CLEVELAND COMMUNITY POLICE COMMISSION

CPC Structure

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

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THE ASK

What We Need

1

A Condensed Structure

An organizational structure that lets Commissioners address Charter-mandated duties, faster.

2

Additional Staff

A dedicated staff partner for research, drafting, and follow-through, so Commissioner time goes to direction, deliberation, and decisions.

3

Defined Rules & Procedures

Written rules and procedures that give the Commission a stable, documented foundation for exercising its final disciplinary authority.

4

Fair, Balanced Discipline

Processes that build community trust, deliver justice, and set a modern standard for policing oversight.

THE FRAMEWORK

Blueprint of Successful Organizations

GOV

Governance & Strategy

Decision authority, bylaws, committees, mission, long-term goals, performance measures.

OPS

Operations & Finance

Day-to-day processes, SOPs, workflows, budgeting, procurement, internal controls.

PER

Personnel

Hiring, training, performance management, succession planning, culture.

LEG

Legal & Compliance

Laws, regulations, policies, risk management, investigations, records, ethics.

PMQ

Performance, Quality & Improvement

KPIs, dashboards, benchmarking, root-cause analysis, lessons learned, innovation.

COM

Communications & Engagement

Public engagement, internal communications, media, partnerships, transparency.

IT

Tech & IT

Cybersecurity, records management, data governance.

CRI

Crisis & Resilience

Emergency planning, continuity of operations, disaster recovery, crisis comms.

SELF-ASSESSMENT

Our Current Status

Governance & Strategy

In Progress

New bylaws in progress; new committee structure being developed. ED's vision tied to long-term goals through commissioner-driven strategic plans.

Operations & Finance

In Progress

Multiple policies under review. Grants Policy 95% complete; grants program being brought in-house.

Personnel

In Progress

2/3 of 2026 hiring goal met; staff training curriculum in progress. Performance management and succession planning needed.

Legal & Compliance

Needs Attention

Additional personnel are needed for further development and continual enforcement of internal regulations and oversight-policy assistance.

Performance, Quality & Improvement

Critical

Critically deficient. KPIs are being developed alongside a Commissioner service log. An independent auditor is needed to verify performance.

Communications & Engagement

Hiring Underway

A Marketing Manager and 2 Community Engagement Coordinators will grow public engagement, internal comms, media, and transparency. A Social Media Coordinator will publicize activities.

Tech & IT

Critical

Critical positions that need to be filled immediately to support historical records, distribute information, and provide internal tech support.

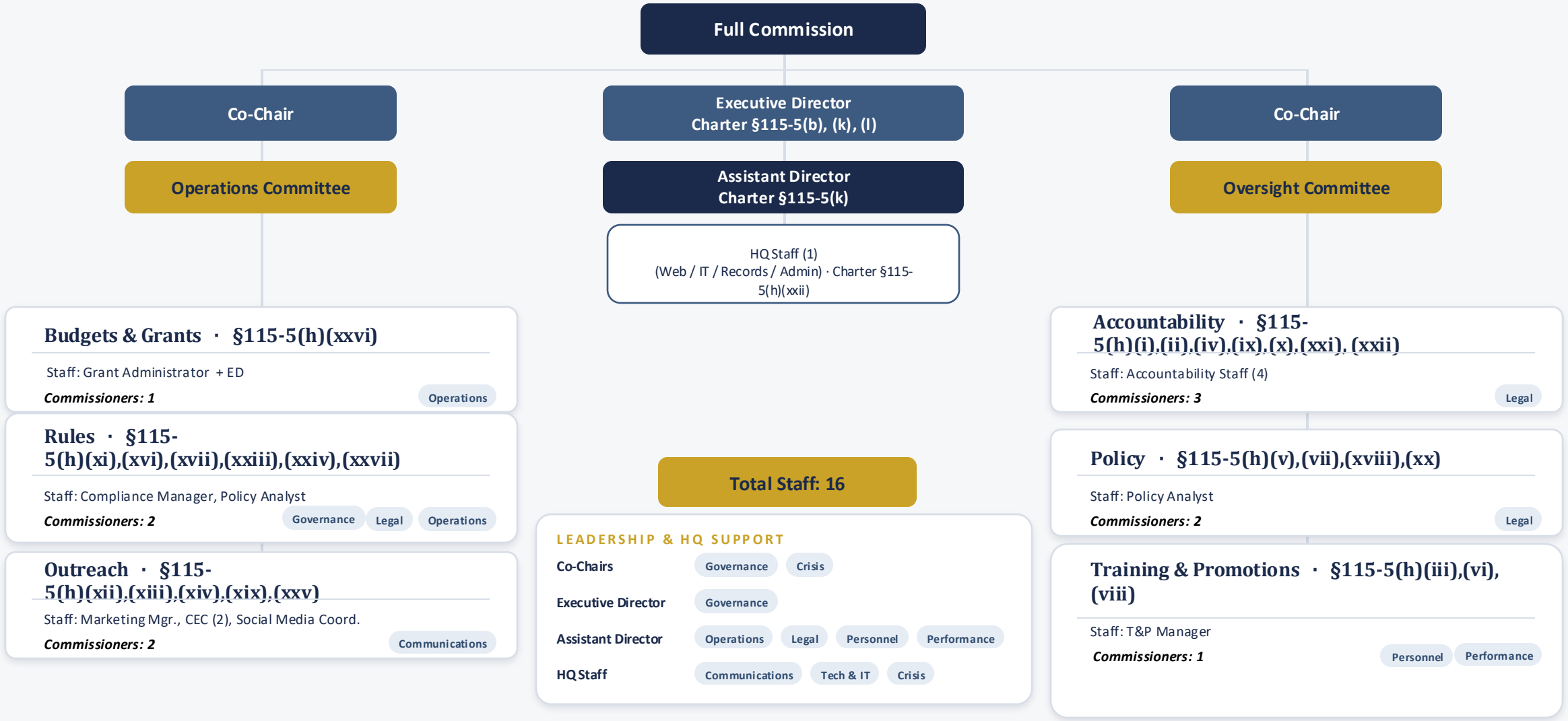
Crisis & Resilience

Critical

No current succession plans or implemented emergency plans.

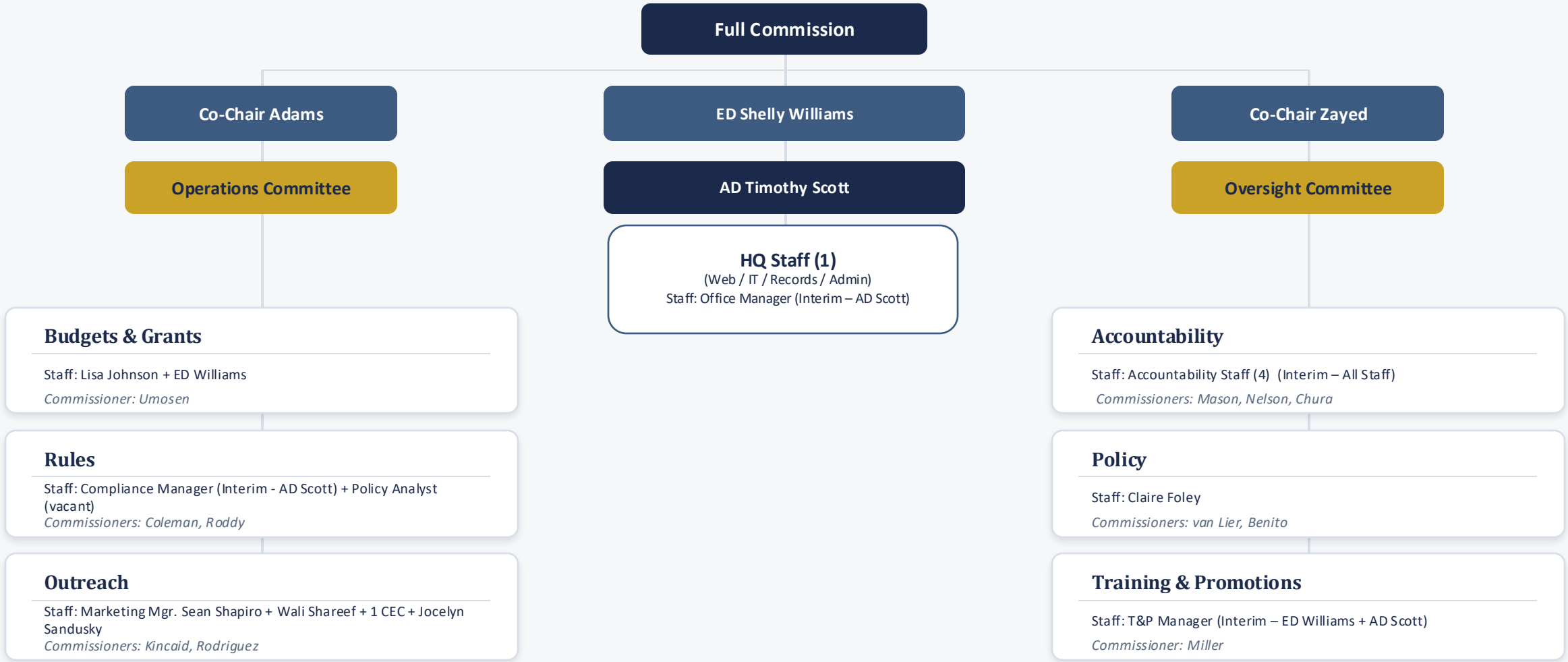
PROPOSED STRUCTURE

CPC Organization Structure



PROPOSED STRUCTURE, NAMED

CPC Example Setup



PAYOFF

Impact of Restructure & Staff Pairing

ACC

Accountability

Track and evaluate discipline issued and provide recommendations for policies; enhance community knowledge of CDP accountability by improving the Brady/Giglio list. Ultimately issue final discipline and hold case reviews/evidentiary hearings.

HQ

HQ

Improve and maintain CPC SharePoint, document retention, and the historical library; keep the CPC website current; post meetings, events, and news; provide technical assistance to staff and Commissioners

POL

Policy

Respond to community needs by developing new CDP policies/GPOs; track crime trends to determine policy effectiveness.

RUL

Rules

Provide compliance assistance across every Charter-mandated subject; draft local and state legislation; handle Commission and Committee questions on procedures and policies; support Post-Consent Decree infrastructure for long-term sustainability.

B&G

Budgets & Grants

Save money, streamline the process, and develop stronger community relationships by keeping grants work within the CPC; maintain direct oversight through site visits; act as SME and concierge for grantees; petition for additional grant funds in CPC annual budget.

OUT

Outreach

Attend community-hosted events; plan and host more CPC events; identify policing issues within communities and recommend CDP interventions; put Youth Engagement Initiative on track.

T&P

Training & Promotions

Strengthen police training requirements; address training/OPOTA issues; move promotions from interim to permanent and study command staffing; review CDP recruiting and retention and recommend improvements with Outreach; run quarterly commissioner training.

Status of Operations Committee Policies

B&G

Budgets & Grants

Grant Program	95% Complete

RUL

Rules

Commission Bylaws	Drafted	Co-Chair Duties & Responsibilities	In Progress
Committee Bylaws (2x)	Drafted	Subpoenas	In Progress
Document Retention	Drafted	Document Mgmt. & Access Control	Drafted
Rules of Decorum	In Progress		

OUT

Outreach

Community Engagement	Drafted

Status of Oversight Committee Policies

ACC

Accountability

Case Review	In Progress
Evidentiary Hearing	In Progress

POL

Policy

Annual Report	Drafted

T&P

Training & Promotions

Bias-Free Policing Training Assessment	In Progress
Commander's Promotions	In Progress
CPC Commissioner Training	In Progress

Pros of Restructure

Fewer scheduling conflicts

Two committees, rather than six, substantially easing meeting logistics for Commissioners, staff, and CDP.

Better pattern recognition

A single body overseeing GPOs, training, and discipline can connect a rise in violations to a stale policy or curriculum gap directly.

Staff support

Commissioners lead the work in each area of responsibility with dedicated staff support; the committees vote on the finished products.

Clearer public accountability

Two clearly named committees are easier for the public and press to track than six.

Balanced Commissioner workload

Commissioners can move between areas of responsibility based on needs.

Fits the incoming class

Aligning the change with the new January Commissioners allows a clean structural reset.

Downsides of Restructure

1

Evidentiary hearings need room

When fully operational, the CPC may need a separate committee or meeting schedule that focuses only on hearings.

2

Loss of specialized focus

Ex: A dedicated Training Committee may go deeper on curriculum than a combined committee also handling accountability hearings.

3

Slower decisions

More members can mean more discussion; **parliamentary procedure must be strictly followed**.

4

Committee memory disruption

Current chairs hold subject-matter expertise and external relationships tied to their committee; consolidation forces a decision on who leads what.

5

Harder commissioner on-ramp

Smaller committees currently ease new commissioners into governance gradually; a two-committee model leaves less room to specialize before a heavier portfolio.

But are they really downsides?

1

Evidentiary hearings need room

The two-committee structure doesn’t remove specialized meeting time — it relocates it. The Oversight Committee can schedule Accountability Staff (4 dedicated personnel) on their own hearings-only calendar. Review after 6 months against KPIs; if hearings need their own time, add a hearings committee then.

2

Loss of specialized focus

Specialization survives within areas of responsibility (AOR). The AORs don't change, they just have staff paired with them. And with Commissioners being able to engage in multiple AORs, they can become cross-trained in each function of the Commission.

3

Slower decisions

Fewer, better-prepared meetings beat more, worse-prepared ones. Restructuring cuts committee meetings from six to two, and Commissioners and staff develop the work in each AOR before it reaches committee — so what reaches the floor is ready for a vote, not a rough draft.

4

Committee memory disruption

Institutional memory moves with the people, not the org chart, and staff document everything for future reference. Current chairs can be assigned as AOR Leads for their subject area, preserving relationships and expertise.

5

Harder commissioner on-ramp

Creating a substantial and effective Commissioner onboarding binder will provide incoming Commissioners with a governance infrastructure the Commission has never had before.

MAKING THE CASE

Justification to City Council

1

Voters put this in the Charter.

Issue 24 (Nov. 2021) passed with nearly 60% of the vote and wrote the CPC's duties into Charter §115-5. The Charter requires the CPC budget to grow by the greater of inflation or the police budget's increase (§115-5(m)); staffing those duties delivers what voters approved.

2

The City's budget already commits to this.

It specifically addresses public safety and accountability commitments, and the CPC can assist by properly executing its assigned duties — e.g., strengthening Outreach to support the Mayor's Raising Investment In Safety (RISE) initiative.

3

OPS is a useful benchmark.

OPS, which handles investigations only, had a $1.8M personnel budget in 2026 (2026 Budget Book, pg. 401). The CPC covers six Charter-mandated areas of responsibility with a 2027 personnel request of ~$835k, less than half of OPS.

4

Reforms need a permanent home.

The consent decree is temporary; the CPC is permanent under the Charter. The staff, written procedures, records, and KPIs built now keep reforms in place after federal oversight ends and help the City reach compliance sooner.

5

The Federal Monitor is watching the budget line.

The Monitoring Team will analyze the CPC's budget to confirm the City affords sufficient independence and resources; becoming fully staffed moves the CPC toward Consent Decree compliance (CPC Assessment Methodology memo, 6/15/2026, ¶ 22).