



CITY OF CLEVELAND  
Mayor Justin M. Bibb

Cleveland City Council  
Safety Committee Presentation

# Police Accountability Team

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May 6, 2026



# AGENDA

## 01 Departmental Overview

- Organizational Structure
- Purpose
- Objectives

## 02 Divisional/Sectional Responsibilities and Priorities

- Compliance Assessments
- 2026 - 2027 Priorities

## 03 Current Initiatives

- Community Engagement
- Youth Engagement
- Continuous Compliance Efforts
- Partnerships (Sigma Squared, Jensen Hughes, Kent State University)



# 1. Departmental Overview & Vacancies

# Police Accountability Team (PAT)



**Dr. Leigh R. Anderson**

**Executive Director**  
(Nov. 2022)

**Hannah Macias**



**Performance Auditor**  
(August 2023)

**Project Manager**  
(Vacant)



**Martin Bielat**

**Assistant Law Director**  
(August 2024)

**Assistant Law Director**  
(Vacant)



## Departmental Overview: Purpose

Our objective is to promote justice and integrity in law enforcement by diligently implementing the consent decree's terms. We are dedicated to fostering transparency, strengthening community engagement, and providing data-driven insights to ensure accountability within the City of Cleveland.

Our goal is to build trust in law enforcement by supporting efforts to uphold high ethical standards, ensuring accountability, and advocating for the rights of all community members. We are dedicated to recommending policy reforms that improve public safety while safeguarding individual liberties.

Through oversight, data analysis, and collaboration with community members and stakeholders, we work to create lasting reforms that strengthen public trust, protect civil rights, and ensure fair and equitable policing for all.



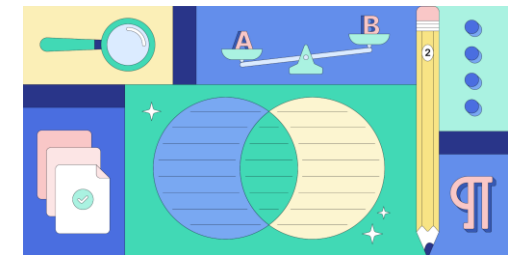
# Departmental Overview: Objectives

- **Facilitate Assessments and Analyses** – Coordinate/execute the thorough assessment of policies, practices, and training programs
- **Complete Performance Audits** - Internally assess operations, programs, and processes for compliance with relevant requirements
- **Execute Comparative Analyses** – Evaluate two or more processes and/or programs to identify best practices and lessons learned
- **Support of Continuous Compliance Efforts** – Work with internal/external stakeholders to implement reform measures outlined in Settlement Agreement
- **Advocate for Compliance Acknowledgements** - Advocate for compliance upgrades in assessments, semiannual reports and directly to the Court



**Advocacy**

The act of pleading or arguing in favor of something, such as a cause, policy, or interest, or the active support of an idea.



# Who is who?

## U.S. Department of Justice:

- Represents the Federal Government (USA)
- Investigates unlawful police practices
- Requires reform through consent decree

## Police Accountability Team:

- Representative Team from City of Cleveland
- Helps implement Consent Decree reforms
- Tracks data and patterns

## Monitoring Team:

- Checks whether changes are happening
- Reviews data, policies, and practices
- Reports observations to the judge

## U.S. District Court Judge:

- Makes sure the consent decree is followed
- Reviews reports and evidence
- Decides if progress is real



## 2. Divisional/Sectional Responsibilities and Priorities

# Monitoring Team – 18<sup>th</sup> Semiannual Report: July – Dec. 2025



29 Upgrades;  
3 downgrades

Community  
Engagement

CPOP

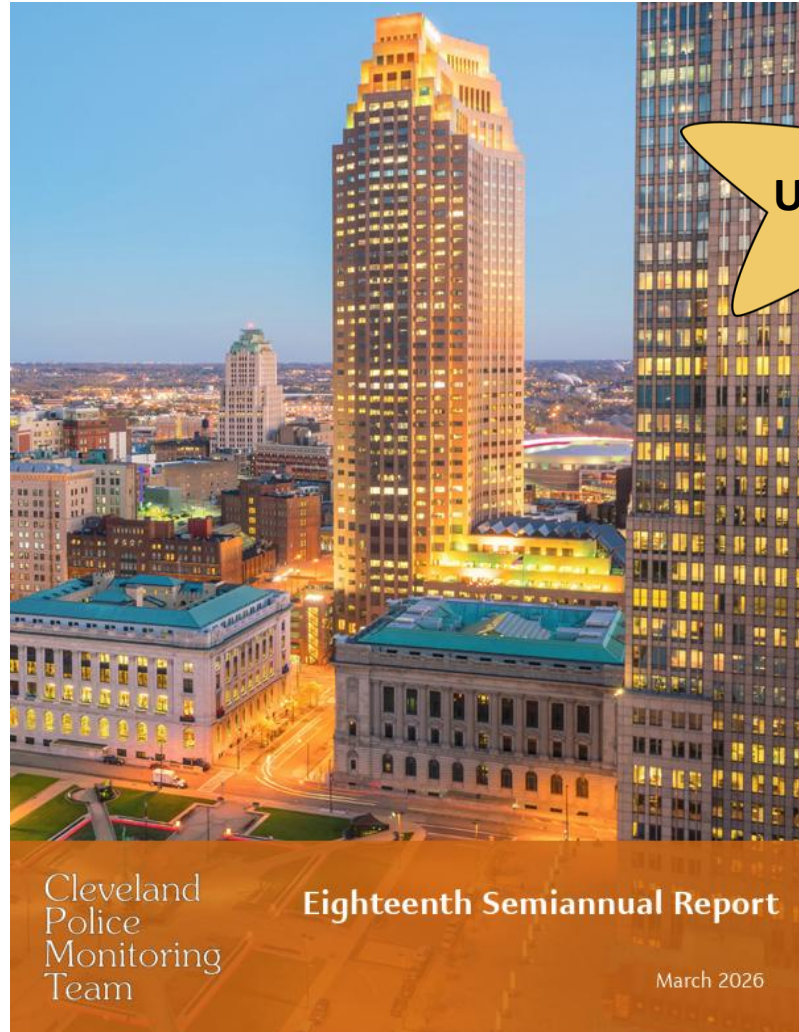
Use of Force

Accountability

Transparency &  
Oversight

Officer  
Assistance &  
Support

Supervision



29  
Upgrades

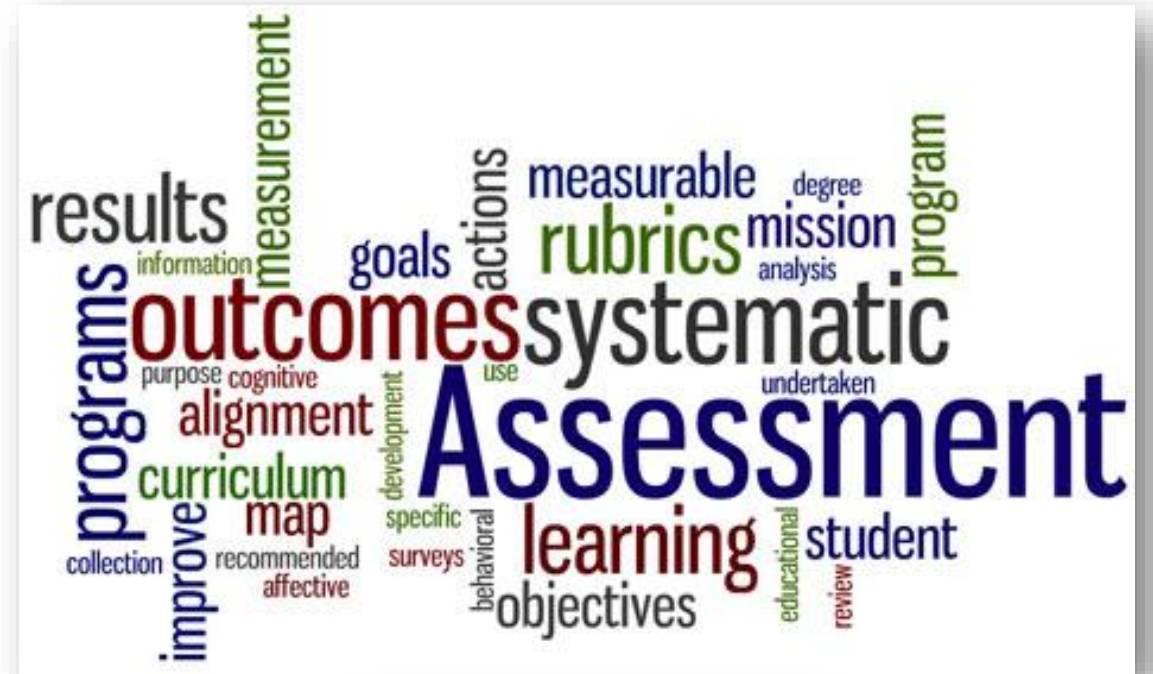


# Assessment of Progress with the Consent Decree



# Importance of Assessments

- Provides an **objective** and **comprehensive evaluation** of whether the terms and **requirements** outlined in the decree have been **fully implemented**
- **Measures of progress**, allowing oversight bodies, courts, and stakeholders to confirm that the necessary **systemic changes** have **occurred** and have been **sustained** them over time
- **Ensure accountability**, identify any remaining areas of non-compliance, and establish whether the intends reforms have had a **meaningful and lasting impact**
- Assessments are **essential** for **determining** whether the **goals** of the **consent decree** have been **met**



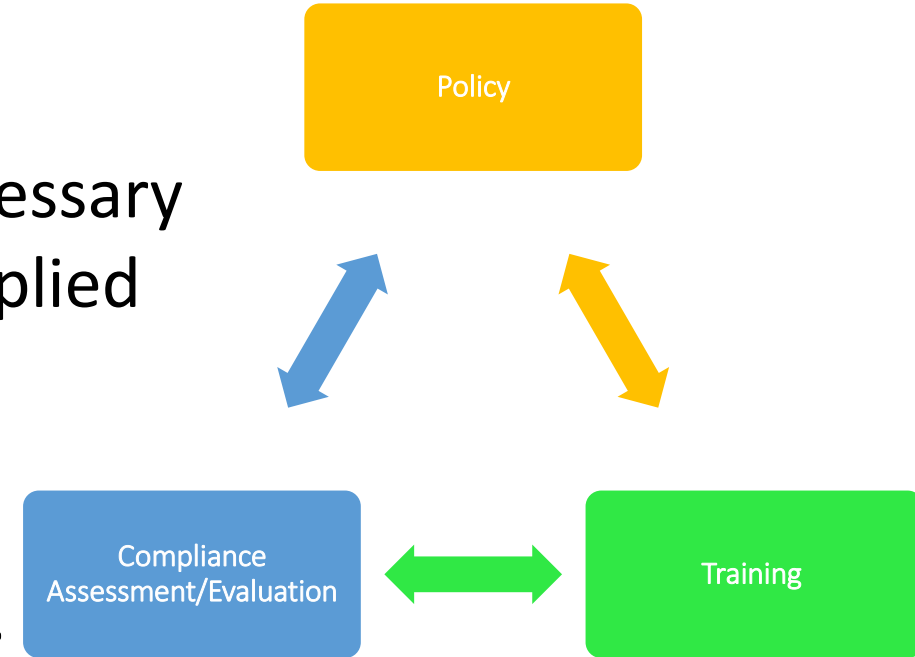
# Compliance Assessments

## Consent Decree, Paragraph 360. C.:

The Monitor will conduct reviews or audits as necessary to determine whether the City and CDP have complied with the requirements of this Agreement.

## Compliance requires that the City and CDP:

- (a) have incorporated the requirement into policy;
- (b) have trained all relevant personnel as necessary to fulfill their responsibilities pursuant to the requirement; and
- (c) are carrying out the requirement in actual practice.



# PAT's Focus on Assessments Includes:

- Reviewing Methodologies
- Facilitating Data Transfers
- Overseeing Preliminary Audits
- Monitoring Team & DOJ Communications
- Troubleshooting Assessment Gaps
- Critically Engaging with Drafts
- Advocating for Upgrades



# Crisis Intervention Assessment Highlights

- Filed 09/26/25 / 24 Upgrades
- Reviewed ≈ 111 2023 CDP Mental or Behavioral Health Crisis Cases
- "CDP has achieved General or Substantial and Effective Compliance across all CIT-related paragraphs of the Consent Decree (¶¶ 131-159, 367(b))"
- "The Monitoring Team determined that CDP has successfully established a robust crisis intervention program that meets or exceeds the foundational requirements established in the Consent Decree"
- "The extremely low rates of arrest (1.5-2.1%) and use of force (0.32-0.42%) in crisis incidents, combined with high rates of hospital transport (85.5%), indicate that the program successfully achieves its core goals"



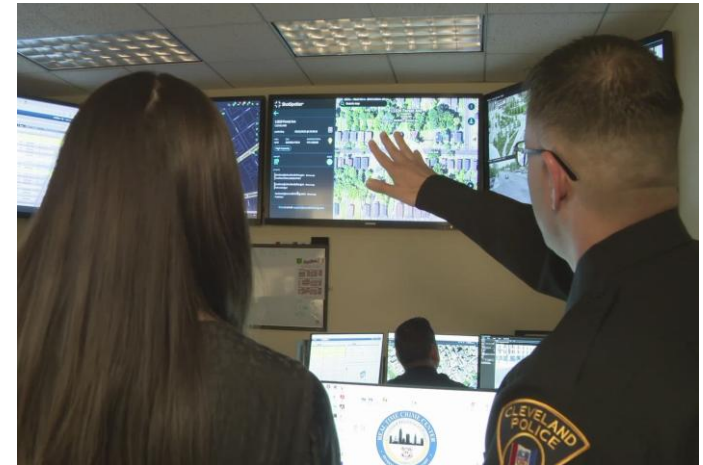
# Recruitment & Hiring Assessment Highlights

- Filed 12/11/25 | 9 upgrades | ¶¶ 300 – 311
- Reviewed 187 background files from CDP Academy Classes 157-159
- "Through systematic review of the Recruitment Plan, Recruitment Reports, job announcements, policies, procedures, and analysis of 187 individual background investigation files the Monitoring Team has concluded that the CDP has met or exceeded all requirements for Recruitment and Hiring established in the Consent Decree."
- "Significantly, more than two-thirds of the total applications received during 2024 came from individuals who self-identified as multi-racial or belonged to racial minority groups and nearly 25 percent of the total applicants were women."
- "All background investigations for candidates in the reviewed sample who were hired as police recruits were found to be timely and included criminal history, employment history and use of controlled substance assessments."



# Equipment & Resources Assessment Highlights

- Filed 12/24/25 | 6 upgrades | ¶¶ 291 – 299
- Assessed state, adequacy, and readiness of equipment, processes, systems, and employee assistance resources in September-October 2025
- "The Monitoring Team concludes that CDP has an adequate inventory of safe and operable zone cars with maintenance issues consistent with the age and condition of its fleet."
- "CDP maintains an adequate number of computers, a functional and safe, though aging, fleet, and properly equipped zone cars, with a 93% in-service rate and no indication of major systemic neglect."
- "The Division employs qualified information technology professionals and analysts with demonstrated education, experience, and certifications that appear to be above baseline minimal requirements, which allows a modern, data driven capacity to drive operational decision making."



# Training Assessment Highlights

## Training Assessment Highlights

Filed 12/30/25 | 19 upgrades | ¶¶ 269–290, 367(f)

Reviewed annual training plans for 2023–2025 and 2024–2026; Recruit Academy; Field Training Program; In-Service Training; and all documentation of training conducted. Timeframe reviewed: June 2023 – June 2025.

“This was the Monitoring Team’s first comprehensive assessment of the Training subsection.”

“The Monitoring Team determined that CDP has substantially complied with the Consent Decree’s training requirements.”

“As of this assessment, the CDP recruit academy instructs ... a total of 1093 instruction hours.”

“In 2023 ... CDP required 72 hours of in-service training. In 2024, CDP required 35 hours. In 2025, CDP is projected to conduct 59 hours.”



# Staffing Assessment Highlights

Filed 12/10/25 | 3 upgrades | ¶¶ 319–321

Reviewed CDP's compliance with Section XI, sub-section (E) of the Consent Decree related to Staffing in relation to Officer Assistance and Support and evaluated the Division's actions and progress under the Staffing Plan.

“This was the Monitoring Team's first comprehensive assessment of the Staffing paragraphs (¶¶ 319–321).”

“The Monitoring Team concludes that the CDP has achieved Substantial and Effective Compliance across all three Staffing paragraphs of the Consent Decree (¶¶ 319–321).”

“A review of the CDP Staffing Plan shows that it does address and provide for the items listed” including personnel deployment for community and problem-oriented policing, sufficient staff for misconduct investigations, unity of command, and a sufficient number of supervisors.



# Search & Seizure Assessment Highlights

- Filed 12/05/25 / **8 Upgrades**
- Reviewed 2024 and 2023 cases
- The vast majority of stops reviewed were supported by sufficient articulation or reasonable suspicion (95.24%), and probable cause in 90.8% of arrests
- There was an absence of rote or canned language in 94% of the cases, which suggests improved documentation of officer observations
- City hired Sigma Squared in 2025 to analyze disparities in 2024 search and seizure data to determine whether there is Division-wide officer bias
  - Broadly, Sigma determined that no Division-wide officer process bias was detected in 2024 stop and search data



# Use of Force Assessment Highlights

- Filed 02/04/26 | 75 upgrades + 4 Downgrades | 45 – 130
- Assessed ≈ 272 Level 1 & Level 2 UOF Incidents (2023 – 2024) & ≈ 47 Level 3 Force Investigation Team (FIT) Investigations (2023 – 2024)
- The Monitor found **97% of CDP's Level 1 and Level 2 uses of force were constitutional**, and the remaining cases were appropriately addressed by the Division.
- “When it comes to interacting with the public, the reviewers found that officers are generally following policies, supervisors are engaged, and when policy violations occur, there is internal identification of those issues, and the systems designed to address those violations are in place and working.”
- The Monitor also found the FIT's 2023 and 2024 Investigations to be in General Compliance with the Consent Decree's requirements outlined in Paragraph 118.



# 2026 – 2027 Priorities

- **Compliance Assessments** – ongoing analyses by the Monitoring Team of previously designated priority areas of the Settlement Agreement to determine compliance



- 2025 Assessments:

- Use of Force – Completed and Filed with Court
- Search & Seizure – Completed and Filed with Court
- Crisis Intervention – Completed and Filed with Court
- Recruitment & Hiring – Completed and Filed with Court
- Equipment & Resources – Completed and Filed with Court
- Training – Completed and Filed with Court
- Staffing – Completed and Filed with Court



- **Determination of 2026 Priority Areas** – Working with Monitoring Team & DOJ to complete methodologies and provide data for 2026 Assessments:

- (1) CPC; (2) DPC; (3) CPOP; (4) Bias Free; (5) IA; (6) OPS; (7) Discipline; (8) IG; (9) Data & Transp.; (10) Training 2026; (11) Recruit. & Hir. 2026; (12) Equip. & Resc. 2026; (13) Perf. & Promot.; (14) Supervision; (15) Policies



## 3. Current Initiatives

# Academy Presentation - What Can You Do to Help?

The City of Cleveland needs your commitment to comply with the Consent Decree.

Here are some ways you can help:

- Embrace training and instruction;
- Follow the policies outlined in General Police Orders and Divisional Notices;
- Thoroughly complete all forms and promptly remedy any errors in reporting;
- Support CPOP, CIT and other Consent Decree related developments;
- Remain positive and ask questions!

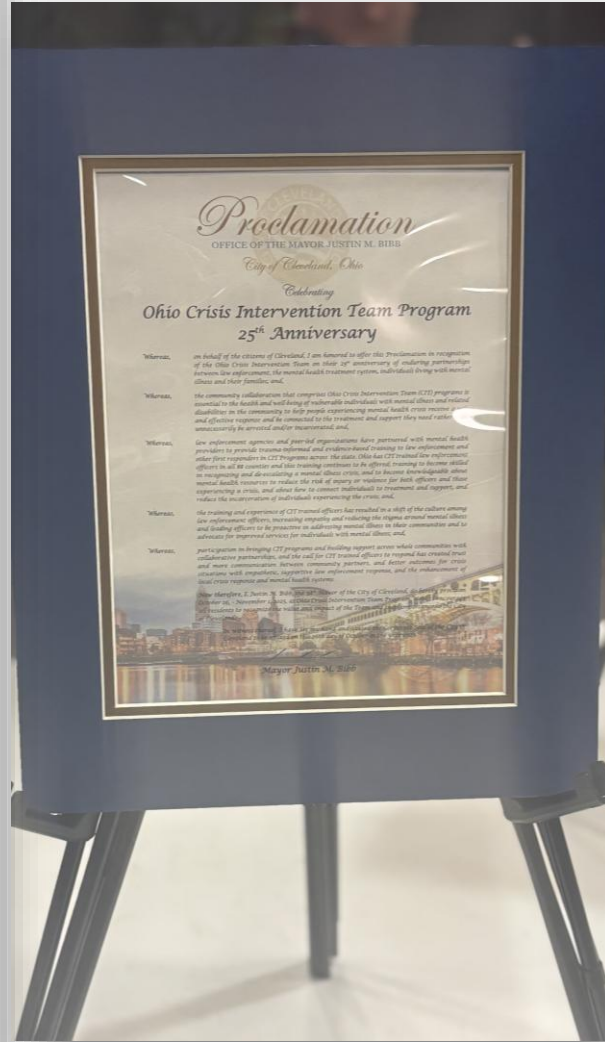


# PAT Support for Ohio CIT 25th Anniversary Celebration

Held: October 29th, 2025

Location: Hilton Columbus Polaris

- PAT supported coordination of the City of Cleveland proclamation recognizing the 25th Anniversary of the Ohio Crisis Intervention Team
- The proclamation was featured at the “25 Years of Ohio CIT Celebration Dinner,” displayed alongside the Governor’s proclamation, highlighting state and local commitment to crisis intervention.
- The recognition reflected the ongoing partnership between state leadership and Cleveland’s CIT community in advancing mental health response and de-escalation practices.
- The celebration highlighted 25 years of CIT’s impact on improving outcomes for individuals experiencing mental health crises through training, collaboration, and community-based response models.



# Compliance with ¶26 – Annual DPC Presentation

26. At least annually, each District Policing Committee will present its identified strategies, concerns and recommendations to the Commission. At the same time, an officer who is a member of the District Policing Committee will present to the Commission CDP's assessment of ways to address, and barriers to, implementing the strategies, concerns and recommendations of the Committee.

- HELD: April 7, 2026
- Dunham Tavern – 6709 Euclid Ave., Cleveland OH
- ¶26 mandates annual District Policing Committees (DPCs) presentations on each District's strategies, concerns, and recommendations regarding community policing to the Chief of Police and the Community Police Commission
- Ensures community input is integrated into police operations.



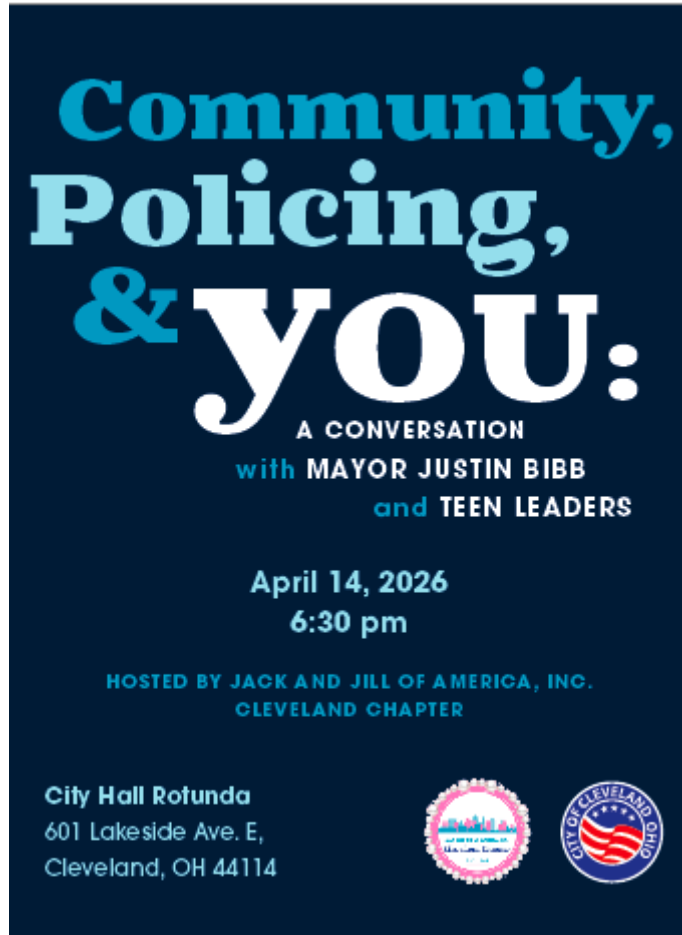


# Community Engagements



# Mayor & PAT's — Teen Jack & Jill Event

*Youth Voice. Real Dialogue. Shared Accountability.*





**Community,  
Policing,  
& YOU:**  
A CONVERSATION  
with MAYOR JUSTIN BIBB  
and TEEN LEADERS

April 14, 2026  
6:30 pm

HOSTED BY JACK AND JILL OF AMERICA, INC.  
CLEVELAND CHAPTER

City Hall Rotunda  
601 Lakeside Ave. E,  
Cleveland, OH 44114



Held: April 14, 2026

Location: City Hall Rotunada

## Overview

- PAT partnered with the Mayor's Office for a successful teen civic dialogue hosted by the Cleveland Chapter of **Jack and Jill of America, Inc.**
- National organization dedicated to youth leadership development, civic engagement, and empowering African American teens and families.

## Purpose

- The event successfully engaged Cleveland teens in direct conversation with Mayor Justin Bibb and PAT leadership on policing, trust, accountability, and youth voice.
- It elevated teen perspectives as a meaningful contribution to ongoing public safety and reform efforts.

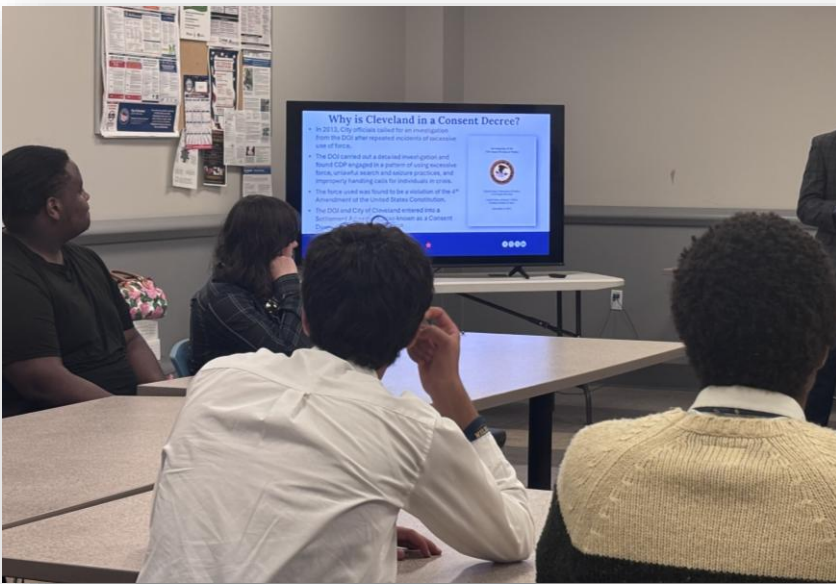


# Junior Mayors Association: Public Safety Day

Held: April 28th, 2026

Location: Cleveland's Third District

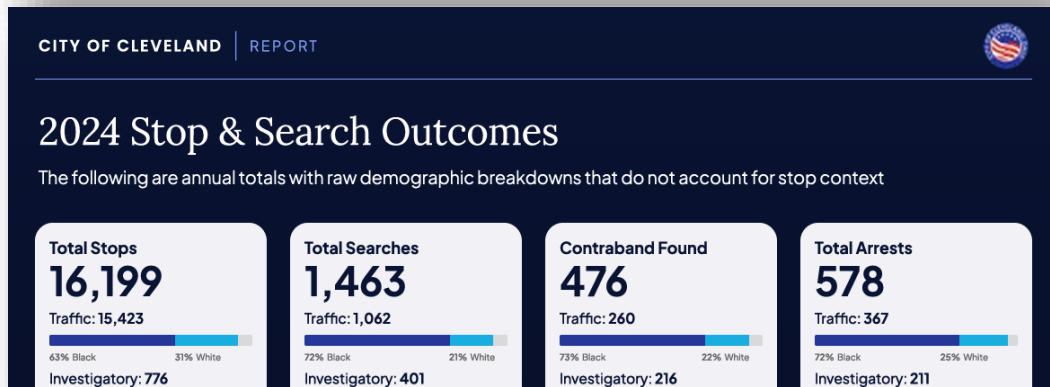
- PAT partnered with the City of Cleveland's Junior Mayors Association, a youth civic leadership program introducing students to local government and civic participation
- Supported Public Safety Day at the Third District through hands-on engagement with police accountability, operations, and community policing
- Facilitated station rotations focused on transparency, oversight, and the role of community voice in public safety
- Led interactive discussions and scenario-based learning on decision-making and accountability in policing
- Reinforced youth civic engagement and the importance of student perspectives in public safety and reform conversations



# CDP & Sigma Squared – 2024 Stops Analysis



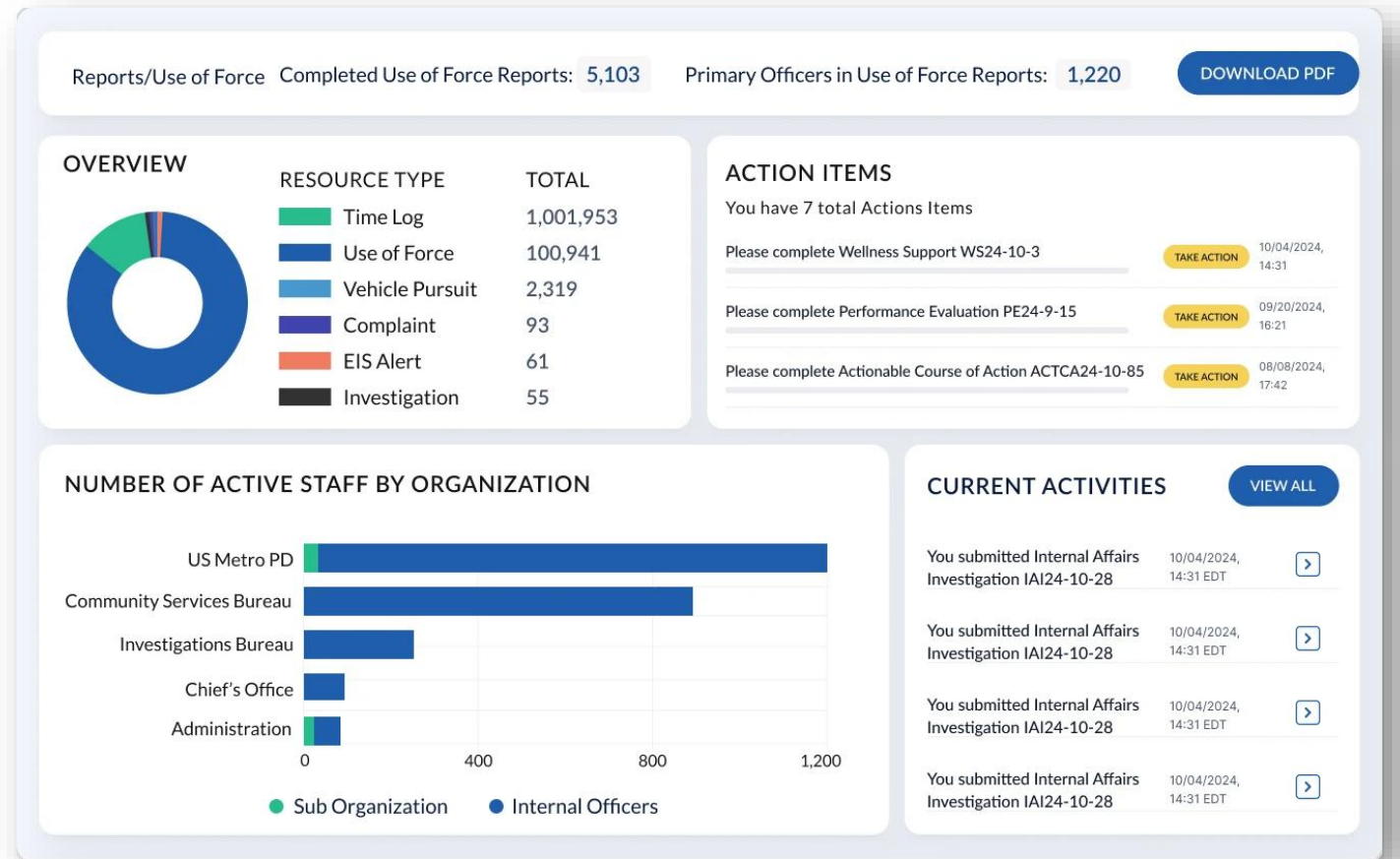
- City released an independent analysis of 2024 CDP stop, search, and seizure data conducted by Sigma Squared
- Study examined whether racial disparities reflected process bias in policing decisions
- Analysis found no evidence of process bias** – after controlling for key factors (stop context, location, and reason)
- Although raw disparities were present, post-search outcomes (contraband recovery and arrests) were similar across groups
- Findings support continued use of data-driven approaches to evaluate policing practices and transparency



# Partnership with Benchmark Analytics



***"Benchmark Analytics, in collaboration with our esteemed research partners, analytic specialists and world-class technology developers, has created a transformative police force management and early intervention system designed to advance officer career paths and department goals. This proprietary, all-in-one solution captures and aggregates all officer performance data in an easy-to-use, software-enabled system; analyzes it for early, preventative intervention; and provides customized officer support with specific case action plans."***



\*Sample Dashboard for illustrative Purposes Only.



# Technical Assistance with Jensen Hughes

(COPS Office | Jensen Hughes | Through Aug. 2026)



Community Oriented Policing Services  
U.S. Department of Justice



JENSEN HUGHES

## **Purpose:**

No-cost technical assistance to strengthen community policing and improve coordination with oversight partners

## **CPOP (Operations & Data)**

- Standardize tracking of community policing activities
- Reduce reporting burden while improving consistency
- Strengthen data analysis to measure impact and identify needs
- Support rollout and training on new framework

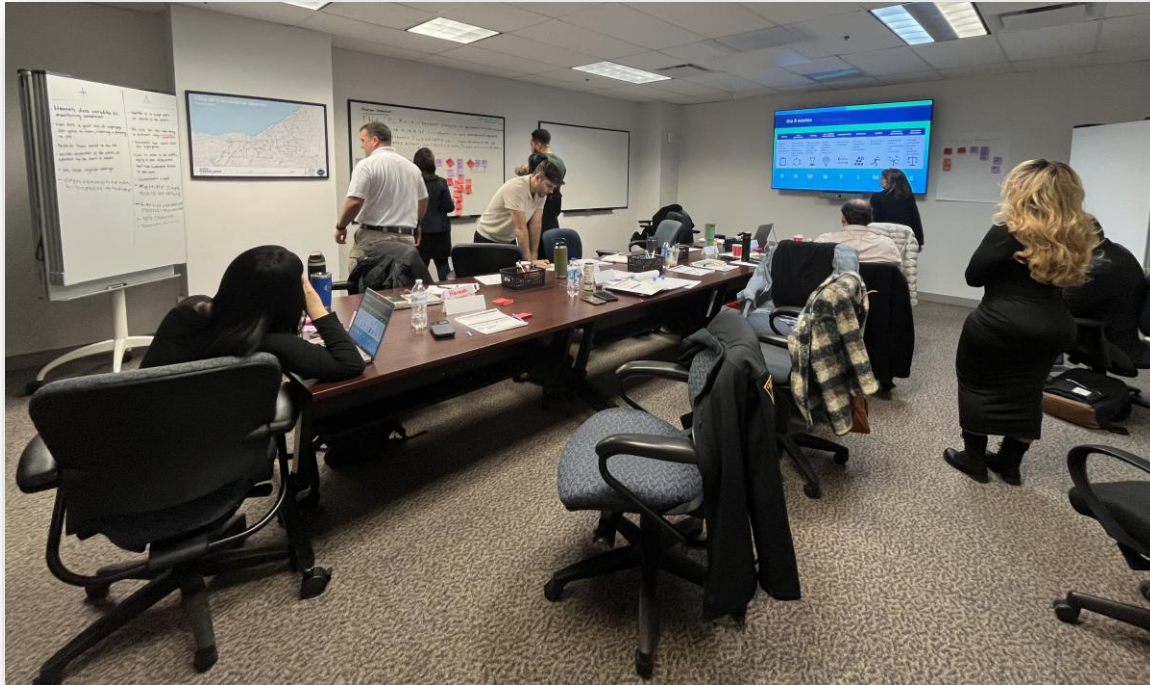
## **External Partnerships**

- Clarify roles across oversight bodies
- Develop process maps and identify gaps
- Create RACI matrix to define responsibilities
- Improve communication, timelines, and transparency



# Urban AI: CPC Records Request Bootcamp

*Improving Transparency, Efficiency & Accountability*



- **Held:** February 27th, 2026
- Cross-department collaboration led by Office of Urban AI
- Purpose: Improve Community Police Commission (CPC) Document Request Process
- Attendees: Urban AI, PAT, CPC, CDP, Law, OPS and HR
- **Identified Key Challenges:**
  - Unrealistic 21-day timeline
  - Inefficient manual processes/coms
  - Unclear roles & responsibilities
- **Key Improvements:**
  - Centralized, automated tracking (MS Forms)
  - Clear redaction & request guidelines
  - Standard Operating Procedures (SOPs)



# CPC Records Request Inventory

	Service of Charge Letter Alford OPS2022-0257 5-12-23   Email	1	1
	Written reprimand PO Alford 510   Email	1	1
	TOTAL	26	35
Sub-folder	Correspondence	2	8
	Findings Letter 22-0257 P O Alford 510	1	6
	ops 2022-0257 Disposition Letter	1	2
Sub-folder	Documents	3	22
	<u>Investigative Documents</u>	1	20
	<u>Order to Appear Alford</u>	1	1
	<u>Req for WCS</u>	1	1
Sub-folder	Intake	1	3
	OPS 2022-0257 R	1	3
Sub-folder	OPS Investigative Report	1	10
	OPS 2022-0257 Investigative Report	1	10
Sub-folder	Recorded Statements	2	N/A
	<u>CO Interview</u>	1	N/A
	<u>PO Alford Interview</u>	1	N/A
Sub-folder	Videos	3	N/A
	<u>PO Alford WCS</u>	1	N/A
	<u>PO Fluker WCS</u>	1	N/A
	<u>PO Parker WCS</u>	1	N/A

Date Produced: August 15, 2024  
 Total # of Documents Produced: 271  
 Total # of Video/Recordings Produced: 40  
 Total # of Pages Produced: 692

Request #	File Name   Description	# Files	# Pages
2023-CPC-005	Mayor Bibb RISE Initiative 0	1	2

Date Produced: April 25, 2024  
 Total # of Documents Produced: 1  
 Total # of Pages Produced: 2

Request #	File Name   Description	# Files	# Pages
2023-CPC-015			
Folder	Incidents with Corrective Action (22-24) 7-20-24		

- Tracking & auditing of records produced to the CPC based on requests received through the Court approved request process
- Tracker
  - Lists request number, substance of the request, date received, date fulfilled, amount of days to fill request, and the types of documents provided
- Inventory Audit
  - Reviewing documents shared with the CPC based on requests received, tallying total number of documents, video/audio recordings, and total number of pages produced

Request #	Description	Start Date	End Date	Status	Count	Notes
2025-CPC-003	The CPC is requesting the pre-disciplinary hearing file, OPS file, any internal investigation file, and any other evidence, records, documents, files, or otherwise considered, reviewed, and/or used in reaching the results of the pre-disciplinary hearing of Patrol Officer Mason Swires #2383, as provided in Chief Director Drummond's correspondence dated May 20, 2025. Please also include Swires's personnel file. Lastly, can you please also confirm whether this individual remains a current CDP member.	24-Sep-25	3-Oct-25	Complete	9	(10/3/25 update) Responsive documents uploaded to CPC SharePoint - Documents Produced (50 files): - Findings Letters - Reports - Dispatch records - OPS investigative report - WCS - Discipline - Evaluations - Miscellaneous documents
2025-CPC-004	The CPC is requesting the pre-disciplinary hearing file, any internal investigation file, and any other evidence, records, documents, files, or otherwise considered, reviewed, and/or used in reaching the results of the pre-disciplinary hearing of Detective Robert Klomfas #2480, as provided in Chief Director Drummond's correspondence dated March 24, 2025. Please also include Klomfas's personnel file. Lastly, can you please also confirm whether this individual remains a current CDP member.	24-Sep-25	6-Oct-25	Complete	12	(10/6/25 update) Responsive documents uploaded to CPC SharePoint - Documents Produced (49 files): - Charge Letter - Discipline - Statements - WCS - Certificates & Commendations - Evaluations - Secondary Employment
2025-CPC-002	The CPC is requesting the pre-disciplinary hearing file, any internal investigation file, and any other evidence, records, documents, files, or otherwise considered, reviewed, and/or used in reaching the results of the pre-disciplinary hearing of Patrol Officer Sean Morris #2236, as provided in Chief Director Drummond's correspondence dated May 19, 2025. Please also include Morris's personnel file. Lastly, can you please also confirm whether this individual remains a current CDP member.	24-Sep-25	6-Oct-25	Complete	12	(10/6/25 update) Responsive documents uploaded to CPC SharePoint - Documents Produced (17 files): - Charge Letter - Discipline - Transcript - Personal History - Evaluations
2025-CPC-002	The CPC is requesting the pre-disciplinary hearing file, any internal investigation file, and any other evidence, records, documents, files, or otherwise considered, reviewed, and/or used in reaching the results of the pre-disciplinary hearing of Patrol Officer Reginald Sullivan #117, as provided in Chief Director Drummond's correspondence dated August 2, 2024. Please also include Sullivan's personnel file. Lastly, can you please also confirm whether this individual remains a current CDP member.	24-Sep-25	7-Oct-25	Complete	13	(10/6/25 update) Responsive documents uploaded to CPC SharePoint - Documents Produced (46 files): - Certificates & Commendations - Discipline - Evaluations - Secondary Employment - Disposition Letter - Charge Letter



# Preparation for Monitoring Team Discipline Assessment



- MT's 2026 Discipline Assessment (May 2026 – October 2026)
- 2025 discipline cases heard by both Cleveland Division of Police and the Department of Public Safety
- Assessment will encompass a review of 11240-249
- Including cases originating from the Office of Professional Standards and the Cleveland Division of Police's Internal Affairs Unit investigations
- Whether discipline is fair, consistent, and aligned with due process, and that aggravating and mitigating factors are properly considered
- **PAT RESPONSIVENESS:** Early informal feedback shared by MT reports possible inconsistency in discipline between CDP & DPS levels
- PAT currently implementing internal review to analyze and track the informal findings and prepare for assessment



# Cleveland Division of Police and Stabilizing Trust in the Community

## Kent State University Investigators:

Elias Nader, Department of Sociology & Criminology  
Starr Solomon, Department of Sociology & Criminology  
Christopher Dum, Department of Sociology and Criminology  
Elaine Hsiao, School of Peace & Conflict Studies



## Community Investigator:

Dr. Leigh Anderson, Executive Director, Police Accountability Team



**CITY OF CLEVELAND**  
Mayor Justin M. Bibb

## Award Type:

Established Community Partnership Award

## Amount Awarded:

\$20,000





# Welcome to the Community Engaged Research Institute



The Community Engaged Research Institute is a collaborative hub at Kent State University where community partners, faculty, and students work together to address issues that matter in everyday life. Grounded in the belief that meaningful knowledge is created through partnership, CERI brings together lived experience, local expertise, and scholarly inquiry to better understand the roots of social challenges and identify pathways toward change.

Through reciprocal relationships and projects, members work across disciplines and communities to strengthen research, teaching, and civic initiatives. CERI welcomes community members and organizations, faculty, and students who are committed to shared learning, intellectual diversity, and knowledge production that is publicly relevant, rigorous, and capable of making a real-world impact.

Κοινωνία και αλληλεγγύη σε μακρινά και κοντινά μέρη  
Μπορούμε να συνεργαστούμε για να αντιμετωπίσουμε τις προκλήσεις που αντιμετωπίζουμε σήμερα

<https://www.kent.edu/ceri>



# Cleveland Division of Police and Stabilizing Trust in the Community

The collaboration between Kent State University and the PAT aims to support the City's efforts to improve police–community relationships by building sustainable strategies for public safety collaboration. Specifically, the work will include:

- **Strengthening police–community relationships** and improve public safety
- Gathering community input through **surveys and listening sessions** across Cleveland
- Using research + community voices to **build trust and accountability**
- Creating **real, practical strategies** to make Cleveland safer for everyone.
- Developing Training for CDP focused on:
  - Problem-oriented policing and conflict management for community meetings
  - Leadership, communication, and trust-building strategies
  - Environmental peacebuilding and collaboration across stakeholders



# PAT to Attend Fundamentals of Mediation Cleveland Mediation Center Training

*May 12, 13 & 20, 2026 (in-person, Cleveland)*



## **Overview:**

- 20-hour foundational mediation training
- Focus on active listening, de-escalation, structured dialogue, and conflict resolution
- Includes hands-on practice, role play, and real-world scenarios

## **Relevance to PAT:**

- Strengthens facilitation of community and stakeholder conversations
- Enhances de-escalation and conflict management skills
- Builds internal capacity for conflict resolution





# Annual Ride-alongs

Scheduling 2026 Ride-alongs in each District on various shifts



# Continuing Roll Call Briefings & Peer City Information Sharing



Site to site  
peer visits  
with Consent  
Decree cities



Presented at  
morning roll  
calls in each  
District





# The Path Forward...

- Continue Meetings with DOJ & MT
- Attend another round of District Roll Calls
- Help implement feedback from MT assessments
- Routinely update internal stakeholders
- Encourage further progress in noted areas of growth
- Advocate for recognition of the City's compliance progress to the Monitoring Team, DOJ, and Court
- Prepare for upcoming assessments

