

Appendix A to the Monitor's Winter 2021 Status Report  
*United States v. The City of Ferguson*  
Case No. 4:16-cv-180

<b>YEAR FIVE WORKPLAN</b> <b>(August 1, 2020 – July 31, 2021)</b>				
<b>CD ¶</b>	<b>Consent Decree Provision(s)</b>	<b>Phase I</b>	<b>Phase II</b>	<b>Phase III</b>
<b>COMMUNITY POLICING &amp; ENGAGEMENT</b>				
19	City to host and participate in group structured dialogues, arranged and led by a qualified neutral facilitator, between police officers and community members and groups, with an emphasis on community members and groups who previously have not had strong or positive relationships with FPD or the City.	Commence pilot Zoom program of group structured dialogues.  <b>Completed: 09/15/20</b>	Modify plan to account for COVID-19 protocols, to ensure consistency of experience among sessions, and to include broad outreach to the community.  <b>Completion date: 03/30/21</b>	Launch formal structured dialogue program with sessions occurring at consistent, regular intervals.  <b>Completion date: 05/30/21</b>
20, 26, 27, 28	City and FPD to develop Community Policing and Engagement Plan in consultation with the Neighborhood Policing Steering Committee ("NPSC"), the Civilian Review Board ("CRB"), individuals and groups within Ferguson, and community stakeholders to ensure that policing is oriented around community priorities and partnerships, based on problem-solving principles, and includes policing complaints, neighborhood quality of life and working with community.	Submit Community Policing and Engagement Plan to NPSC and CRB subcommittees, DOJ, and MT.  <b>Completed: 07/30/20</b>	Incorporate NPSC and CRB general committee feedback, incorporate feedback and public comment through small group dialogues, and finalize policy.  <b>Completion date: 05/30/21</b>	Complete roll call/training briefing.  <b>Completion date: 07/31/21</b>

<b>YEAR FIVE WORKPLAN</b> <b>(August 1, 2020 – July 31, 2021)</b>				
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23	City, in consultation with FPD and the NPSC, to develop and implement policies to receive, consider, respond to, and act upon NPSC recommendations in a fully transparent and timely manner. The City will designate a City employee to provide administrative support necessary for the NPSC to perform its advisory function.	Submit policy to NPSC for comment. <b>Completed: 04/30/20</b>	Incorporate NPSC commentary into final policy and submit to MT. <b>Completion date: 04/30/21</b>	Complete briefing on finalized policy. <b>Completion date: 07/31/21</b>
25	The City to assist with the establishment of a Neighborhood Association in each of Ferguson's apartment complexes.	Establish Neighborhood Associations in Apartment Complexes. <b>Completed: 04/01/20</b>	Develop feedback loop via crime dashboards to track Neighborhood Association meetings and response by City to local concerns. <b>Completion date: 05/30/21</b>	Brief Neighborhood Associations on Community Policing and Engagement Plan and continue partnership with Neighborhood Associations to implement plan and problem-solving policing. <b>Completion date: 07/31/21</b>
27, 28	City to develop an FPD crime-prevention plan, including strategies for working with community to address crime trends.	Submit schedule of monthly command staff meetings and initial draft plan to MT. <b>Completed: 07/31/20</b>	Incorporate public comment period for plan. <b>Completion date: 05/30/21</b>	Complete roll call/training briefing. <b>Completion date: 07/31/21</b>
29-30; 256-258	The City will develop and implement a staffing plan that enables close and effective supervision and will revise its current shift sequences and deployment to better support a community-oriented approach to policing and	Develop initial Shift Schedule/Deployment Plan and submit to MT. <b>Completed: 07/31/20</b>	Incorporate DOJ and MT commentary into final plan and submit to MT. <b>Completion date: 05/30/21</b>	Complete briefing on finalized plan. <b>Completion date: 07/31/21</b>

YEAR FIVE WORKPLAN (August 1, 2020 – July 31, 2021)				
CD ¶	Consent Decree Provision(s)	Phase I	Phase II	Phase III
	will post officer patrol area assignments on FPD website.			
33, 34	City to affiliate with the Community Mediation Services of St. Louis and to develop a plan for providing neighborhood mediations that promote lasting resolutions of appropriately selected disputes among community members, while reducing the need for involvement in the criminal justice system. The City will also affiliate with the Community Mediation Services of St. Louis to provide a community-centered mediation program to act as an alternative to the misconduct investigation process for certain civilian allegations of officer misconduct.	Finalize Neighborhood Mediation Plan and commence community-centered mediations.  <b>Completed: 03/30/20 &amp; 07/01/20</b>	Create community outreach/education and tracking program for neighborhood mediation plan. Conduct ongoing screening of court referrals and misconduct complaints.  <b>Completion date: 04/30/21</b>	MT to commence audit of mediation program.  <b>Completion date: 07/31/21</b>
405(d)	CRB will develop and recommend a program to promote awareness throughout the broader Ferguson community about the options available for filing misconduct complaints, and about the misconduct complaint process.	Within 60 days of implementation of Complaint Mediation Program, City will work with CRB to develop awareness program.  <b>Year Five</b>	Finalize program and submit to MT.  <b>Year Five</b>	

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<b>POLICIES, TRAINING, AND SUPERVISION</b>				
45	City to review policies and procedures within one year of implementation to ensure they provide effective direction to FPD personnel and remain consistent with Agreement.	City to review policies and procedures one year after implementation and identify any deficiencies.  <b>Completion date: TBA for each subject area</b>		
46	The City agrees to maintain a complete, up-to-date manual of all FPD policies and procedures that is organized and maintained in a manner that makes it easily accessible and clear to officers, employees, and others. Officers and employees will have access to the manual in hard copy form, and in a readily usable electronic format (e.g., through an FPD intranet system accessible within the mobile data computers of FPD officers). Revisions and updates to FPD policies and procedures will be incorporated into the manual.	City to ensure that all finalized policies are maintained in a manner easily accessible to the public, and that officers and employees have access to finalized policies in hard copy and readily usable electronic format.  <b>Completed: 04/01/20</b>	City to continue making finalized policies accessible to stakeholders internal and external to FPD by posting policies to FPD website and maintaining a hard-copy manual within FPD, and to complete renumbering of policies on an ongoing basis.  <b>Ongoing</b>	
49-51	FPD to establish a Training Committee, develop schedule for delivering all training required in Agreement, and develop a written Training Plan for supplementing FDP recruits' academy training; enhancing FPD's field	Develop initial Training Schedule and Training Plan and submit to MT.  <b>Completed: 07/31/20</b>	Recruit local experts to join Training Committee.  <b>Completed: 09/30/20</b>	Incorporate comments from DOJ and MT into Training Plan, soliciting input from training committee, technical consultants, and training

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	training, and implement comprehensive in-service training.			director, if available. Submit plan to MT for final approval. <b>Completion date: 06/01/21</b>
58-62	FPD to redevelop its field training program for new recruits into a Police Training Officer (“PTO”) program that is consistent with FPD’s Training Plan and that incorporates established standards for police training officer programs.	City to conduct a PTO training for FPD officers. <b>Completed: February 2020</b>	City to provide PTO training materials to DOJ and the MT for review and assessment, including description of which lessons were covered each day and whether any adjustments were made to Instructor Guide and documentation of instructor qualifications. <b>Completion date: 03/30/21</b>	City to develop plan for addressing any gaps in compliance identified during MT and DOJ review of training materials. <b>Year Six</b>
68	City will revise policy, training, and supervisory direction related to officer response to allegations of domestic violence and sexual assault to ensure its response is both effective and not undermined by gender bias.	Develop draft policy and submit to DOJ for comment. <b>Completed: March 2020</b>	Incorporate feedback from DOJ and MT and finalize policy. <b>Completion date: 05/30/21</b>	Conduct roll call training on finalized policy. <b>Completion date: 07/31/21</b>
75, 99-108	The City agrees to ensure that all FPD police activities are part of an effective overall crime prevention strategy; are consistent with community priorities for enforcement; build trust between FPD and the community; and are adequately documented for tracking and supervision purposes.	City to review its entire body of existing 4th Amendment-related policies to ensure requirements of Consent Decree in this area are met with regards to the role of		

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		supervisors and, where necessary, rescind and revise. <b>Ongoing</b>		
317	City to develop and implement supervisory training course for all new and current supervisors to carry out all supervisory duties established in policy and this Agreement, and provide specific instruction on methods for ensuring supervisory duties are fulfilled.	Develop initial curriculum for Supervisor Training Program and submit to DOJ and MT. <b>Completed: 04/30/20</b>	Implement comments and feedback provided by DOJ and MT regarding revisions to draft program, soliciting input from training committee, technical consultants, and training director, if available. <b>Completion date: 06/01/21</b>	Commence Supervisor Training Program. <b>Year Six</b>
<b>REFORM OF THE FERGUSON MUNICIPAL CODE</b>				
40	City to develop and implement plan for comprehensive reassessment and revision of remaining Code provisions to ensure they are consistent with U.S. Constitution and other laws and provide clear and appropriate guidance to public and law enforcement officers.	Finalize plan for Reassessment and Revision of Municipal Code and submit to MT (Tidwell). <b>Completed: 07/31/20</b>	Obtain City Council approval and initiate RFP process. <b>Completion Date: 06/30/21</b>	Commence reassessment and revision of Ferguson Municipal Code. <b>Year Six</b>

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<b>REFORM OF THE FERGUSON MUNICIPAL COURT</b>				
323-360	The City must ensure that the Ferguson Municipal Code is enforced for the purpose of protecting public safety, and to enable the fair and impartial resolution of municipal charges.	Finalize FMC Policies 1.0 and 3.0 <b>Completion date: 03/01/21</b>	Finalize remaining FMC policies, including FMC Policy 7.0 and citation audit policy. <b>Completion date: 07/31/21</b>	Develop public education campaign to increase transparency as required by ¶¶ 329-330). <b>Year Six</b>
326-327	The City will implement a comprehensive amnesty program (“CAP”).	Develop audit criteria for good cause criteria number three. <b>Completion date: 04/01/21</b>	MT to conduct audit of completed CAP. <b>Completion date: 07/31/21</b>	
<b>BIAS-FREE POLICE AND COURT PRACTICES</b>				
65-71	The City to provide clear policy, training, and supervisory direction on prohibited conduct, including selective enforcement activities or decisions, non-enforcement of the law, and the selection or rejection of particular tactics and strategies based upon stereotypes or bias. The City's policies shall take into account influences of implicit bias, stereotype threat, and gender bias on officer enforcement decisions, use of force, and other police and court activity.	Parties to solicit input from youth regarding Bias-Free Police & Court Practices. <b>Completed: 09/30/20</b>	Parties to incorporate community and youth feedback into draft policies and provide to MT for final approval. <b>Completion date: 03/30/21</b>	City to conduct roll call training on final Bias-Free Police and Court Practices policies. <b>Completion date: 05/30/21</b>

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67	FPD police and court employees will provide timely and meaningful access to police and court services to all. City will develop and implement policies and training to ensure timely and meaningful police services to LEP individuals.	Develop draft policies to address access for LEP individuals and submit to DOJ for feedback.  <b>Completed: 07/31/20</b>	Incorporate comment from DOJ into revised policy and resubmit to DOJ.  <b>Completion date: 03/31/21</b>	Submit policies for public comment, incorporate public comment, and submit to MT for final approval.  <b>Completion date: 07/31/21</b>
<b>VOLUNTARY CONTACTS, STOPS, SEARCHES, CITATIONS, AND ARRESTS</b>				
75	The City agrees to ensure that all FPD voluntary encounters, investigatory stops and detentions, searches, citations, and arrests are conducted in accordance with the rights, privileges, and immunities secured or protected by the Constitution and the laws of the United States. FPD will ensure that these police activities are part of an effective overall crime prevention strategy; are consistent with community priorities for enforcement; build trust between FPD and the community; and are adequately documented for tracking and supervision purposes.	Revise and finalize Field Interview Report and other forms pertaining to stops, searches, and arrests.  <b>Completion date: 05/30/21</b>	Implement appropriate data tracking and compliance for all voluntary encounters, investigatory stops and detentions, searches, citations, and arrests.  <b>Completion date: 07/31/21</b>	
76-82	The City to provide clear direction with respect to policies related to voluntary contacts and investigatory detentions in accordance with the requirements of the Consent Decree.	Finalize Investigatory Detentions policy and submit to MT for final approval.  <b>Completed: 08/04/20</b>	City to conduct roll call training/briefing.  <b>Completion date: 05/30/21</b>	MT to commence audit.  <b>Year Six</b>



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83-89	The City to provide clear direction with respect to policies related to searches with or without a warrant in accordance with the requirements of the Consent Decree.	Finalize umbrella Search policy and submit to MT for final approval. <b>Completed: 03/30/20</b>	City to conduct roll call training/briefing. <b>Completion date: 03/30/21</b>	MT to commence audit. <b>Year Six</b>
90-98	The City to provide clear direction with respect to policies related to citations, stop orders or “wanteds,” and warrantless arrests in accordance with the requirements of the Consent Decree.	Finalize Power of Arrest and Detentions and Citations policies and submit to MT for final approval. <b>Completed: 03/30/20</b>	Finalize Stop Order/“Wanted” and Correctible Citations policies and submit to MT for final approval. <b>Completion date: 03/15/21</b>	City to conduct roll call training/briefing. <b>Completion date: 07/31/21</b>
<b>FIRST AMENDMENT PROTECTED ACTIVITY</b>				
110-127	Parties acknowledge that First Amendment protected activities serve important societal functions, including promoting transparency in government affairs, ensuring accountability of public officials, and encouraging community feedback -- whether critical or laudatory -- that ultimately reduce tension and foster a sense of openness and trust between law enforcement and the public.	Finalize draft policies on FPD officer response to First Amendment Protected Activity and launch public comment period. <b>Completed: 07/31/20</b>	Incorporate public comment into revised policies and submit for final approval. <b>Completion date: 02/15/21</b>	Complete roll call/training briefing. <b>Completion date: 07/31/21</b>

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<b>FORCE</b>				
128-170	The City will ensure that its use-of-force policies, training, supervision, and accountability systems are designed to ensure that FPD officers use force in accordance with the Constitution and other laws, FPD policy, and the Consent Decree. City to develop policies pertaining to general use-of-force and weapon-specific requirements.	Conduct roll call training/briefing on all substantive use of force general order policies.  <b>Completed: Year Four</b>	Finalize Force Review Board policy and submit for final approval.  <b>Completion date: 03/30/21</b>	Incorporate into and commence in-service & supervisor training programs; commence MT audit.  <b>Year Five</b>
172-194	FPD to develop and implement comprehensive process for reporting and investigating all FPD officer uses of force.	Conduct roll call training/briefing on Use of Force Reporting & Investigations Policy and Use of Force forms.  <b>Completed: 04/15/21</b>	Officers to begin to report and supervisors to review use of force <u>electronic</u> data, and City to report on status of transitioning to fully electronic reporting.  <b>Completion date: 05/30/21</b>	Incorporate into and commence in-service & supervisor training programs; commence MT audit.  <b>Year Five</b>
<b>CRISIS INTERVENTION</b>				
197-206	FPD will implement a Crisis Intervention Team (CIT) first-responder model of police-based crisis intervention with community, health care, and advocacy partnerships.	Submit draft Crisis Intervention program to DOJ for feedback.  <b>Completed: 07/23/20</b>	Solicit community input with respect to the program, incorporate feedback from community and DOJ, and submit final program to MT for approval.	Ensure all FPD officers are CIT trained and trained on FPD's specific CIT program.  <b>Year Six</b>

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		Provide lesson plans and instructor qualifications to DOJ for review.  <b>Completion date: 03/30/21</b>	<b>Completion date: 06/30/21</b>	
<p align="center"><b>BODY-WORN AND IN-CAR CAMERAS</b></p>				
228-250	In an effort to bring continued transparency regarding police activities; improve the effectiveness and reliability of use-of-force and misconduct investigations; enhance supervision of FPD stops, searches, and arrests; and provide material for officer training, the City will equip FPD officers with body-worn and in-car cameras, and will ensure that such devices are used consistent with law and policy. All aspects of FPD's use of body-worn and in-car cameras will be designed and implemented to promote transparency, provide learning opportunities to officers, and increase officer safety, while ensuring officer accountability and respect for individual privacy rights.	Finalize BWC and ICC policies including footage sharing provisions and submit to MT for final approval.  <b>Completed: 08/20/20</b>	Conduct roll call training/briefing on BWC and ICC policies.  <b>Completed: Winter 2020</b>	Begin development of plan for conducting annual assessments of body-worn and in-car camera use as required by ¶ 250.  <b>Completion date: 07/31/21</b>  Incorporate into and commence in-service & supervisor training programs; commence MT audit.  <b>Year Six</b>

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<b>RECRUITMENT</b>				
281-284	City will develop, with Neighborhood Policing Steering Committee, a written Recruitment Plan that includes clear goals, objectives, and action steps for attracting and retaining a high-quality and diverse work force.	Finalize Recruitment Plan including salary study and submit to MT. <b>Completed: 07/31/20</b>	Incorporate and address feedback provided by DOJ and MT and submit for final approval. <b>Completion date: 03/30/21</b>	Complete roll call/training briefing. <b>Completion date: 07/31/21</b>
285-287, 290	City will conduct an in-depth review of its current hiring processes and hiring criteria to ensure that no process, criterion, or requirement has a statistically significant disparate impact on members of a protected group, and will develop protocols for assessing its recruitment efforts through data-driven and qualitative analysis. City will continue the FPD Academy Assistance Program.	Conduct gap analysis of compliance with provisions pertaining to FPD Academy Assistance Program. <b>Completion date: 04/30/21</b>	Conduct gap analysis of compliance with recruitment provisions pertaining to disparate impact and data-driven and qualitative assessment of recruitment efforts. <b>Completion date: 07/31/21</b>	Develop and implement plan for addressing gaps identified for compliance with recruitment hiring and assessment provisions. <b>Year Six</b>
<b>ACCOUNTABILITY</b>				
361-398	Holding public servants accountable when they violate law or policy is essential to ensuring legitimacy of governance and community confidence. Well-functioning accountability systems also promote employee safety and morale. The City will review applicable policies and personnel regulations to ensure incorporation of these accountability	Roll call training/briefing materials provided to DOJ for review. <b>Completed: Year Four</b>	Conduct roll call training/briefing on policies. <b>Completion date: 05/15/21</b>	Implement data collection system for tracking accountability measures. <b>Completion date: 06/01/21</b>

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	principles. Any violation of the personnel rules and regulations, including of provisions relating to the principles of accountability, shall be subject to appropriate discipline, up to and including termination. These policies shall include a Duty to Report Misconduct; Duty of Candor; and Internal Investigations.			Incorporate into and commence in-service & supervisor training programs; commence MT audit.  <b>Years Five/Six</b>
399 -400	City to provide and provide appropriate resources for community-centered mediation program to act as an alternative to misconduct investigation process.	Roll call training/briefing materials on Mediation Program policy provided to DOJ for review.  <b>Completed: Year Four</b>	Conduct roll call training/briefing on policies.  <b>Completion date: 05/15/21</b>	Incorporate into and commence in-service & supervisor training programs; commence MT audit.  <b>Years Five/Six</b>
<b>DATA COLLECTION</b>				
412	To ensure that collected data is complete, accurate, and reliable, the City agrees to work with the Monitor to develop and implement a cost-feasible data collection plan and related protocols, to be approved by the Monitor and DOJ.	In consultation with AH Datalytics, the City will develop a schedule for implementing a comprehensive data collection plan and begin implementation of that plan.  <b>Completed: 07/01/20</b>	Implement Benchmark's accountability module, including complaint tracking, EIS, and officer performance metrics.  <b>Completion date: 03/30/21</b>	Implement data systems designed to track compliance with voluntary encounters, investigatory stops and detentions, searches, citations, and arrest policies (see ¶ 75 <i>infra</i> ).  <b>Completion date: 07/31/21</b>
413	The City will make publicly available on request and on the City's website all FPD and municipal court policies and protocols, as well as all public reports described in the Consent	Ongoing as policies are implemented.		

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	Decree. Any exceptions will be limited to information that must remain confidential to protect public safety and approved by DOJ and the Monitor.			
<b>OFFICER ASSISTANCE, SUPPORT, AND WELLNESS TRAINING</b>				
272-279	Physical and mental wellness has a direct impact on officers' ability to perform their jobs safely, constitutionally, and effectively. The City will continue its officer assistance and support efforts to support officer resilience and their physical and emotional health and will provide officers with resources to maintain their physical and mental health.	Review EAP program to ensure it comports with best practices and current professional standards.  <b>Completion date: 03/15/21</b>	Provide MT with list of services currently offered by FPD, and required by the Consent Decree, that are ripe for auditing (e.g., ¶¶ 272-278).  <b>Completion date: 06/15/21</b>	Develop well-being protocols to be activated during officer deployments during public demonstrations or civil unrest (¶ 279).  <b>Completion date: 07/31/21</b>
319-321	City agrees to provide initial and ongoing annual in-service training to all FPD officers on identifying and managing mental health stressors related to law enforcement, among other things.	Identify qualified mental health professionals to develop and provide trainings.  <b>Completed: 09/15/20</b>	Conduct officer wellness training and/or workshop.  <b>Completion date: 07/31/21</b>	