



COPA 2026 Goals

Goal Topic #1	Improved Disciplinary Consistency	
Objective	<i>Implement disciplinary consistency guidelines COPA-wide</i>	
Inputs	Outputs	Outcomes
COPA staff will engage unions to obtain feedback on proposed aggravating and mitigating factors, as well as penalty ranges	Finalized policy includes aggravating and mitigating factors and penalty ranges.	Internal consistency in disciplinary recommendations.
COPA staff will engage community members to obtain feedback on proposed aggravating and mitigating factors, as well as penalty ranges	Internal training materials and delivery.	Consistent application of disciplinary recommendations with CPD as required by the Consent Decree.
COPA investigative staff will be trained on implementing factors and penalty ranges	Provide evaluation surveys to staff.	Reduced the incidences of disagreement with CPD on penalty recommendations
Quarterly Milestones	Quarter 1 Socialize draft policy with officer unions and the community. Rollout internal training by the end of Q1.	
	Quarter 2 Guidelines implemented COPA-wide.	
	Quarter 3 Meet with community policy working group for review/comment.	
	Quarter 4 Finalize policy and submit for IMT approval.	



Goal Topic #2	Community Engagement	
Objective	<i>Community Advisory Committee - Policy Collaboration</i>	
Inputs	Outputs	Outcomes
Community outreach for participation.	Community Advisory Committee	Community buy-in for COPA's policies and
<p>Create the COPA Community Advisory Committee.</p> <p>COPA will demonstrate best efforts to ensure this committee is representative of the communities it serves and will seek to include law enforcement. COPA's efforts will include community outreach and widespread advertising.</p> <p>COPA will work with stakeholders, including District Councilors, to ensure robust community outreach around the application process.</p> <p>Any individuals that are recommended by stakeholders will need to complete an application for consideration. To ensure a fair process, COPA cannot guarantee recommended candidates will be asked to join the committee.</p>	Documented feedback on COPA policies.	Increased transparency of COPA's policy development process.



Quarterly Milestones	<p>Quarter 1</p> <p>Community outreach to solicit COPA Advisory Committee participation. Create/distribute an application for participation.</p>
	<p>Quarter 2</p> <p>Kick-off meeting with Advisory Committee. Expectation that the Advisory Committee will meet on at least a quarterly basis, with additional meetings as required for policy review, etc.</p>
	<p>Quarter 3</p> <p>Advisory Committee working group to review/comment on disciplinary consistency policy, pattern or practice policy, and any other new policies.</p>
	<p>Quarter 4</p> <p>Submit reviewed policies for IMT approval.</p>

Goal Topic #3	Increased Public Trust and Consent Decree Compliance	
Objective	<i>COPA endeavors to provide a cadre of community mediators who will serve as neutrals for the Community Mediation Program (pilot)</i>	
Inputs (Deliverable)	Outputs	Outcomes
24-Hour Community-Police Mediation Skills Training.	Train community-police mediators.	Mediators who possess the tools and techniques to facilitate community-police mediation.
Quarterly coaching and review of best practices.	COPA will provide up to 16 hours of mediator coaching.	Ensures mediators have access to SMEs who can provide coaching to help them follow best practices and discuss useful



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		techniques and strategies in mediation sessions.
Mediator Conferences.	Schedule meetings with the assigned community mediator before the mediation to prepare the mediator and after the mediation to discuss outcomes.	Mediators are prepared for assigned mediation and then continue to build skills in after-action meetings.
Participant evaluations.	Provide evaluation surveys to the parties at the conclusion of the mediation.	Evaluate the performance of the Community Mediator.
Community Engagement COPA will continue to work with District Councilors through the Mediation Working Group.	Meetings scheduled regularly with the District Council work group. Attend a meeting of the Commission and meetings with District Councilors.	District Councilors have had input and are updated on the progress of the program. Greater awareness and participation in the program.
COPA will make best efforts to establish a diverse cadre of mediator's representative of the communities for which they represent, assess challenges and/or roadblocks which circumvented efforts for diversity and establish protocols for selection to increase opportunities for a representative cadre of mediators.	COPA will evaluate the performance, effectiveness, and cost of the Community-Police Mediation training to identify opportunities for training improvements, mediator support, coaching and recruiting.	A diverse cadre of mediators as possible given program needs and applicant pool.



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Quarterly Milestones	Quarter 1 Train community mediators and create a classification index designed to support the scheduling and matching of community mediators.
	Quarter 2 Host a 2-hour coaching workshop for community mediators.
	Quarter 3 Host a 2-hour coaching workshop for community mediators.
	Quarter 4 Host an end-of-year All Hands meeting for mediators to discuss program performance. Analyze feedback from participant evaluation of mediators to identify service gaps and program inefficiencies.