and the results of any assessment(s) conducted to date.			
	CPC will revise the 2016 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	March 10, 2017
Community and Problem-Oriented Policing  (¶¶ 27-34)	"CPD will develop and implement a comprehensive and integrated community and problem-oriented policing model". (¶ 27). The Plan will, among many other things, detail how the City and CPD will partner to address the Consent Decree requirements associated with the District Policing Committees. (¶¶ 24–26).			
	CPD will develop a comprehensive Community and Problem-Oriented Policing Plan.			
	The Monitor, working with CPD, the City, the CPC and the other stakeholders as set forth in the Cleveland Community Engagement – Spring 2017 Plan dated ("the Cleveland Community Engagement Plan") incorporated herein, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input regarding the development of a community and problem-oriented policing plan. The Monitor will provide CPD and the Parties with such input and highlight recurring issues or concerns.	Monitoring Team, CPD, CPC, City, DOJ	Written and/or In-Person Summary of Community Comment	March 10, 2017– May 12, 2017
CPD prepares a draft of its community and problem-oriented policing plan that incorporates the feedback, where appropriate, provided by the Monitor and/or community stakeholders as set forth in the Cleveland Community Engagement Plan, based on the dates and processes set forth in the Cleveland Community Engagement Plan. The Parties and Monitor will review the draft to determine whether it adequately addresses the requirements and	CPD, Monitoring Team, City, DOJ,	Preparation of Draft and Written and/or In-Person Feedback	May 12 2017 – August 14, 2017,	

objectives of the Settlement Agreement and incorporates the community input and the CPD will revise it as appropriate,			
The Monitor, working with CPD, the City, the CPC and the other stakeholders, as set forth in greater detail in the Cleveland Community Engagement Plan, will obtain community, officer, and stakeholder input into the CPD's proposed draft of the community and problem-oriented policing plan. The Monitor will provide CPD and the Parties with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Solicitation and Summary of Community Comment on Draft	August 28, 2017 – October 13, 2017
CPD revises the proposed draft to incorporate the feedback, where appropriate, provided by the Monitor and/or community stakeholders as set forth in the Cleveland Community Engagement Plan and submits a Final Draft of the Plan to the Parties and the Monitor as set forth in greater detail in the Cleveland Community Engagement Plan.	CPD	Submission of Proposed Final Draft	October 16, 2017-November 11, 2017
The Monitor recommends approval or disapproval of the Community and Problem-Oriented Policing 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 as set forth in the Cleveland Community Engagement Plan.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	November 21, 2017
<b>CPD will implement the Community and Problem-Oriented Policing Plan.</b>			
Upon approval, CPD will begin to implement the Community and Problem-Oriented Policing Plan according to the deadlines set forth in the Plan.	CPD	Beginning of Community and Problem-Oriented Policing Plan	December 15, 2017

## II. Use of Force-Related Policies

	Milestone	Responsible Stakeholder(s)	Deliverable	Deadline
<b>Use of Force Policy</b> ¶¶ 49–83, 341–49	CPD will submit its policies, procedures, manuals, and documentation relating to all canine deployments. (Dkt. 83, 101).			
	CPD provides all policies, procedures, manuals, and documentation to all canine deployments to the Parties and Monitor.	CPD	Submission of Canine Deployment Materials	April 15, 2017
	CPD and the Parties will work together to address any concerns, issues, or changes necessary in the submitted canine deployment materials (including all policies, procedures, manuals, and documentation relating to canine deployments). CPD will provide Final Draft Canine Deployment Materials to the Parties and Monitor for review and approval.	CPD	Submission of Final Draft Canine Deployment Materials	June 26, 2017
	The Monitoring Team recommends approval or disapproval, either in whole or in part, of the canine deployment materials to the Court.	Monitoring Team	Approval or Disapproval of Canine Deployment Materials	July 31, 2017
<b>Use of Force Investigations</b> ¶¶ 47, 75, 93–101, 110–123	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).			
	CPD revises the First Draft of both (i) the Chain of Command Investigations Policy and (ii) the FIT Investigations Policy to incorporate the feedback and expectations of the Monitor and the Parties, where appropriate. In consultation with the Monitor and the Parties, CPD produces a Proposed Final Draft of both policies 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 13, 2017
	The Monitoring Team and Parties receive feedback from CPC and other community organizations about the use of force investigations and FIT investigations policy.	CPC, Other Community Organizations	Submission of Feedback to Monitoring Team and Parties	June 12, 2017

<p>CPD will submit a Final Draft of policies relating to use of force investigations to the Parties and Monitor.</p>	<p>CPD</p>	<p>Submission of Final Draft</p>	<p>July 9, 2017</p>
<p>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.</p> <p><i>Note: When approved, the Chain of Command does 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 policies and their core concepts have been sufficiently completed by appropriate personnel. Similarly, the FIT Investigation policies do not become effective until FIT Team members have been identified and trained.</i></p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>July 31, 2017</p>
<p><b>Use of Force Review</b>  ¶¶ 101-09, 124-30</p>	<p>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.</p>		
<p>CPD submits a final 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 and take into consideration, as appropriate, the CPC Use of Force Investigations and Review Work Product, and the CPD Officer Use of Force Investigations and Review Work Product (the "First Draft").</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft to Parties, Monitoring Team</p>	<p>June 16, 2017</p>
<p>The Monitoring Team and Parties receive feedback from CPC and other community organizations about the use of force investigations and FIT investigations policy.</p>	<p>CPC, Other Community Organizations</p>	<p>Submission of Feedback to Monitoring Team and Parties</p>	<p>July 24, 2017</p>
<p>CPD will submit a First Draft of policies relating to use of force reviews to the Parties and Monitor.</p>	<p>CPD</p>	<p>Submission of Final Draft</p>	<p>August 25, 2017</p>

<p>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.</p> <p><i>Note: When approved, the policies related to the Review of Use of Force 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 policies and its core concepts has been sufficiently completed; and FRB members have been identified and trained.</i></p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>September 20, 2017</p>
<p><b>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).</b></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>On or after October 1, 2017</p>
<p>Upon certification of the Monitor that the FRB policy is ready to be implemented, the FRB will begin to hold regular 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 Regular Meetings</p>	<p>On or after October 1, 2017</p>

### III. Officer Training

Milestone	Responsible Stakeholder(s)	Deliverable	Deadline
<p><b>General Note:</b></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"), or an equivalent format that the Parties and Monitor agree address the same requirements, 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 &amp; Robert Branch, <i>Instructional Design Models</i> (1997).</p>			
<p><b>Review of In-Service Training Instructor Policy</b></p> <p>¶¶ 269, 277, 280, 281</p> <p>CPD will revise General Patrol Order 1.1.35, Section I to include express, minimum, standard qualifications for in-service training instructors.</p>			
<p>CPD collaborates with the Parties and Monitor to produce a Proposed Final Draft In-Service Instructor Policy that adequately incorporates the feedback of the Parties and the Monitor. CPD submit its Final Draft to the Parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft to Monitoring Team</p>	<p>March 24, 2017</p>
<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>April 3, 2017</p>
<p><b>Training Plan: In-Service Training</b></p> <p>¶¶ 269–281</p> <p>The Training Review Committee will develop a written training plan for CPD's in-service training. (¶ 271.)</p>			
<p>CPD will develop a Training Plan that will address how CPD will be implementing and adhering to the requirements of the Consent Decree through December 31, <u>2017</u> (the "2017 Training Plan").</p>			

	CPD and its Training Review Committee collaborates with the Parties and Monitor to produce a finalized In-Service Training Plan consistent with the Consent Decree and consistent with the anticipated Monitoring Plan for the second year of monitoring (February 2017 – December 2018)	CPD	Submission of Revised In-Service Training Plan, If Necessary	April 30, 2017
	The Monitoring Team will either recommend approval or disapproval of the In-Service Training Plan.	Monitoring Team	Filing of Memorandum to Court re: Approval or Disapproval of Final Draft	May 30, 2017
<b>Training Plan: Recruit Academy &amp; Probationary Field Training</b>  ¶¶ 271, 273, 282–287	<b>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 December 31, 2018.</b>			
	The Monitoring Team will provide the Parties and CPD with a report on its findings regarding the sufficiency and efficacy of CPD recruit participation in the Ohio State Patrol Academy, the current approach to training new CPD officers.	Monitoring Team	Submission of Recruit Academy Report	May 26, 2017
	The Training Review Committee will submit a written, first draft of its Recruit Academy and Probationary plan that addresses the requirements of the Agreement (¶ 271) and any issues raised in the Monitoring Team's Recruit Academy Report.	CPD	Submission of proposed First Draft	June 30, 2017
	The Parties and Monitor will provide written comments, questions, issues, or concerns to the First Draft.	City, Department of Justice, Monitoring Team	Submission of Comments re: First Draft	July 21, 2017
	CPD will submit the proposed Final Draft of the Recruit Academy and Probationary and Field Training Plan to the Parties and the Monitor (¶ 273)	CPD	Submission of Proposed Final Draft	August 18, 2017
	The Recruit Academy and Probationary Field Training Plan will be implemented upon resolution of any outstanding objections by the Monitor. If either Party disagrees with the Monitors resolution of the objection, either party may ask the Court to resolve the matter before this date. (¶ 273)	CPD	Implementation of Training Plan	September 15, 2017
<b>Training Program: Supervisor Training</b>  ¶¶ 322–325	<b>The Training Review Committee will develop a written training program specifically for CPD's supervisors. (¶¶ 322–325.)</b>			

<p>The Training Review Committee will submit a written, First Draft of the Supervisor Training 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>June 30, 2017</p>
<p>The Parties and Monitor will provide written comments, questions, issues, or concerns to the First Draft of the Supervisor Training.</p>	<p>City, Department of Justice, Monitoring Team</p>	<p>Submission of Comments re: First Draft</p>	<p>August 1, 2017</p>
<p>CPD will submit the proposed Final Draft of the Supervisor Training to the Parties and Monitor. (§ 273.)</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>September 1, 2017</p>
<p>The Supervisor Training Plan will be implemented upon resolution of any outstanding objections by the Monitor. If either Party disagrees with the Monitors resolution of the objection, either party may ask the Court to resolve the matter before this date. (§ 273)</p>	<p>CPD</p>	<p>Implementation of Training Plan</p>	<p>October 1, 2017</p>
<p><b>Training Program: Officer Use of Force Policy</b>  §§ 84-86, 269–281</p>	<p><b>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").</b></p>		
<p>CPD will continue to collaborate with the Parties and Monitoring Team on drafts of an Officer Use of Force Training, a 16-hour, in-class training that will reasonably reflect mainstream principles and approaches of adult professional learning. Among other things, the training will: (i) introduce officers to the core concepts and objectives of the Officer Use of Force, Intermediate Weapons, De-Escalation and Use of Force Definitions GPOs; (ii) introduce officers to what they can expect regarding obligations and duties to report force under the Use of Force: Reporting Force policy.</p>	<p>CPD</p>	<p>Submission of Final Draft for CPC &amp; Community Input</p>	<p>March 30, 2017</p>
<p>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.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>April 18, 2017</p>
<p><b>CPD will conduct training on the revised Officer Use of Force Policy according to the approved ISDM.</b></p>			
<p>CPD and the Parties will conduct a run-through of the use of force training to ensure collaboratively that the subsequent "train-the-trainer" and initial training sessions adhere to the use of force curriculum and Consent Decree.</p>	<p>City, CPD, Department of Justice, Monitoring Team</p>	<p>Run-Through of Training Conducted</p>	<p>April 4–5, 2017</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) specific instructional content on providing the course per the ISDM.</p>	<p>CPD</p>	<p>Completion of "Train-the-Trainer" Sessions</p>	<p>April 17, 2017</p>

	CPD will begin to provide officers with training on the Officer Use of Force ISDM.	CPD	Training Sessions Begin	April 28, 2017
	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	April 28, 2017 – August 31, 2017
	CPD will complete the training of all CPD officers on the Officer Use of Force training.	CPD	Training Sessions End	August 31, 2017
	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	August 31, 2017
<b>Training Documentation Plan</b> ¶¶ 288-290	<b>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).</b>			
	CPD will continue to work with the Parties and Monitoring Team on a plan to ensure that (i) which officers receive what training is rigorously, accurately and timely recorded; (ii) real-time and long-term evaluation mechanisms to gauge the efficacy of officer training, and officer satisfaction with such training, are implemented.	CPD	Submission of Final Training Documentation Plan	March 28, 2017
	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	April 13, 2017
<b>Recruitment &amp; Hiring</b> ¶¶ 300-311	<b>"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." (¶¶ 300–311).</b>			
	CPD will provide a revised draft Recruitment Policy and Strategic Recruitment Plan (the "First Draft"), taking into consideration the input of the CPC, to the Monitor and DOJ.	CPD	Submission of First Draft	September 15, 2017
	The Parties and the Monitor 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 and/or In-person Feedback re: First Draft	November 1, 2017

The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain CPC, community, officer, and other stakeholder input and comment to the Proposed First Draft. The Monitor will provide CPD and the Parties with such input and highlight recurring issues or concerns.	Monitoring Team, CPD	Written and/or In-Person Summary of Community Comment	November 1, 2017
CPD revises the First Draft to take into consideration and incorporate the feedback and expectations of the Monitor, Parties, and CPC, where appropriate. In consultation with the Monitor and Parties, CPD submits a Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Proposed Final Draft	November 15, 2017
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 1, 2017
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	December 15, 2017

**IV. Crisis Intervention**

	<b>Milestone</b>	<b>Responsible Stakeholder(s)</b>	<b>Deliverable</b>	<b>Deadlines</b>
<p><b>Crisis Intervention Training: General</b></p> <p>¶ 143</p>	<p><b>CPD will provide training, approved by the Mental Health Response Advisory Committee (MHRAC) and the Monitor, to all of its officers according to the requirements of paragraph 143 of the Agreement.</b></p>			
	<p>CPD works with the MHRAC to revise the Proposed Final Draft of the Crisis Intervention Training: General (a/k/a the “8-Hour Training”) to incorporate the feedback and expectations of the Monitor, Parties, 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>March 17, 2017</p>
	<p>CPD and the Parties will conduct a run-through of the use of force training to ensure collaboratively that the subsequent “train-the-trainer” and initial training sessions adhere to the use of force curriculum and Consent Decree.</p>	<p>City, CPD, Department of Justice, Monitoring Team</p>	<p>Run-Through of Training Conducted</p>	<p>Prior to April 30, 2017</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) specific instructional content on providing the course per the 8-Hour Training.</p>	<p>CPD</p>	<p>Completion of “Train-the-Trainer” Sessions</p>	<p>Prior to May 30, 2017</p>
	<p>CPD will begin to provide officers with training on the 8-Hour Training.</p>	<p>CPD</p>	<p>Training Sessions Begin</p>	<p>April 30, 2017</p>
	<p>CPD will provide the Parties and the Monitor with weekly updates on the numbers and percentage of individual officers who have completed the 8-Hour Training.</p>	<p>CPD</p>	<p>Weekly Submission of Training Update to Parties, Monitoring Team</p>	<p>April 30, 2017 – August 31, 2017</p>
	<p>CPD will complete the training of all CPD officers on the 8-Hour training training.</p>	<p>CPD</p>	<p>Training Sessions End</p>	<p>August 31, 2017</p>

The City will certify to the Court that all CPD officers have completed the 8-Hour training.	City, CPD	Filing of Certification with Court re: Completion of Officer Use of Force Training	August 31, 2017
CPD will begin to provide officers with training on the 8-hour training.	CPD	Training Sessions Begin	April 28, 2017
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 training 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 8, 2017
<b>The Coordinator will develop an effective specialized crisis intervention plan (“Specialized Crisis Intervention Plan”) as described in ¶ 152 of the agreement.</b>			
The Coordinator will develop a draft crisis intervention plan in consultation with the MHRAC where appropriate. The Coordinator will present the draft to the MHRAC, Parties and the Monitor.	Coordinator	Draft of Crisis Intervention Plan	April 17, 2017
CPD, the Parties, and the Monitor will provide written and/or in-person feedback on the draft crisis intervention plan previously provided by the Coordinator.	Department of Justice, City, CPD, Monitoring Team	Written and/or In-Person Feedback re: First Draft	May 17, 2017
The Mental Health Response Advisory Committee will revise the crisis intervention plan to reflect stakeholder feedback, where appropriate, and submit the final report to the public, Parties, and Monitor.	MHRAC	Submission of Final Draft	June, 19, 2017
The Monitor recommends approval or disapproval of the Final Draft of the Crisis Intervention Plan to the Court, either in whole or in part. The determination will be based on the extent to which the training 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	July 21, 2017
<b>CPD will provide an in-depth assessment of each applicant to determine the applicant’s fitness to serve as a specialized CIT officer according to paragraph 148 of the agreement.</b>			

<p>CPD will present a draft assessment plan that takes into account the requirements of the agreement to the MHRAC, the parties and the Monitor.</p>	<p>CPD</p>	<p>Submission of Draft Assessment Plan</p>	<p>April 17, 2017</p>
<p>The MHRAC, the Parties, and the Monitor will provide written and/or in-person feedback on the draft applicant assessment plan previously provided by the Coordinator.</p>	<p>MHRAC, Department of Justice, City, Monitoring Team</p>	<p>Written and/or In-Person Feedback re: First Draft</p>	<p>May 17, 2017</p>
<p>CPD will revise the crisis intervention plan to reflect stakeholder feedback, where appropriate, and submit the final report to the public, Parties, and Monitor.</p>	<p>CPD</p>	<p>Submission of Final Draft</p>	<p>June 19, 2017</p>
<p>The Monitor recommends approval or disapproval of the Final Draft of the Crisis Intervention Plan to the Court, either in whole or in part. The determination will be based on the extent to which the training 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 21, 2017</p>
<p><b>CPD will provide enhanced specialized training in responding to individuals in crisis to certain officers (“specialized CIT officers”) according to ¶ 145 of the agreement.</b></p>			
<p>CPD works with the MHRAC to revise the Proposed Final Draft of the Crisis Intervention Specialized Training: General (a/k/a the “40-Hour Training”) to incorporate the feedback and expectations of the Monitor, Parties, 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>June 19, 2017</p>
<p>The Monitor recommends approval or disapproval of the Final Draft of the Crisis Intervention Specialized 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>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>July 21, 2017</p>
<p><b>Annual Crisis Intervention Work Plan</b>  ¶ 134</p>	<p><b>The Mental Health Response Advisory Committee will meet regularly and provide guidance to assist CDP in improving, expanding, and sustaining its Crisis Intervention Program.</b></p>		

<p>The Mental Health Response Advisory Committee will work with CDP to provide a draft Annual Crisis Intervention Work Plan to the Parties and Monitoring Team.</p>	<p>Mental Health Response Advisory Committee</p>	<p>Submission of Draft Annual Work Plan</p>	<p>April 17, 2017</p>
<p>The Parties and the Monitor will provide written and/or in-person feedback on the Draft Annual Crisis Intervention Work Plan previous provided by the Mental Health Response Advisory Committee.</p>	<p>CPD, City, Department of Justice, Monitor</p>	<p>Submission of Feedback on Draft Annual Report</p>	<p>May 17, 2017</p>
<p>The Mental Health Response Advisory Committee will revise the Annual Crisis Intervention Work Plan to reflect stakeholder feedback, where appropriate, and submit the final report to the public, Parties, and Monitor.</p>	<p>Mental Health Response Advisory Committee</p>	<p>Submission of Final Draft of Annual Report to Public, Parties, and Monitor</p>	<p>June 17, 2017</p>

**V. Accountability**

	<b>Milestone</b>	<b>Responsible Stakeholder(s)</b>	<b>Deliverable</b>	<b>Deadline</b>
<b>Administrative Review Processes</b> ¶¶ 93 – 130, 160–75, 176–249, 322–25	<b>The Parties, CPD, and Monitoring Team will hold monthly Administrative COMPSTAT meetings to ensure that the Division’s administrative investigations and review processes are sufficiently timely and well-supervised.</b>			
	The Parties, Monitor, CPD and City will convene monthly Administrative COMPSTAT meetings to review data and information about the status of CPD’s administrative investigations and internal review processes, including but not limited to use of force investigations, officer misconduct investigations, the imposition of officer discipline, the resolution of civilian complaints, and other administrative reviews of officer performance captured in BlueTeam/IAPro.	City (including OPS and PRB), CPD, Department of Justice, Monitoring Team	Monthly Administrative COMPSTAT Meetings Begin	March 20, 2017
<b>Internal Affairs</b> ¶ 178	<b>CPD will accept applications for, interview, and select a civilian head of the Department’s Internal Affairs division.</b>			
	The candidate selected to lead Internal Affairs will commence work in the position.	CPD	Selected Head of Internal Affairs Begins Work	May 31, 2017
<b>Internal Affairs Policy Manual</b> ¶¶ 176–192	<b>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, including policies on CPD employees reporting misconduct and on preventing retaliation against CPD employees who report misconduct (¶¶ 189–92), to reflect the requirements of paragraphs 176–192.</b>			
	The Parties, Monitor, CPD and other Consent Decree stakeholders will work together to ensure that the First Draft of the Internal Affairs Policy Manual and related policies on anti-retaliation and reporting misconduct adequately addresses the requirements and objectives of the Consent Decree. In consultation with the Monitor and the Parties, CPD will produce a Proposed Final Draft that adequately incorporates the feedback of the Parties and the Monitor. CPD will submit its Proposed Final Draft to the Parties, Monitor, and CPC.	CPD	Submission of Final Draft	May 8, 2017
	The Monitor recommends approval or disapproval of the Final Draft of the Internal Affairs Policy Manual, and policies related to anti-retaliation and reporting misconduct, 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	May 26, 2017
	The CPD, with the assistance of experts on the Monitoring Team, will ensure that the new policies are properly implemented.	CPD	Implementation of new policies	Beginning on or after May 26, 2017

<p><b>Office of Professional Standards (OPS)</b>  ¶¶ 193–229.</p>	<p><b>OPS, working with the City, will establish for OPS a budget that "affords sufficient independence and resources, including sufficient staff and training to meet the terms of th[e] Agreement." (¶ 199).</b></p>			
<p>OPS and/or the City will submit to the Monitor OPS' proposed budget for the second, third, and fourth quarters of the 2017 budget year.</p>	<p>OPS/City</p>	<p>Submission of Proposed Budget for Remainder of 2017 to Monitor</p>	<p>February 17, 2017</p>	
<p>The Monitor will analyze the budget and advise the Parties and Court as to whether it is sufficient under the terms of the Consent Decree.</p>	<p>Monitoring Team</p>	<p>Written Submission re: Sufficiency of Budget</p>	<p>March 16, 2017</p>	
<p><b>OPS will create and implement a plan for eliminating the backlog of unresolved, incomplete, or otherwise pending investigations. (See First Semiannual Report, Second Semiannual Report.)</b></p>				
<p>OPS will present a Proposed Backlog Elimination Plan to the Monitoring Team and Parties. The Plan should, among other things, provide a specific, clear and evidence-based approach for both eliminating the backlog of unresolved cases while ensuring the timely investigation and resolution of new complaints consistent with the new OPS Operations Manual.</p>	<p>OPS/City</p>	<p>Submission of Proposed Backlog Elimination Plan</p>	<p>February 1, 2017</p>	
<p>OPS will work with the Parties and Monitoring Team to refine the Final Backlog Elimination Plan.</p>	<p>OPS, City, Department of Justice, Monitoring Team</p>	<p>Revision/Refinement of Backlog Elimination Plan</p>	<p>March 15, 2017</p>	
<p>The Monitor recommends approval or disapproval of the Final Backlog Elimination 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.</p>	<p>Monitoring Team</p>	<p>Filing of Memorandum to Court re: Approval or Disapproval of Backlog Elimination Plan</p>	<p>April 14, 2017</p>	
<p>OPS and the City will implement the Backlog Elimination Plan. The status of this backlog elimination plan will be one of the topics addressed in ongoing, weekly OPS Compliance Status Stakeholder Meetings held not less than once per week.</p>	<p>OPS/City, Department of Justice, Monitoring Team</p>	<p>Ongoing Weekly OPS Status Stakeholder Meetings</p>	<p>April 20, 2017</p>	
<p><b>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).</b></p>				
<p>CPD will submit Proposed Final Draft of policies necessary to strengthen CPD's cooperation among OPS and the Internal Affairs process.</p>	<p>CPD</p>	<p>Submission of Proposed Final Draft</p>	<p>May 22, 2017</p>	

The Parties and Monitor provide feedback to CPD on the Proposed Final Draft.	Monitoring Team, Parties	Submission of Feedback to CPD	June 23, 2017
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.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	July 21, 2017
The CPD, with the assistance of experts on the Monitoring Team, will ensure that the new policies are properly implemented.	CPD	Implementation of new policies	Beginning On or After July 21, 2017
<b>"[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).</b>			
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	On or Within 21 Days of March 7, 2017
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").	City, CPD	Submission of Draft OPS Awareness Plan	April 27, 2017
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 taken into consideration and incorporated where appropriate. 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	May 18, 2017
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 incorporates the feedback of the Parties, CPC, OPS, and the Monitor where appropriate.	CPD	Submission of Final Draft	June 16, 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	June 23, 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	Beginning June 23, 2017
<b>Police Review Board</b> ¶¶ 230–239, 244	<b>"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).</b>			
	PRB and/or the City will submit to the Monitor PRB's proposed budget for the 2018 budget year.	PRB/City	Submission of Proposed Budget for 2017 to Monitor	October 31, 2017
	The Monitor will analyze the budget and advise the Parties and Court as to whether it is sufficient under the terms of the Consent Decree.	Monitoring Team	Written Submission re: Sufficiency of Budget	November 15, 2017
	<b>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).</b>			
	The Monitor will provide the Parties, OPS, and PRB with a draft report of an annual assessment of PRB (the "PRB Annual Assessment").	Monitor	Submission of Draft PRB Annual Assessment	October 6, 2017
	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 8, 2017
	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.	Monitor	Filing of Final PRB Annual Assessment with Court	December 8, 2017
	<b>"PRB members will receive initial training that is adequate in quality, quantity, scope, and type and will include various specified areas, including constitutional and other relevant law related to police-citizen encounters; police tactics; investigations of police conduct; bias-free policing; policing individuals in crisis; CDP policies, procedures and disciplinary rules; and community outreach." (¶ 233).</b>			
	PRB will develop training for its members that will meet the requirements of the Settlement Agreement and will submit a written, First Draft of the PRB Members Training that addresses the requirements of the Agreement (¶ 233) and this Monitoring Plan to the Parties and the Monitor.	PRB	Submission of First Draft	April 1, 2017
	The Parties and Monitor will provide written comments, questions, issues, or concerns to the First Draft of the PRB Member Training.	City, Department of Justice, Monitoring Team	Submission of Comments re: First Draft	May 1, 2017

	PRB will submit the proposed Final Draft of the PRB Members Training to the Parties and Monitor.	PRB	Submission of Proposed Final Draft	June 15, 2017
	The PRB Members Training Plan will be implemented upon resolution of any outstanding objections by the Monitor. If either Party disagrees with the Monitor's resolution of the objection, either party may ask the Court to resolve the matter before this date.  ** Note – This schedule assumes the appointment of all members of the PRB. If that does not happen by July 1, 2017, the training should be implemented no later than thirty days after the appointment of all members to the PRB>	PRB	Implementation of Training Plan	July 1, 2017
<b>Discipline</b> (¶¶ 245-249)	<b>CPD will ensure that discipline for sustained allegations of misconduct comports with due process and is consistently applied, fair, and based on the nature of the allegations, and that mitigating and aggravating factors are identified and consistently applied and documented. (¶ 245)</b>			
	CPD will submit its current disciplinary matrix to the Parties, CPC, OPS, PRB, Police Officer Organizations, and Monitoring Team to determine whether it is consistent with the requirements of the Consent Decree.	CPD	Draft Revised Disciplinary Matrix Provided	March 17, 2017
	CPD revises the Draft to incorporate the feedback and expectations of the Monitor, Parties, CPC. In consultation with the Monitor and Parties, CPD submits a Final Draft plan that incorporates the feedback of the Parties, CPC, and the Monitor where appropriate.	CPD	Submission of Final Draft	May 22, 2017
	CPC and the police officer unions/organization will provide comments on CPD's Final Draft disciplinary matrix.	CPC, Police Officer Unions/Organizations	Submission of Feedback to CPD, Parties, Monitoring Team	June 23, 2017
	The Monitor recommends approval or disapproval of the Final Disciplinary Matrix 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	July 28, 2017
<b>Transparency</b> ¶ 268	<b>CPD will post its policies and procedures, training plans, community policing initiatives, community meeting schedules, budgets, and internal audit reports on its website. (¶ 268).</b>			
	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). This includes all materials submitted to the Court by the Monitor as part of this Monitoring Plan. The manner of posting on the website will seek to make all information and documentation accessible, clear, and readily identifiable.	CPD	Initial Posting of Current Information and Documents on Website	Ongoing

	CPD's identified personnel will post revisions, changes, updates, or new information and documents as they are approved to take effect. (¶ 268). This includes all materials submitted to the Court by the Monitor as part of this Monitoring Plan. The manner of posting on the website will seek to make all information and documentation accessible, clear, and readily identifiable.	CPD	Maintenance of Current Information and Documents on Website	Ongoing
<b>Police Inspector General</b> <b>¶¶ 250-256</b>	<b>“The City will hire an individual or individuals with significant experience in law enforcement practices and civil rights law to serve as a Police Inspector General. The City will seek the Commission’s input in developing the minimum qualifications and experience for an Inspector General. The Police Inspector General will be appointed by the Mayor into the classified service of the City.” (¶ 250).</b>			
	The City will seek the CPC’s input in developing the minimum qualifications and experience necessary for an IG. The City will develop a Draft Plan for the Police IG including staffing, administrative support, and budget.	City, CPC	Submission of Draft Plan for Police Inspector General	May 15, 2017
	The Parties, CPC, and the Monitor will provide written and/or in-person feedback on the draft Police IG plan.	CPD, Monitor, CPD, DOJ	Written or in-person feedback re: First Draft	June 1, 2017
	The City revises the Draft to incorporate the feedback and expectations of the Monitor, Parties, and CPC. In consultation with the Monitor and Parties, the City submits a Final Draft plan that incorporates the feedback of the Parties, CPC, and the Monitor where appropriate.	City	Submission of Final Draft	July 1, 2017
	The Monitor recommends approval or disapproval of the Final Police Inspector General 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.	Monitor	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	August 15, 2017
	The City, in consultation with the Monitor and the Parties, will initiate the process of recruiting, interviewing, and hiring a Police Inspector General.	City	Initiate Recruitment, Interview, and Hiring Process	September 5, 2017
	A Police Inspector General will be hired.	City	Hiring of Police Inspector General	December 1, 2017

## VI. Equipment &amp; Resources

	Milestone	Responsible Stakeholder(s)	Deliverable	Deadline
<b>Equipment &amp; Resource Plan</b> ¶¶ 291–299	<b>CPD will complete an Equipment and Resource Plan (¶¶ 292, 295).</b>			
	CPD will revise its Equipment and Resource Plan to conform to the feedback from the Monitor on its previous draft per the Court's Order of January 6, 2017.	CPD	Submission of Revised CPD Equipment & Resources Plan	March 10, 2017
	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." (¶ 295.)	Monitoring Team	Filing of Approval or Disapproval of Revised Final Draft Equipment and Resource Plan with Court	April 13, 2017
	If and when approved by the Court, the Monitor will report to the Parties and Court every six months whether the City and CPD are using best efforts to implement the Equipment and Resource Plan.	Monitoring Team	Filing of Equipment and Resource Plan Implementation Status Report with Court	October 13, 2017
<b>Staffing</b> ¶¶ 319–321	<b>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 (the "Staffing Study") and will use it as a basis for completing a staffing plan that likewise satisfies the obligations of the Agreement (the "Staffing Plan"). (¶¶ 319, 322).</b>			
	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").	CPC	Written Summary of Community Input	September 1, 2017
	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 Monitor and leadership of CPPA, FOP, and other police officer organizations, will convene a series of meetings and establish and publicize alternative forms of officer outreach (email, surveys, anonymous written submissions, roll call discussions, 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") and submit the document to the Parties and the Monitor.	CPD	Written Summary of Officer Input	October 15, 2017

<p>The Monitor and the Department of Justice will review the Staffing Work Product and input from the CPC, officers, and community and provide feedback to CPD on the Study to integrate into its Staffing Plan.</p>	<p>Department of Justice, Monitoring Team</p>	<p>Submission of Written and/or Oral Feedback re: Staffing Study</p>	<p>November 1, 2017</p>
<p>CPD will submit a first draft of the Staffing Plan.</p>	<p>CPD</p>	<p>Submission of First Draft</p>	<p>November 15, 2017</p>
<p>The Monitor, working wherever possible with CPD, will engage in an affirmative, intensive effort to obtain CPC, community, officer, and other stakeholder input and comment 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>December 15, 2017</p>
<p>CPD revises the Proposed Final Draft to incorporate the feedback, where appropriate, provided by the Monitor and/or community stakeholders and submits a Final Draft to the Parties and the Monitor</p>	<p>CPD</p>	<p>Submission of Final Draft</p>	<p>January 3, 2018</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>January 15, 2018</p>
<p><b>Body-Worn Cameras</b>  ¶¶ 337-340</p>	<p><b>CPD will implement a pilot program for officer use of body-worn cameras in secondary employment.</b></p>		
<p>CPD will work with the Parties and Monitoring Team to develop a comprehensive, written project plan for a structured pilot program for officer use of body cameras during non-City, secondary employment shifts. The Monitoring Team will ultimately recommend approval of disapproval of the pilot program project plan to the Court.</p>	<p>Monitoring Team</p>	<p>Submission of Pilot Program Project Plan to the Court</p>	<p>April 28, 2017</p>

**VII. Searches and Seizures**

Milestone	Responsible Stakeholder(s)	Deliverable	Deadline
Search & Seizure (¶¶ 160-175)	CPD “will conduct all investigatory stops, searches, and arrests with the goal of ensuring that they are conducted in accordance with the rights secured and protected by the Constitution and state and federal law. CDP will conduct investigatory stops, searches and arrests fairly and respectfully as part of an effective overall crime prevention strategy that takes into account community values. To achieve this goal, CDP will revise, develop, and implement search and seizure policies that comply with applicable law” and the requirements listed in the Settlement Agreement. (¶ 160).		
CPD will revise, develop, and implement search and seizure policies that are fair, effective, and take into account community values.			
The Monitor, working with CPD, the CPC and the other stakeholders, will engage in an affirmative, intensive effort to obtain community, officer, and other stakeholder input regarding the development of search and seizure policies. The Monitor will provide CPD and the Parties with such input and highlight recurring issues or concerns.	Monitoring Team, CPD, Stakeholders	Written and/or In-Person Summary of Community Comment	September 12, 2017 – November 15, 2017
CPD prepares a first draft of its revised search and seizure policies that incorporates the feedback, where appropriate, provided by the Monitor and/or community stakeholders.	CPD	Submission of First Draft	November 15, 2017 – December 15, 2017
The Parties and Monitor will review the First Draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and incorporates the community input. The Monitor, working with CPD, the CPC and the other stakeholders, will obtain community, officer, and stakeholder input into the CPD’s proposed draft of the search and seizure policies. The Monitor will provide CPD and the Parties with such input and highlight recurring issues or concerns.	Monitoring Team CPD	Written and/or In-Person Summary of Community Comment	December 15, 2017 – January 15, 2018
CPD revises the Proposed Final Draft to incorporate the feedback, where appropriate, provided by the Monitor and/or community stakeholders and submits a Final Draft to the Parties and the Monitor.	CPD	Submission of Proposed Final Draft	January 15, 2018 – February 15, 2018
The Monitor recommends approval or disapproval of the Searches and Seizures 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.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	March 9, 2018

## VIII. Data Collection &amp; Analysis

	Milestone	Responsible Stakeholder(s)	Deliverable	Deadline
Data Collection & Analysis ¶¶ 257-268	CPD will designate a Data Collection & Analysis Coordinator to ensure tracking related to use of force and allegations of misconduct. (¶ 258). This individual will also address and coordinates additional areas of data analysis and collection required by other provisions of the Agreement (stops, searches, and seizures; Officer Intervention Program; and others). 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).			
	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	Monthly Meetings	Ongoing
	Working closely with the Monitor, 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	April 1, 2017
	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	April 28, 2017
	CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties, where appropriate. 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	May 26, 2017
	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.	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	June 19, 2017
	<b>CPD and the Data Collection &amp; Analysis Coordinator will conduct the assessments on all CPD activities pursuant to the plan identified in the assessment protocol. (¶¶ 265–266).</b>			
	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.	CPD	Submission of First Draft	October 20, 2017
	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	November 17, 2017
	CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties, where appropriate. 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	December 15, 2017

**VIII. Bias-Free Policing**

	<b>Milestone</b>	<b>Responsible Stakeholder(s)</b>	<b>Deliverable</b>	<b>Deadline</b>
<b>Bias-Free Policing Policy</b> ¶ 38	<b>CPD will develop a bias-free policing policy. (¶ 38.)</b>			
	The Monitor will review the CPD’s proposed draft of the bias-free policing policy to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and will provide written and/or in-person feedback.	Monitoring Team,	Written and/or In-Person Summary of Feedback	May 12, 2017
	The Monitor, working with CPD, the CPC and the other stakeholders, will obtain community, officer, and stakeholder input into the CPD’s proposed draft of the bias-free policing policy. The Monitor will provide CPD and the Parties with such input and highlight recurring issues or concerns. The Parties, the CPC and the Monitor will review the draft to determine whether it adequately addresses the requirements and objectives of the Settlement Agreement and will provide written and/or in-person feedback. CPD revises the draft policy to incorporate the feedback, where appropriate, provided by the Monitor, the CPC, the Parties, and community input and submits a Final Draft to the Parties and the Monitor.	CPD	Submission of Proposed Final Draft	May 12, 2017- November 11, 2017
	The Monitor recommends approval or disapproval of the Bias-Free policing 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.  <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>	Monitoring Team	Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft	November 21, 2017
<b>Bias-Free Training</b> ¶¶ 35–44	<b>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).</b>			
	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 Policing work product (the "First Draft") to the Parties and the Monitor.	CPD	Submission of First Draft	July 13, 2017

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<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 Policing Work Product consistent with those requirements and objectives has been taken into consideration and incorporated where appropriate. 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>August 6, 2017</p>
<p>CPD revises the First Draft to incorporate the feedback and expectations of the Monitor and Parties and community input, where appropriate. 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>September 4, 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>	<p>Monitoring Team</p>	<p>Filing of Memorandum to the Court re: Approval or Disapproval of Final Draft</p>	<p>September 25, 2017</p>

### X. Compliance and Outcome Assessments & Reporting

	Milestone	Responsible Stakeholder(s)	Deliverable	Deadline
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.)			
	As part of this survey, the Monitor must facilitate focus groups of the community and police officers to better understand police-community relations. (¶ 363 & Second Semi-Annual Report, at 65).			
	The Monitoring Team will work closely with the selected survey firm to ensure that the firm both recruits participants for the police officer survey and focus groups and moderates with fidelity to the Consent Decree and stakeholder expectations.	Monitoring Team	Focus groups designed and overseen	March 15, 2017
	The focus groups of police officers and community groups are conducted.	Monitoring Team and Survey Research Firm	Focus groups conducted	April 1, 2017- August 1, 2017
	As part of this survey, the Monitor must conduct a survey of a representative sample of detained arrestees. (¶ 363 & Second Semi-Annual Report, at 65).			
	The Monitoring Team will identify one or more experts in the field to assist in designing and then conducting this survey and work closely with them to ensure that the survey is conducted with fidelity to the Consent Decree and stakeholder expectations	Monitoring Team	Survey designed	May 1, 2017
	Conduct survey of detained arrestees	Monitoring Team and survey experts	Survey conducted	May 15, 2017- September 15, 2017
Bi-Weekly Parties/Monitoring Team Compliance Status Meetings	The Parties, CPD, and Monitoring Team will continue to meet to discuss current Consent Decree implementation progress and issues and to discuss the current state of compliance.			
	The Parties, CPD, and Monitoring Team will continue to meet not less than once every two calendar weeks to discuss the current status of Consent Decree progress and compliance and discuss any issues related to the full and effective implementation of the Decree's requirements.	City, CPD, Department of Justice, Monitoring Team	Ongoing Bi-Weekly Compliance Status Meetings	February 7, 2017
Monthly Parties/Monitoring Team /CPC Compliance Status Meetings	The Parties, CPC, CPD, and Monitoring Team will continue to meet to discuss current Consent Decree implementation progress and issues and to discuss the current state of compliance.			

	The Parties, CPC, CPD, and Monitoring Team will continue to meet to discuss current Consent Decree implementation progress and issues and to discuss the current state of compliance.	City, CPC, CPD, Department of Justice, Monitoring Team	Ongoing Monthly Compliance Status Meetings	February 7, 2017
<b>City Status Reports</b>	<b>The City will file status reports with the Court every six months. (¶ 387).</b>			
	The City will file its fourth status report with the Court, providing a copy to the Department of Justice and the Monitor.	City	Submission of Fourth Status Report	June 27, 2017
	The City will file its fifth status report with the Court, providing a copy to the Department of Justice and the Monitor.	City	Submission of Fifth Status Report	January 23, 2018
<b>Semiannual Monitoring Reports</b>	<b>The Monitor will file with the Court, every six months, written, public reports according to the requirements of paragraphs 375–376.</b>			
	<b>The Monitoring Team will complete its Third Semiannual Report.</b>			
	The Monitoring Team will provide a copy of the Third Semiannual Report to the Parties in draft form.	Monitoring Team	Submission of Draft Report to Parties	May 17, 2017
	The Parties will informally comment on the draft report.	City, Department of Justice	Submission of Informal Comments on Draft Report	May 30, 2017
	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	June 13, 2017
	<b>The Monitoring Team will complete its Fourth Semiannual Report.</b>			
	The Monitoring Team will provide a copy of the Fourth Semiannual Report to the Parties in draft form.	Monitoring Team	Submission of Draft Report to Parties	December 11, 2017
	The Parties will informally comment on the Draft Report.	City, Department of Justice	Submission of Informal Comments on Draft Report	December 22, 2017
	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	January 9, 2018
<b>Systemic Assessments</b>	<b>The Monitor will conduct baseline assessments, bearing on both metrics necessary for assessing compliance and outcomes.</b>			
	<b>The Monitoring Team will conduct the data-based outcome measurements required by the Consent Decree. (¶ 367).</b>			
	The Monitoring Team will collect, clean, and sort 2016 data from CPD, OPS, and the City.	Monitoring Team	Collection, Cleaning, and Sorting of 2016 Data	February 1, 2017 – May 5, 2017

The Monitoring Team will provide a Draft Outcome Measures Report to the Parties and CPD.	Monitoring Team	Submission of Draft Report to Parties	May 12, 2017
The Parties will informally comment on the Draft Report.	City, Department of Justice	Submission of Informal Comments on Draft Report	May 19, 2017
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	June 6, 2017
<b>The Monitoring Team will conduct a systemic assessment of the quality of CPD's Internal Affairs investigations from a previously-identified sample from 2015. (¶¶ 177–88).</b>			
The Monitoring Team will provide a presentation summarizing the results of its Systemic Assessment of Internal Affairs ("IAU") investigations.	Monitoring Team	Submission of Draft Report to Parties	April 4, 2017
The Parties will informally comment on the presentation.	City, Department of Justice	Submission of Informal Comments on Draft Report	April 18, 2017
The Monitoring Team will summarize the results of its Systemic Assessment of Internal Affairs ("IAU") investigations in its Third Semiannual Report.	Monitoring Team, CPD, DOJ, City	Filing of Third Semiannual Report	June 13, 2017
<b>The Monitoring Team will conduct a systemic assessment of CPD's use of force investigations. (¶¶ 93 – 123).</b>			
The Monitoring Team will conduct an in-depth review of a random, statistically-significant sample of force investigations.	Monitoring Team	Review Conducted	July 1, 2017 – September 17, 2017
The Monitoring Team will provide a presentation summarizing the results of its Systemic Assessment of CPD's Use of Force Investigations.	Monitoring Team	Submission of Draft Report to Parties	October 25, 2017
The Parties will informally comment on the presentation.	City, Department of Justice	Submission of Informal Comments on Draft Report	November 11, 2017
The Monitoring Team will summarize the results of its Systemic Assessment with the Court in its Fourth Semiannual Report	Monitoring Team	Filing of Final Report with Court	January 9, 2018
<b>The Monitoring Team will conduct a systemic assessment of CPD's personnel discipline system and process. (¶¶ 245–49).</b>			
The Monitoring Team will conduct an in-depth review of a random, statistically-significant sample of files addressing the review, adjudication, and discipline of officer misconduct charges.	Monitoring Team	Review Conducted	April 1, 2017 – June 27, 2017
The Monitoring Team will provide a presentation summarizing the results of its Systemic Assessment of CPD's Discipline System and Process.	Monitoring Team	Submission of Draft Report to Parties	July 30, 2017
The Parties will informally comment on presentation.	City, Department of Justice	Submission of Informal	August 15, 2017

		Comments on Draft Report	
The Monitoring Team will summarize the results of its Discipline Assessment with the Court in its Fourth Semiannual Report.	Monitoring Team	Filing of Final Report with Court	January 9, 2018
<b>The Monitoring Team will conduct a systemic assessment of CPD officer use of force. (§§ 245–49).</b>			
The Monitoring Team will conduct an in-depth review of a random, statistically-significant sample of applications of force by CPD officers.	Monitoring Team	Review Conducted	August 18, 2017 – October 13, 2017
The Monitoring Team will provide a presentation summarizing the results its Systemic Assessment of CPD's Discipline System and Process.	Monitoring Team	Submission of Draft Report to Parties	November 8, 2017
The Parties will informally comment on the presentation.	City, Department of Justice	Submission of Informal Comments on Draft Report	November 23, 2017
The Monitoring Team will summarize the results of its Discipline Assessment with the Court in its Fourth Semiannual Report.	Monitoring Team	Filing of Final Report with Court	January 9, 2018
<b>Updated Second-Year Monitoring Plan</b>	<b>The Monitor will submit an updated monitoring plan for the second year of monitoring, covering August 1, 2017 to January 30, 2017 (the "Updated Second-Year Monitoring Plan").</b>		
The Monitor will provide a Draft Updated Second-Year Monitoring Plan to the Parties, CPC, CPD, and other community stakeholders.	Monitoring Team	Submission of Updated Second-Year Monitoring Plan	July 28, 2017
The Parties, CPC, CPD, and community stakeholders will provide comments and feedback on the Draft Updated Second-Year Monitoring Plan.	City, CPC, CPD, Department of Justice	Submission of Feedback on Draft of Updated Second-Year Monitoring Plan	August 4, 2017
The Monitor will submit to the Court the Updated Second-Year Monitoring Plan.	Monitoring Team	Filing of Updated Second-Year Monitoring Plan with the Court	August 11, 2017
<b>Third-Year Monitoring Plan</b>	<b>The Monitor will submit an monitoring plan for the third year of monitoring, covering February 1, 2018 to January 30, 2019 (the "Third-Year Monitoring Plan").</b>		
The Monitor will provide a Draft Third-Year Monitoring Plan to the Parties, CPC, CPD, and other community stakeholders.	Monitoring Team	Submission of Draft Third-Year Monitoring Plan	January 17, 2018
The Parties, CPC, CPD, and community stakeholders will provide comments and feedback on the Draft Third-Year Monitoring Plan.	City, CPC, CPD, Department of Justice	Submission of Feedback on Draft Third-Year Monitoring Plan	January 24, 2018
The Monitor will submit to the Court the Final Monitoring Plan for the Third Year.	Monitoring Team	Filing of Third-Year Monitoring Plan with the Court	February 1, 2018