CPC Structure: Main Points

A Reorganization Proposal: Two Committees, Six Areas of Responsibility, Professional Staff

AD Timothy Scott · October 2026

SLIDE 1 | Title: CPC Structure

Thanks, everyone, for taking a look at this proposal. The purpose of this presentation is to show how the CPC could be reorganized into two committees that cover six areas of responsibility. Under the structure, each area of responsibility will be supported by professional staff and clear governance to give you, the Commissioners, the resources and support to carry out Charter-mandated duties. As a reference guide, you may want to open the National Association for Civilian Oversight of Law Enforcement's (NACOLE) 13 Principles for Effective Oversight. Multiple principles discussed here are recommended by NACOLE.

SLIDE 2 | The Ask: What We Need

There are three main asks connected to one desired outcome, and they build on each other.

1. By condensing the structure of the CPC, Commissioners can work through the Charter's mandates faster by having fewer Committee meetings, giving Commissioners more time for Charter work in their AORs, including hearing directly from community members (NACOLE Principle #10).
2. Additional staff give each Commissioner a dedicated partner for research, drafting, and follow-through, so Commissioner time goes to direction, deliberation, and decisions (NACOLE Principle #7).
3. Strong rules and policies will help stabilize our operations so we can consistently hit target goals. With numerous achievements, the CPC should be able to start building trust with and gaining the respect of the community, including CDP (NACOLE Principle #6). They also give the Commission a stable, documented foundation for exercising its final disciplinary authority, on whatever timeline the Commission sets.
4. "*Effective civilian oversight must function with the same integrity, professionalism, and ethical standards it expects from and promotes for law enforcement*." (NACOLE Principle #12; Confidentiality, Anonymity, & Protection from Retaliation)

   Discipline, whether internal or external, must be shown to be fair, balanced, and effective (NACOLE Principle #13, Procedural Justice and Legitimacy: "perceptions of how fairly that authority is exercised are crucial components of legitimacy"). To truly set a modern standard for police oversight, this Commission will have to perform at a level many commissions have not yet reached. At minimum, the goal should be that the Commission functions as described by NACOLE's standards outlined above so its disciplinary decisions carry credibility.

Transition: The Commission moves into this by building the structure first, adding staff to support it with rules to govern it, and credible discipline as the outcome.

SLIDE 3 | The Framework: Blueprint of Successful Organizations

These are the eight functions every well-run organization has and continuously improves, regardless of sector. This model was used as a two-way lens: to assess the Commission honestly (next slide), and to make sure every function has a clear home in the new structure. These eight functions show up on the org chart (slide 5) as small tags (in blue letters) showing which roles and areas support each one.

SLIDE 4 | Self-Assessment: Our Current Status

This is an honest self-assessment against the blueprint.

- **In Progress:** Governance (new bylaws), Operations (Grants Policy and internal process to support the grant program coming in-house), Personnel (2/3 of the 2026 hiring goal (8 total) met, expected to reach 100% of goal by 10/19/26; at least 4 additional roles need to be filled in 2027).
- **Needs Attention:** Legal & Compliance personnel are essential to develop and continually enforce internal regulations and assist with oversight policy.
- **Hiring Underway:** A Marketing Manager (to improve Communications and Engagement) and an Office Manager are expected to begin in mid-October; a new Community Engagement Coordinator (CEC) has been onboarded, and another CEC will need to be added.
- **Critical:** To assess Performance/Quality/Improvement, Key Performance Indicators (KPIs) and a Commissioner service log to track engagement need to be developed; Tech & IT positions need to be filled immediately, and succession and emergency plans must be developed for Crisis and Resilience.

The critical areas are the ones with no dedicated staff today. The structure and staffing that follow are how we address them.

SLIDE 5 | Proposed Structure: CPC Organization Structure

Proposed structure

The full Commission sits at the top as the governing body, with the Co-Chairs presiding. The Executive Director is nominated by the Commission, appointed by the Mayor, and works under the Commission's direction (Charter §115-5(b), (k), (l)), supported by the Assistant Director and Headquarters staff.

Biggest change

The biggest change is creating two committees instead of six to reduce commissioner workload and stress while pairing every area of the Commission's work with dedicated staff.

- The current Budgets & Grants, Rules, and Outreach Committees would combine to form the **Operations Committee**.
- The current Accountability, Policy, and Training & Promotions Committees would combine to form the **Oversight Committee**.

The current six committees then become six areas of responsibility (AORs). Each AOR has a lead Commissioner who works with paired staff to research, draft, and develop work products, informed by community input from listening sessions and other engagement (NACOLE Principle #11). The two committees review AOR products and vote them forward to the full Commission. When two or more Commissioners meet on AOR business, the meeting will be noticed and minuted as required under the Ohio Open Meetings Act (ORC 121.22).

Areas of responsibility

Each AOR cites the Charter duties it covers, the staff paired with it, and how many Commissioners focus on it. The small tags in the right corner of each card show which blueprint functions from slide 3 that AOR supports (ex: Budgets & Grants supports the Operations & Finance pillar).

Commissioner seats

This is just my suggestion on how to divide up the AORs, but Commissioners may have another take.

Based on the Charter requirements, Accountability and Outreach are the areas I think need the most attention. Accountability is why the CPC exists, and information obtained from doing community outreach should be driving policies that will assist with accountability (NACOLE Principles #10 & #11). Regarding outreach, the staff can carry the engagement calendar, and Commissioners engage the community and bring back what they hear to their AORs. Therefore, I am suggesting:

- **Operations Committee (5):** Budgets & Grants 1, Rules 2, Outreach 2
- **Oversight Committee (6):** Accountability 3, Policy 2, Training & Promotions 1
- **Co-Chairs (2):** one per committee; a Co-Chair would not vote on the committee they represent unless there is a tie

All of this is up to the Commissioners on which AORs you think need the most support and what the ideal setup would be for you to get the most out of your service.

Total staff

Upon analysis, there should be no fewer than 16 full-time staff roles at the CPC: ED, AD, Office Manager, Grant Administrator, Compliance Manager, Marketing Manager, 2 CECs, Social Media Coordinator, 4 Accountability staff, 2 Policy Analysts (one supporting Operations, one supporting Oversight), and a T&P Manager (NACOLE Principle #7). Hiring order for the 4 Accountability staff will follow Commission priorities and resolution of the CBA/Charter questions.

How does this help the CPC?

Establishing a 2-Committee structure will concentrate our main resources of time, energy, and money. With two committees, all three resources can be retained.

First, time is reclaimed by having up to 4 fewer committee meetings each month. Formal meetings each month would be the two committee meetings, plus any noticed AOR meetings with two or more Commissioners, and a hearings calendar once hearings begin. This will free up Commissioners for Charter work in their AORs, including time in the community, while availing staff to work on projects the Commissioners need accomplished. Here are the average run times of each committee's recent meetings, and what the combined meetings might run:

Current committee	Avg. run time	New committee
Budgets & Grants	20 min	Operations
Outreach	50 min	Operations
Rules	30 min	Operations
Operations Committee (combined)	**100 min**	
Accountability	56 min	Oversight
Policy	78 min	Oversight
Training	23 min	Oversight
Oversight Committee (combined)	**157 min**	

Averages are from YouTube videos of each committee's last 4–5 meetings; the Training Committee has only 2 meetings posted.

The Oversight average may be skewed because Accountability and Policy have needed to use meetings as working group time; meetings should be shorter once Commissioners and staff develop the work in the AORs. In any event, Commissioners would still have an AOR they cover, but with time being better spent they'd be able to assist in covering three AORs per committee meeting instead of one.

Additionally, if a Commissioner isn't assigned to an AOR that they have an interest in, the Commissioner could still contribute to a secondary AOR by sourcing information about that subject and providing it to staff or the Committee that handles the AOR.

For example, let's say in the future a Commissioner assigned to the Budget & Grants AOR gets interested in ensuring CDP officers are properly trained on a developing technology that will become available to officers nationwide within 2 years. The Budget & Grants AOR Commissioner can use their available time to source information from community members regarding their positions on the impact the technology will have, and pass that information to the Training & Promotions AOR Commissioner or staff with a requested action.

Second, our energy isn't drained by having to physically schedule and attend multiple meetings. Instead, it gets redirected back into the community where Commissioners and staff should be sourcing information for action by the Commission. Further, combining the meetings will distribute the workload among commissioners more evenly. Currently, two commissioners are serving on three committees, two other commissioners are serving on one committee, and one commissioner is not listed on any committees. The new structure ensures everyone is on one committee, and Commissioners are becoming subject-matter experts in their AOR.

Lastly, money, the resource we must absolutely conserve because it isn't ours, is retained by not having to pay officers to attend up to 4 additional meetings per month or fill up the gas tank to get to the meetings.

SLIDE 6 | Proposed Structure, Named: CPC Example Setup

- This is the structure with names, as an illustration of how it could be set up (not a final assignment) based on who staffs it today and which Commissioners could serve.
- ED Williams and AD Scott are filling several roles, and all staff are covering Accountability for now. That's the gap the staffing request closes (NACOLE Principle #7).

SLIDE 7 | Payoff: Impact of Restructure & Staff Pairing

This is a list of what each pairing of Commissioners with staff could (and probably should) deliver. Let's look at what Training & Promotions could accomplish with a dedicated staff member providing assistance:

- **Stronger training requirements:** Find out what kind of training(s) would empower officers while improving community relationships (ex: would it be beneficial to implement a martial arts program to strengthen defensive tactics and de-escalation skills that empower officers leaving the academy, continued martial arts training post-graduation to keep them confident and their skills sharp, and then track whether officers who received this training deployed weapons in use of force incidents to assess whether the defensive tactics and de-escalation skills are being used or could/should have been used, then make adjustments to the training to compensate) (NACOLE Principle #9).

- **Moving promotions from interim to permanent:** Create a policy (currently drafted) for how promotions will be handled in the future; also study whether the CDP has enough command officers (or too many) and make recommendations to the Civil Service Commission for changing the process of being selected for a command-level role (Charter §115-5(h)(xviii) and (xxi)). This is an accountability issue: more lieutenants and captains supervising in the field, rather than at headquarters, can prevent misconduct before it happens and reduce how often officers need to be held accountable after the fact.
- **Recruiting new officers:** Review CDP recruiting and retention strategies and outcomes, and recommend improvements with Outreach.
- **Quarterly Commissioner training:** Assess Key Performance Indicators and create and provide trainings that address Commission-wide issues (NACOLE Principle #7).

SLIDE 8 | Operations Committee: Status of Policies

Work is already underway on the Operations side.

- **Budgets & Grants:** Rules for the Grant Program have been split into a policy and a procedural manual.
- **Rules:** Commission and Committee Bylaws, Document Retention, and Document Management & Access Control are drafted (NACOLE Principle #12). Co-Chair Duties, Subpoenas (NACOLE Principles #3 & #5), and Rules of Decorum are in progress.
- **Outreach:** Community Engagement policy is drafted (NACOLE Principles #10 & #11).

SLIDE 9 | Oversight Committee: Status of Policies

- **Accountability:** Case Review and Evidentiary Hearing procedures are in progress; these are the foundation for issuing discipline because they outline how the CPC's authority is being used for accountability purposes (NACOLE Principle #13).
- **Policy:** The Annual Report policy is drafted (NACOLE Principle #8 calls for at least one public report each year).
- **Training & Promotions:** Bias-Free Policing Training Assessment (NACOLE Principle #9), Commander's Promotions, and CPC Commissioner Training Curriculum are all in progress.

SLIDE 10 | Trade-Offs (1 of 2): Pros of Restructure

- **Fewer scheduling conflicts:** two committees instead of six eases meeting logistics for Commissioners, staff, and CDP.
- **Better pattern recognition:** one body over GPOs, training, and discipline can connect a rise in violations to a stale policy or training gap (NACOLE Principle #9).
- **Staff support:** Commissioners lead the work in each AOR with staff support and the Committees vote on the finished products.
- **Clearer public accountability:** two named committees are easier for the public and press to follow (NACOLE Principle #8).
- **Balanced workload:** Commissioners can move between AORs as needs change.
- **Timing:** aligning with the January class allows a clean reset.

SLIDE 11 | Trade-Offs (2 of 2): Downsides of Restructure

To be objective, I tried to think about what downsides there might be to doing this setup.

- Evidentiary hearings may eventually need their own committee or schedule. This is probably the biggest issue; the seriousness of holding hearings and issuing discipline warrants its own time.
- A dedicated Training Committee of 3-5 commissioners might go deeper on curriculum than a committee with 1 or 2 commissioners focused on training as an AOR.
- Larger committees mean more discussion; it will be very important to follow rules of decorum and keep debates short.
- Current chairs hold expertise and relationships, so consolidation forces decisions about who leads what.
- Smaller committees currently give new Commissioners a gentler on-ramp.

SLIDE 12 | Trade-Offs Response: But Are They Really Downsides?

- **Hearings:** time isn't removed, it's relocated. Oversight can put the 4 Accountability staff on a hearings-only calendar when the time arrives. This should be reviewed after 6 months against KPIs (which can be in place by Summer 2027). If hearings need their own time at that point, a hearings committee can be added then.
- **Specialized focus:** specialization lives in the AORs, which don't change. They just gain staff, and Commissioners can cross-train across areas.
- **Slower decisions:** fewer, better-prepared meetings beat more, worse-prepared ones. Commissioners and staff develop the work in the AOR, so what reaches committee is ready for a vote, not a rough draft.
- **Committee memory:** memory moves with people, not the org chart, and staff document everything for future reference. Current chairs can serve as AOR Leads in their subject areas.
- **On-ramp:** a substantial Commissioner onboarding binder gives new Commissioners governance infrastructure the CPC has never had (NACOLE Principle #7).

SLIDE 13 | Making the Case: Justification to City Council

Some of this is dependent on City Council giving us what we need, but we're also halfway operating in this current capacity now since the CPC will soon have a staff of 8. Multiple Commissioners have asked for and received work from the staff which they have already put into action. For example: Commissioner Dr. Adams and I worked on correspondence to the Mayor; Commissioner Umosen made recommendations to the Grants Program policy which was then revised and recirculated for action; Commissioner Miller requested and received a Commander's Promotion policy and procedural manual; Commissioners Benito and van Lier have received assistance for their work on policies and a resolution for ALPRs.

1. **Voters put this in the Charter.** Issue 24 passed in November 2021 with nearly 60% of the vote and wrote the CPC's duties into Charter §115-5. The Charter requires Council to increase the Commission's budget each year by the greater of inflation or the police budget's percentage increase (§115-5(m)), and directs the Executive Director to "advocate for operational resources" (§115-5(l)(v)). Funding the staff to carry out those duties is how the City delivers what voters approved.
2. **The City's budget already commits to this.** It specifically addresses public safety and accountability, and the CPC can help by properly executing its assigned duties; for example, a stronger Outreach function supports the Mayor's RISE initiative.
3. **OPS is a useful benchmark.** OPS, which handles investigations only, had a $1.8M personnel budget for 2026 (2026 Budget Book, p. 401) vs. the CPC's request for a 2027 budget of $835k for personnel. The CPC covers six AORs; surely, we cannot be expected to cover six times as much ground with less than half of what OPS is allotted.

4. **Reforms need a permanent home.** The consent decree is temporary; the CPC is permanent under the Charter. The staff, written procedures, records systems, and KPIs being built now are what keep reforms in place after federal oversight ends. Showing that capacity helps the City reach compliance and end the decree, along with the monitoring costs that come with it, sooner.
5. **The Federal Monitor is watching the budget line.** The Monitor is reviewing the CPC's budget for sufficient independence and resources. Full staffing moves us toward compliance. NACOLE Principle #7 puts this directly on political stakeholders: support for oversight must include "a sustained commitment to provide adequate and necessary resources" (see also Principle #1, Independence).

Thanks again for reading and considering all of this information. I know it's a lot; it has taken me months to wrap my mind around all of what we currently have and what we could have in the future. Please consider adopting this structure through the Commission Bylaws (Charter §115-5(h)(xxvii)) before January 2027 onboarding, so the incoming class trains on the structure they'll serve in.

Assistant Director Scott