IN THE UNITED STATES DISTRICT COURT
FOR THE NORTHERN DISTRICT OF OHIO
EASTERN DIVISION

UNITED STATES OF AMERICA, Plaintiff, vs. CITY OF CLEVELAND Defendant.	)	CASE NO.: 1:15-CV-01046 JUDGE SOLOMON OLIVER, JR. **MOTION REGARDING CLEVELAND DIVISION OF POLICE EQUIPMENT & RESOURCE PLAN**

Pursuant to Paragraphs 291 through 299 of the Consent Decree, a host of the Decree's other substantive requirements, and the Updated First-Year Monitoring Plan in the above-captioned matter, the City of Cleveland (the "City") has submitted an Equipment and Resource Plan (the "Plan") to the Monitor, attached hereto as Exhibit A. Following the completion of a study of the Cleveland Division of Police's ("CPD" or "CDP") current equipment and resources (the "Equipment and Resource Study" or "Study"), attached hereto as Exhibit B, the obligation of the City and CPD is to "develop an effective, comprehensive Equipment and Resource Plan

that is consistent with [CPD's] mission and that will allow it to satisfy the requirements of this Agreement." Dkt. 7-1 ¶ 292–93. The many interrelated requirements include specific resources or systems, including an adequate number of computers, cars, in-car computers with contemporary law enforcement tools for officer use, and first aid kits in cars. *Id.* ¶ 293(a)–(d). The Plan must allow CPD to collect a host of information and data about officer performance in an electronic database system which, before the Consent Decree, it did not. *Id.* ¶¶ 326–36; 257–68; 367. It must also "ensure that CDP" "properly maintain[] and seek to continuously improve upon existing equipment and technology" and "is appropriately identifying equipment needs and seeking to utilize, as appropriate, emerging technologies." *Id.* ¶ 293(e)–(f).

As the Monitor has previously indicated to the Court, the objective of the Monitoring Team's assessment of CPD's equipment and the City's Plan is "to ensure that CPD provides the basic tools and technology foundation for officers to be able to effectively and efficiently keep the public and themselves safe." Dkt. 65 at 56. Numerous of the technologies and resources discussed in the City's Plan address the types of fundamental deficiencies that the City of Cleveland would have needed to address whether or not the City entered into a Consent Decree.

A satisfactory Equipment and Resource Plan must, in a strategic and comprehensive manner, supply a detailed process for providing CPD's officers the tools that they need to do their jobs safely and effectively. For too long, the men and women of the Division have not received the equipment, resources, technology, and infrastructure support required to deliver the type and level of police services that the Cleveland community requires and values. In many instances, officers – lacking in-car computers or contemporary computer-aided dispatch – must log basic information about emerging incidents on a pen and paper while talking to a dispatcher over the radio rather than receiving real-time updates on locations and subjects while en route to

a call or incident. Officers must leave the field and go back to the station to manually write incident reports – and ride in aged, crumbling police cars when they return to patrol. In short, patrol officers and first-line supervisors need to benefit from the practical tools and basic technological platforms that departments in other major urban cities have used for some time. CPD is several decades behind where it should be, and the Equipment and Resource Plan is a significant opportunity to permanently fix that.

It is the duty of the Monitor to report as to whether the City's most recently submitted Equipment and Resource Plan "is appropriate, effective, and consistent with the requirements" of the Consent Decree. *Id.* ¶ 295; Dkt. 80-1 at 19. Because it does not specifically, strategically, and comprehensively provide CPD officers with the tools they need to do their jobs, the Monitor cannot approve the current Equipment and Resource Plan. The Monitor requests that the Court address the Plan's deficiencies at the previously-scheduled January 6, 2017 status conference and provide a specific process for the City, with the assistance of other Consent Decree stakeholders, to comply with the provisions of the Consent Decree by generating a detailed, high-quality, and comprehensive Equipment and Resource Plan.

I. SUMMARY OF CONSENT DECREE REQUIREMENTS REGARDING EQUIPMENT & RESOURCES

The Department of Justice's 2014 investigation concluded that:

> CDP's failure to appropriately allocate resources – including staffing and equipment – contributes to the pattern or practice of unconstitutional force. In addition, Cleveland police officers are not given the basic equipment, the physical structures, and the technology required to perform their jobs safely and effectively.

U.S DEP'T OF JUSTICE, CIVIL RIGHTS DIV. & U.S. ATT'Y OFFICE NOR. DIST. OF OHIO, FINDINGS LETTER ON INVESTIGATION OF THE CLEVELAND DIVISION OF POLICE (Dec. 4, 2014) [hereinafter

2014 FINDINGS LETTER] at 54. It noted that the lack of "adequate technology" and "a sufficiently professional workspace" ultimately "is dangerous to the officer, undermines public safety and is unfair." *Id.* at 54–55. "As much as any building, stadium, or other public works project, a well-run, professional and constitutional police presence is the foundation of a healthy city in our democracy." *Id.* at 55.

Consequently, the Consent Decree required that CPD "complete a comprehensive equipment and resource study to assess its current needs and priorities to perform the functions necessary for CDP to fulfill its mission and satisfy the requirements" of the Decree. Dkt. 7-1 ¶ 292. After completing that study, the City needed to "develop an effective, comprehensive Equipment and Resource Plan that is consistent with its mission and that will allow it to satisfy the requirements of this Agreement." *Id.*

The Plan needed to address a number of different requirements. First, the Plan "will provide for necessary equipment including, at least . . . an adequate number of computers; an adequate number of operable and safe zone cars; zone cars with reliable, functioning computers that provide officers with up-to-date technology, including" mobile computer-aided dispatch, access to the Division's records management system, and access to law enforcement databases; and "zone cars equipped with first-aid kits . . . . " Dkt. 7-1 ¶ 293. These requirements stemmed, to at least some relevant extent, from the Department of Justice's observation that it found "not enough computers at the district stations" and a patrol car fleet that was "old and in poor repair." 2014 FINDINGS LETTER at 56–57.

Second, the Plan must address how the Division will "satisfy the requirements of this Agreement," including the Decree's many other substantive requirements. *Id.* ¶ 292. For instance, CPD will need to collect information and data about investigatory stops, *id.* ¶¶ 160–75,

and "calls and incidents involving individuals in crisis." *Id.* ¶ 157. The Division is required to "develop and implement a single, uniform, reporting system" to effectuate the Decree's use of force reporting requirements. *Id.* ¶ 87. "[A]ll relevant information from [a] completed [Internal Affairs] investigation" must be "provided electronically to the [involved] officers' supervisors, the Training Review Committee, the Force Review Board, the Officer Intervention Program, and the Data Collection and Analysis Coordinator . . . . " *Id.* ¶ 188. "CDP supervisors" must "regularly use . . . data to evaluate the performance of CDP officers across all ranks, units, and shifts." *Id.* ¶ 327. To adequately "modify its Officer Intervention Program," CPD must utilize "a computerized relational database that will be used to collect, maintain, integrate, and retrieve data department-wide and for each officer regarding" a host of specific performance data. *Id.* ¶ 328. These and numerous, similar Consent Decree provisions require that CPD embrace a host of new or upgraded technologies, resources, and equipment.

Third, the Plan must "ensure that CDP" both "properly maintains and seeks to continuously improve upon existing equipment and technology" and "is appropriately identifying equipment needs and seeking to utilize, as appropriate, emerging technologies." *Id.* This relates to DOJ's determination that the City's "failure to thoughtfully assess the Division's needs and prioritize effectively affects officers' and supervisors' ability to do their jobs . . . . " 2014 FINDINGS LETTER at 57.

II. PROCEDURAL HISTORY

Under the First-Year Monitoring Plan, CPD needed to complete "a comprehensive equipment and resource study that assesses its current needs and priorities" by April 21, 2016. Dkt. 43-1 at 46. CPD provided the attached Equipment and Resource Study on that date. Ex. B.

Originally, the Monitoring Team was to have provided and presented to CPD, the City, and other Consent Decree stakeholders an Equipment and Resource Gap Analysis – which would "identify the current state of CPD technology, equipment, and related resources and identifies what will be necessary for CPD to comply with the Settlement Agreement" by June 13, 2016. Dkt. 43-1 at 46. However, to permit the Division to focus on its necessary security preparations for the Republican National Convention in mid-July 2016, the Parties and Monitoring Team agreed that the Team would postpone its delivery of the findings of its Gap Analysis to September 13, 2016. Representatives of the City, Community Police Commission ("CPC"), CPD, Department of Justice, and police officer organizations participated in the September 13 discussion, during which the Monitoring Team outlined a host of specific recommendations, including assessments and specific recommendations as to achievable deliverables, due dates, and potential cost implications.

On October 3, 2016, the City met with the Monitoring Team to discuss the Gap Analysis and the City's proposed Equipment and Resource Plan. On October 16, 2016, the City circulated a document entitled "Equipment & Technology City Response" (the "City Response") that summarized the issues discussed at the October 3 meeting. On November 3, 2016, the Monitoring Team transmitted to the City a 17-page memorandum discussing the City Response. That memorandum observed that the City's document did not address a host of critical issues, provided vague or no deadlines, failed to describe the current operational status of various projects, and provided vague milestones or deliverables. The document provided specific feedback on all major areas that the City Response discussed, and it noted that the Monitoring Team would continue to stand at the ready to provide additional technical assistance at the request of the City.

The City was to "submit to the Parties, Monitor, and community Police Commission a Final Draft Equipment and Resource Plan that conforms to the objectives, discussions, and decisions of" preceding discussion among Consent Decree stakeholders relating to the Plan by November 18, 2016. Dkt. 80-1 at 19. The City transmitted its final Plan on November 25, 2016, utilizing the seven-day "grace period" that the Monitoring Plan provides. Dkt. 80-1 at 3. Pursuant to Paragraph 294 of the Consent Decree, the Community Police Commission ("CPC") provided input and feedback on the Plan on December 13, 2016, attached hereto as Exhibit C.

III. STANDARD OF REVIEW[1]

"As an agent of the Court," the Monitoring Team must "assess and report whether the requirements" of the Consent Decree "have been implemented." Dkt. 7-1 ¶ 351; *accord id.* ¶ 352 (requiring the Monitor to "review . . . policies, procedures, practices, training curricula, and programs developed and implemented under" the Decree). The task of the Monitor here is to determine whether the Cleveland Division of Police Equipment and Resource Plan submitted to the Monitoring Team on November 25, 2016 complies with the Consent Decree's requirements and demands.

As the Monitor has previously outlined, "in some instances, the evaluation of" policies or plans created to comply with the Consent Decree "is relatively mechanical." Dkt. 83 at 14. For instance, "[a]mong other items," the Equipment and Resource Plan needed to ensure that its "zone cars [are] equipped with first-aid kits . . . . " Dkt. 7-1 ¶ 293(d). Because the City has,

[1] Some elements of this discussion are adapted from a Memorandum by Matthew Barge, et al to Marty Flask, et al re: Draft Cleveland Safety Forces Recruitment Policy & Strategic Recruitment Plan (Mar. 14, 2016).

some time ago, purchased and distributed first-aid kids to its vehicles, this is relatively straightforward to verify.

"However, in other instances," those plans "must comply with more general provisions or provide more significant detail than the Consent Decree provides." Dkt. 83 at 14. With respect to the Equipment and Resource Plan, this is especially true. For one thing, the specific technology types that the Decree references are situated in terms of a general standard, not a specific number of units or scope of deployment. For instance, the Plan must outline a process for ensuring that CPD has "an adequate number of operable and safe zone cars." Dkt. 7-1 ¶ 293(b). Thus, the Plan is sufficient only if it "provide[s] for" an "adequate number" of cars – with "adequate" situated in terms of the volume of resources generally sufficient for CPD to fulfill its core functions and to implement the Consent Decree's requirements. *See* "adequate," MERRIAM-WEBSTER ONLINE DICTIONARY, https://www.merriam-webster.com/dictionary/adequate (last visited Dec. 17, 2016).

Additionally, a number of necessary equipment and technology requirements are not specifically detailed in the Consent Decree. For example, the Decree requires that officers "articulate the justification for an investigatory stop, search, or arrest in a specific and clear manner in their reports." Dkt. 7-1 ¶ 168. To comply with this provision and ensure effective policing, Dkt. 7-1 at 1, a system for logging such information must be efficient and, likely, electronically accessible to officers in the field. Likewise, under the use of force policies filed with this Court, Dkt. 83, officers are now required to carry at least two intermediate weapons, which must be "issued by the Division." Dkt. 83-4 at 2. The Division therefore must ensure that it has a plan for ensuring well-functioning intermediate weapons for all officers going forward. Across these and other similar dimensions, the task of the Monitoring Team is to evaluate

whether the City's Equipment and Resource Plan sufficiently considers and addresses, where necessary, the host of Consent Decree provisions that may have technological, equipment, or other resource implications.

The Monitoring Team's analysis of the Plan is significantly informed by the Monitoring Team's experience with substantial technology and equipment initiatives in other major American police departments. It is also informed by familiarity with generally-accepted approaches in the fields of information technology, project management, and strategic planning.

Successful compliance with the Consent Decree will require that the City and CPD successfully execute the implementation of numerous distinct but interrelated equipment, resource, and technology projects. For purposes of the instant filing, "project" refers to "a temporary endeavor undertaken to produce a unique product, service, or result." JAMES P. LEWIS, FUNDAMENTALS OF PROJECT MANAGEMENT 2 (3d ed. 2007). Similarly, "project management" is "a system of avoiding missed deadlines, vague expectations and budget overspending." WILLIAM FOX AND GERRIT VAN DER WALDT, A GUIDE TO PROJECT MANAGEMENT 8 (2008).

"In the process of planning" to manage and successfully execute such a project, "projects should be properly defined and divided into logical, progressive steps." *Id.* at 44. Any successful project plan needs to provide overall objectives in clear terms that can be measured:

> Objectives are quantifiable criteria used to measure project success. They describe the 'what' you're trying to do, accomplish, or produce. Quantifiable criteria should at least include schedule, cost, and quality measures . . . .

KIM HELDMAN ET AL, PMP PROJECT MANAGEMENT PROFESSIONAL EXAM STUDY GUIDE 107 (7th ed. 2007). Generally, project management literature contends that objectives should be specific,

measurable, accurate (e.g., precise), realistic, and time-bound or time-limited (e.g., have a time frame with an end date assigned to them).[2]

Further, a project plan needs to be specific about how the various broader components of the plan will be successfully implemented over time. Specifically, the plan needs to identify specific deliverables that "translate [the] project mission . . . into actionable realities." JACK FERRARO, PROJECT MANAGEMENT FOR NON-PROJECT MANAGERS 172 (2012). For "every deliverable that will be produced, the date [by which] it will be produced" also needs to be identified in concrete terms. PAULA MARTIN & KAREN TATE, GETTING STARTED IN PROJECT MANAGEMENT 128 (2002).

With specific respect to planning for the strategic implementation of a number of IT-related projects, organizations "that excel in project delivery . . . clearly define what needs to be done in a project, by whom, when, and how" – "carefully select[ing] tools, align[ing] them with project and business goals, link[ing] them to metrics, and provid[ing] them to project managers to deliver positive results." KATHY SCHWALBE, INFORMATION TECHNOLOGY PROJECT MANAGEMENT 16–17 (2015). "The most common reason for [IT] project failure [i]s poor planning," including a "weak" project plan. Brenda Whittaker, *What Went Wrong? Unsuccessful Information Technology Projects*, 7 INFORMATION MANAGEMENT & COMPUTER SECURITY 21, 24–25 (1999).

Finally, it must be noted that the Monitoring Team's technical assistance in the area of technology, equipment, resources, and the present Plan relating to them has been ongoing and

[2] *See, e.g.*, JASON WESTLAND, THE PROJECT MANAGEMENT LIFE CYCLE 32 (2007); JAMES P. LEWIS, FUNDAMENTALS OF PROJECT MANAGEMENT 51 (2007); MARK RESCH, STRATEGIC PROJECT MANAGEMENT TRANSFORMATION: DELIVERING MAXIMUM ROI & SUSTAINABLE BUSINESS 111 (2011); RICHARD JONES, PROJECT MANAGEMENT SURVIVAL: A PRACTICAL GUIDE TO LEADING, MANAGING AND DELIVERING CHALLENGING PROJECTS 59–61 (2007).

substantial. Especially since March 2016, numerous Monitoring Team experts – including Deputy Monitor Chuck Ramsey, former Commissioner of the Philadelphia Police Department; Maggie Goodrich, Chief Information Officer of the Los Angeles Police Department (LAPD); Chief Timothy Longo (retired), former Chief of Police of Charlottesville, Virginia; and numerous others – have spent significant time in the field and Districts with officers, as well as meeting with City and CPD IT personnel. The Team provided technical assistance with respect to addressing problems with the upgrade to the LERMS record management system, has observed initial planning sessions about field reporting, and has discussed the status of the Division's implementation of the Blue Team / IA Pro software platform regularly. The Monitor provided CPD and the City with a detailed set of specific recommendations of the types of specific technological considerations that the Equipment and Resource Plan should consider in early September 2016. The Monitoring Team has engaged in several follow-up conversations, both in person and by telephone. The Monitoring Team most recently provided an extensive, written memorandum to the City about the issues and problems with a prior version of the Plan. Thus, the issues and concerns that the remainder of this discussion raises have all been previously addressed with the City and Division in previous in-person conversations, documents, telephone calls, email messages, and other forms of communication.

IV. ANALYSIS OF THE EQUIPMENT & RESOURCE PLAN

The section summarizes some, but by no means all, of the Monitor's significant concerns about the City's Equipment and Resource Plan, as a filing that inventoried all outstanding issues would risk being prohibitively lengthy. Accordingly, this discussion first outlines some significant global problems identified across a number of various elements. It then highlights

specific problems in some substantive areas that are representative of the issues that will need to be remedied for the Plan to comply with the Decree.

A. Global Problems

1. The Plan Lacks Specific, Well-Supported Deadlines.

The Plan uniformly situates "project milestone completion dates" not in terms of actual dates but as references to general, quarter-year time periods. These overly broad, 90-day "deadlines" combine the worst of overly rigid project management with the worst of insufficiently detailed management approaches. On the one hand, because the deadlines are fixed time units, rather than relational to other internal milestones, small delays or unexpected events may substantially complicate project execution. *See, e.g.*, Stephen Leybourne and Eugene Sadler-Smith, *The Role of Intuition and Improvisation in Project Management,* 24 INT'L J. PROJECT MANAGEMENT 483 (2006) (describing need for project managers to be flexible and objective-oriented). For instance, the Plan describes efforts to install in-car video systems in all patrol vehicles, which the Monitoring Team supports. Ex. A at 33. The Plan lists the deadlines for both the completion of the camera project's "scope of work and project plan" and of "[i]nstallation of [the] In-Car Dash Camera systems for the Bureau of Traffic" as "1st Quarter 2017." *Id.* If the scope of work and project plan is not completed until the 89th day of a 90-day quarter, this would leave just one day for installation to be completed so that the project could be kept "on track." A better approach might be to detail the amount of time currently contemplated to complete installation of the in-car dash cameras and make the deadline that certain unit of time after completion of the scope of work and project plan.

At the same time, the broad time periods ensure that there is no specific date certain by which particular projects can be expected to have been finished or major milestones reached – just a span of twelve to thirteen weeks over which the progress might be made. For example, the Plan notes that, to date, the Division has tracked what equipment is being used by what officers via "paper[-]based equipment sign-in/out Log Books." Ex. A at 5. Indeed, multiple sets of logbooks can be found throughout just one District, as different types of equipment are tracked in separate logbooks. Given the manual and diffuse documentation of officer equipment, command staff and administrative coordinators alike cannot know, without substantial labor, what equipment is being used where and by whom. Encouragingly, the Plan proposes a fix: "using the Inventory module within the LERMS application to track . . . equipment that is utilized by the Police Officer as part of their Tour of Duty." Ex. A at 5. Problematically, the deadlines for multiple deliverables are simply "1st Quarter 2016," with others listed as "2nd Quarter 2017." These three-month-long deadline windows make the determination of the sufficiency of the Plan, the City implementation of the Plan, and all stakeholders holding the City accountable for adhering to the Plan unacceptably problematic. Given the accepted "importance of deadlines and time urgency for focusing attention on nonroutine behavior" of organizations, some specific time parameters must be established and enforced. Nancy Satudenmayer et al, *Time to Change: Temporal Shifts as Enablers of Organizational Change*, 13 ORGANIZATION SCIENCE 583, 584 (2002); *accord* Ex. C at 2 (noting that "[e]ach component of the Equipment & Resource Plan . . . should have an accompanying management control [and] accountability").

Further, the deadlines offered are not adequately supported, defended, or explained. Especially because social science and organizational behavior literature establishes that "[p]eople underestimate their own . . . [task] completion times," the deadlines that are included need to be

situated in terms of the underlying work, resources, and effort necessary to complete a given deliverable or reach a particular milestone. Roger Buehler et al, *Exploring the 'Planning Fallacy': Why People Underestimate Their Task Completion Times*, 67 J. PERSONALITY & SOCIAL PSYC. 366, 371 (1994). For example, the Monitoring Team has previously flagged that CPD's current work flow for using the Blue Team / IA Pro platform – a software system that tracks a host of information on officer performance – will cause events to "trigger" CPD's early intervention system well after the date of the incident. This means that supervisors will not be able to base their management decisions on up-to-date information. To address the issue, the City proposes re-engineering the business process workflow. Ex. A at 52. One deliverable, due by the second quarter of 2017, is a "Business Process workflow review of Blue Team entry and approvals." *Id.* Another, due by the third quarter of 2017, is to "[c]reate Blue Team entry and approval process baseline." *Id.* The Plan gives no description as to the nature of these milestones, nor, more importantly, why (and in light of who is actually tasked with doing the work) each step would take somewhere on the order of three months rather than a shorter or longer period.

2. The Plan Fails to Identify Specific Actors Responsible for Various Deliverables.

"A successful project requires that the project team participate (at some level) in the planning process . . . and be responsible for completion of assignments . . . . Project team members need to be accountable for the effective performance of their assignments." California Office of the State Chief Information Officer Archives, *Project Management Overview: Roles and Responsibilities* at 1 (Jan. 1997). Although some primary actors, business owners, or stakeholders are identified as responsible for some of the major project milestones, most deliverables are not attached to any specific entity, person, or City representative. For example,

the Plan outlines the City's efforts to secure and implement a Learning Management System, which will provide an electronic environment for training and professional development activities. Although a Business Owner is specifically identified, the Plan does not describe precisely who has been reviewing proposals from vendors, has been viewing vendor demonstrations, will be selecting the system, and will be coordinating the in-field implementation and training (of some undefined set) of officers.

3. The Plan Summarily Rejects the Need for Outside Experts.

The Monitor's First Semiannual Report outlined the five-year odyssey involved to "upgrade" CPD's record management system software, which "is the main storage system that the police department depends on for data storage and retrieval of critical information." Dkt. 83 at 56. The Monitoring Team identified significant basic IT governance and project management problems as a critical cause of the problems with the system's implementation. "These technological, business practice, and project management problems are not simply technical or bureaucratic – they have real-world ramifications for Cleveland's officers and the Cleveland community," with incident reports becoming backlogged for entry into the struggling new system, called LERMS. *Id.* at 57. Indeed, the City concedes that "[t]he LERMS project failed due to a lack of project management structure, governance, documentation, executive sponsorship and oversight." Ex. A at 12.

Accordingly, the Monitoring Team has repeatedly recommended to the City and CPD that it engage with outside consultants to assist it in revamping its overall IT governance structure, implementing major new platforms, and dramatically enhance the capacity of the City and CPD to "properly maintain[] and . . . continuously improve upon existing equipment and technology," "identify[] equipment needs," and "utilize, as appropriate, emerging technologies."

Dkt. 7-1 ¶ 293(e)–(f). The City declines. Instead, the Plan vaguely observes that the Project management Office "currently utilizes outside consultants in the implementations of various citywide IT projects." Ex. A at 12.

Assuming the City's assertions are true, and without knowing what consultants may be available for what types of projects encompassed by the Plan, the possibility for the City to secure outside help and experts is undoubtedly positive. However, even if consultants are already on retainer to help the Project Management Office with particular IT projects, those consultants are, by the City's own admission, not assisting the City or CPD in overhauling the approach used to equipment, resource, and technology problems; strategically planning for immediate and long-term needs; and thoughtfully implementing changes in systems and processes that are ripe with interdependencies.

The City's Plan appears to argue that the five years of problems with LERMS was an isolated or exceptional circumstance. It says that individuals "involved with the original LERMS project" will not be a part of at least the field-based reporting initiative. Ex. A at 12. Additionally, "when the initial LERMS project was started," there "was no Chief Information Officer of the City of Cleveland" and "[n]o project management approach . . . in place." *Id.*

Although the City's current candor about the LERMS implementation is admirable, it simply is not clear that new systems, processes, and habits are, in fact, in place to manage major, future projects in a new, better, and more resource-efficient way. Further, if the City's current law enforcement IT approach apparently cannot manage to get 105 computers deployed to the field so that officers can use them in a timely manner, *see infra* Sec. B.1., the Monitoring Team is highly skeptical of the approach's ability to massively overhaul CPD's reporting, dispatch, and other core systems.

To this end, the Monitoring Team requests that the Court address the possibility of the City hiring an outside consultant, with responsibility for overseeing the construction and execution of the Equipment and Resource Plan and restructuring IT governance with respect to the Division of Police, to serve as a kind of "IT Czar." The City's encouraging, recent hire of an outside consultant to serve as a Data Analysis Coordinator across CPD and City functions for purposes of the Consent Decree might serve as a template for engaging the kind of outside assistance that can build long-term capacity within CPD and the City with respect to IT.

4. The Plan Fails to Address the Decree's Requirements Related to Identifying Equipment Needs, Maintaining and Improving Upon Existing Technology, and Utilizing Emerging Technologies.

As described in Section II, *supra*, the Consent Decree requires that the Plan "ensure that CDP" "properly maintains and seeks to continuously improve upon existing equipment and technology" and "is appropriately identifying equipment needs and seeking to utilize, as appropriate, emerging technologies." Dkt. 7-1 ¶ 293(e)–(f). Especially because the City declines to consider utilizing an outside consultant to assist it in improving its law enforcement IT governance and project management, the Plan does not comply with these maintenance and improvement requirements of the Consent Decree. *See* Ex. C at 3 ("The plan should outline how the securing of new technologies and equipment will occur, and develop a plan that includes the community when developing use and accountability policies.").

For this Monitoring Team to be in a position to approve an Equipment and Resource Plan from the City, it needs to have confidence that the processes and habits that have given Cleveland a five-year implementation of a software program, an approaching one-year-long process for deploying desktop computers to District stations, and a generally under-resourced

police department have been addressed – such that CPD never again finds itself several decades behind its peers with respect to the tools available for police officers to do their jobs.

5. The Plan Fails to Meaningfully Account for Project Interdependencies.

A number of the City's timelines with respect to specific projects fail to adequately account for the interdependencies across other projects. Indeed, the overall structure of the Plan – with a litany of specific projects listed in isolation and without cross-reference to the timelines or initiatives in other, related projects – suggests that the City has not adequately identified how the rate of progress on some initiatives may impact the rate of progress in others.

For example, the Plan provides some proposed details on CPD "migrating from its legacy AVL [Automated Vehicle Locator] system" to one used across Cleveland agencies. Ex. A at 35. Although CPD "has migrated 126 Patrol Vehicles onto" the new system, allowing CPD to see where all cars are at all times, other vehicles "require[e] new modems or expansion ports" to allow the new system to run. Ex. A at 35–36. The Plan outlines a timetable in which vehicles lacking the equipment necessary for the new system would receive such equipment between the first and third quarters of 2017. Ex. A at 36. However, the Plan elsewhere notes that "criteria for when vehicles will be scrapped out due to age and/or mileage" might affect whether other equipment (e.g., installation of in-car computers) might be installed. Ex. A at 9. Indeed, the Plan references a proposed Patrol Vehicle Modernization Plan that would address CPD's deficient, aging vehicle fleet. Ex. A at 57–59; *see* Section IV(B)(3), *infra.* Thus, although the installation of some equipment necessary in vehicles would seem to take into account the fact that a certain number of cars will soon need to be replaced, other equipment installation, such as the modems or expansion ports necessary for the vehicle locator system, would not seem to

provide such a structure for ensuring that new equipment is not installed into old cars slated imminently for decommission.

B. Specific Issues

1. The Plan's Treatment of Precinct-Based Computers for Officers is Inadequate.

According to CPD's own Equipment and Resource Study, one-third (or 36 percent) of CPD's total "working computers" are housed in the Division's five patrol Districts. Ex. B at 4. One out of ten (11 percent) of working PD computers are available to CPD patrol personnel, rather than to supervisors, command staff, or administrative personnel. *Id.* at 4–5.

The City's Plan does not provide any sense of what "an adequate number of computers" under the Consent Decree is. Dkt. 7-1 ¶ 293(a). Although it contends that the current ratio of computers to personnel are 1: 2.24 and that the addition of 105 computers secured by an Ohio state grant would bring the ratio to 1: 1.92, without describing the numbers on which such ratios are based, the Plan likewise does not outline a mechanism, method, or process for identifying what an adequate number of computers in fact would be – or specifically how CPD and the City will ensure that the number is "properly maintain[ed]." Dkt. 7-1 ¶ 293(e).

The Plan observes that computers purchased through an Ohio state grant will be deployed in 2017. Not only does the Plan fail to note that the computers have been sitting in City storage since at least early 2016, it does not provide for any process of identifying whether *more* than the previously-purchased 105 computers are necessary for current staffing, current and anticipated use needs, or current and anticipated use volume. To the extent that the City and CPD might "identify the number of Computers to be deployed at each District" as more than 105, no process

or timeline is provided for identifying the number, purchasing the computers, and deploying them to the field. Ex. A at 4.

Additionally, the Monitor notes that the Plan suggests that the 105 "new" computers are intended "for Field Based Reporting." Ex. A at 4. Generally, the phrase "in the field" means "[a]way from the laboratory, office, or studio . . . . " "in the field" OXFORD LIVING DICTIONARY, https://en.oxforddictionaries.com/definition/in_the_field (last visited Dec. 17, 2016). In law enforcement, "field reporting" generally refers to front-line officers providing data and information from the neighborhoods where they work on a mobile platform. *See* Larry T. Hoover, *From Police Administration to a Police Science: The Development of a Police Academic Establishment in the United States*, 8 POLICE QUARTERLY 44 (2005). A police station is not the field, and "In-Station Reporting" is not field reporting – leaving the Monitoring Team substantially confused about how the 105 computers have anything to do with true "field reporting." Ex. A at 7. The Monitoring Team has outlined these concerns to the City, most recently in its November 3, 2016 memorandum. The Community Police Commission has also emphasized the need for officers to have dynamic, real-time access to databases that might contain information about a subject, such as if the individual is known to face mental health challenges. Ex. C at 1–2.

2. The Plan's Treatment of the Necessary Computer-Aided Dispatch Upgrade Is Inadequate.

Computer-aided dispatch ("CAD") systems "allow public safety operations and communications to be augmented, assisted, or partially controlled by an automated system." Bureau of Justice Assistance, U.S. Department of Justice, *Standard Functional Specifications for Law Enforcement Computer Aided Dispatch (CAD) Systems* at viii. "CDP dispatch" currently uses one such CAD system "for call handling, assignments and field notifications," and the

implementation of a CAD system to CPD officers "will provide an accurate and consistent picture of an incident in progress for personnel in the field." Ex. A at 14.

Cleveland implemented the current CAD platform in 2005. *Id.* The City "upgraded the CAD system to include Silent Dispatching[,] which allows for the dispatcher to dispatch calls for service via the Mobile Data Terminal instead of over the . . . radio . . . . " *Id.* Cleveland's EMS and Fire elected to use Silent Dispatching. *Id.* The Division of Police declined to do so. As such, CPD's radio is among the busiest and loudest that this Monitoring Team has observed – and officers must track, for themselves, information provided by communications and dispatch on their own notepads or on their personal cell phones rather than having the information displayed on an in-car computer. *See* Ex. C at 3 (raising the issue of whether "new equipment and technology capacity [will] result in the decommissioning of use of private cell phones and other technologies by police officers in the carrying out of their official duties").

The City indicates that "[f]unding is currently in place to order and install the recommended number of Mobile Data Terminals need[ed] to outfit the Patrol Vehicle fleet." Ex. A at 15. Assumedly to ensure that new computers are not placed in old cars that will soon need to be decommissioned, the Plan indicates that a Police Vehicle Replacement Plan would be "developed to identify when vehicles will be scrapped out due to age and/or mileage." Ex. A at 15. Given that the Equipment and Resource Plan being reviewed was submitted to the Monitoring Team on November 25, 2016, it is unclear why the instant Plan does not include more detailed information about the implications of vehicle fleet modernization on MDT installation and CAD implementation.

3. The Plan Fails to Substantively and Specifically Address CPD's Inadequate Number of Patrol Cars.

CPD currently has an insufficient number of patrol cars overall. CPD reports to have 358 marked zone cars, spread throughout the Districts, Downtown Services Unit, Bureau of Traffic, CLE Hopkins International Airport, and other locations. CPD reports that "[a] source of frustration by all personnel is the lack of vehicles," especially due to slow "turnaround time" while "waiting to be serviced or repaired at Motor Vehicle Maintenance." Ex. B at 18. CPD reports that its current benchmark for marked vehicles is 394 – leaving CPD at a deficit of nearly 10 percent (9.2 percent), even before considering those staffing changes that will be necessary to effectuate the Decree's other requirements.

Further, the condition of the insufficient number of patrol cars that CPD does have in service is poor. More than one-third (38 percent) of CPD patrol cars have over 90,000 miles. Nearly one out of ten (8 percent) of total CPD vehicles were out for maintenance in July 2016 – a process that takes too long, is inefficient, and may be too expensive. Indeed, Monitoring Team personnel have been surprised by the incredibly poor condition of many individual cars in CPD's fleet. Despite these problems with CPD vehicles, CPD and the City have not, to date, had a plan for vehicle inventory replacement. CPD itself correctly notes that "[a]s it stands today, 38% of the fleet could be replaced around the same time," which "will be costly to the City of Cleveland if the fleet is not managed and maintained." Ex. B at 18. Thus, the City of Cleveland does not have enough patrol cars for its officers, and the ones that it has are in poor condition and will soon need to be replaced – but the City has not, to date, had any plan to remedy the problem.

The Consent Decree requires that "CDP's Equipment and Resource Plan . . . provide for necessary equipment including . . . an adequate number of operable and safe zone cars . . . with reliable, functioning computers that provide officers with up-to-date technology." Dkt. 7-1 ¶ 293. The Plan that the City submits fails to provide for an adequate number of operable and safe

cars. It engages in no effort to estimate, benchmark, or otherwise determine how many cars are necessary. It outlines only a short-term, one-shot process for coming up with a Patrol Vehicle Modernization Plan – not a process for ensuring that the fleet remains modern nor, even more fundamentally, a process for actually procuring the vehicles.

CPD contends that the Plan does not contain specifics about the number of cars that will be procured or the timeline for such procurement because other City stakeholders, including City Council and Motor Vehicle Maintenance, need to take independent action. Although the Monitoring Team understands those realities, it assumes that all City stakeholders and Cleveland residents would benefit from a realistic and specific appraisal of how many cars are necessary to procure to ensure that officers have enough high-quality vehicles in which to patrol Cleveland's neighborhoods and respond to calls for service. Although the Monitor could approve an ultimate Equipment and Resource Plan that included a specific process for benchmarking the number of patrol cars needed given the Division's current staffing and deployment, a specific deadline for determining the number of cars necessary, and a specific deadline for those cars to be procured, the Monitor cannot approve an Equipment and Resource Plan that lacks specifics or in which "the budget," which "is to be determined," is the exclusive driver of how well-supported CPD's personnel may be. Ex. A at 59.

VII. CONCLUSION

The task of the Monitor was to duly consider whether the City's submitted Equipment and Resource Plan satisfies the terms of the Consent Decree. Although the Plan does represent some commendable work and engagement on a number of important issues and sub-issues relating to the technology and infrastructure that CPD's officers require, the Monitoring Team

cannot approve the Plan its current form. The Team requests that this Court explore the Plan's deficiencies at the previously-scheduled January 6, 2017 and determine a specific process and timetable for the City complying with the terms of the Decree and requirements of the Updated First-Year Monitoring Plan related to the Equipment and Resource Plan.

Meanwhile, the Monitoring Team remains at the ready to assist the City in developing a Plan that can fully address the Consent Decree's requirements while providing the Division's officers with the tools and support that they need to keep the public and themselves safe while solving problems in dynamic partnership with the community that they serve.

Respectfully submitted,

/s/ Matthew Barge

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CERTIFICATE OF SERVICE

I hereby certify that on December 19, 2016, I served the foregoing document entitled Motion Regarding Cleveland Division of Police Equipment and Resource Plan via the court's ECF system to all counsel of record.

/s/ Matthew Barge
MATTHEW BARGE

EXHIBIT A

Cleveland Division of Police
Equipment and Resource Plan

CITY OF CLEVELAND
Mayor Frank G. Jackson

Issued by the City of Cleveland

Department of Public Safety

Division of Police

Department of Finance

Information Technology Services

Contents

I. INTRODUCTION

This report was created to summarize Cleveland Division of Police equipment and resources. We will look at overall equipment required by officers to perform their jobs safely, effectively, and efficiently. We will look specifically at:

- Records Management System
- Computer Aided Dispatch
- Technology Governance
- Mobile Technology
- In-Station (District) Technology
- Administrative/Management Applications
- Creation of a Patrol Vehicle Modernization Plan

The Cleveland Division of Police is comprised of Field Operations, Administrative Operations and Homeland Special Operations. Field Operations has the five neighborhood districts, and are the front line and first responders to calls for service in the community neighborhoods. First responders account for a large portion of personnel in the Division of Police. Because of this, they require more equipment and resources.

Several processes are used to collect, store, and manage equipment and resources. Within the Cleveland Division of Police, a traditional process for collecting/managing inventory is used. Collecting inventory requires contacting specific districts/units, having individuals collect the required information, enter the information into an excel spreadsheet and send a completed spreadsheet to a designated person. Once the designated person has the inventory spreadsheet, he/she must compile the information into one collective spreadsheet. This type of inventory management system spans multiple people over multiple units. It requires constant updates to ensure accurate reporting. This is the primary mechanism used to collect the data in this report. Follow up with various units was done on occasion to verify or clarify reported information.

II. RECORD MANAGEMENT SYSTEM

Overview

Law Enforcement Records Management System (LERMS) serves as Cleveland Division Police system of record. LERMS was recently implemented and expected to be used to enter evidence, property and all field reporting. LERMS is managed by CDP. Specifically, the Technology Integrated Unit (TIU) handles the administration of LERMS.

Historical Project Information

The City entered into an agreement with New World Systems Corporation in September 2011 for the Record Management System upgrade for the Division of Police. Unfortunately due to a lack of project oversight and instability, this implementation endured several setbacks, staff turnover and numerous missed Go-Live system cut over dates. In February of 2015 a new project team was put in place and the Division of Police cutover to LERMS on November 15, 2015. The Division of Police, Information Technology Services and Tyler Technologies spent the next couple of months stabilizing the LERMS environment and improving system functionality. Final system acceptance was achieved by the Division of Police in August 2016.

Key Themes

All the action items listed below in the Technical Equipment / Monitor Finding's area are related to the implementation of Field Based Reporting and LERMS

Technical Equipment / Monitor's Findings

1. Number of Computers Available for Officers
2. Equipment Tracking System
3. Decentralize Data Entry into LERMS
4. In-Vehicle Computers in All Patrol Vehicles
5. Provision of Refresher Training for LERMS
6. Post Training Materials, User Manuals and Quick Reference Materials Online

7. Consulting Group to Implement Governance Structure, Document Business Requirements, Conduct Gap Analysis, and Provide Program Management and Quality Assurance

Summary of Strategy

1. Number of Computers Available for Officers
    - The City utilized grant funding for the purchase of 105 computers for Field Based Reporting
        - State of Ohio Homeland Security Region 2 Fiscal Year 2014 Homeland Security Grant Program – Law Enforcement
        - Department of Homeland Security mandate 25% of awarded Homeland Security Grant Program funds have to be allocated toward Law Enforcement
        - Ohio Homeland Security Region 2 group allocates funding to the 5 County region
    - Computers are dedicated for Basic Patrol section only and deployment is limited to the Roll Call & Reporting Room areas for the Basic Patrol section to access
        - Computers that are allocated to Basic Patrol Section carry a ratio of 1 computer for every 2.24 Personnel
        - The additional 105 new computers brings the ratio down to 1 computer for every 1.92 Basic Patrol Section Personnel
    - IT is tasked with completing a Network Assessment of all 5 Districts to ensure sufficient bandwidth is in place for the operation of all systems.
    - Division of Police determined the number of computers to be placed at each District in the Basic Patrol Section is equal to the number of Zone Cars on the largest shift
        - TIU to complete Computer deployment review every six months to determine if the computer resources are adequately meeting the needs of the Basic Patrol Section members

Project Milestone Completion Dates

- Identify the number of Computers to be deployed at each District
    - 1st Quarter of 2017

- Complete network assessment of the 5 Police Districts
  - 1st Quarter 2017
- Complete computer deployment across all 5 Districts for Field Based Reporting
  - 1st District 1st Quarter 2017
  - 2nd District 1st Quarter 2017
  - 3rd District 2nd Quarter 2017
  - 4th District 2nd Quarter 2017
  - 5th District 2nd Quarter 2017

Resources

- Public Safety IT
- ITS – Telecommunications
- Division of Police

Estimated Timeline

- 11/7/16 –6/30/17

Budget

- $54,817.50
  - FY 2014 State Homeland Security Program – Law Enforcement

Summary of Strategy

2. Equipment Tracking System
   - The City will be using the Inventory module within the LERMS application to track any related equipment that is utilized by the Police Officer as part of their Tour of Duty
   - Technology Integration Unit (TIU) is responsible for providing Inventory Module Training TIU serves as the LERMS Operations Administrator and coordinates the usage of LERMS related modules throughout the Division
   - Current paper based equipment sign-in/out Log Books to be decommissioned with the Inventory Module roll out

Project Milestone Completion Dates

- Installation of the Inventory Module in LERMS
  - 8/11/16 Completed

- web-based vendor training for the Inventory Module
  - 11/10/16 Completed
- recommendations to the LERMS Steering Committee on which paper based sign-in/out Log Books are to be decommissioned
  - 4th Quarter 2016
- The respective Division are alerted to the operational change of business as it relates to the paper based Log Books
  - 1st Quarter 2017
- Training for the units and officers who are impacted by the decommissioning of the respective Log Books
  - 1st Quarter 2017
- The Division of Police launches a soft go-live of the Inventory Module with the respective units
  - 2nd Quarter 2017
- Inventory Module Go-Live
  - 2nd Quarter 2017

Resource

- Technology Integration Unit
- Budget Unit
- Personnel Unit
- Inspections Unit
- Tyler Technologies

Estimated Timeline

- 8/11/16– 5/1/17

Budget

- $23,200.00
  - Inventory Module was funded from a change order with New World/Tyler as part of the LERMS project

Summary of Strategy

3. Decentralize Data Entry into LERMS
   - Field Based Reporting allows Basic Patrol Officers to directly enter incident reports into LERMS

- Basic Patrol Section Officer to utilize their In-Vehicle Mobile Data Terminals to complete incident reports into LERMS
- Basic Patrol Section dedicated workstations to be deployed at all 5 Districts for In-Station Reporting
- In-Station Reporting allows Basic Patrol Section Officers to complete and/or update Field Based Reports
    - Any additional information and/or corrections related to the incident report can be added using the dedicated workstations via the In-Station Reporting Module
- Field Based Reporting refresher training will be offered on a continuous basis

Project Milestone Completion Dates

- Field Based Reporting Project Charter approved and adopted
    - 10/13/16 Completed
- Field Based Reporting Scope of Work approved and adopted
    - 4th Quarter 2016
- Field Based Reporting Project Plan approved and adopted
    - 4th Quarter 2016
- Field Based Reporting Business Process Review and Workflow analysis documenting the current and future state of report entry
    - 1st Quarter 2017
- Field Based Reporting incident form creation and workflow process
    - 2nd Quarter 2017
- Field Based Reporting workstation deployment to all 5 Districts
    - 2nd Quarter 2017
- Field Based Reporting soft Launch including In-Station Reporting Module
    - 3rd Quarter 2017
- Field Based Reporting project training
    - 3rd Quarter 2017
- Field Based Reporting Go-Live implementation
    - 4th Quarter 2017

Resources

- TIU
- Public Safety IT
- ITS
- Mobile Support
- Training Academy

Estimated Timeline

- 9/1/16 – 9/30/17

Budget

- $956,080.00
    - Field Based Reporting project includes Software, installation, implementation, training, go-live and additional support services

Summary of Strategy

4. In-Vehicle Computers in all Patrol Vehicles
    - Mobile Support to identify the current number of vehicles that should be equipped with In-Vehicle Computers
    - The Division of Police criteria for which vehicles will be scrapped out
        - Age and mileage by themselves do not determine if a vehicle will be removed from service
        - Criteria for vehicle evaluation includes:
            - Age
            - Mileage
            - Current Condition
            - Repair Cost to keep the vehicle operational
                - Lifetime Maintenance Cost
    - 102 vehicles have been identified that do not currently have In-Vehicle Computers
        - Funding for the purchase of In-Vehicle Computers has been identified

Project Milestone Completion Dates

- The Division of Police to provide the criteria for when vehicles will be scrapped out due to age and/or mileage
  - Completed - 11/15/16
- Mobile Support to re-evaluate the vehicle fleet to determine how many vehicles need Mobile Data Terminals – Part of the Patrol Vehicle Fleet Assessment
  - 1st Quarter 2017
- ITS to order Mobile Data Terminals for the Patrol Vehicles that are required to be equipped
  - 2nd Quarter 2017
- Receive Mobile Data Terminal computers and mounts
  - 2nd Quarter 2017
- Installation of Mobile Data Terminals
  - 2nd Quarter 2017

Resources

- Mobile Support
- ITS

Estimated Timeline

- 11/7/16 – 6/30/17

Budget

- $526,565.50
  - Budget covers the installation of Mobile Data Computers which includes the Mobile Data Terminal, Keyboard, Universal Mount and Installation

Summary of Strategy

5. Provision of Refresher Training for LERMS
   - Technology Integration Unit (TIU) is responsible for providing Division of Police Personnel with LERMS refresher training
     - The log sign-in sheet of all the Divisional members who have received LERMS refresher training to date will be provided as a follow up document to this plan

- TIU currently provides LERMS training on an as requested/as needed basis
- A training lab was created in the TIU office space to provide CPD Personnel a LERMS training space
- TIU to provide In-District training to Officers who need LERMS refresher training
- A Divisional Notices were created and sent out to inform Personnel of the LERMS refresher training opportunities

Project Milestone Completion Dates

- 2017 LERMS refresher training calendar created
  - 4th Quarter 2016
- Divisional Notice indicating the 2017 LERMS refresher training calendar
  - 1st Quarter 2017
- 2017 LERMS refresher training calendar to be posted on the Division of Police Intranet site
  - 1st Quarter 2017
- Monthly E-mail blast to all Divisional members reminding them of the 2017 LERMS refresher training calendar and how to request training
  - 1st Monday of each month in 2017

Resource

- Technology Integration Unit
- Policy Unit

Estimated Timeline

- 11/7/16 – 12/29/17

Budget

- N/A
  - No budget is allocated for this task, as providing LERMS refresher training is considered a part of TIU's roles and responsibilities

Summary of Strategy

6. Post Training Materials, User Manuals and Quick Reference Materials Online
    - A Divisional Notice notifies Division of Police Personnel of the Intranet site which houses LERMS training materials, user manuals and quick reference materials
    - A monthly E-mail blast to all Division of Police Personnel alerting the Officers of the Intranet sites/webpages available to them for related quick reference materials and how to request refresher training
    - TIU is responsible for maintaining the Intranet site which contains LERMS manuals, videos and FAQ's

Project Milestone Completion Dates

- Divisional Notice language relating to how Officers can access the Intranet sites for training materials, user manuals and quick reference materials
    - 1st Quarter 2017
- Monthly E-mail blast to all Divisional members reminding them of how to access the Intranet sites for training materials, user manuals and quick reference materials
    - 1st Monday of each month in 2017

Resources

- TIU
- Policy Unit

Estimated Timeline

- 11/7/16 – 12/29/17

Budget

- N/A
    - No budget is allocated for this task, as providing LERMS refresher training is considered a part of TIU's roles and responsibilities

Summary of Strategy

7. Consulting Group to Implement Governance Structure, Document Business Requirements, Conduct Gap Analysis, and Provide Program Management and Quality Assurance
    - The Department of Finance, Information Technology Services, and Project Management Office provide a standard project management methodology to enable the delivery of projects with higher quality, on schedule and within estimates and expectations.
    - The PMO currently utilizes outside consults in the implementations of various citywide IT projects
    - The LERMS project failed due to a lack of project management structure, governance, documentation, executive sponsorship and oversight
        - The following should be noted:
            - No member that was involved with the original LERMS project is a part of the Field Based Reporting Project
            - There was no Chief Information Officer of the City of Cleveland when the initial LERMS project was started
            - No project management approach was in place during the problematic roll-out of LERMS
    - Using the PMO's standard forms and templates the Project Manager developed a Field Based Reporting Project Charter which provides the Project Governance and Structure for Field Based Reporting
    - As part of the Field Based Reporting planning process an outside consultant from Centric Consulting is assisting with this project by conducting a Business Process and Analysis Workshop to identify current and future state business requirements and aid in the project gap analysis
    - LERMS Steering Committee
        - The LERMS Steering Committee includes representatives from the Division of Police and Information Technology Services (Chief Williams, Deputy Chief O'Neill, Deputy Chief McCaulley, Chief Phillips, Sgt. Melzer, Sgt. Ciritovic, Todd Wiles, Commander Fay, Deputy Commissioner Roy Wilson)

- It should be noted that there was no involvement from the Chief or Deputy Chief level for the LERMS project

Project Milestone Completion Dates

- The Field Based Reporting Project Charter created, approved and adopted
  - Completed - 10/13/16
- The LERMS Steering Committee has been established and conducted its first meeting
  - Completed - 11/7/16
- Field Based Reporting Project Kick-Off meeting with Tyler Technology and the Executive Sponsors, Steering Committee and Project Team
  - Completed - 11/18/16
- Business Process Workshop identifying the current and future state mapping of technical requirements for the Division of Police
  - 1st Quarter 2017

Resource

- Division of Police
- ITS
- Public Safety IT
- Centric Consulting
- Cleveland Police Monitoring Team
- Greg White

Estimated Timeline

- 11/7/16 – 9/30/17

Budget

- $956,080.00
  - Field Based Reporting project includes Software, installation, implementation, training, go-live and additional support services

III. COMPUTER AIDED DISPATCH-(CAD)

Overview

CDP dispatch uses Intergraph for call handling, assignments and field notifications. Intergraph allows the user(s) insight to critical information that is pertinent to a specific assignment. Additionally, CAD technology will provide an accurate and consistent picture of an incident in progress for personnel in the field.

Historical Project Information

The Department of Public Safety implemented Intergraph's Computer Aided Dispatch solution in 2005 for the Police, Fire and EMS dispatchers and safety forces. In 2008 the City upgraded the CAD system to include Silent Dispatching which allows for the dispatcher to dispatch calls for service via the Mobile Data Terminal instead of over the 800 MHz radio system. EMS and Fire migrated to Silent Dispatching for their respective operations and the Division of Police decided to continue to utilize the 800 MHz radio system to dispatch all calls for service.

In 2016 the City signed a contract with Intergraph for a CAD system upgrade which includes Silent Dispatching for the Division of Police.

Key Themes

All the action items listed below in the Technical Equipment / Monitor's Findings area are related to Computer Aided Dispatch.

Technical Equipment / Monitor's Findings

1. Computer Aided Dispatch to In-Vehicle Computers
2. Computer Aided Dispatch

Summary of Strategy

1. Computer Aided Dispatch to In-Vehicle Computers
    - The City is in the process of reviewing the Intergraph CAD 9.3 upgrade Scope of Work which includes Silent Dispatching for the Division of Police as well as an operational and functional upgrade of CAD for the Division of Fire and Emergency Medical Services

- The Division of Police Logistics Section to evaluate the current vehicle fleet to determine the number of Patrol Vehicles that need to be equipped with Mobile Data Terminals
- Funding is currently in place to order and install the recommended number of Mobile Data Terminals need to outfit the Patrol Vehicle fleet
- The implementation of the CAD upgrade will allow for Silent Dispatching for the Division of Police and other operational efficiencies

Project Milestone Completion Dates

- Police Vehicle Replacement Plan developed to identify when vehicles will be scrapped out due to age and/or mileage
  - Completed – 11/15/16
- Re-evaluation of the vehicle fleet to determine how many vehicles need Mobile Data Terminals – Part of the Patrol Vehicle Fleet Assessment
  - 1st Quarter 2017
- ITS to order Mobile Data Terminals for the Patrol Vehicles that are required to be equipped
  - 2nd Quarter 2017
- Installation of Mobile Data Terminals
  - 2nd Quarter 2017

Resources

- Mobile Support
- Logistics

Estimated Timeline

- 11/7/16 – 6/30/17

Budget

- $526,565.50
  - Budget covers the purchase and installation of Mobile Data Computers which includes the Mobile Data Terminal, Keyboard, Universal Mount and Installation

- $634,570.00
    - Budget covers the installation of the CAD Database, Test, Backup and Archive/Report Servers, Interfaces, Mobile for Public Safety (Silent Dispatching), Training, Project Management and Go-Live services

Summary of Strategy

2. Computer Aided Dispatch
    - The Department of Public Safety scheduled to upgrade the current CAD system to Intergraph CAD version 9.3
    - This upgrade migrates the Division of Police to Silent Dispatching
    - Silent Dispatching enables the dispatcher to send a call for service to the responding Officer's Mobile Data Terminal
    - Silent Dispatching allows the capturing of Officer and Citizen defined DOJ data points
    - Final Scope of Work for the CAD system upgrade to include data requirements document outlining associated Department of Justice data points that are not currently captured
    - Centric Consulting to conduct Business process analysis with the Division of Police to capture the current and future state of dispatching operations
    - Functional design of the Silent Dispatching Officer enabled tabs which will capture Officer & Citizen engagement/interaction data
    - This data will be captured and exported in a format that can be queried and reported off

Project Milestone Completion Dates

- CAD system upgrade hardware infrastructure ordered
    - Completed - 11/11/16
- CAD system upgrade Scope of Work
    - 4th Quarter 2016
- CAD system upgrade Project Charter
    - 4th Quarter 2016
- CAD system upgrade Project Plan
    - 1st Quarter 2017

- Consultant CAD Business Process Review and Workflow analysis documenting the current and future state of Silent Dispatching
  - 1st Quarter 2017
- CAD Silent Dispatching incident workflow process
  - 2nd Quarter 2017
- CAD training for Police, Fire and EMS
  - 3rd Quarter 2017
- CAD Cut-over/Go-Live for Police, Fire and EMS
  - 4th Quarter 2017
- CAD Silent Dispatching Go-Live Soft Launch for the Division of Police
  - 4th Quarter 2017
- CAD Silent Dispatching Go-Live implementation
  - 4th Quarter 2017

Resources

- ITS PMO
- Centric Consulting
- Public Safety IT
- Division of Police
- Communications Control Section
- Hexagon/Intergraph

Estimated Timeline

- 10/26/16 – 11/30/17

Budget

- $634,570.00
  - Budget covers the installation of the CAD Database, Test, Backup and Archive/Report Servers, Interfaces, Mobile for Public Safety (Silent Dispatching), Training, Project Management and Go-Live services

IV. TECHNOLOGY GOVERNANCE

Overview

Technology Governance is structured between the IT Business Governance Model and the IT Project Governance Model.

- IT Business Governance Model – The IT Strategic Council communicates the business needs and assesses the enterprise-wide strategic direction for the City of Cleveland
    - Compromised of Mayor's Cabinet level Chiefs and associated Directors
    - Chief Information Officer (CIO) co-chairs the IT Strategic Council and recommends, evaluates the business strategy and assures that IT operations align with the business need and strategic direction
        - The Technology Advisory Council (TAC) provides the CIO with guidance, information and technical competency
            - TAC Approval Board – Formal approval and recommending body
            - IT Program Review – Collaborative Informational arm of TAC
            - IT Program Management Office (PMO) – Project Standards & Compliance
            - IT Enterprise Architecture Committee (ITEAC) – Technology Standards
- IT Project Governance Model – The Executive Steering Committee (Executive Sponsorship) communicates the business needs, provides funding and strategic direction and includes key executive stakeholders (Executive Sponsor, Program Manager, Chiefs and Directors)
    - Program Manager has overall ownership for the IT program and recommends, evaluates and executes the business strategy and technology for the program
        - Manages relationships with the Executive Sponsors, Project Teams and Technical Support Teams

- Project Manager is responsible for the day-to-day delivery of the project
  - Implementation Team consist of Subject Matter Experts who provide knowledge of the as-is-state and the future state to be implemented
  - User Groups provide ongoing support of programs, applications and systems

The City's Strategic Direction consists of IT Projects that RUN / GROW / TRANSFORM the way the City does business. The IT Strategic Council sets the Priority, The CIO provides the Direction and TAC sets the Standards.

Historical Information

In the past the Department of Public Safety lacked a coherent technology governance structure that made the adaption of certain technologies difficult depending on what resources were available to implement the projects. The Department of Public Safety has now been rolled into the IT Governance Structure.

Key Themes

All the action items listed below in the Technical Equipment / Monitor's Findings area are related to IT Governance and Strategy.

Technical Equipment / Monitor's Findings

1. Use Consulting Group to Establish Proper IT Governance
2. CPD Designation of a "Business Owner" for Major IT Projects
3. Develop a Multi-Year Plan for IT Strategy, Support, Maintenance, Upgrade and Replacement of All CPD IT Systems & Equipment
4. Designate Department of Public Safety as Functional Administrator of IA Pro, with CPD, OPS and Public Safety all having Technological Administrative Privileges
5. Train & Hold IT Staff Accountable for How to Monitor and Update IT Help Tickets
6. Provide a User Feedback System for Each IT Ticket

Summary of Strategy

1. Use Consulting Group to Establish Proper IT Governance
    - The City has implemented a Project Management Office to oversee the project governance structure, methodology and approach
    - The PMO has utilized the lessons learned/best practices from outside consultants who have provided project management expertise for Citywide projects
        - The City utilizes Consultants for Professional Services related to Project Management for Major IT Projects
    - All projects now consist of the appropriate documentation and involvement from the Executive Sponsorship level to the project workgroup teams
    - This change in culture and strategy provides the framework to ensure new technologies are implemented on time and within budget
    - The PMO is charged with evaluating and upgrading current project management methodologies and approaches and implementing new strategies

Project Milestone Completion Dates

- Creation of the Project Management Office
    - Completed
- Standardized Project Documentation and Processes
    - Completed
- Hiring of additional Project Management Office staff including Project Managers and Administrative Support Staff
    - 1st Quarter 2017

Resources

- Chief Phillips
- Deputy Commissioner Roy Wilson
- Larry Jones II

Estimated Timeline

- IT Governance is a continuous improvement process. The City currently has an IT Project Governance Structure in place

- The City's focus is on process improvement opportunities and strategies
- The City recognizes the need to remain agile as methodologies change in the industry

Budget

- N/A
  - There is no separate budget allocation task, IT Governance for the City of Cleveland is part of the roles and responsibilities of the Chief Information Officer
  - The City is currently engaged with a consultant for IT Professional Services to assist with the PMO and IT Projects

Summary of Strategy

2. CPD Designation of a "Business Owner" for Major IT Projects
   - The PMO has established a cultural change with how Major IT Projects are implemented within the City of Cleveland
   - To date the Division of Police has designated the following "Business Owners" for the following Major IT Projects
     - Body Worn Cameras – Deputy Chief Drummond
     - In-Car Dash Cameras – Deputy Chief Drummond
     - Mobile/Smartphone Device – Deputy Chief Drummond
     - In-Vehicle Mobile Data Terminals – Deputy Chief O'Neill; Commander Cavett
     - Field Based Reporting – Deputy Chief McCaulley; Commander Fay
     - CAD upgrade – Deputy Chief McCaulley; Commander Cavett
     - 800 MHz Radio System – Commander Cavett
     - Video Surveillance Camera System – Deputy Chief Tomba; Commander Pretel
     - Ohio LEADS integration – Deputy Chief McCaulley
     - Media Sonar – Commander Pretel
   - Major IT project criteria will be evaluated on a project by project basis

- Projects that represent a change in the way the Division conducts business/operations will be deemed major
  - I.E. CAD upgrade including Silent Dispatching, Field Based Reporting
  - I.E. PC refreshment project would not be considered a Major IT project

Project Milestone Completion Dates

- None

Resources

- PMO
- Chief Williams
- Deputy Chief O'Neill

Estimated Timeline

- The Division of Police and the PMO will evaluate the Divisions slated IT projects and determine the required project methodology and appropriate Business Owner. This is a continuous evaluation based upon the IT plan and which projects will be implemented during the fiscal year as well as those projects that are pursued because of operational or technical need.

Budget

- N/A
  - There is no separate budget allocated for this task, designated Cleveland Division of Police Business Owners are assigned as part of the roles and responsibilities of the Deputy Chief's and Command Staff

Summary of Strategy

3. Develop a Multi-Year Plan for IT Strategy, Support, Maintenance, Upgrade, and Replacement of All CPD IT Systems & Equipment
   - Historically the Department of Public Safety has not had a fully developed IT strategy that supports, maintains, upgrades and replaces CPD systems and equipment
   - The creation of the Technical Advisory Committee (TAC) has led the Division of Police to evaluate new IT projects based on business

requirements and need and include support, and end of life replacement
    - Body Worn Camera project was one of the first Division of Police projects which included a technology refreshment / equipment replacement plan over a 5 year life cycle
    - The Division of Police is currently replacing the original Axon Body Worn Cameras with Taser's Axon 2 Body Camera
- The Public Safety Strategic Technology Executive Committee is tasked with developing the IT strategy for the entire Department of Public Safety
    - Current Lifecycle Replacement projects that are slated for 2016 – 2017 included the following:
        - PenBase Patient Care Records Management System for EMS
        - Fire Records Management System
        - Video Surveillance Wireless Infrastructure Network
        - Body Worn Camera replacement
    - The Technology Executive Committee which includes the Chief of Police and Deputy Chiefs is responsible for setting the Division of Police IT strategy plan
    - The evaluation of this plan will begin in November 2016 with the review of the 2017 capital request
    - This evaluation will set the priority for the 2017 and beyond as it relates to Major IT projects and the maintenance, support and upgrades of existing systems

Project Milestone Completion Dates

- Evaluation and prioritization of the 2017 Public Safety IT Capital Projects
    - 4th Quarter 2016
- Creation of the Division of Police IT Strategy Plan
    - 2nd Quarter 2017

Resources

- Safety Director; Assistant Directors

- Chief of Police; Deputy Chief
- Fire Chief; Assistant Chief
- Jail Commissioner
- EMS Commissioner; Deputy Commissioner
- Chief Animal Control Officer

Estimated Timeline

- 11/14/16 – 9/30/17
  - The Public Safety IT Strategy will be incorporated into the overall City IT Strategy

Budget

- N/A
  - There is currently no separate budget allocated for this task, The Public Safety IT Strategy is part of the City of Cleveland 5 year IT Strategic Plan
  - The respective IT Strategic Plan budget will be developed in coordination with adoption of the plan

Summary of Strategy

4. Designate Department of Public Safety as Functional Administrator of IA Pro, with CPD, OPS and Public Safety all having Technological Administrative Privileges
   - The Director of Public Safety will appoint a Functional Administrator over IA Pro who will be responsible for implementing all technological related changes to the system
   - Any technological changes/recommendations to the system will be presented to the Functional Administrator who will evaluate the implications of the changes on the overall functionality of the system
   - The Functional Administrator will present a report to the Safety Director, Chief of Police and OPS Administrator outlining the impact on the request change on system functionality
   - CPD and OPS will not have Technological Administrative Privileges in the system

Project Milestone Completion Dates

- Director of Public Safety appoint a Functional Administrator over IA Pro
  - 4th Quarter 2016
- Functional Administrator is trained
  - 2nd Quarter 2017

Resources

- Director of Public Safety

Estimated Timeline

- 11/7/16 - 5/31/17

Budget

- N/A
  - The Director of Public Safety will designated a Functional Administrator of IA Pro
  - Funding to be allocated for the Functional Administrator to attend IA Pro training and conferences

Summary of Strategy

5. Train & Hold IT Staff Accountable for How to Monitor and Update IT Help Tickets
   - Public Safety IT staff have been instructed to monitor their respective IT Helpdesk Ticket count
     - Staffing levels severely impacted Public Safety IT's ability to respond to helpdesk tickets in 2016
       - Public Safety IT had no PC Tech staff members to respond to open tickets
       - Operations staff was responsible for network, systems and Helpdesk tickets
   - Public Safety IT staff have been instructed to close out completed IT Helpdesk tickets
   - Public Safety IT staff attend and participate in ITS IT Helpdesk ticket meeting to discuss open item tickets, lessons learned and aid in the development of the new Citywide Helpdesk software KACE

- Public Safety IT Manager weekly monitors the Helpdesk ticket count assigned to the Department and the individual tickets assigned to the staff
- Weekly Public Safety IT Helpdesk ticket counts are provided to CIO
    - Appendix C Inventory of the number of tickets that have exceeded the Service Level Agreement during 2016

Project Milestone Completion Dates

- 3 Additional PC Techs hired to improve the Public Safety IT Helpdesk Ticket response
    - Completed
- 1 Additional PC Tech to be hired who will also assist with answering Public Safety IT Helpdesk tickets
    - 1st Quarter 2017
- Public Safety IT staff attends the weekly ITS Helpdesk meetings
    - Continuous
        - Weekly meeting held on Tuesdays

Resources

- Public Safety IT
- ITS

Estimated Timeline

- 10/3/16 - 3/31/17

Budget

- $40,000
    - The budget for this task is the hiring of an additional PC Tech
    - This increases the number of PC Techs from 3 to 4
        - January – June 2016 Public Safety had 0 PC Techs
            - June 2016 1 PC Tech hired
            - August 2016 2 PC Techs hired

Summary of Strategy

6. Provide a User Feedback System for Each IT Ticket
    - IT is implementing a Citywide Helpdesk Ticket system (KACE Service Desk Ticket)

- KACE provides a Satisfaction Survey that enables the Service Desk Ticket submitter to provide feedback on the handling of their ticket issue
- Once the Service Desk ticket status has been changed to closed, an email message describing the survey is immediately sent to the Service Desk ticket submitter
- Three options can be applied to the Satisfaction Survey: not required, always required, and required on close
- Satisfaction Survey is visible to the ticket submitter when they access a closed ticket for the first time and thereafter until the survey has been completed
- Survey scores and comments are stored in the service desk ticket and are not editable by the Helpdesk staff
- Various reports can be run to display and analyze the Helpdesk survey data

Project Milestone Completion Dates

- KACE Service Desk Ticket IT User Training
  - Completed
- Citywide/Department configurations of the KACE Service Desk Ticket
  - 1st Quarter 2017
- IT launch of the KACE Service Desk Ticket system
  - 2nd Quarter 2017
- Public Safety IT end user helpdesk training
  - 2nd Quarter 2017
- Public Safety IT KACE Service Desk Ticket system launch
  - 2nd Quarter 2017

Resources

- Public Safety IT
- ITS

Estimated Timeline

- 8/1/16 – 5/1/17

Budget

- $200,886.65
  - The budget covers the KACE Service Desk Design and Implementation for a Citywide IT Helpdesk Ticket solution
  - 1 Service Desk Solution for creation of standard reports, ticketing rules, and manage all end user IT Helpdesk Tickets across 4 Departments

V. MOBILE TECHNOLOGY

Overview

The City of Cleveland, Division of Police utilizes Mobile Technology to enhance the effectiveness of Law Enforcement while promoting professional accountability and aiding in event documentation. Mobile Technology covers a wide spectrum of police operations from Body Worn Cameras, In-Car Dash Cameras, Mobile Data Terminals, Vehicle Modems, Automated Vehicle Location System and Mobile Devices.

Historical Project Information

Body Worn Cameras - The Division of Police successfully completed Phase I of the Body Worn Camera project 2015. Phase I included equipping all 5 Police Districts, Bureau of Traffic, Mounted Unit, and City Hall Officers with Body Worn Cameras. Phase II of the Body Worn Camera includes equipping Cleveland Hopkins International Airport and Police Headquarters/Specialty Units with Body Worn Cameras.

In-Vehicle Dash Camera - In 2010 the City implemented an In Car Dash Camera system. The City equipped 15 vehicles with the Data 911 Dash Camera System. The non-functionality of the wireless In Car Dash Camera upload proved to be significant deterrent to moving forward with the project. Wireless upload times were averaging over an hour, which is unacceptable for the current demands of the vehicle fleet. Each Dash Camera unit was $10,000 per vehicle which also made the program cost prohibitive.

In-Vehicle Computers - The Division of Police, Mobile Support Unit maintains Spare In-Vehicle Computers in stock for minimal downtime of Patrol Vehicles. Mobile Support is in charge of resolving all issues related to the In-Vehicle Computers. Mobile Support is responsible for updating all applications on the In-Vehicle Computers. Mobile Support regularly updates the In-Vehicle Computer fleet.

Automated Vehicle Locator - The Division of Police utilizes APS Skyview as its legacy Automated Vehicle Location (AVL) system. All Division of Police Patrol Vehicles units report via the APS Skyview AVL system. The Division of Police is in the process of migrating from their legacy system to the Citywide Webtech Wireless AVL system. To date 126 of the Division of Police units have been migrated to the Webtech Wireless system. The remaining units still report on the APS Skyview system.

Vehicle Modem Network/Bandwidth -The Division of Police utilizes a Sierra Wireless Modem which operates on the Verizon Wireless 4G LTE private network for Public Safety in all Division of Police Patrol Vehicles. Verizon Wireless provides the City with a quarterly data usage report. Applications running via the modems are operating in the Kilobit data usage range. Applications are communicating/updating text-based data back and forth to In-Car applications which is not network/bandwidth intensive. This network provides sufficient bandwidth for all of Public Safety (Police, Fire, EMS, and Animal Control and Care) to operate their respective mission critical applications in-vehicle / in-field.

In-Vehicle Email Access - All Division of Police Officers were assigned an email account as part of the Body Worn Camera Project. Officers are capable of checking their email via Outlook Web Address (OWA) with their In-Vehicle Computers.

Key Themes

All the action items listed below in the Technical Equipment / Monitor's Findings area are related to Mobile Technology –worn by the officer and in-vehicle.

Technical Equipment / Monitor's Findings

1. Body Worn Cameras
2. Deploy Mobile Devices/Smartphones for Tagging Videos
3. In-Car Video Systems in All Patrol Vehicles
4. Spare In-Vehicle Computers in Stock for Minimal Downtime
5. Automated Vehicle Locator (AVL) on all Patrol Vehicles
6. Network/Bandwidth Sufficient to Handle Data to Vehicles
7. Access to Email in Vehicles

Summary of Strategy

1. Deploy Body Cameras to All specialized units and the Airport
    - Phase II of the Body Worn Camera project included deployment of Body Worn Cameras to the Cleveland Hopkins International Airport and specialized units
    - IT ensures that the proper network configuration and circuits have been installed to support the video uploads
    - Wiring and docking stations installed
    - Mobile Support and the Training Academy provide Body Worn Camera Training on the operation of the equipment and the Body Worn Camera policy

Project Milestone Completion Dates

- Body Worn Camera circuits, wiring and docking stations have been installed at the Cleveland Hopkins International Airport
    - Completed
- Officers and Traffic Controller stationed at Cleveland Hopkins International Airport have been trained on the operation and policy for Body Worn Cameras
    - Completed
- Body Worn Cameras have been deployed and implemented at Cleveland Hopkins International Airport
    - Completed

- Space has been identified in the Justice Center/Police Headquarters for the placement of docking station bays for Body Worn Cameras to specialty units
    - Completed
- The Division of Police is in the process of a technology/equipment refresh, and the Axon Body Cameras are being swapped out 1 for 1 for the Axon 2 Body Worn Cameras
    - 4th District Completed
    - 2nd District 4th Quarter 2016
    - 5th District 4th Quarter 2016
    - 1st District 1st Quarter 2017
    - 3rd District 1st Quarter 2017
- Upon completion of the technology/equipment refresh Police Headquarters/Specialized units will be trained and outfitted with Axon 2 Body Cameras
    - 1st Quarter 2017

Resources

- Mobile Support
- Training Academy
- Public Safety IT
- ITS

Estimated Timeline

- 10/17/16 – 3/31/17

Budget

- $1,280,742.53
    - The budget covered the cost of Body Worn Cameras, Docking Stations, Evidence.com storage, Evidence.com licenses, Installation, Training, Setup and CAD Integration

Summary of Strategy

2. Deploy Mobile Devices/Smartphones for Tagging Videos
    - The Division of Police were awarded a Fiscal Year 2015 State Homeland Security Program – Law Enforcement Grant Program for the purchase of deployable mobile devices/smartphones

- Ruggedized mobile devices will allow for Officers to capture citizen contact information and perform other mission critical Law Enforcement operations
- Provide connectivity to Law Enforcement databases
  - LEADS
  - OHLEG
  - LERMS
- Provide a cellular device for Division of Police Officers

Project Milestone Completion Dates

- Demo mobile devices and evaluate the functionality, ease of use and capabilities
  - 2nd Quarter 2017
- Release bid specifications for a ruggedized mobile device
  - 2nd Quarter 2017
- Evaluate bid specifications and select a ruggedized mobile device
  - 3rd Quarter 2017
- Deploy ruggedized mobile devices
  - 4th Quarter 2017

Resources

- Division of Police
- Purchasing and Supplies
- ITS

Estimated Timeline

- 9/1/16 – 9/1/17

Budget

- $50,000.00
  - The budget will cover the initial purchase of mobile/smart devices that will be deployed to Division of Police Personnel to aid in Law Enforcement Operations
  - Mobile/smart devices will aid those Officers who do not have access to In-Vehicle Computers (Bike Patrol, Mounted Unit, Motor Cycle Unit)

Summary of Strategy

3. In-Car Video Systems in All Patrol Vehicles
    - The Division of Police is currently running an In-Car Dash Camera system demo with 5 Bureau of Traffic vehicles
    - The Taser In-Car Dash Camera System links the Dash Cameras to the Officers Body Worn Cameras
    - The Dash Camera system also triggers the Body Worn Camera to activate based upon predefined criteria including but not limited to overhead lights, shotgun release, backseat door opening, crash detection, and speed

Project Milestone Completion Dates

- Deputy Chief Drummond has been identified as the CPD In-Car Dash Camera Business Owner
    - Completed
- 5 In-Car Dash Camera system units have been installed for the Bureau of Traffic
    - Completed
- Designated Bureau of Traffic Officers have received training on the In-Car Dash Camera system
    - Completed
- Cuyahoga County Prosecutor's Office providing funding for the In-Car Dash Camera system
    - 4th Quarter 2016
- In-Car Dash Camera scope of work and project plan
    - 1st Quarter 2017
- Complete Installation of In-Car Dash Camera systems for the Bureau of Traffic
    - 1st Quarter 2017
- In-Car Dash Camera System burn-in and system testing
    - 2nd Quarter 2017
- In-Car Dash Camera System training
    - 4th Quarter 2017
- In-Car Dash Camera Installation and Implementation for all District Frontline Cars

- 4th Quarter 2017

Resources

- Taser International
- Mobile Support
- Training Academy
- Public Safety IT

Estimated Timeline

- 10/30/16 – 9/30/17

Budget

- $500,000
  - Cuyahoga County Prosecutor has provided the City with a grant to assist in the purchasing of In-Car Dash Cameras

Summary of Strategy

4. Spare In-Vehicle Computers in stock for minimal downtime
   - Mobile Support Unit maintains an inventory of spare In-Vehicle Computers, parts, pieces for break/fix serviceability of the In-Car Computer fleet
     - Patrol Vehicles are not sent to Motor Vehicle Maintenance "service shop" for Mobile Data Computer issues/problems
     - Division of Police maintains an Open Purchase order with a vendor to fix any issues/problems that exceed the expertise of Mobile Support Unit
   - Mobile Support Unit is responsible for the entire In-Car Computer fleet
   - Mobile Support Unit evaluates the age of the current In-Car Computer fleet and develops a replacement plan for aged out mobile data computer equipment
   - Mobile Support Unit is responsible for providing maintenance and software updates to the Mobile Data Computers
     - Mobile Support Unit routinely touches the entire Mobile Data Computer fleet when providing application updates

Project Milestone Completion Dates

- Division of Police to provide email blast and Divisional Notice informing all Divisional Personnel the process for Mobile Data Computer repairs/issues/problems
  - 1st Quarter 2017
- Division of Police to start Mobile Data Computer spares, pieces and parts refresher program with the 2017 general fund budget
  - 2nd Quarter 2017
- Mobile Support Unit to maintain Mobile Data Computer fleet status which will include the current age of the Mobile Data Computer, Service Record and replacement plan
  - 4th Quarter 2017

Resources

- Division of Police
- Mobile Support
- Bearcom

Estimated Timeline

- 11/18/16 – 9/30/17

Budget

- $39,000.00
  - The Department of Public Safety maintains a Purchase Order with Bearcom for the break/fix items that exceed Mobile Support Unit's capabilities
    - Examples include the Replacement of Mobile Data Computer Monitor, replacement power cables, GPS antenna replacement

Summary of Strategy

5. Automated Vehicle Locator (AVL) on all Patrol Vehicles

- The Division of Police is in the process of migrating from its legacy AVL system APS Skyview to the Citywide AVL Webtech Wireless system
  - The Division of Police has migrated 126 Patrol Vehicles onto the AVL Webtech Wireless system

- The AVL Webtech Wireless system allows for the viewing of all Division of Police Patrol Vehicles by District
    - Communications Control Section can now view Patrol Vehicles reporting on the AVL Webtech Wireless system
- The AVL Webtech Wireless system can display all Public Safety Vehicles and All City vehicles if need
- District vehicles requiring new modems or expansion ports have been identified
- Equipment installer has been identified
- This project is not considered a major IT project that would warrant a CPD Business Owner, however Commander Cavett serves as the CPD Business Owner for this AVL migration project

Project Milestone Completion Dates

- New and additional Modem hardware ordered and received to replace and refresh current vehicle modem fleet
    - Completed - 10/31/16
- Monitors to be installed in the Officer in Charge area for viewing District AVL vehicles
    - 1st Quarter 2017
- Modem equipment installation by installer
    - 1st District – 1st Quarter 2017
    - 2nd District – 1st Quarter 2017
    - 3rd District – 2nd Quarter 2017
    - 4th District – 2nd Quarter 2017
    - 5th District – 3rd Quarter 2017
        - As soon as equipment is installed in vehicles they will be programmed into the new AVL Webtech Wireless system for reporting

Resources

- Division of Police
- Mobile Support
- Public Safety IT
- DH Wireless

Estimated Timeline

- 10/30/16 – 8/31/17

Budget

- $286,720.00
    - The budget covers the purchase of GX 450 modems, GX 440 I/O expansion cards, GPS Antennas and installation

Summary of Strategy

6. Network/Bandwidth Sufficient to handle data to vehicles
    - IT and Verizon Wireless will continue to monitor Sierra Wireless Modem bandwidth to ensure that the Quality of Service is not being compromised
        - Verizon Wireless to provide a monthly Quality of Service report relating to the Public Safety Network/Bandwidth
        - IT will report any Quality of Service issues relating to the application and/or connectivity to Verizon Wireless
    - IT will instruct Verizon Wireless to make any necessary network/bandwidth changes need to improve Quality of Service
    - Helpdesk tickets are to be completed by Division of Police Mobile Data Computer users who experience a network/application connectivity issue
        - IT will conduct the initial Helpdesk ticket investigation to determine if it is a Quality of Service issue
        - Verizon Wireless will respond to all Quality of Service issues
            - IT and Verizon Wireless will mutually agree upon issue resolution when needed

Project Milestone Completion Dates

- Verizon Wireless to provide monthly Quality of Services reports
    - 1st Quarter 2017
- Division of Police to distribute Divisional Notice and email blast informing Officers to report any Quality of Service network/bandwidth In-vehicle modem issues
    - 1st Quarter 2017

- Public Safety IT to categorize all reported Verizon Wireless network/bandwidth Quality of Service incidents
    - 2nd Quarter 2017

Resources

- Public Safety IT
- Verizon Wireless

Estimated Timeline

- 11/7/16 – 5/31/17

Budget

- N/A
    - There is no separate budget allocated for this task, Verizon provides data/network/bandwidth reports with no additional surcharge to the IT

Summary of Strategy

7. Access to Email in Vehicles
    - Division of Police Personnel are capable of accessing their City email accounts via the Patrol Vehicle's Mobile Data Terminal
    - District Training Coordinators to provide refresher training on how to access email via Outlook Web Address
    - Outlook Web Address will be added as an Internet Explorer bookmark for ease of use access
    - Patrol Officers will be required to submit an email via Outlook Web Address from the Mobile Data Terminal to the District Training Coordinators confirming they have been trained
        - Patrol Officers who do not send emails will receive follow up training

Project Milestone Completion Dates

- District Training Coordinators to provide Outlook Web Address refresher training
    - 1st District – 1st Quarter 2017
    - 2nd District – 1st Quarter 2017

  - 3rd District – 1st Quarter 2017
  - 4th District – 1st Quarter 2017
  - 5th District – 1st Quarter 2017
- Trained Patrol Officers to provide confirmation email to District Training Coordinates using the Mobile Data Terminal via Outlook Web Address
  - 2nd Quarter 2017
- District Training Coordinators to provide roster of those individuals who have been successfully trained
  - 2nd Quarter 2017
- District Training Coordinator to provide a roster of those individuals who will scheduled for additional training
  - 2nd Quarter 2017
- District Training Coordinators to complete additional Outlook Web Address training
  - 2nd Quarter 2017
- Trained Patrol Officers to provide two confirmation emails to District Training Coordinators using the Mobile Data Terminal via Outlook Web Address
  - 3rd Quarter 2017

Resources

- Division of Police

Estimated Timeline

- 11/7/16 – 8/31/17

Budget

- N/A
  - There is no separate budget allocated for this task, training is a responsibility of designated District Training Coordinators roles and responsibilities

VI. IN-STATION (DISTRICT) TECHNOLOGY

Overview

The City of Cleveland, Division of Police utilizes In-Station (District) Technology to enhance the effectiveness of Law Enforcement while promoting professional accountability and aiding in event documentation. In-Station (District) Technology covers a wide spectrum of police operations from Roll Call Room Equipment to Deliver Training, Single Sign-On to Eliminate Multiple Logins/Passwords, Social Media Monitoring Software, Video Playback Platform for Various Private Video Formats, Printers Available for Officers, Network Analysis to Ensure Support of Data Transfer for All Systems and Refresher Training to CPD Employees on How to Open an IT Help Ticket.

Historical Project Information

Roll Call Room Equipment - was implemented by the Department of Public Safety in the form of a Polycom Video Conferencing System that provided video conferencing throughout Public Safety and the Division of Police. Polycom equipment was placed in the District Roll Call rooms to implement video roll call. The Polycom equipment maintenance lapsed and the equipment is now out of warranty and out of service. The City is now evaluating a complete replacement of the Polycom Video Conferencing System. The plan is to provide a Video Conferencing Solution that can support the Division of Police with the capability of expanding to other City departments.

Media Sonar - is a social media research tool which collects public social media data without privacy settings. It is intended for use by Division of Police Personnel who are engaged in special event planning and support, intelligence, investigations and various enforcement efforts. It provides a tremendous amount of situational awareness for special events, high profile incidents, and supporting indicators of criminal activity by those posting photos or other media memorializing their activities, involvement, or presence at a location.

It collects public, geo-located and non-geo-located posts from identified networks based on the parameters set in the Sonar. It is limited to the data provided by the networks and the format in which they provide it. Its operation respects all local and federal laws and regulations, civil rights, and civil liberties. It only accesses publicly posted information sent without privacy settings. It does not and cannot access data protected by a user's privacy settings on a network or phone.

Its objectives are:

- To provide an investigator or officer a collated view of social media activity on a specific key word, location, time frame, or user. Information which is already on the world wide web but would take countless hours to amass
- To provide the user real time situational awareness based on social media postings at a special event or developing critical incident so executive leaders can make informed decisions regarding responding resources, street closures, traffic matters, evacuations, suspects or endangered persons information and the like

  Media Sonar is currently only used by select members of the Bureau of Homeland Services, the Gang Impact Unit, and District Detectives.

Video Playback Platform for Various Private Video Formats - is currently being explored by Public Safety IT. There are hundreds of private video formats and currently no one system exists that is capable of converting every single video format. In the interim, Evidence.com is capable of ingesting 3rd party private video formats. The City will purchase the Axon Convert software that will allow for videos to be loaded and formatted to play in evidence.com.

Printers Available for Officers - Additional Printers Available for Officers at the Districts is a task that is in process with the Division of Printing and Reproduction. The City of Cleveland is made up of various Departments and Divisions that are responsible for specific task. The Division of Printing

and Reproduction will provide 1 additional Printer/Copier/Fax/Scanner machines for each of the 5 Police Districts.

Network Analysis to ensure support of data transfer for all systems - the Department of Public Safety's network performance is monitored on a regular basis which includes the Division of Police. IT utilizes Solar Winds and NetMotion's Mobile Performance Management. NetMotion allows for IT to evaluate the Network Traffic, Performance Analytics and Diagnostics.

Key Themes

All the action items listed below in the Technical Equipment / Monitor's Findings area are related to the In-Station (District) Technology.

Technical Equipment / Monitor's Findings

1. Roll Call Room Equipment to Deliver Training
2. Single Sign-on to Eliminate Multiple Login/Passwords
3. Video Playback Platform for Various Private Video Formats
4. Printers Available for Officers
5. Network Analysis to ensure Support of Data Transfer for all Systems
6. Refresher training to CPD employees on how to open an IT Helpdesk Ticket

Summary of Strategy

1. Roll Call Room Equipment to Deliver Training
    - The City is exploring Microsoft Skype for Business as a possible Video Conferencing solution
    - The City is also in the process of a Cisco phone upgrade and plans to explore the Cisco Video Conferencing platform
    - Public Safety IT and the Division of Police to evaluate the capabilities and functionality of Skype for Business
        - The Division of Police requires the capability of recording messages and trainings that can be played in Roll Call Rooms

Project Milestone Completion Dates

- IT completes business requirements assessment with the Division of Police
  - 4th Quarter 2016
- IT completes Microsoft Skype for Business assessment
  - 1st Quarter 2017
- IT completes Cisco Video Conferencing platform assessment
  - 1st Quarter 2017
- Roll Call Room Video Conferencing recommendation presented to Public Safety Strategic Technology Executive Committee
  - 2nd Quarter 2017

Resources

- IT
- Division of Police
- Director of Public Safety
- CIO

Estimated Timeline

- 11/7/16 – 6/30/17

Budget

- N/A
  - Project is currently in the exploratory phase and no projected budget has been identified

Summary of Strategy

2. Single Sign-on to eliminate multiple logins/password
   - IT and Division of Police to standardize login/password creation for all new applications/systems
     - Standardization includes utilizing the same login and password for multiple system
     - Login – Windows Account login and/or email address
     - Password – set password parameters based upon application requirements
   - Division of Police and IT to evaluate logins/passwords for applications and systems

- IT to investigate and implement Active Directory link for those applications that can be linked

Project Milestone Completion Dates

- IT and Division of Police to standardize login/password creation for all new applications/systems
  - 2nd Quarter 2017
- Division of Police to provide a list of application that Patrol Officers, Detectives, Sergeants, Lieutenants, Captains and Commanders log into
  - 3rd Quarter 2017
- IT and Division of Police to review login/password and evaluate Active Directory link
  - 4th Quarter 2017

Resources

- IT
- Division of Police

Estimated Timeline

- 3/31/17 – 10/31/17

Budget

- N/A
  - There is no separate budget allocated for the project milestones
  - IT and Division of Police functional administrators will be charged with review system log-in/passwords
  - IT will be responsible for any Active Directory links

Summary of Strategy

3. Video Playback Platform for Various Private Video Formats
   - The Division of Police is exploring various applications capable of playing private/propriety video formats

Project Milestone Completion Dates

- The Division of Police to purchase the Taser Axon Converter Software and Maintenance Support to format 3rd party videos in Evidence.com for playback
  - 2nd Quarter 2017
- The Division of Police to explore various applications for the video playback of private video formats
  - 4th Quarter 2018
    - As noted by the Cleveland Monitoring Team there is not one application that currently exist that will resolve this action item
    - The exploration for private video playback formats will continue

Resources

- Division of Police
- ITS

Estimated Timeline

- 11/7/16 – 12/31/18

Budget

- $2,900.00
  - The budget covers the purchase of the Taser Axon Convert software
  - Axon convert software allows third party formatted videos to be loaded into Evidence.com for video playback
  - This budgeted item provides some initial functionality while the Division of Police continues its exploration of video playback systems

Summary of Strategy

4. Printers Available for Officers
   - The Division of Police to order 1 additional Printer/Copier/Scan/Fax machines for each Police District

Project Milestone Completion Dates

- Division of Police to complete Printer/Copier/Scan/Fax machine equipment order to the Division of Printing and Reproduction
  - Completed
- IT and Division of Police to complete a walk-through of each Police District for the placement of the Printer/Copier/Scan/Fax machines
  - Completed
- Division of Printing and Reproduction to coordinate the delivery and installation of the Printer/Copier/Scan/Fax machines
  - Completed - 10/28/16

Resources

- Division of Printing and Reproduction
- IT
- Division of Police

Timeline

- Completed

Budget

- Operational Chargeback
  - The Division of Printing and Reproduction will assess the Division of Police an operational chargeback for the Multi-Functional Printing (Printer/Copier/Scan/Fax) machines

Summary of Strategy

5. Network Analysis to ensure support of Data Transfer for all systems
   - IT utilizes Solar Winds and NetMotion toolkit to independently evaluate the Network performance
     - This network analysis is a monthly IT task
     - NetMotion Analysis and Diagnostic report attached as Appendix
       - IT will developed an acceptable Network baseline
   - IT to provide monthly Public Safety Network Analysis reports to the Assistant Commissioner of Infrastructure
     - Reports to be evaluated and recommended infrastructure changes based on network performance and baseline targets

Project Milestone Completion Dates

- Creation of the Network Analysis baseline
  - 2nd Quarter 2017
    - Baseline to be developed based off of 6 months of Network Analysis data

Resources

- ITS
- Public Safety IT

Estimated Timeline

- 11/7/16 – 12/31/19

Budget

- $50,000
  - This budget included the purchase of the Solar Winds Software for the monitoring of the Public Safety Network

Summary of Strategy

6. Refresher training to CPD Employees on how to open an IT Helpdesk Ticket
   - The Department of Public Safety is migrating from using the Track-It to manage helpdesk tickets to the Citywide Dell KACE Service Desk Ticket system
     - IT is in the process of system design with an expected Go-Live date of March 2017
       - Train the trainer, helpdesk tech and desktop support staff training is under way for Public Safety IT
       - Standard queue template build out completed for ITS, Public Safety, Airport and Department of Public Utilities
         - Internal pilot is underway which includes the entering of tickets, notifications, resolution and closing of tickets
         - Public Safety customized queue is also included in the internal pilot

- In the interim District Training Coordinator to provide Track-It Helpdesk refresher training

Project Milestone Completion Dates

- District Training Coordinators to survey District Personnel regarding Track-It Helpdesk Ticket Entry
  - 4th Quarter 2016
- District Training Coordinators to provide District Personnel with refresher training for Track-It Helpdesk Ticket Entry
  - 1st Quarter 2017
- ITS Assistant Commissioner Mark Bussey is the Business Owner for the Dell KACE Service Desk Ticket System
  - Completed
- Dell KACE Service Desk Design
  - Completed 10/28/16
- Dell KACE Service Desk Configuration, Migration, Knowledge Transfer
  - 4th Quarter 2016
- Train the Trainer training provided to the District Training Coordinators, Mobile Support, Technology Integration Unit
  - 1st Quarter 2017
- Divisional Notice and Email blast providing information on the new Helpdesk ticket system
  - 1st Quarter 2017
- Provide Division of Police Personnel with a test mode terminal for the entry of Helpdesk Tickets in the KACE Service Desk
  - 2nd Quarter 2017
- Complete Division of Police KACE Service Desk Training
  - 2nd Quarter 2017
- KACE Service Desk Go-Live
  - 2nd Quarter 2017

Resources

- ITS
- Public Safety IT

- Division of Police

Estimated Timeline

- 10/24/16 – 6/30/17

Budget

- $200,886.65
  - The budget covers the KACE Service Desk Design and Implementation for a Citywide IT Helpdesk Ticket solution
  - 1 Service Desk Solution for creation of standard reports, ticketing rules, and manage all end user IT Helpdesk Tickets across 4 Departments
    - The Department of Public Safety (Division of Police) is included in the 4 Departments referenced above
    - There will be no additional charges to the Division of Police for training and refresher training for the KACE Service Desk Solution

VII. ADMINISTRATIVE/MANAGEMENT APPLICATIONS

Overview

The City of Cleveland, Division of Police Administration utilizes a portfolio of various management applications to enhance the effectiveness of Law Enforcement while promoting professional accountability and aiding in event documentation. Administrative/Management Applications covers a wide spectrum of tools which includes IA Pro, Learning Management System, Fleet Management System, Time-Keeping System, Deployment Plan, and Patrol Vehicle Car Plan.

Historical Project Information

Blue Team - software allows Division of Police Supervisors to enter and manage incidents from "the field". Incidents include use of force, field level discipline, complaints, vehicle accidents and pursuits. Blue Team interfaces into IA Pro which provides a broad range of proactive early intervention support features. Early Identification/warning and intervention allows for the Division to identify performance issues in "real-time".

Learning Management System - The Division of Police released a Request for Proposal for a Learning Management System. The Learning Management System will provide the following: Pre-produced educational content, self-produced courses, field training evaluations, class scheduling, training records, tech support, policy delivery with electronic signature, connectivity to existing Division of Police Records Management System, and Professional development courses.

Decentralized Vehicle Fleet Management System - The Department of Public Works, Motor Vehicle Maintenance is responsible for maintaining and servicing the City's Motor Vehicle Fleet. Motor Vehicle Maintenance also orders all new City vehicles which includes Division of Police vehicles. Motor Vehicle Maintenance utilizes a Fleet Management System to order, to track and service the City vehicle fleet.

Decentralized Time Keeping System - The Division of Police utilizes Kronos as its Time Keeping system. The Division of Police is currently operating on a legacy time keeping system that is separate from the rest of the City of Cleveland. The City is working a migration plan that will move the Division of Police onto the City's hosted Cloud based Kronos system.

Patrol Cars - The Division of Police has a total of (358) three hundred fifty-eight marked zone cars spread out throughout the Cleveland Division of Police. The benchmark for marked vehicles is (394) three hundred ninety-four for a deficit of 9.2%. The five neighboring police districts account for (285) two hundred eighty-five marked vehicles for a total of 79.6% of the fleet. Downtown Services Unit, Traffic, Cleveland Hopkins International Airport and Other account for (73) seventy-three vehicles for a total of 20.4% of the fleet. There are (31) thirty-one cars in vehicle maintenance at the E. 55th garage totaling 8%. Currently (138) one hundred thirty-eight of the (358) three hundred fifty-eight zone cars are over 90,000 miles totaling 38% of the fleet.

Zone Cars by District:

- District 1: 58 zone cars
- District 2: 59 zone cars
- District 3: 58 zone cars

- District 4: 54 zone cars
- District 5: 56 zone cars
- Downtown Services Unit: 18 zone cars
- Bureau of Traffic: 17 zone cars
- Cleveland Hopkins International Airport (CHIA): 11 zone cars
- [1]Other: 27 zone cars

The Division of Police has historically replaced approximately 30 vehicles a year. Vehicles are replaced annually based on the allocated Capital Budget funding. Motor Vehicle Maintenance is responsible for purchasing all vehicles for the entire City which includes but is not limited to Division of Streets, Waste Collection and Disposal, Parks and Recreation, Snow Removal Trucks, Fire Pumper and Ladders Engine Trucks, Emergency Medical Services Ambulances and Division of Police Patrol Cars. The Capital request, which includes all City Departments/Divisions are reviewed, prioritized and a Capital Budget is created. From this Capital budget a set number of vehicle purchases are included which may or may not include Patrol Cars for the Division of Police.

The Patrol Car vehicle fleet condition is currently assessed by utilizing the Fleet Management Software via a points based system for vehicle replacement. Replacement criteria/factors include: Vehicle Age, Mileage, Condition, Repair History, Cost of Repairs and Depreciation. It should also be noted that historically we expect to lose 10 vehicles a year due major collision damage

Key Themes

All the action items listed below in the Technical Equipment / Monitor's Findings area are related to Administrative/Management Applications.

Technical Equipment / Monitor's Findings

1. Information Entered into Blue Team is delayed to get into IA Pro, so Early Intervention triggers occur late

[1] Other includes: Community Policing, Canine, City Hall, Mobile Support, Vehicle Impound, Accident Investigations Unit and Mounted Unit. These are the only units with Marked Zone Cars.

2. Long-Term consulting relationship with vendor to understand best practices workflow recommendations
3. Learning Management System
4. Decentralize Access to Fleet Management System
5. Decentralize Time Keeping System
6. Decentralize Deployment Plan
7. Patrol Cars

Summary of Strategy

1. Information entered into Blue Team is delayed to get into IA Pro, so Early Intervention triggers occur late
    - The Division of Police will review the current Blue Team workflow process
        - Blue Team is a new software product and The Division of Police is navigating the initial learning curve
            - Supervisors are becoming more familiar with the product as they continue to use it and understand the it
            - Patrol Officers are in the process of being trained on Blue Team entry

Project Milestone Completion Dates

- Complete Patrol Officer Blue Team training
    - 2nd Quarter 2017
- Business Process workflow review of Blue Team entry and approvals
    - 2nd Quarter 2017
- Create Blue Team entry and approval process baseline
    - 3rd Quarter 2017
- Revised workflow entry and approvals based upon Business Process review recommendations
    - 4th Quarter 2017
- Monitor workflow changes against Blue Team entry and approval baseline
    - 4th Quarter 2017

Resources

- Division of Police

- Data Coordinator

Estimated Timeline

- 10/3/16 – 12/31/17
  - The monitoring of the entry and approval baseline task will be assigned to the Data Coordinator

Budget

- N/A
  - There is no separate budget associated with the project milestone dates
  - Once a baseline has been established and approved
    - Implementations of lessons learned and functional enhancements may require future budget allocations

Summary of Strategy

2. Long-term consulting relationship with vendor to understand best practices workflow recommendations
   - The Division of Police constantly works with CI Technologies to improve the Software functionality and usages
   - Divisional Personnel attend conferences to learn best practices of the software including:
     - Contribute to user group meetings to discuss issue with the software
     - Learn about software upgrades
     - Network with other Police Department that utilize the software

Project Milestone Completion Dates

- There are currently no project milestone completions dates associated with the summary of strategy

Resources

- Division of Police

Estimated Timeline

- 11/7/16 – 6/30/17

Budget

- $8,500.00

- The current allocated budget provides maintenance for CI Technologies Software products

Summary of Strategy

3. Learning Management System
    - The Division of Police released a Request for Proposal for a Learning Management System
    - The Learning Management System provides a wide range of content for numerous law enforcement disciplines
    - Pre and post assessment knowledge based testing
    - Maintenance of training records
    - Ability to schedule training electronically
    - Delivery of Division of Police policy with electronic signature receipt

Project Milestone Completion Dates

- Learning Management System CPD Business Owner Identified (Commander Fay)
    - Completed
- Learning Management System Request for Proposal released
    - Completed - 3/31/16
- Learning Management System Proposals received
    - Completed - 5/6/16
- Learning Management System Demonstrations
    - Completed - 11/11/16
- Learning Management System Selection
    - 4th Quarter 2016
- Learning Management System Implementation
    - 1st Quarter 2017
- Learning Management System Training
    - 1st Quarter 2017
- Soft Launch of the Learning Management System
    - 2nd Quarter 2017
- Learning Management System Go Live
    - 2nd Quarter 2017

Resources

- Division of Police

Estimated Timeline

- 3/31/16 – 6/30/17

Budget

- $150,000
  - The current allocated budget provides funding for a Learning Management System for the Division of Police

Summary of Strategy

4. Decentralize Access to Fleet Management System
   - The Division of Police Logistics Section is located in the same building with Motor Vehicle Maintenance
   - The Division of Police receives real time on-demand reports when requested from Motor Vehicle Maintenance
   - The Director of Public Safety is provided with a Division of Police fleet update as part of the Division's bi-weekly report

Project Milestone Completion Dates

- The Division of Police has access to real time vehicle fleet information on demand
  - Completed
  - The Lt. in charge of the Logistics Section works in the office next door to the Manager of the fleet management system

Resources

- Division of Police
- Motor Vehicle Maintenance

Estimated Timeline

- Completed

Budget

- N/A
  - There is no separate budget associated with the project milestone dates

Summary of Strategy

5. Decentralize Time Keeping System
    - The Division of Police will migrate from its legacy Kronos system to the City's cloud-based hosted Kronos system
    - The Kronos update will increase the Time Keeping capabilities and functionality for the Division of Police

Project Milestone Completion Dates

- The Division of Police identified a CPD Business Owner for this project (Deputy Chief O'Neill)
    - Completed
- Kronos completed an initial assessment of the Division of Police's current Time Keeping workflow
    - Completed
- The Division of Police reviewed the assessment and recommended additional changes for the final scope of work
    - Completed
- Kronos to complete the Time Keeping upgrade configurations for the Division of Police
    - 2nd Quarter 2017
- Division of Police to complete environment and functionality testing
    - 2nd Quarter 2017
- Division of Police to Go Live with Cloud Based/Hosted Kronos Time Keeping system
    - 3rd Quarter 2017

Resources

- Division of Police
- ITS

Estimated Timeline

- 5/1/16 – 8/1/17

Budget

- $70,000
    - The current projected budget for the Division of Police Kronos Time Keeping System is $70,000.00

- $50,000 for the Cloud based time keeping system upgrade
- $20,000 for the training, change management rollout

Summary of Strategy

6. Decentralize Deployment Plan
    - Decentralization of the Deployment Plan is a component of the Staffing Plan. Upon approval of the Staffing Plan, the Division of Police will explore various technology tools that can be utilized throughout the Districts and Specialty Units.

Project Milestone Completion Dates

- Exploration of Software based products for Deployment
    - 2nd Quarter 2017

Resources

- Division of Police

Estimated Timeline

- 6/30/17

Budget

- N/A
    - There is no separate budget associated with the project milestone dates

Summary of Strategy

7. Patrol Cars
    - The Division of Police will develop a Patrol Vehicle Modernization Plan
        - This plan includes a Patrol Vehicle Fleet assessment
            - Determination of the adequate number of Marked Patrol Cars
                - 394 Marked Cars may or may not be sufficient
            - Re-evaluation of vehicle replacement criteria
                - 90,000 miles vs 100,000 miles

        - Completed District by District assessment of the Zone Car fleet
            - Identify and prioritize those Zone Cars in poor condition that should be replaced first
            - Identify the number of Zone Cars required for each District based upon the new Staffing Plan
        - The assessment will include the researching of Law Enforcement vehicle leasing plans
            - Explore the feasibility of a Law Enforcement based leasing program from a functionality/operational and financial standpoint as it relates to the City
    - Creation of the Patrol Modernization Plan based upon the results of the Patrol Vehicle Assessment
        - Identify the total number of vehicles required for the Division of Police
        - Established criteria that the Division of Police and Motor Vehicle Maintenance utilize for Patrol Car fleet evaluations
        - Identify the total number of vehicles required for each District
        - Policy recommendation concerning Law Enforcement based leasing program
        - Creation of a Procurement timeline based upon the results of the Patrol Vehicle Fleet Assessment results
            - Streamline procurement process and in-vehicle equipment installation
        - Create a policy to address the Patrol Vehicles which are lost/decommissioned/scrapped due to Major Collision damage

Project Milestone Completion Dates

- Patrol Vehicle Fleet Assessment
    - 2nd Quarter 2017

- Patrol Vehicle Modernization Plan
  - 2nd Quarter 2017

Resources

- Division of Police
- Motor Vehicle Maintenance

Estimated Timeline

- 1/1/17 – 6/30/17

Budget

- TBD
  - The budget for Patrol Vehicle Modernization Plan is to be determined. Upon completion of the Patrol Vehicle Fleet Assessment the Division of Police will have an accurate review of the current vehicle fleet and its deficiencies. The Patrol Vehicle Modernization Plan will provide the procurement timeline and purchasing agent for Patrol Cars for the Division of Police.
  - The Division of Police will amend the Equipment and Resource Plan to include the completed Patrol Vehicle Moderination Plan

EXHIBIT C

Cleveland Community Police Commission Feedback

Re: CDP Equipment and Resource Plan

(Submitted Monday, December 12, 2016)

On November 30, the Cleveland Community Police Commission received the draft CDP Equipment and Resource Plan. Given the Monitoring Team's target date of December 19th to file the approved plan with the Court, the CPC decided to solicit feedback as quickly as it could. It did this in primarily in three ways: (1) by holding breakout sessions at its November 30th CPC Full Commission meeting; (2) through a targeted email query to community organizations; and (3) from Commissioners.

The community feedback in this document reflects all three sources, with the majority of the information stemming from community input during breakout sessions at its Full Commission meetings. At least two Commissioners participated in, helped facilitate, and take notes in each of the three small groups during the breakouts. The discussion was guided by the set of questions below. Additional information gathered, via email or from Commissioners, was categorized underneath and/or incorporated into these broad information areas. When a theme emerged, the CPC grouped the comments by that theme under each separate question. When a theme did not emerge, the CPC included a category of "Other" under each question.

1. **What do you expect to be in an Equipment and Resource Plan?**
   a. ***As a community member, what equipment and resources do you think your CDP needs?***

Body Cameras and Cameras

- Body and dash cameras
- Body cameras and dash cams: these are needed to keep the police accountable all the time; should not be switched on and off. To create more transparency/trust. Should have the capacity to upload data without the ability to delete or edit or manipulate data in any way, perhaps an automatic upload or live stream
- Ensuring cameras are practical and durable to ensure they are operable and intact during altercations, etc.
- Cameras in all cars
- Pg28 Mobile Technology...Body worn cameras why has the city continued to purchase from the same deficient bodycam company that records 90 seconds after officer activation? Much can happen in 90 secs.

Computers and IT

- Computers in all cars, Excell, Access, Blue Team
- Central Tracking, best practices for obtaining information and tracking
- Computers in each vehicle-so officers could access info on individuals to get their history, if mental health client, would know to contact CIT
- Comprehensive data base, SUV's

- IT designated staff to repair them
- Pg29 In vehicle computers… are alerts for every time LEADS database is accessed in place? And are emails set up for each officer saved without possible deletion?

Overall Philosophy, Governance, Audit, and Accountability

- See "Pillar Three: Technology and Social Media" in the *Final Report of the President's Taskforce on 21st Century Policing* as a critical guiding principle for developing, implementing, assessing auditing, and incorporating accountability with regard to new equipment, technology, and social media.[1]
- Initial and ongoing rationales that delineate the research and action steps for CDP acquisition, implementation, training, audit of equipment and resources
- Each component of the Equipment & Resource Plan, including accompanying technology, IT, personnel, should have an accompanying management control, accountability, and disciplinary standard.
- What role(s) will the Inspector General (IG) and/or other civilian personnel/entities play in oversight, assuring appropriate governance, training, as well as the implementation and enforcement of accountability measures?
- After the provision of basic necessary equipment, any new technologies, equipment, and resources should advance de-escalation as the core approach to policing and community problem-oriented policing as the core philosophy

Other

- App to assist with ways to handle difficulty situations

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[1] "**Pillar Three: Technology & Social Media** **--** The use of technology can improve policing practic- es and build community trust and legitimacy, but its implementation must be built on a defined policy framework with its purposes and goals clearly de- lineated. Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy. But technology changes quickly in terms of new hardware, software, and other options. Law enforcement agencies and leaders need to be able to identify, assess, and evaluate new technology for adoption and do so in ways that improve their effectiveness, efficiency, and evolution without infringing on individual rights.

Pillar three guides the implementation, use, and evaluation of technology and social media by law enforcement agencies. To build a solid foundation for law enforcement agencies in this field, the U.S. Department of Justice, in consultation with the law enforcement field, should establish national standards for the research and development of new technology including auditory, visual, and bio-metric data, "less than lethal" technology, and the development of segregated radio spectrum such as FirstNet. These standards should also address compatibility, interoperability, and implementation needs both within local law enforcement agencies and across agencies and jurisdictions and should maintain civil and human rights protections. Law enforcement implementation of technology should be designed considering local needs and aligned with these national standards. Finally, law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access."

https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf

- Equipment to ask for MH [mental health] assistance and a procedure to address MH [mental health] needs
- Training, software, questionnaire for dispatch prior to officer arrival
- Monitoring system for officers seizing property/materials
- A reminder to treat all citizens with respect and dignity
- Quality assurance and inventory, not using a perfunctory tool
- What is the cost, effectiveness and expected implementation?
- What other localities nationwide are utilizing said technologies and to what end is efficiency and safety achieved/met?
- Are there ongoing conversations with other agencies nationwide of applicable practices/best practices and what is considered safe, successful, and fruitful for citizenry and police?
- Will this new equipment and technology capacity result in the decommissioning of use of private cell phones and other technologies by police officers in the carrying out of their official duties?
- What technology will the CDP have to prevent tampering with or manipulation of evidence in violation of policies?
- The plan should outline how the securing of new technologies and equipment will occur, and develop a plan that includes the community when developing use and accountability policies.

b. What do you not want the CDP to have?

Militarized weapons

- Combat, militarized weapons, drones or vehicles
- Militarized vehicles such as tanks, helicopters, or weapons such as water cannons, sound cannons, grenades, concussion bombs, only SWAT teams should have any of these if absolutely necessary, "this is not a war zone"
- Can public see inventory of tools/weapons CDP has?
- Batons, OC spray (flammable), some officers should be unarmed when performing certain duties like in elementary schools
- Any stock of militarized, military-grade, or surplus military weaponry, gear, hardware and other related military supplies should be publicly delineated and decommissioned.

Questions Re: Social Media

- Social media monitoring (if they do, provide the policy for how social media is tracked and how the information is stored.)
- I do not have a problem with police accessing social media sites related to open investigations. I would like to know how the information is accessed and stored. Additionally, after an investigation is complete, how long is the information kept? Are there any limits to what information can be obtained with or without a warrant?

- How is technology being used: The CDP should not be using technology in the surveillance of activists engaged in their First Amendment rights. This would have an intimidation and chilling effect on civilians' civil rights. What guidelines and rules are in place to ensure that technology is not being used against civilians in this manner? What are the accountability mechanisms? What are the disciplinary repercussions for doing so?

Other

- CPD should not profit from civil assess forfeiture
- Civilian Surveillance

2. **What questions regarding equipment do you have post-RNC, and how should this be reflected in the plan?**

Equipment Provided by Federal Government

- Were the surveillance tools utilized removed
- Inventory of all federal equipment utilized, how is it currently inventoried, monitored, and disseminated throughout precincts
- What grounds allows the CPD to keep the tools provided for the RNC?
- Civilians should have time to give input and a plan for what should be kept.
- And in closing one must bear in mind that they have yet to disclose any and all equipment received just before, during and after the RNC

Information Sharing

- How safe is the information collected and who is it being shared with?
- What are the procedures for use and effectiveness?
- How is footage or data processed and stored from all mobile tech tools?
- Is there sharing of information via cell phone providers with or without a warrant?
- How safe is the information collected and who is it being shared with?

Bikes

- Intent for bikes???
- Inventory, don't know what they have; riot gear? 300 bikes

Tracking Equipment/Proper Use

- Is there discipline for defective or turned off equipment?
- Is there tracking capability to show when cameras are on or a light to show if the camera is on?
- How is footage or data processed and stored from all mobile tech tools?
- How much training is received to ensure proper usage of all technology and IT?
- How does the CPD monitor seized property?

- What determines effective use of this technology?
- All weapons should be tracked and audited for how they are used, and there should be ongoing inventory checks to promote management control

Other

- Where does the funding come from?

3. **What types of situations have you had with officers that could have benefited from new or updated technology/equipment?**

Camera Concerns

- Camera functionality, training, non-lethal weapons, equipment to scan for real or fake weapons, improved relay -response time between the dispatcher and the officer to improve information sharing prior to arrival
- Officer told me his body cam can easily fly off in a chase or tussle. Officer decides when to slide the camera on to begin recording, he has never had any follow up mental health review after first joining the force
- Pg14 In vehicle dash cams…. Are cams going to activate once unit accepts call or turns on emergency lights. Will there be audio and will it also begin recording when officer accepts call and or turns on emergency lights? Audio and immediate recording gives insight into state of mind and possible premeditation moments before a 4th amendment rights violation.
- Is there any way to monitor when body cameras are on and off? Are there any reprimands or follow ups for dysfunctional cameras or user errors?
- What are the policies specific to releasing camera footage to the public? Is there any confidentiality for the individuals (civilians) on footage?

Police Presence and Aftermath

- Person in crisis- six officers arrived, were polite, knocked on door and waited for it to be answered, talked to person calmly and respectfully
- At the RNC there were an overwhelming number of police officers
- After the [Michael] Brelo trial, presence of tanks, military equipment was intimidating and traumatizing and sent the message that "if you step out of line in the least bit, we will kill you"

Other

- Recommendation for an independent observer to be present during police interactions to serve as witness and advocate
- Need a full and transparent listing of all the equipment obtained for the RNC, for the community to review and comments; a listing of all equipment to be retained- bicycles, barricades, riot gear?

- There needs to be a plan for how to make sure the plan is followed going forward, even after the consent decree

4. **When considering this plan, are there certain resources, technologies, equipment, or tools that you think should be prioritized or implemented first?**

- Non-lethal weapons (taser, rubber bullets, etc.)
- Securing basic equipment and technology, such as computers in cars and the office to process reports
- An oversight, tracking, training, and accountability process for each set of tools purchased, deployed, and used must be developed prior to or simultaneous to use
- The securing of equipment that promotes de-escalation, and tracks strategies and methods to policing that can assess the implementation and use of de-escalation policies

Training and Resources

- Training frequency and updating for officers
- Quick reference guide for responding to incidents
- Assessment of use of tech for officers
- Possibly bring a mental health professional on calls involving mental health needs
- Increased training for dealing with de-escalations of situations
- Resource such as an independent 3rd party, a community advocate, to view camera footage and compare to the police report
- p. 6: Log books will be decommissioned by 4th quarter 2016, however training will not be completed until 1st quarter 2017, should that order be reversed to prevent untrained/ill-trained staff and potential mistakes? In many cases, the policies go into effect prior to the completion of training, are there any standard operating procedures in place to address user error due to delayed training? Will there be a secondary system in place while the training is occurring to prevent lost information?
- Refresher training will be offered on a continuous basis, who will assess officer's proficiency and what are the measures in place to address below proficiency that may impact reporting and capturing of data?
- Training for LERMS is offered and there is a space designated...what is the process for officers to request additional training and will that impact coverage? How many times can an officer request training on the system?

Equipment

- Transparency of equipment, information collecting, body cam video (all footage should be made available to the public)
- Prioritize body and dash cameras, and consider cameras inside the vehicles
- Computers in vehicles so information can be transmitted quickly, replace pen and paper, and so that data is not lost

- Systems that capture the type of scenario (mental health, homelessness, domestic violence); better clips or devices to keep the police camera attached
- Pg40 Re: Media Sonar: What is the criteria for this deceptively named spy equipment? Is there a warrant process? Are constitutional privacy rights in play? And what's in place to stop arbitrary and capricious Usage of this equipment at any time an officer wants?
    - Is it also for texts and phone calls?
    - Is it unable to process privacy set items or can it see it but not be used?
    - Is privacy of a Facebook group or individual profile the privacy setting mentioned or the devices settings?

Other

- More investigative units
- Police review of incidents

5. **What other major issues, concerns, suggestions, etc, would you like the CPC to share regarding the Plan?**

Other

- Why is there a shoot to kill policy as opposed to injure?
- How is the civil seizure and asset forfeiture policy implemented?
- Re-assessing response based on calls
- Is there a central technology agency in Cleveland?
- A philosophical evaluation of priorities on/for the job?
- Whenever the final Equipment and Resource plan is updated, changes should always come back in front of community to review and comment
- Pg7 field base reporter charter? Does charter mandate immediate input and are edits noted so as to see potential changes (lies) in report?
- Pg14 silent dispatch… is there a way for public to monitor via Internet. Records of dispatch info are often pertinent to understanding how citizen and police interactions unfold
- Pg49 Historical Project info: are performance and/or warning alerts mandatory to be acted upon? Who becomes aware and is this info public information?

Assessing Mental Health of Police Officers

- Police mental health evaluation throughout employment and periodic check in; accountability of how officers report incidents where the officer encountered trauma, reports to general population on police policies, type of equipment, diversity of officers (race, neighborhood),
- Mechanisms in place to gauge officer's mental health status related to exposure to trauma, evaluations for returning vets, officer assistance program, public in for evaluations

Training Related to Diversity and Interactions

- Also the media needs to put effort into a counter narrative program to decompress people's narrative about police, media is propagating people's notions about violence
- Need educational programming, programs for women, especially women of color
- Increased training and response to youth – how to determine age, cultural differences that may influence how the youth are perceived
- How will diversity, implicit bias, racial profiling, etc. be incorporated into training modules with regard to use of weapons and/or law enforcement equipment?
- Are other resources, e.g., personnel, a part of the Equipment and Resource Plan, and how will CDP ensure diversity and inclusion in the hiring of personnel?
- The CDP should conduct an assessment of the type of equipment, weapons, and/or strategies being used on a neighborhood and district level to assess deployment trends.

EXHIBIT B

CLEVELAND DIVISION OF POLICE

EQUIPMENT AND RESOURCE STUDY

Calvin Williams, Chief of Police

Table of Contents

Cleveland Division of Police
Equipment and Resource Study

Introduction and Methodology

This report was created to summarize Cleveland Division of Police equipment and resources. We will look at overall equipment required by officers to perform their jobs safely, effectively, and efficiently. We will look specifically at:

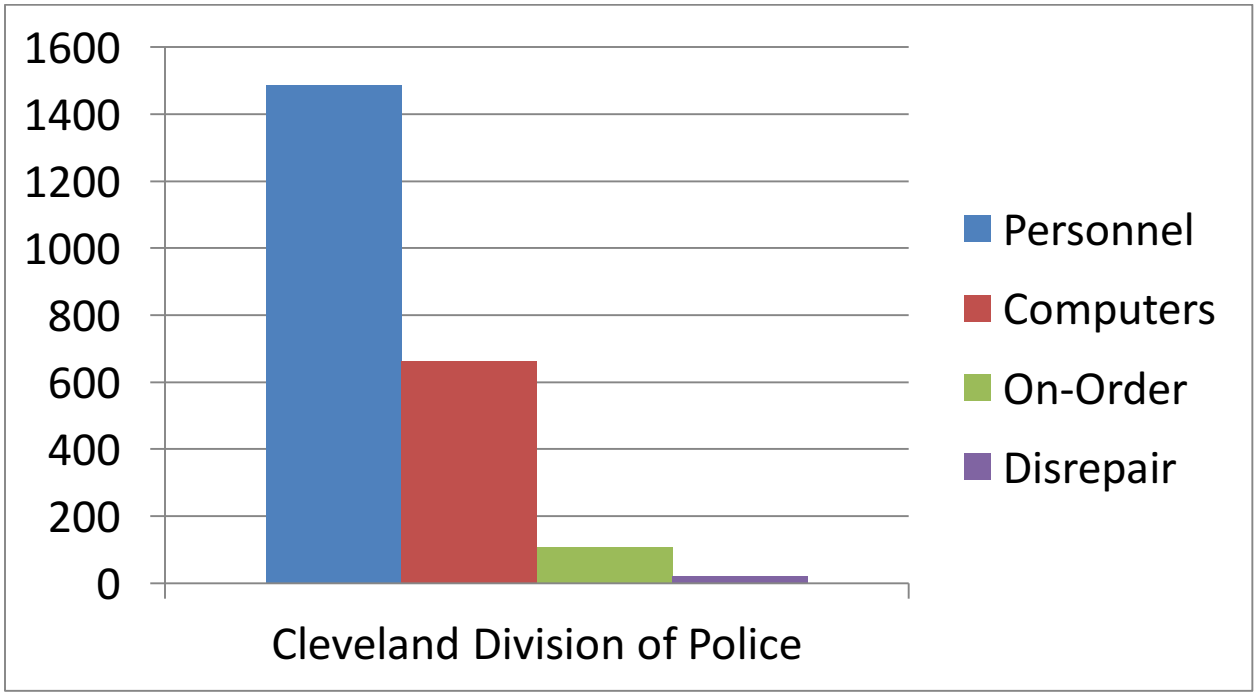
- Computers to CDP Personnel ratios
- Zone Car condition
- Zone Cars to Officers ratios
- Zone Cars with computers
- Zone Cars with Trauma Kits
- District Computers to Officers ratios
- Technical Resources

The Cleveland Division of Police is comprised of Field Operations, Administrative Operations and Homeland Special Operations. Field Operations has the five neighborhood districts, and are the front line and first responders to calls for service. First responders account for a large portion of personnel in the Division of Police. Because of this, they require more equipment and resources.

Several processes are used to collect, store, and manage equipment and resources. Within the Cleveland Division of Police, a traditional process for collecting/managing inventory is used. Collecting inventory requires contacting specific districts/units, having individuals collect the required information, enter the information into an excel spreadsheet and send a completed spreadsheet to a designated person. Once the designated person has the inventory spreadsheet, he/she must compile the information into one collective spreadsheet. This type of inventory management system spans multiple people over multiple units. It requires constant updates to ensure accurate reporting. This is the primary mechanism used to collect the data in this report. Follow up with various units was done on occasion to verify or clarify reported information.

Additionally, information on this report is static and considered a snapshot of data as of Tuesday, February 23rd, 2016. The Cleveland Division of Police is a dynamic organization and data changes from day-to-day. An example of changing data exists in personnel that retire, resign or get separated from the Cleveland Division of Police. This example holds true for equipment and resources. During a tour of duty, equipment can fall to disrepair and resources dwindle as calls for service are completed.

Computers to CDP Personnel



Computers available to personnel:

- As of December 16, 2015, there are:
  - 1485 sworn personnel
  - Total of 666 [1]computers issued (excluding in-car computers)
  - 20 computers are in disrepair
  - This results in a ratio of 1 computer for every 2.24 personnel
    - 105 computers are on-order
    - The computer total will be 771
    - Resulting in a 1:1.92 ratio
  - 646 computers are in working order and available for use
  - The five neighboring district account for 234 (36.2%) of the 646 working computers
  - Other units make up the remainder of the 412 computers (63.8%)
  - Basic Patrol A, B and C-Platoons for all five neighborhood districts share computers
  - Included in personnel numbers for the five neighboring districts are 3 supervisors per shift

[1] Computers: includes desktop and laptop computers. In-car computers will be included in a separate segment.

Computer to Personnel (cont.)

	Computers	Personnel	Ratio
District 1			
A Platoon	7	19	2.71
B Platoon	7	23	3.29
C Platoon	7	18	2.57
Detective Unit	7	15	2.14
VICE Unit	3	9	3.00
Community Services Unit	3	14	4.67
District 2			
A Platoon	20	27	1.35
B Platoon	20	28	1.40
C Platoon	20	20	1.00
Detective Unit	18	13	0.72
VICE Unit	9	9	1.00
Community Services Unit	5	24	4.80
District 3			
A Platoon	13	20	1.54
B Platoon	13	23	1.77
C Platoon	13	15	1.15
Detective Unit	20	16	0.80
VICE Unit	4	6	1.50
Community Services Unit	7	15	2.14
Downtown Services Unit	5	15	3.00
District 4			
A Platoon	17	28	1.65
B Platoon	17	33	1.94
C Platoon	17	23	1.35
Detective Unit	21	21	1.00
VICE Unit	10	5	0.50
Community Services Unit	5	26	5.20
District 5			
A Platoon	16	21	1.31
B Platoon	16	25	1.56
C Platoon	16	21	1.31
Detective Unit	15	18	1.20
VICE Unit	9	9	1.00
Community Services Unit	10	21	2.10
Cleveland Hopkins International Airport (CHIA)			
A Platoon	6	24	4.00
B Platoon	6	22	3.67
C Platoon	6	15	2.50
Academy			
Platoon	15	15	1.00
Computer Lab		35	
Gymnasium			
Platoon	3	4	1.33
Ordnance			
Platoon	7	9	1.29
Auto Investigation Unit			
Platoon	9	5	0.56
Hit Skip Unit			
Platoon	5	2	0.40

	Computers	Personnel	Ratio
Bureau of Special Investigation Command			
Platoon	7	6	0.86
Budget Unit			
Platoon	4	3	0.75
Canine Unit			
Platoon	5	4	0.80
Central Charging			
Platoon	3	2	0.67
Chief's Office			
Platoon	15	11	0.73
Communications Unit (Radio Dispatch)			
Platoon	109	105	0.96
Domestic Violence Unit			
Platoon	13	15	1.15
Environmental Crime Task Force			
Platoon	1	2	2.00
Field Operations			
Platoon	6	9	1.50
Narcotics Unit			
Platoon	14	14	1.00
Gang Unit			
Platoon	12	13	1.08
Homicide Unit			
Platoon	18	20	1.11
Inspection Unit			
Platoon	8	8	1.00
Internal Affairs Unit			
Platoon	10	7	0.70
Logistics Unit			
Platoon	4	3	0.75
Medical Unit			
Platoon	3	4	1.33
Mobile Support Unit			
Platoon	7	7	1.00
Mounted Unit			
Platoon	2	9	4.50
Personnel Unit			
Platoon	14	16	1.14
Policy & Procedures Unit			
Platoon	5	2	0.40
Record Section			
Platoon	42	35	0.83
Sex Crimes Unit			
Platoon	25	20	0.80
Statement Unit			
Platoon	2	2	1.00
Supply Unit			
Platoon	2	2	1.00
Property Unit			
Platoon	11	6	0.55

Computer to Personnel (continued)

	Computers	Personnel	Ratio
Timekeeping Unit			
Platoon	9	4	0.44
Bureau of Traffic			
Platoon	13	32	2.46
Technology Integration Unit			
Platoon	8	5	0.63
Vehicle Investigation Unit			
Platoon	11	11	1.00
Vehicle Custodial Unit			
Platoon	4	3	0.75

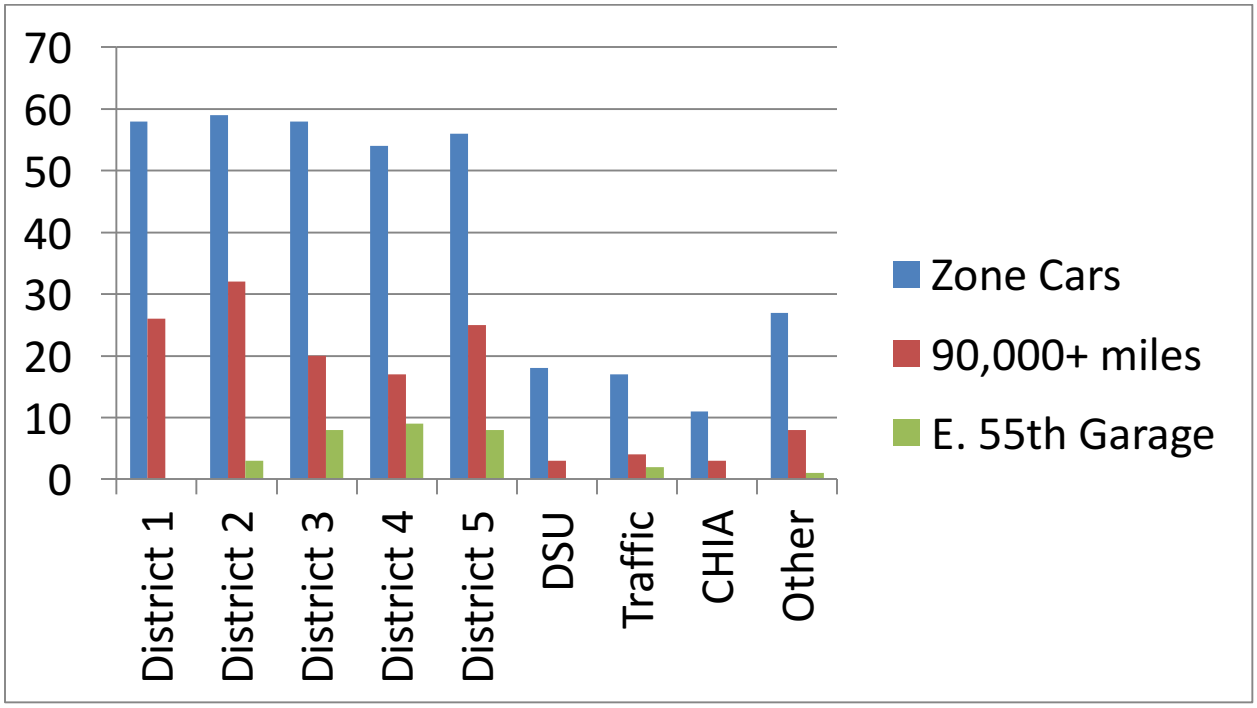
Computer to Personnel graph:

- The graph represents the Car Plan
  - The Car Plan is a projected amount of personnel needed to cover a given shift.
  - The actual number of employees is higher for each platoon/unit. The Car Plan does not account for those individuals that are on vacation days, sick days, furlough, and etcetera.

Computer programs accessible to officers:

- Internet
- Intranet
- Law Enforcement Records Management System (LERMS)
- Law Enforcement Automated Data System (LEADS)
- Ohio Law Enforcement Gateway (OHLEG)
- Microsoft Office Software

Marked Zone Cars vs. Condition



Zone Cars by District:

- District 1: 58 zone cars
- District 2: 59 zone cars
- District 3: 58 zone cars
- District 4: 54 zone cars
- District 5: 56 zone cars
- Downtown Services Unit: 18 zone cars
- Bureau of Traffic: 17 zone cars
- Cleveland Hopkins International Airport (CHIA): 11 zone cars
- [2]Other: 27 zone cars

Zone Cars over 90,000 miles by District:

- District 1: 58 zone cars of 26 zone cars over 90,000 (44%)
- District 2: 59 zone cars of 32 zone cars over 90,000 (54%)
- District 3: 58 zone cars of 20 zone cars over 90,000 (34%)
- District 4: 54 zone cars of 17 zone cars over 90,000 (31%)
- District 5: 56 zone cars of 25 zone cars over 90,000 (44%)
- Downtown Services Unit: 18 zone cars of 3 zone cars over 90,000 (16%)
- Bureau of Traffic: 17 zone cars of 4 zone cars over 90,000 (23%)
- Cleveland Hopkins International Airport: 11 zone cars of 3 zone cars over 90,000 (27%)
- Other: 27 zone cars of 8 zone cars over 90,000 (29%)

[2] Other includes: Community Policing, Canine, City Hall, Mobile Support, Vehicle Impound, Accident Investigations Unit and Mounted Unit. These are the only units with Marked Zone Cars.

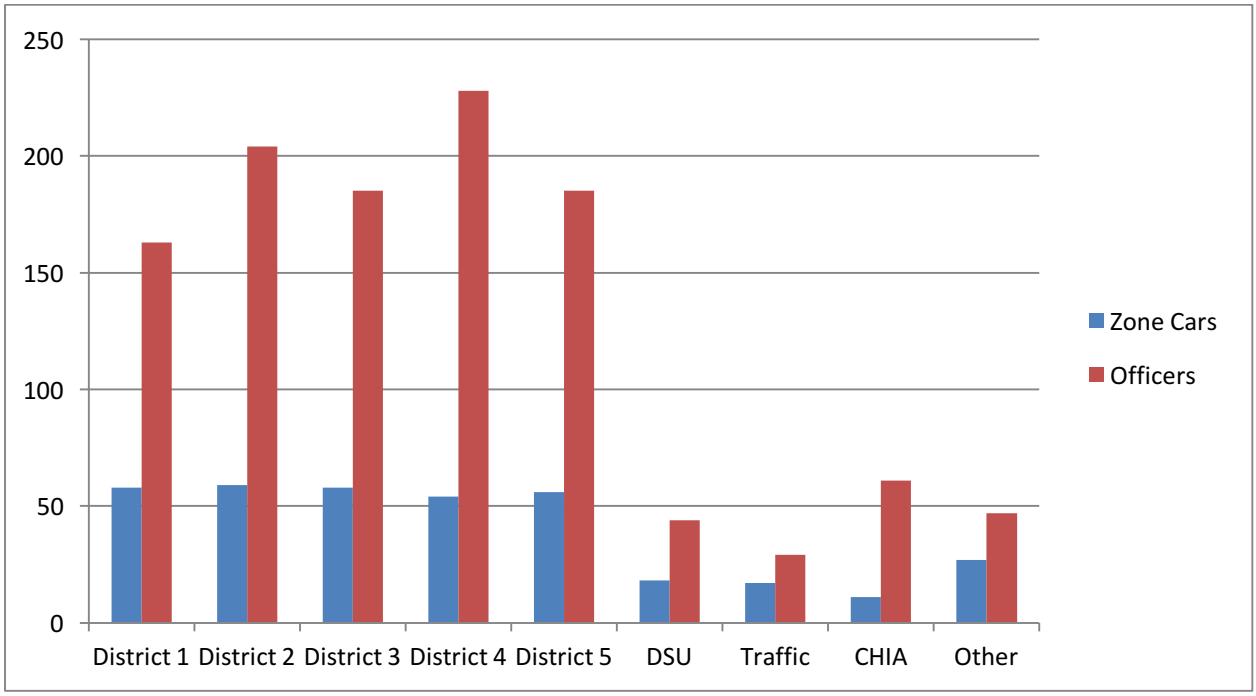
Zone Cars to Zone Cars bad ordered for repair / service:

- District 1: 58 zone cars to 0 in for repair/service
- District 2: 59 zone cars to 3 in for repair/service
- District 3: 58 zone cars to 8 in for repair/service
- District 4: 54 zone cars to 9 in for repair/service
- District 5: 56 zone cars to 8 in for repair/service
- Downtown Services Unit: 18 zone cars to 0 in for repair/service
- Bureau of Traffic: 17 zone cars to 2 in for repair / service
- Cleveland Hopkins International Airport: 11 zone cars to 0 in for repair / service
- Other: 27 zone cars to 1 in for repair / service

Additional Information:

- CDP has a total of (358) three hundred fifty-eight marked zone cars spread out throughout the Cleveland Division of Police.
- The benchmark for marked vehicles is (394) three hundred ninety-four for a deficit of 9.2%
- The five neighboring police districts account for (285) two hundred eighty-five marked vehicles for a total of 79.6% of the fleet.
- Downtown Services Unit, Traffic, Cleveland Hopkins International Airport and Other account for (73) seventy-three vehicles for a total of 20.4% of the fleet.
- There are (31) thirty-one cars in vehicle maintenance at the E. 55th garage totaling 8%.
- Currently (138) one hundred thirty-eight of the (358) three hundred fifty-eight zone cars are over 90,000 miles totaling 38% of the fleet.

Marked Zone Cars per Officers



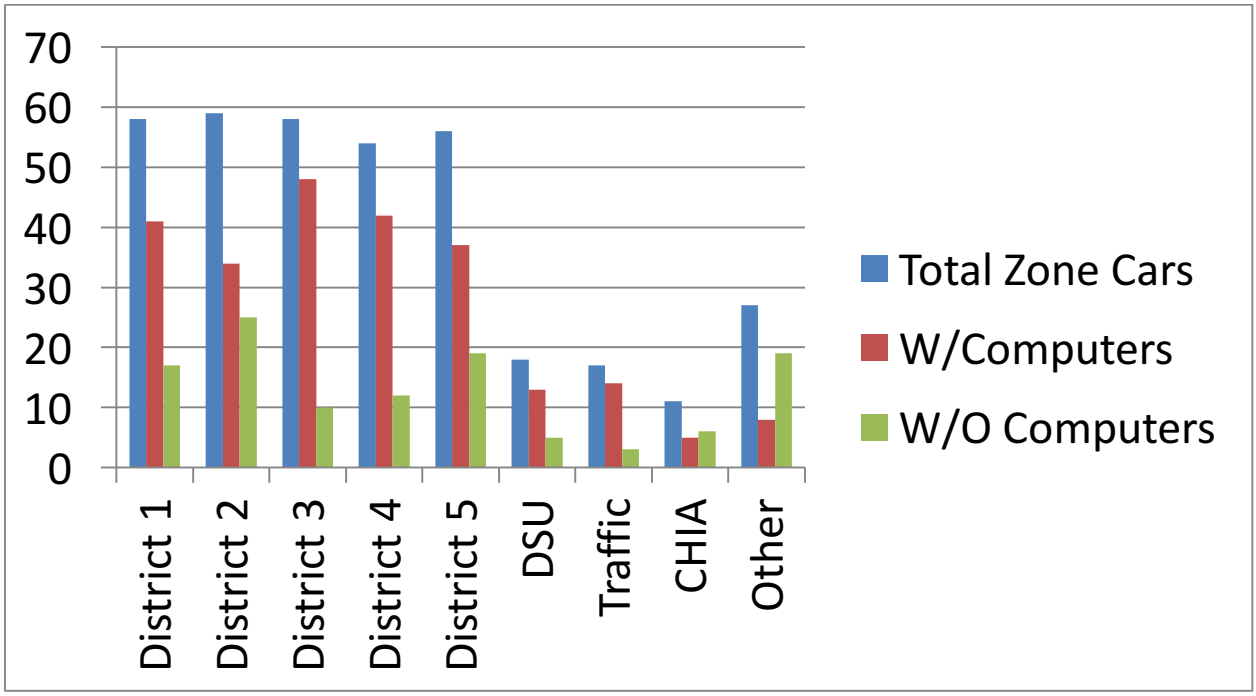
Zone Car per Personnel by District / Unit:

- District 1: 1 zone cars to every 2.81 officers
- District 2: 1 zone cars to every 3.45 officers
- District 3: 1 zone cars to every 3.94 officers
- District 4: 1 zone cars to every 4.22 officers
- District 5: 1 zone cars to every 3.30 officers
- Downtown Service Unit: 1 zone cars to every 2.44 officers
- Bureau of Traffic: 1 zone cars to every 1.70 officers
- Cleveland Hopkin International Airport: 1 zone cars to every 5.54 officers
- Other: 1 zone cars to every 1.74 officers

Marked Zone Cars per Officers (continued)

	Zone Cars	Personnel	Ratio
District 1: 58 Zone Cars			
A Platoon	49	19	0.39
B Platoon	49	23	0.47
C Platoon	49	18	0.37
Community Services Unit	8	14	1.75
District 2: 59 Zone Cars			
A Platoon	50	27	0.54
B Platoon	50	28	0.56
C Platoon	50	20	0.40
Community Services Unit	9	24	2.67
District 3: 58 Zone Cars and 18 Zone Cars for DSU			
A Platoon	49	20	0.41
B Platoon	49	23	0.47
C Platoon	49	15	0.31
Community Services Unit	9	15	1.67
Downtown Services Unit	18	15	0.83
District 4: 54 Zone Cars			
A Platoon	45	28	0.62
B Platoon	45	33	0.73
C Platoon	45	23	0.51
Community Services Unit	9	26	2.89
District 5: 56 Zone Cars			
A Platoon	47	21	0.45
B Platoon	47	25	0.53
C Platoon	47	21	0.45
Community Services Unit	9	21	2.33
Cleveland Hopkins International Airport (CHIA) 11 Zone Cars			
A Platoon	11	24	2.18
B Platoon	11	22	2.00
C Platoon	11	15	1.36
Bureau of Traffic: 17 Zone Cars / 30 Motorcycles			
A Platoon	17	12	0.71
B Platoon	17	11	0.65
Motorcycle			
A Platoon	30	12	0.40
B Platoon	30	11	0.37
Other Units: 47 Zone Cars			
Platoon	47	24	0.51

Marked Zone Car with In-Car Computers



Results for in-car computers are as follows:

- (358) three hundred fifty-eight marked vehicle fleet.
- (241) two hundred forty-one have working in-car computers equaling 67% of the fleet.
- All (241) of the in-car computers have access to use:
  - Internet/Intranet
  - Law Enforcement Records Management System
  - Law Enforcement Automated Data System
  - Ohio Law Enforcement Gateway
  - Microsoft Office Software
    - These computer programs give officers the ability to search law enforcement databases.

In-car computer zone cars by District:

- District 1: 41 in-car computers (71%)
- District 2: 34 in-car computers (57%)
- District 3: 48 in-car computers (83%)
- District 4: 42 in-car computers (66%)
- District 5: 37 in-car computers (82%)
- Downtown Services Unit: 13 in-car computers (72%)
- Bureau of Traffic: 14 in-car computers (82%)
- Cleveland Hopkins International Airport: 5 in-car computers (45%)
- Other: 8 in-car computers (29%)

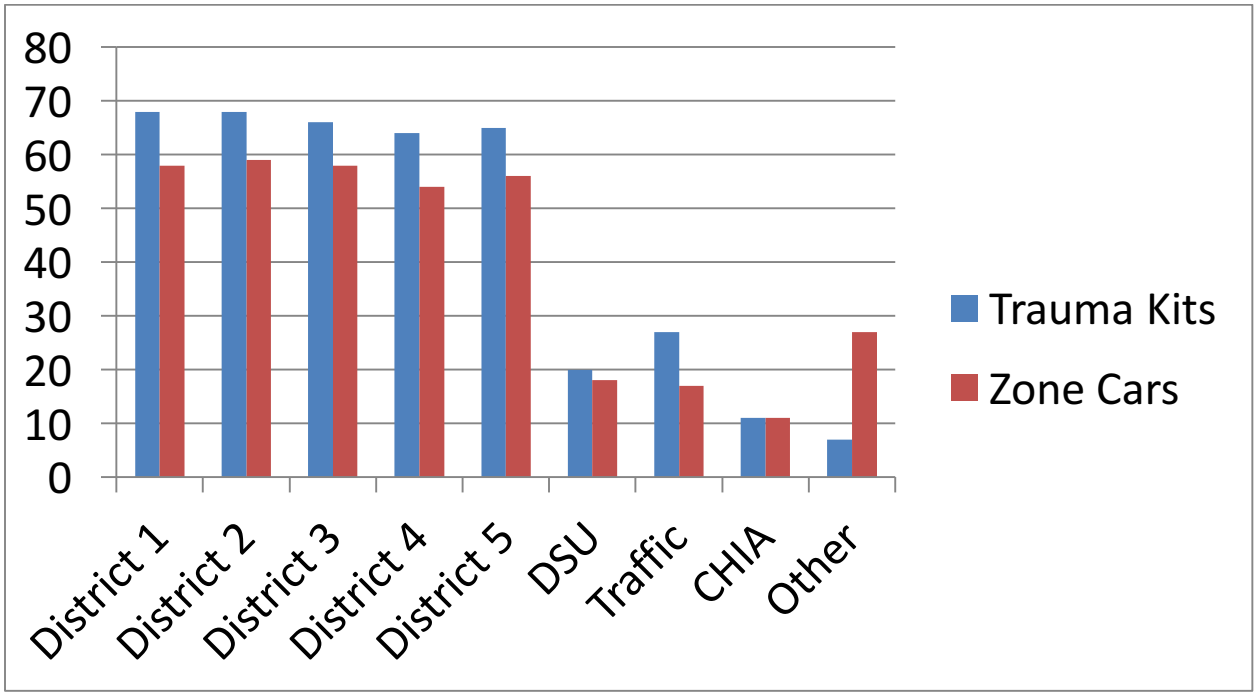
Additional information:

- (117) One hundred, seventeen marked zone cars are without computers.
- The result is 33% of marked zone cars are without computers.
- The marked zone cars that are without computers are 2011 or older models.
- All marked zone cars from 2012 or newer are equipped with in-car computers.

Computer programs accessible to officers:

- Internet
- Intranet
- Law Enforcement Record Management System
- Law Enforcement Automated Data System
- Ohio Law Enforcement Gateway
- These computer programs give officers the ability to search various law enforcement databases.

Marked Zone Cars with Trauma Kits



Trauma Kits:

- As of October 23, 2015, all five districts were distributed Trauma Kits.
- The five neighborhood districts have a reserve over-and-above the amount of zone cars assigned to the districts.
- Cleveland Emergency Medical Services (EMS) is managing CDP's inventory for Trauma Kits.
    - Cleveland EMS manages 700 Trauma Kits for CDP.
        - 299 Trauma kits in reserve
        - 381 distributed to CDP
        - 20 kits "broken down" into individual contents.
            - Cleveland EMS will exchange trauma kits that are used or damaged (as needed)
- CDP's Trauma kits have: 1 - 5x9 Abdominal Pad, 8 Pairs - Gloves Size XL, 1 roll – ½" Clear tape, 1 - 4x4 gauze pad, 1 – Shear, 2 - Conform Sterile Bandage 4" x 4', 5 - Sani-Hand wipes, 1 - pocket mask, 1 - Silver Emergency Blanket, 1 - SOF Tactical Tourniquet, 1 - Eye wash bottle 1 oz., 1 - Halo Vent, 2 - Quikclot 1st response hemostatic sponge

Trauma Kits by District / Units:

- District 1: 68 Trauma Kits
- District 2: 68 Trauma Kits
- District 3: 66 Trauma Kits
- District 4: 64 Trauma Kits
- District 5: 65 Trauma Kits
- Downtown Service Units: 20 Trauma Kits

- Bureau of Traffic: 27 Trauma Kits
- Cleveland Hopkin International Airport: 11 Trauma Kits
- Other: 7 Trauma Kits

Trauma Kits per Zone Cars by Districts / Units:

- District 1: 58 Zone Cars, 68 Trauma Kits
- District 2: 59 Zone Cars, 68 Trauma Kits
- District 3: 58 Zone Cars, 66 Trauma Kits
- District 4: 54 Zone Cars, 64 Trauma Kits
- District 5: 56 Zone Cars, 65 Trauma Kits
- Downtown Service Unit: 18 Zone Cars, 20 Trauma Kits
- Bureau of Traffic: 17 Zone Cars, 27 Trauma Kits
- Cleveland Hopkin International Airport: 11 Zone Cars, 11 Trauma Kits
- Other: 27 Zone Cars, 7 Trauma Kits

Technical Resources

IA Pro / Blue Team:

IA Pro / Blue Team will work to streamline the process of recording essential data. Blue Team cooperates with IA Pro for case management, reporting and statistical information according to set parameters. CDP currently uses Blue Team to capture data and IA Pro is used for reporting data.

Automated Fingerprint Identification System (AFIS)

The Automated Fingerprint Identification System is used to identify, obtain, store and analyze fingerprint data. Primarily, the Cleveland Division of Police Corrections uses AFIS for positive identification of an arrestee. Latent fingerprints entered into AFIS can result in a positive identification.

Ohio Law Enforcement Gateway (OHLEG)

Ohio Law Enforcement Gateway (OHLEG) is a system that is maintained by the State of Ohio, Attorney General Office. OHLEG uses the Law Enforcement Automated Data System (LEADS) as an information pool for to populate OHLEG with sensitive information. OHLEG is used by CDP as an investigative tool and on-line training resource.

Law Enforcement Automated Data System (LEADS)

The Law Enforcement Automated Data System is maintained by the State of Ohio. Specifically, the Superintendent of the Highway Patrol is responsible for the administration, implementation of rules and participation into the LEADS program. LEADS are used by CDP as data stream containing investigative information about property and/or persons of interest. Ohio Revised Code 5503.10 speaks to the administration of LEADS for law enforcement entities.

Law Enforcement Records Management System (LERMS)

Law Enforcement Records Management System (LERMS) serves as Cleveland Division Police system of record. LERMS was recently implemented and expected to be used to enter evidence, property and all field reporting. LERMS is managed by CDP. Specifically, the Technology Integrated Unit (TIU) handles the administration of LERMS.

Intergraph – Computer Aided Dispatch

CDP dispatch uses Intergraph for call handling, assignments and field notifications. Intergraph allows the user(s) insight to critical information that is pertinent to a specific assignment. Additionally, this helps those personnel in the field with an accurate and consistent picture of an incident in progress.

Crash Data Recorder (CDR)

Crash Data Recorder (CDR), by Bosch, is used to download crash events from the “black box” located in vehicles. The Accident Investigation Unit (AIU) uses the data for accident inquiry.

FX3 Diagramming

The Accident Investigation Unit (AIU) uses FX3 software to diagram a motor vehicle crash.

Aris360

Aras360 is used by the Accident Investigation Unit (AIU) to animate and analyze crash sequences.

COBAN

COBAN is a multi-camera video management system used primarily by Sex Crimes to capture critical information during and after an interview. Other units to include Homicide, Narcotics and Internal Affairs have their own crude systems which they use to record interviews for the same purposes. The Ohio Revised Code mandates that interviews of suspects in certain offenses are audio / video recorded. The Division is in the process of researching alternative vendors in an effort to provide this technology via a uniform platform which will be available to all units.

Video Remote Interpreting (VRI)

Video Remote Interpreting (VRI) is used when a communication gap exists during an investigation involving a person who is deaf and is fluent in the American Sign Language. VRI allows interaction and interpretation between CDP, the citizens they serve and an accredited and certified translator. The Division has six (6) I-Pads that are used exclusively for this purpose. Five (5) of the units are housed at each neighborhood district and the sixth unit is at the Justice Center.

Cellebrite UFED Physical Analyzer

Currently the Division owns 2 Cellebrite units which are housed in the Narcotics Unit. The Cellebrite system is used to download cellphones for analysis by investigators. Several specialized units to include Homicide, Sex Crimes, District, detective bureaus and vice units utilize this technology. A detective from the Gang Impact Unit and a second detective from the Narcotics Unit are trained to perform the analysis. The current Cellebrites being used are the basic model. While the detectives have been retrained since the original implementation of Cellebrite the basic program has not been updated. The purchase of additional units as well as the training and certification of additional detectives from Homicide and Intelligence along with the latest software and updates is recommended.

Conclusion and Recommendations

CDP uses effectiveness over efficiency in the inventory management arena. Due to this practice, inventory management in CDP requires a substantial amount of resources to produce an accurate report. CDP must find a balance between effectiveness and efficiency to minimize the resources needed when collecting and analyzing inventory. CDP should set targets to reduce unnecessary inventory ordering, and review progress quarterly to establish whether its benchmarks are working and whether further reductions in expenditures are possible.

Currently, there is an ongoing discussion to understand if existing technologies (Law Enforcement Records Management System - LERMS) can be used to automate the inventory management process. If it is found that the existing technology (Law Enforcement Records Management System (LERMS) is unable to support the current/future needs of CDP, another system for inventory management will be required.

It is recommended that the Cleveland Division of Police (CDP) move away from the traditional process for collecting and maintaining inventory. This process involves multiple groups of individuals that maintain separate inventory levels. This becomes problematic when separate parties are lobbying for inventory replenishment. The traditional method used by CDP for collecting, monitoring, and analyzing inventory is time-consuming and difficult to keep current and accurate. CDP must understand that taking good care of inventory is very important. One of the researched reasons some organizations/business fail is due to its lack of abilities in the area of inventory management.

There are many ways to fight against failure due to inventory inefficiency. One way to correct inventory inefficiency is through the use of new inventory management technologies. There are many different inventory applications that can help maintain and supervise inventory. What can be done is; implement, adapt and evaluate CDP practices in this field.

Additionally, it is recommended that an automated inventory system be implemented for all CDP property. Deputy Chief Drummond also recommends an automated method for tracking inventory. Once a system is developed, the Property Unit should be tasked with this responsibility.

Using an automated system would help CDP answer questions such as:

- When should an order be placed?
- How much inventory is required?
- How much inventory is on hand?

- How much inventory has been lost?
- What is the cost associated with a specific item?

Inventory management systems also:

- Give real-time access to inventory levels.
- Gives the ability to view profit and loss.
- Allows for automated ordering of required items.
- Takes the burden away from multiple parties maintaining separate inventory levels.

Analysis of the accounting received in response to requests in order to complete this study show the following strengths, weaknesses and needs:

Computers per CDP Personnel

Computers that are allocated to staff throughout CDP carry a ratio of 1 computer for every 2.24 CDP personnel. With the addition of 105 new computers to be deployed solely in the neighborhood districts in the near future, the ratio is brought down to 1 computer for every 1.92 CDP personnel. Computers appear to be sufficient to support the amount of personnel throughout CDP.

Marked Zone Cars to Condition

An area of concern is the amount of marked zone cars that are over 90,000 miles. As a vehicle ages, an inspection is conducted to understand what repairs need to be made. Generally, a vehicle is replaced when repairs exceed the value of the vehicle. As it stands today, 38% of the fleet could be replaced around the same time. This will be costly to the City of Cleveland if the fleet is not managed and maintained.

Marked Zone Cars per Officer

Marked zone cars have various reasons for becoming insufficient (inoperable) for police personnel. For example; when a marked zone car is involved in a motor vehicle crash, or is bad ordered for a necessary repair, or due for service, it takes the vehicle out of the rotation for police officers to use for their tour of duty. The Motor Vehicle Maintenance Division handles all service repairs for CDP except those that may be covered by the vehicle's warranty. A source of frustration by all personnel is the lack of vehicles due to the turnaround time when a vehicle is bad ordered and waiting to be serviced or repaired at Motor Vehicle Maintenance.

Additionally, Deputy Chief Drummond, CDP, recommends two (2) additional marked SUV police interceptor's for the five neighborhood districts and six (6) additional marked zone cars for the 4th District.

Marked Zone Car with In-Car Computers

In-car computers are currently installed and operable in 67% of marked zone cars. The vehicles that do not have computers are vehicles that are 2011 and older. As of 2012, all newly acquired marked zone cars have in-car computers. Once older vehicles get removed from circulation, newer vehicles with in-car computers will take their place. As a result, the percent of marked zone cars with computers will raise to 100% as older vehicles get removed from circulation. This is relevant as the Division moves to in-car reporting as is expected. The in-car reporting process is being handled primarily by a City entity outside of the Division of Police; consequently it is not addressed in this study.

Marked Zone Cars and Trauma Kits

CDP has more than sufficient Trauma Kits for first responders and those that have contact with citizens of the City of Cleveland. CDP also has an established means to replenish used first-aid kits through Cleveland Emergency Medical Services.

Detective / Undercover / Surveillance Vehicles

Although detective/undercover/surveillance vehicles are not part of this study, this area needs to be addressed Division wide. In addition to the lack of vehicles throughout specialized units, there are additional concerns relating to the process of repairing and maintaining these vehicles. While detective cars are serviced by the Motor Vehicle Maintenance Division (MVM), undercover and surveillance vehicles are generally repaired and serviced through outside vendors which are scheduled by MVM. Common complaints received include the condition of vehicles upon return from the vendor, length of time vehicles are at the vendor for service and quality of repairs to the vehicles.

This study focused primarily on the equipment and resources used by neighborhood districts in patrol. The number of working computers and the availability to all personnel is clearly an asset. IT support while not captured in this report, is an area that is lacking, particularly as the Division continues its transition into the electronic world. It is also clear from review of the data that the process of maintaining and repairing vehicles needs to be addressed.

The implementation of Blue Team / IA Pro, existing technologies used by the Accident Investigation Unit as well as the recent acquisition of the six (6) VRI's are areas of strengths for the Division.

Existing needs in the area of undercover vehicles, repairs and maintenance of all vehicles as well as the maintenance and upgrade of existing technologies used to support patrol are evident.