

# Unity of Command / Span of Control

**Bureau of Patrol  
Commander Roderick S. Watson**

**004<sup>th</sup> District  
Captain Kevin J. Barry**

# Unity of Command/Span of Control Overview

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- Bureau of Patrol Breakdown
- Purpose of the Pilot
- Coordinated Effort
- Importance of Quality Supervision



# Unity of Command/Span of Control Update

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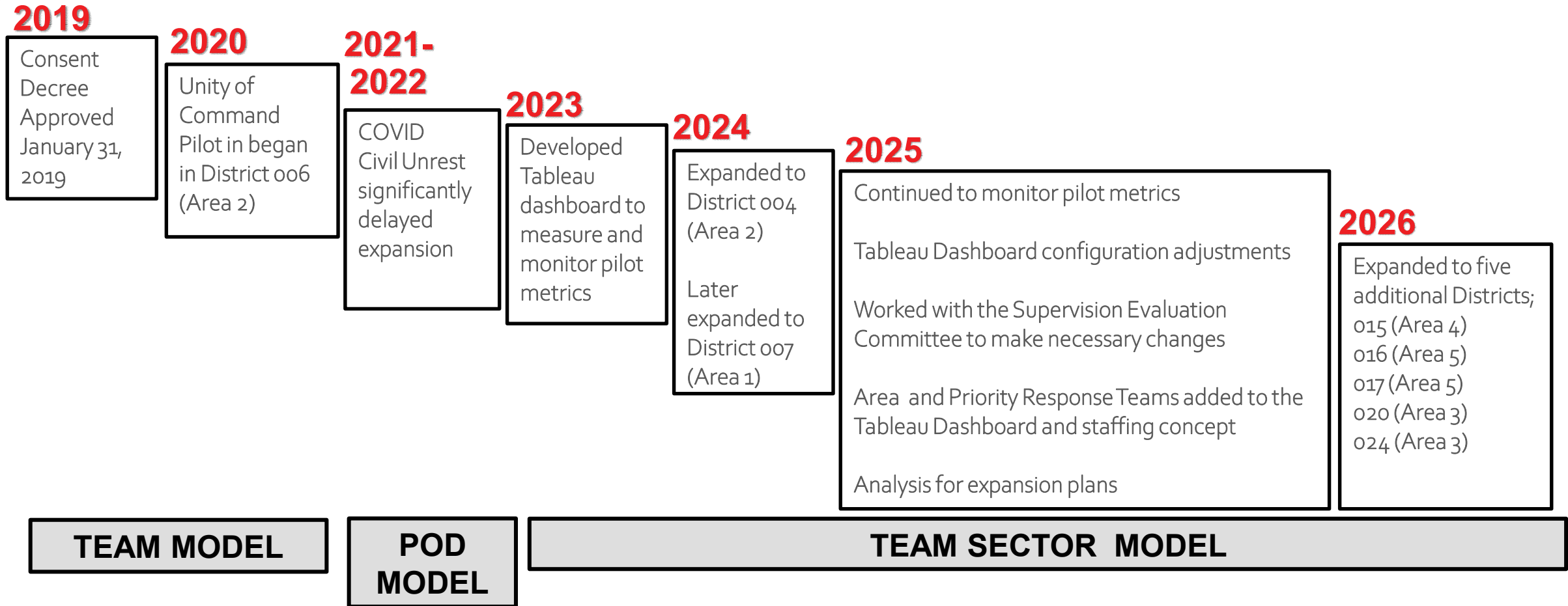
- **Unity of Command** is defined as police officers who are assigned to a specific reviewing sergeant who works in the same regular day off (RDO) group and the same geographical area/sector as his or her assigned police officers.
- **Span of Control** is defined as the ratio of police officers to sergeants assigned to field patrol duties on any given watch. For the Unity of Command and Span of Control Pilot Program, the participating district will maintain a span of control that will be no greater than, on average, ten police officers per sergeant assigned to field patrol duties on any given watch.
- **Reviewing Sergeant** also known as by reviewer captures the number of working days a member is working with their reviewing supervisor.
- **Team Sector Integrity** concept is defined as a sergeant and police officers being assigned to a specific day off group and a specific sector.

# Design and Benefits of Unity of Command and Span of Control

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- Allowing a sufficient amount of field supervisors to allocate more time to effectively supervise members under their command.
- Eliminating the nine-hour tour of duty shift overlap
- Providing for increased consistency in personnel assignments, including start times, geographic area assignments, and supervisory assignments.
- Increasing consistency in equipment and vehicle assignments.
- Maintain 1:10 (up to but not more than), sergeant to police officer ratio.
- A dedicated squadrol (support van) on every watch that operates across the District.

# Event Timelines for Unity of Command – Span of Control



# 2025 Year-End Recap

## Biannual Summary of Pilot Metrics

Periods 1 - 6			
Districts	Span of Control	Unity of Command	By Reviewer
004	76%	78%	43%
006	83%	84%	63%
007	69%	84%	32%

Periods 7 - 13			
Districts	Span of Control	Unity of Command	By Reviewer
004	73%	81%	43%
006	72%	80%	57%
007	55%	80%	28%

### Target Percentages

Span of Control = 70%

Unity of Command = 70%

By Reviewer = 50%

## Obstacles/Risk Factors

- Medical roll/Injury on duty (in addition to training, furlough, time due, etc.)
- Members leaving the District (voluntarily, retirement, promotion, etc.)
- Meeting the minimum staffing requirement to staff assignments for each rank for each District
- Different regular day off groups, furloughs, and medical injuries often reduces the amount of time a reviewing Sergeant is with their perspective Officer.
- Supervisors working overtime to cover another watch are not factored into the Dashboard



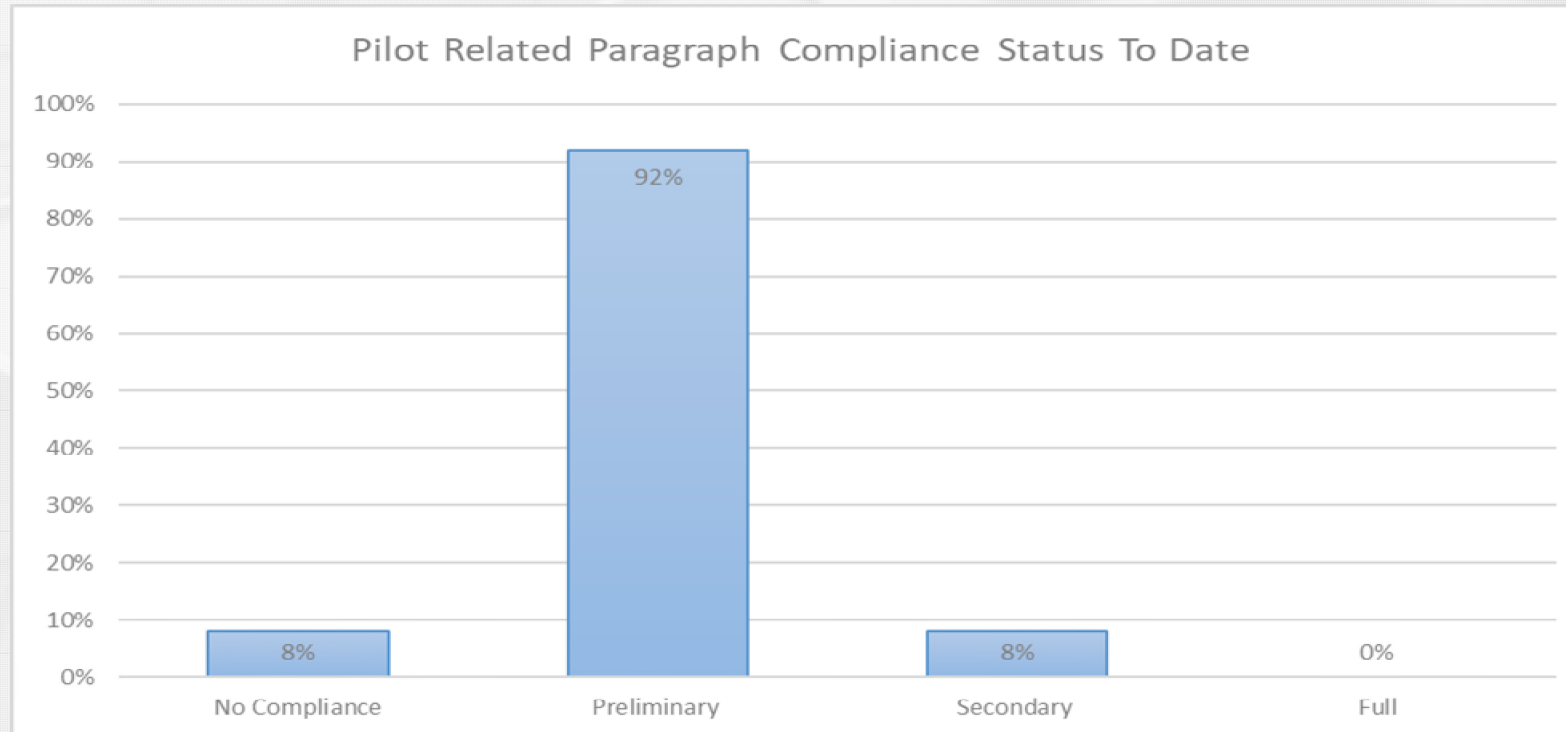
# Unity of Command/Span of Control - Successes

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- Beat integrity, geographic familiarity
- First formal report created and submitted with Evaluation Committee meeting materials
- Largest expansion to include five (5) Districts at one time since pilot conception
- Consistent and quality Supervision
- Creation of the Unity of Command Admin email inbox for 24/7 questions and concerns
- No objection to Squad Policing Training by the IMT and OAG
- Inclusion of the Area Priority Response Teams (PRT) in the staffing model
- Continued and consistent monthly check-ins with the pilot Districts
- Enhanced supervision in general and with performance evaluations



# Consent Decree Status



## Relative Deliverables

- Unity of Command (UoC) – Span of Control (SoC) Watch Sheet Application
- UoC/SoC Squad Policing Training with 95% Compliance
- UoC/SoC Tableau Dashboard Screenshots
- Supervision Evaluation Committee Meeting Materials and Formal Report



# 004<sup>th</sup> District - Captain Kevin J. Barry

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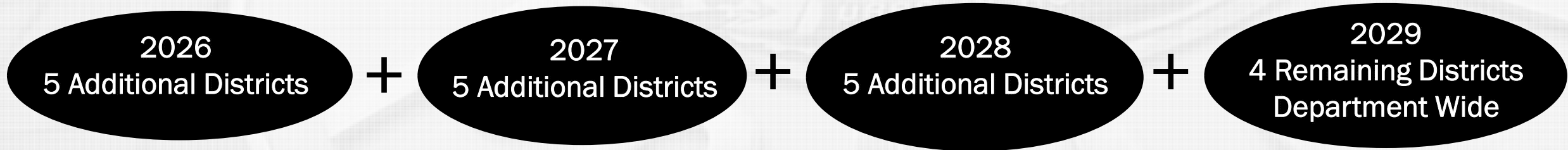
- Rollout of the Unity of Command and Span of Control experience
- Challenges
- Community Feedback
- Operational Successes of the Pilot



# Summary

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- Continue to utilize data to track compliance and address any deficiencies/concerns with that respective District
- Continue to discuss the program with the IMT (Independent Monitoring Team and OAG (Office of the Illinois Attorney General)
- Continue to meet with the Supervisor Evaluation Committee at least two (2) times a year
- The goal is to increase the number of Districts in the program to no more than five (5) Districts per year until all Districts are participating



# Questions/Comments

CHICAGO POLICE DEPARTMENT



# **Accountability Sergeant Investigations Caseload & Backlog Discussion**

**Bureau of Internal Affairs**  
**Chief Timothy L. Moore**  
**Deputy Chief Traci L. Walker**



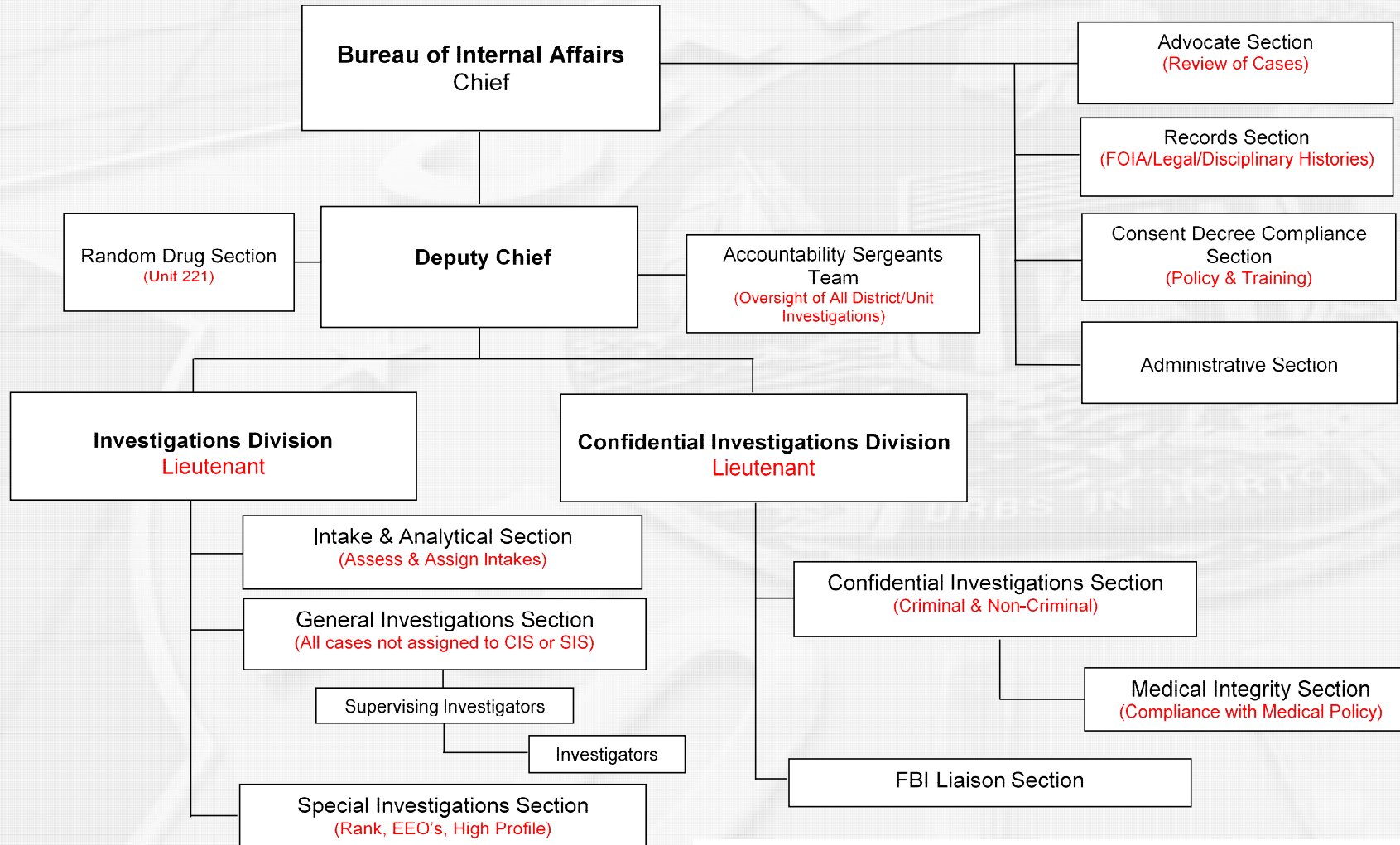
# Bureau of Internal Affairs

The fundamental mission of the Bureau of Internal Affairs (BIA) is the execution of fair, timely, and thorough investigations into allegations of police misconduct.

CHICAGO POLICE DEPARTMENT



# Bureau of Internal Affairs – Organizational Chart

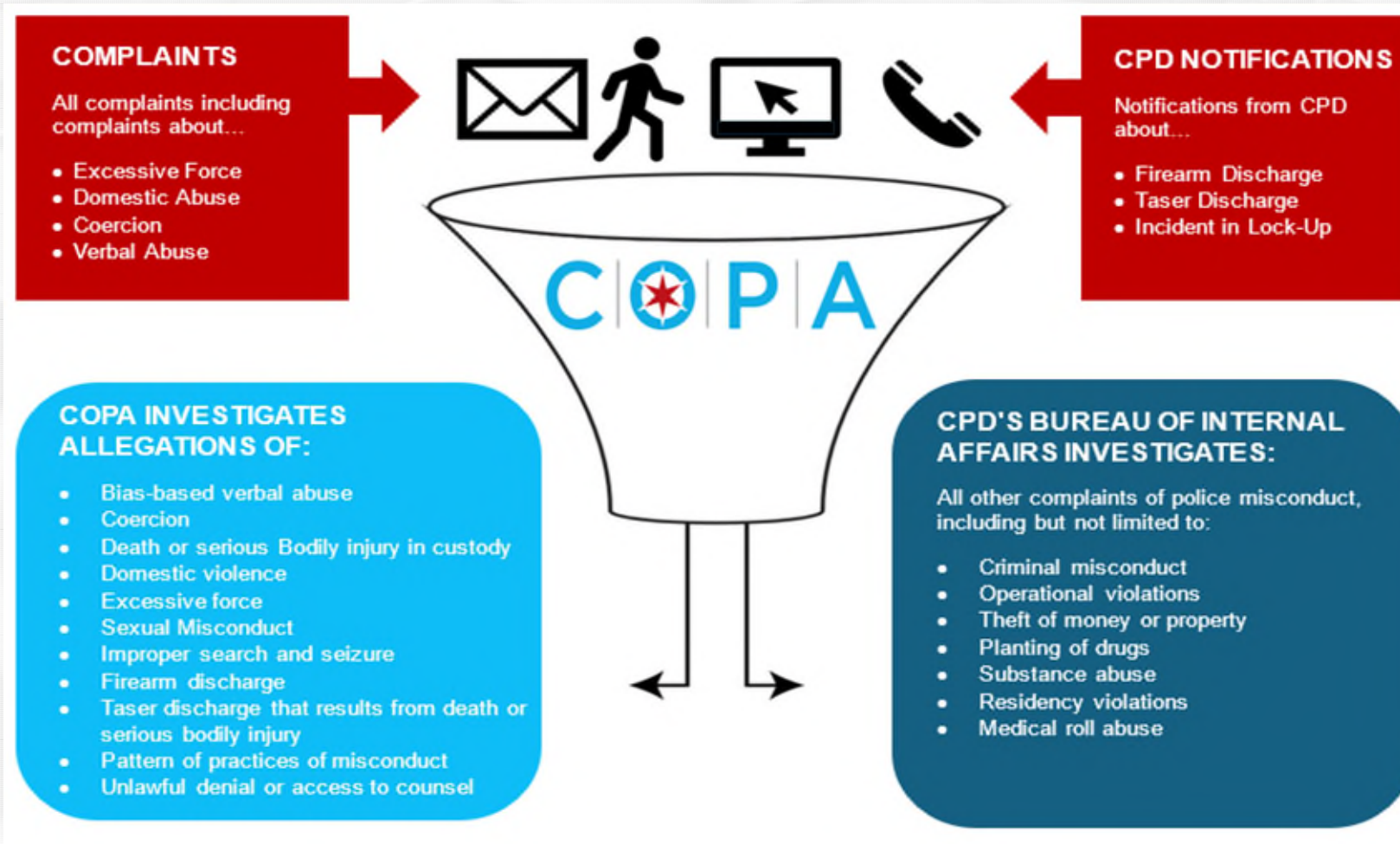


**NOTE:** The BIA has a standing, rotating, PSHQ & CIS Response Team. The teams are comprised of Sergeants and Detectives who respond to OIS, arrests of CPD members, high profiles incidents, etc.

# Bureau of Internal Affairs – Staffing

Title Code	Title Name	Positions Per 2025 Budget	Assigned/Detailed as of 07 January 2026	+ / -
9785	Chief	1	1	-----
9796	Deputy Chief	1	1	-----
9752	Commander	1	0	-1
9173	Lieutenants	5	5	-----
9171	Sergeants	61	36	-25
9165	Police Officer as Detectives	10	8	-2
9126	Police Technician	0	1	+1
9174	Police Agents	1	0	-1
9161	Police Officers	26	42	+16
1256	Supervising Investigator	3	2	-1
1255	Investigator	31	6	-25
1141	Principal Operations Analyst	1	0	-1
1126	Senior Performance Analyst	1	0	-1
0308	Staff Assistant	1	0	-1
0303	Administrative Assistant III	1	0	-1
	<b>TOTAL</b>	<b>144</b>	<b>103</b>	<b>-41</b>

# Complaint Process



# Accountability Sergeants

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- At least two (2) per District or Unit
- Designated by District or Unit Commander
- Vetted for assignment by the BIA (Medical and Disciplinary histories)
- Must meet the same standards as a BIA investigator as defined in S08-01 (Complaint and Disciplinary Investigators and Investigations)
- Must conduct investigations that meet the same standards as a BIA Investigator
- Receive the same training as BIA investigators
- Have access to the same Department Directives
- Have access to the same investigatory applications as a BIA investigator
- Have a primary responsibility of receiving, processing, and investigating allegations of misconduct made against a CPD member, below the rank of sergeant, assigned or detailed within their own District or Unit

# Standards of Investigations: Accountability Sergeants

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**District Commanders and Unit Commanding Officers** with designated Accountability Sergeants will:

- ensure that Accountability Sergeants receive, process, and investigate complaints against members assigned to the District or Unit.
- ensure Accountability Sergeants are making investigative findings and recommendations within 90 days of the initiation of an investigation.
- ensure all Accountability Sergeants have access to the appropriate officer support and performance metrics applications, including but not limited to the Performance Recognition System (PRS).
- notify the Chief of BIA when an Accountability Sergeant has been reassigned or will be unavailable to conduct investigations.
- review case-related and overall performance feedback submitted by the BIA supervising Lieutenant concerning the Accountability Sergeant's investigations.
- review approved investigations submitted by Accountability Sergeants subject to Command Channel Review consistent with the Department directive titled "Command Channel Review".

# Timelines



# Timelines for Investigations

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Timeliness is a fundamental component of fairness to the reporting party *and* to the affected accused member

A **Timely** investigation is more likely to be a **thorough** investigation because:

- Memories are fresh and more likely to be accurate
- All parties are more likely to be available
- Evidence is more likely to be available

# Timelines for Investigations

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- Investigations must be *unbiased* and able to withstand outside scrutiny
- The lengthiness of an investigation may call into question the *objectivity*, *comprehensive nature*, and *fairness* of an investigation
- Timely discipline will be most effective in curbing minor rule violations that may become larger and more insidious violations later down the line
- It is **imperative** that the investigators make every effort to adhere to the timelines, and use CMS to document any reasons that they are unable to adhere to timelines

# Timelines for Investigations

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## BIA INVESTIGATORS

- 180 days to close an investigation
- Attempt to contact the Reporting Party within 7 days of assignment
- When circumstances require an Affidavit, it must be secured within 30 days
- If an investigation is unable to be completed within the given time, the Investigator will contact the Reporting Party at least every 60 days to inform them that the investigation continues

## ACCOUNTABILITY SERGEANTS

- 90 days to close an investigation
- Attempt to contact the Reporting Party within 7 days of assignment
- Will never need to secure a sworn Affidavit
- If an investigation is unable to be completed within the given time, the Investigator must contact the Reporting Party at least every 60 days to inform them that the investigation continues



# Timelines for Investigations

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## BIA INVESTIGATORS

- Request Objective Verifiable Evidence/Time Sensitive Evidence within 30 days
- Schedule an interview with the Reporting Party within 30 days
- Complete all interviews within 90 days
- Submit the investigation for preliminary review within 120 days

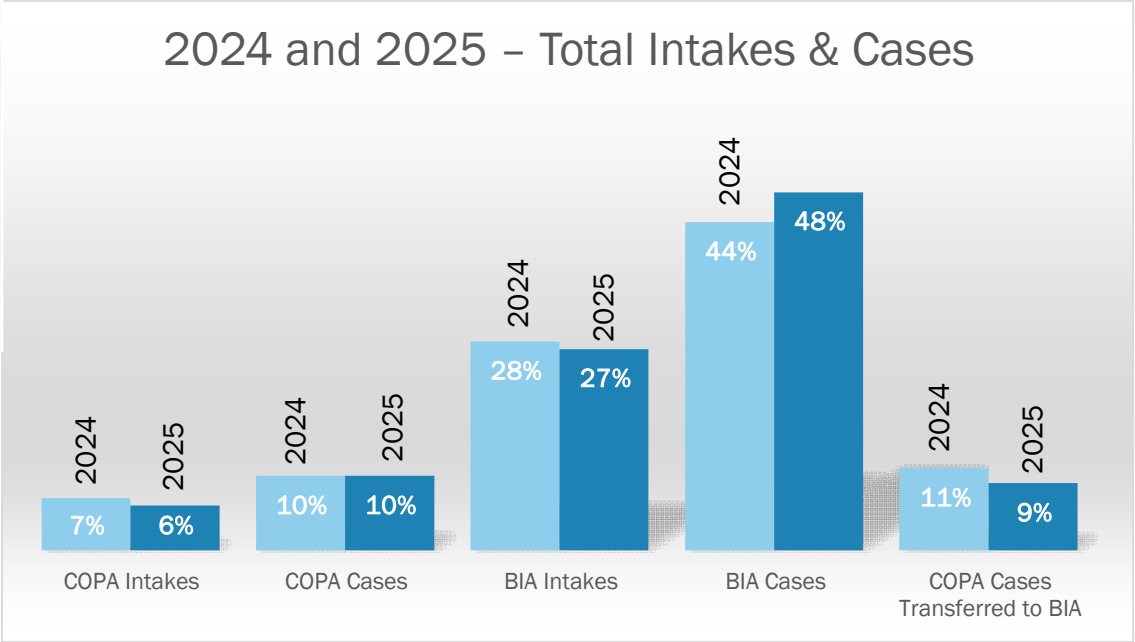
## ACCOUNTABILITY SERGEANTS

- Request Objective Verifiable Evidence/Time Sensitive Evidence within 21 days
- Schedule an interview with the Reporting Party within 21 days
- Complete all interviews within 45 days
- Submit the investigation for preliminary review within 60 days



# 2024 & 2025 Log Number Counts – CPD and COPA

	2024	2025
COPA Intakes	453	321
COPA Cases	654	652
BIA Intakes	1,920	1,713
BIA Cases	2,996	3,010
COPA Cases Transferred to BIA	752	583
<b>TOTAL INTAKES/CASES</b>	<b>6,775</b>	<b>6,279</b>



# Management of the Backlog of Log Number Investigations - Successes


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During the Fourth Quarter of 2025:

- The BIA identified the Districts and Units with the highest amount of active Log Number investigations assigned to an Accountability Sergeant.
- Accountability Sergeants identified reported to the BIA for mentoring and support in closing Log Number investigations more efficiently.
- The BIA paused the assignment of new Log Number investigations to the Districts and Units that were identified as significantly behind, retaining those investigations within the BIA for further handling.


# BIA/Accountability Sergeants – Caseload (Districts Only)

September 8, 2025



	Assigned 30 Days or Less		Assigned 31 to 60 Days		Assigned 61 to 90 Days		Assigned 91 to 120 Days		Assigned 121 to 180 Days		Assigned 181 to 365 Days		Grand Total
1ST DISTRICT - CENTRAL	7	6	20	6	5	21	61	126					
2ND DISTRICT - WENTWORTH	10	7	6	6	15	48	28	120					
3RD DISTRICT - GRAND CROSSING	11	13	16	2	1	9	3	55					
4TH DISTRICT - SOUTH CHICAGO	4	5	3	4	5	2	3	26					
5TH DISTRICT - CALUMET	9	13	4	5	2	46	44	123					
6TH DISTRICT - GRESHAM	8	5	85	4	3	1	16	122					
7TH DISTRICT - ENGLEWOOD	12	12	5	10	21	75	3	138					
8TH DISTRICT - CHICAGO LAWN	10	10	13	6	13	14	4	70					
9TH DISTRICT - DEERING	7	8	5	7	18	9	3	57					
10TH DISTRICT - OGDEN	4	44	10	14	5	3	25	105					
11TH DISTRICT - HARRISON	7	14	9	90	16	39	1	176					
12TH DISTRICT - NEAR WEST	8	2	2	2	3	9	1	27					
14TH DISTRICT - SHAKESPEARE	4	2	2	4	7	6	7	32					
15TH DISTRICT - AUSTIN	6	6	5	6	14	37	20	94					
16TH DISTRICT - JEFFERSON PARK	5	1						6					
17TH DISTRICT - ALBANY PARK	4	1	1	2	1	1	7	17					
18TH DISTRICT - NEAR NORTH	9	2	1	1			1	14					
19TH DISTRICT - TOWN HALL	7	2	5	5	9	9	20	57					
20TH DISTRICT - LINCOLN	4	3		2			7	16					
22ND DISTRICT - MORGAN PARK	3	6	4	5	8	11	6	43					
24TH DISTRICT - ROGERS PARK	3	7	2	1				13					
25TH DISTRICT - GRAND CENTRAL	71	11	2	12	4	35		135					
<b>Grand Total</b>	<b>213</b>	<b>180</b>	<b>200</b>	<b>194</b>	<b>145</b>	<b>375</b>	<b>260</b>	<b>1,572</b>					

December 29, 2025




	Assigned 30 Days or Less		Assigned 31 to 60 Days		Assigned 61 to 90 Days		Assigned 91 to 120 Days		Assigned 121 to 180 Days		Assigned 181 to 365 Days		Grand Total
1ST DISTRICT - CENTRAL	3	1	5	5	8	43	61	126					
2ND DISTRICT - WENTWORTH	1	55		1	5	4	17	83					
3RD DISTRICT - GRAND CROSSING	6	6	12	20	20	7	15	86					
4TH DISTRICT - SOUTH CHICAGO	2	9	1		1	8		21					
5TH DISTRICT - CALUMET	1		13	4	8	1	77	104					
6TH DISTRICT - GRESHAM	33	6	6		48	4	7	104					
7TH DISTRICT - ENGLEWOOD			10	11	13	65	9	108					
8TH DISTRICT - CHICAGO LAWN	3	1	4	5	16	32	8	69					
9TH DISTRICT - DEERING	7	4	5	16	8	23	12	75					
10TH DISTRICT - OGDEN	8	5	3	4	46	24	25	115					
11TH DISTRICT - HARRISON	8	34	10	2	4	78	12	148					
12TH DISTRICT - NEAR WEST	3	6	1	5	5	4	9	33					
14TH DISTRICT - SHAKESPEARE	4	3	9	10	3	4	5	38					
15TH DISTRICT - AUSTIN	7	11	3	4	13	27	43	108					
16TH DISTRICT - JEFFERSON PARK	2	3					1	6					
17TH DISTRICT - ALBANY PARK	2	1	1	2	1		3	10					
18TH DISTRICT - NEAR NORTH	4	1	2	1	1	1	5	15					
19TH DISTRICT - TOWN HALL	17	11	8	7	7	9	21	80					
20TH DISTRICT - LINCOLN	4	1		2		1	5	13					
22ND DISTRICT - MORGAN PARK		1	7	2	10	17	10	47					
24TH DISTRICT - ROGERS PARK	5	8	4	2	1	1		21					
25TH DISTRICT - GRAND CENTRAL	1	11	12	36	13	10	15	98					
<b>Grand Total</b>	<b>121</b>	<b>178</b>	<b>116</b>	<b>139</b>	<b>231</b>	<b>363</b>	<b>360</b>	<b>1,508</b>					




# BIA/Accountability Sergeants – Caseload (Units Only)

September 8, 2025

								Grand Total
	Assigned 30 Days or Less	Assigned 31 to 60 Days	Assigned 61 to 90 Days	Assigned 91 to 120 Days	Assigned 121 to 180 Days	Assigned 181 to 365 Days	Assigned more than 365 Days	
121 - BUREAU OF INTERNAL AFFAIRS	114	148	100	75	161	331	543	1,472
AIRPORT OPERATIONS (AO) - NORTH	1	3	3			2		9
AIRPORT OPERATIONS (AO) - SOUTH	1		1	12			5	20
ALTERNATE RESPONSE SECTION (ARS)	2		1	1	1	1	1	7
CANINE UNIT (CU)				2	1	1		4
CENTRAL DETENTION SECTION (CDS)	1	1						2
COMMUNITY SAFETY TEAM (CST)							5	5
CONFIDENTIAL TASK FORCE			2	1		1	6	10
CRITICAL INCIDENT RESPONSE TEAM (CIRT)		1		1	1	3	9	15
DEPUTY CHIEF - AREA 1	2	1	3	5	6	29	49	95
DEPUTY CHIEF - AREA 2		1			1	1	3	6
DEPUTY CHIEF - AREA 3	1	3				10	10	24
DEPUTY CHIEF - AREA 4	1	6						7
DEPUTY CHIEF - AREA 5		1			2	6	6	9
DETACHED SERVICES (DS) - GOVERNMENT SECURITY			1				3	4
DETAIL SECTION (DS)	2				1			3
DETECTIVES - AREA 1	2	2	18	1	2	14	19	58
DETECTIVES - AREA 2		1		2	2	2	12	19
DETECTIVES - AREA 3	2	2	3	1		3	23	34
DETECTIVES - AREA 4	2			2		21		25
DETECTIVES - AREA 5		1			2	6	11	20
EVIDENCE AND RECOVERED PROPERTY SECTION (ERPS)				1				1
GANG INVESTIGATION DIVISION (GID)		1	1	1	1	3	6	13
HELICOPTER OPERATIONS UNIT (HOU)					1			1
NARCOTICS DIVISION (ND)				1				1
PUBLIC TRANSPORTATION (PT)	1	1	1	1	2	10	9	25
SPECIAL INVESTIGATIONS UNIT (SIU)			2		1	1		4
SPECIAL WEAPONS AND TACTICS (SWAT) UNIT						5		5
TRAFFIC SECTION (TS)		5			2	12		19
TRAINING AND SUPPORT GROUP (TSG)	1	2	1	1	1	2	11	19
YOUTH INVESTIGATION DIVISION (YID)						1		1
<b>Grand Total</b>	<b>133</b>	<b>180</b>	<b>137</b>	<b>95</b>	<b>196</b>	<b>452</b>	<b>744</b>	<b>1,937</b>

December 29, 2025

								Grand Total
	Assigned 30 Days or Less	Assigned 31 to 60 Days	Assigned 61 to 90 Days	Assigned 91 to 120 Days	Assigned 121 to 180 Days	Assigned 181 to 365 Days	Assigned more than 365 Days	
121 - BUREAU OF INTERNAL AFFAIRS	257	125	97	102	140	314	512	1547
AIRPORT OPERATIONS (AO) - NORTH	2	5				1	1	9
AIRPORT OPERATIONS (AO) - SOUTH	2	1			1	14	5	23
ALTERNATE RESPONSE SECTION (ARS)	4	4	2			4	2	16
CANINE UNIT (CU)				1		2	2	5
COMMUNITY SAFETY TEAM (CST)							5	5
CONFIDENTIAL TASK FORCE		1	2		1	3	6	13
CRIME SCENE PROCESSING UNIT (CSU)				1				1
CRITICAL INCIDENT RESPONSE TEAM (CIRT)			2	1	1	3	11	18
DEPUTY CHIEF - AREA 1	13	74	3	1		2	5	98
DEPUTY CHIEF - AREA 2	1	2	1	1	1	1	4	11
DEPUTY CHIEF - AREA 3	1	4			3	4	12	24
DEPUTY CHIEF - AREA 4					7			7
DEPUTY CHIEF - AREA 5			1	1	1	2	6	11
DETACHED SERVICES (DS) - GOVERNMENT SECURITY					1		3	4
DETAIL SECTION (DS)					2	1		3
DETECTIVES - AREA 1	3	14		1	3	6	18	45
DETECTIVES - AREA 2		3		1		4	6	14
DETECTIVES - AREA 3		3		2	3		5	13
DETECTIVES - AREA 4	2		6	1		4	15	28
DETECTIVES - AREA 5		1				2	10	13
EVIDENCE AND RECOVERED PROPERTY SECTION (ERPS)			1	1		1		3
GANG INVESTIGATION DIVISION (GID)	1		1		1	3	9	15
HELICOPTER OPERATIONS UNIT (HOU)						1		1
MAJOR ACCIDENT INVESTIGATION SECTION (MAIS)				1				1
MEDICAL SECTION (MS)			1					1
NARCOTICS DIVISION (ND)							1	1
PROFESSIONAL STANDARDS AND COMPLIANCE DIVISION (PSCD)		1						1
PUBLIC TRANSPORTATION (PT)	1		2	1	3	5	16	28
SPECIAL WEAPONS AND TACTICS (SWAT) UNIT						4		4
TRAFFIC SECTION (TS)			1				13	14
TRAINING AND SUPPORT GROUP (TSG)	17			2			1	20
YOUTH INVESTIGATION DIVISION (YID)	2							2
<b>Grand Total</b>	<b>306</b>	<b>238</b>	<b>120</b>	<b>118</b>	<b>168</b>	<b>381</b>	<b>668</b>	<b>1,999</b>



# Management of the Backlog of Log Number Investigations - Obstacles

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- As we move into 2026, the Bureau of Internal Affairs recognizes that the recent approach is not sustainable.
  - The BIA has its own Log Number investigative workload and Districts and Units must be capable of managing their own case load efficiently.
  - Personnel transfers
  - Elective time off, furloughs, Medical Roll
  - Resignations, Retirements
  - BIA Call-Outs
  - Deployments
  - Accountability Sergeants are utilized in the field
  - Duration of time before COPA reassigns (transfers) a Log Number to BIA

# Management of the Backlog of Log Number Investigations – 2026 Plan

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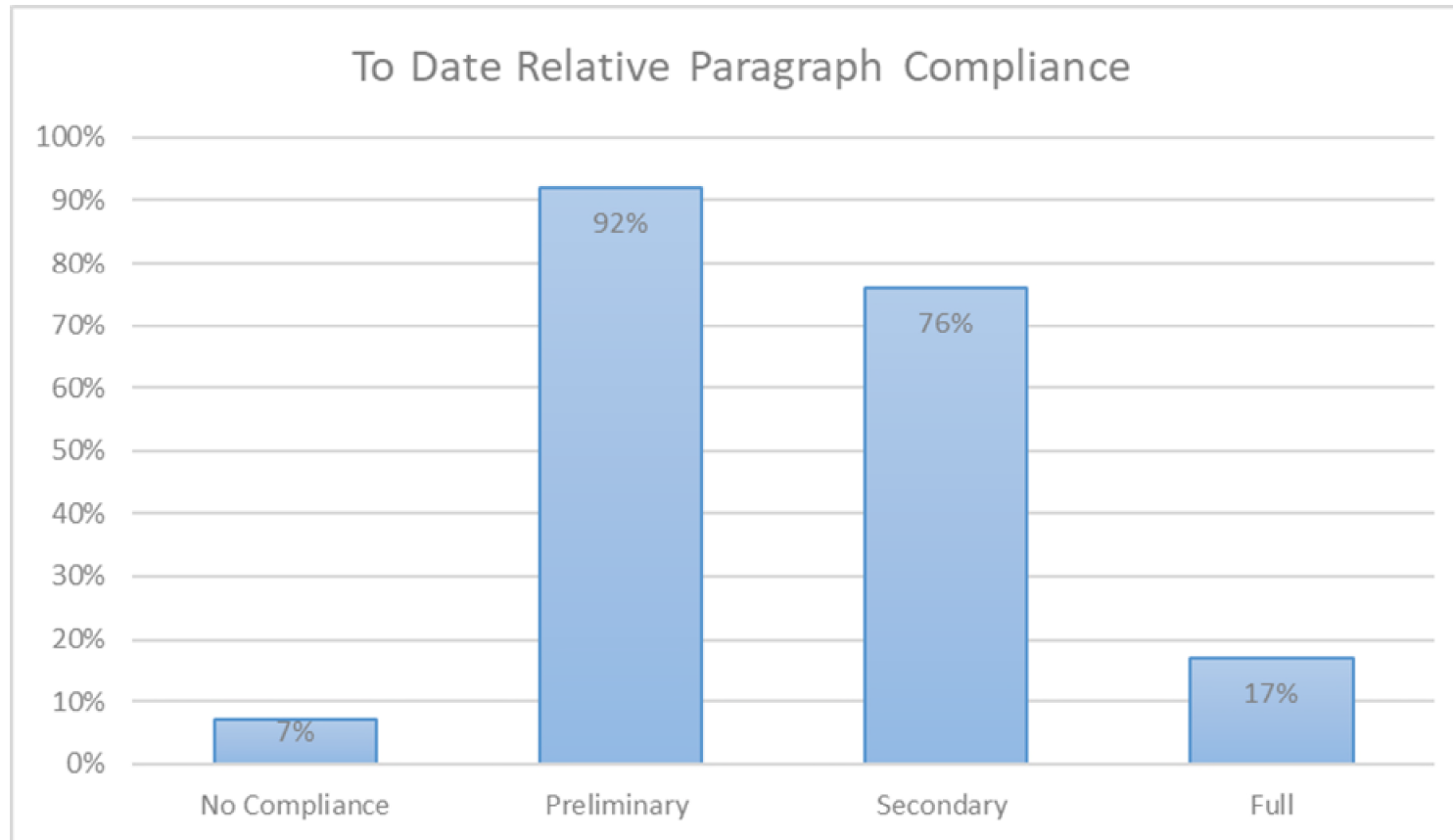
## In 2026:

- The BIA is updating the language in the Department Directive entitled “Complaint and Disciplinary Investigators and Investigations (S08-01) to explicitly define the responsibilities for supervising Investigators in Log Number investigations.
  - All District Commanders and designated Unit Commanding Officers will identify two Accountability Sergeants whose **primary responsibility** is receiving, processing, and investigating complaints against Department members.
  - Bureau of Patrol Area Deputy Chiefs & Deputy Chiefs with Units that have an Accountability Sergeant will:
    1. meet quarterly with District Commanders and Unit Commanding Officers with designated Accountability Sergeants to review the progress of their Accountability Sergeant complaint investigations.
    2. ensure that the District Commanders and Unit Commanding Officers monitor their Unit’s complaint queue in the Complaint Management System (CMS) to ensure the Log Numbers are completed consistent with the timelines and procedures outlined in the Department Directive titled “Investigation Timelines and Benchmarks”.
    3. provide support to District Commanders and Unit Commanders to ensure that their Units are provided with the resources needed to facilitate Accountability Sergeants in completing complaint investigations.
  - District Commanders & Unit Commanding Officers with designated Accountability Sergeants will:
    1. ensure that Accountability Sergeants are making investigative findings and recommendations within 90 days of the initiation of an investigation;
    2. monitor the progress of their Accountability Sergeant complaint investigations in the Case Management System (CMS), ensuring that an Accountability Sergeant’s primary responsibility is receiving, processing, and investigating complaints against Department members;
    3. review and approve Extension Requests within the Case Management System when an investigative finding and recommendation is not reached within the first 90 days.
      - Extension Requests will only be approved after considering any previous requests, the Sergeant’s activity, any mitigating circumstances (such as the Sergeant’s caseload and the availability of all persons involved in the investigation).



# Consent Decree – BIA Compliance Update Through IMR-12\*

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- ❑ IMR-12 concluded on 30 June 2025. IMR-13 concluded on 31 December 2025 and the BIA anticipates receiving additional compliance from the IMT and OAG for work completed in a variety of paragraphs during this timeframe.
- ❑ Percentages include only CPD-relevant, assessable paragraphs with the Accountability section of the Consent Decree. Paragraphs applicable to other City entities only (non-CPD) and non-assessable paragraphs are not included.

# Questions/Comments

CHICAGO POLICE DEPARTMENT

