

The background of the slide is a night-time photograph of the Chicago skyline. The Willis Tower is prominent on the left, and the Chicago Police Department's main headquarters is in the center. The image is overlaid with a blue and white checkered pattern, several large white stars, and faint, semi-transparent text elements including 'POLICE', 'PROTECTION', and 'PR'.

Chicago Police Department Strategy for Organizational Excellence

April 2025



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Message from the Superintendent



Dear Chicagoans,

Our three-year Strategy for Organizational Excellence provides a framework to achieve CPD's mission of serving our communities and protecting the lives, rights, and property of all people in Chicago. It isn't just about numbers on a page or checking boxes; it's about real, sustainable change that reinforces support for CPD members across the department and can be felt in neighborhoods throughout the city. In a city as vibrant and diverse as Chicago, our role extends beyond traditional law enforcement. Our mission to serve and protect is intertwined with our commitment to foster trust, support our workforce, and maintain a robust organizational infrastructure. By investing in our officers, listening to our communities, and holding ourselves accountable, we will further enable the CPD to be a department that every Chicagoan is proud of, relies upon, and trusts. As we move forward, we invite all members of the community to join us in this vital endeavor, working together to forge a safer Chicago.

Larry Snelling
Superintendent of Police

The graphic features a background of an American flag and a Chicago Police Department badge. At the top is a black and white checkered border. Three blue rectangular boxes with yellow borders are stacked vertically, containing the Vision, Mission, and Core Values statements respectively.

VISION

That all people in the City of Chicago are safe, supported, and proud of the Chicago Police Department.

MISSION

To serve our communities and protect the lives, rights, and property of all people in Chicago.

CORE VALUES

Professionalism ★ Integrity ★ Courage ★ Dedication ★ Respect



OVERARCHING GOAL: ORGANIZATIONAL EXCELLENCE

The Chicago Police Department's "Strategy for Organizational Excellence" outlines a comprehensive, three-year plan designed to enhance public safety, build community trust, and foster internal growth and development. It prioritizes development opportunities for CPD members and emphasizes strengthening relationships between the department and Chicago's diverse communities.

With organizational excellence as its overarching goal, the plan is built upon four foundations: Building, Developing, and Supporting Our Workforce; Community Trust; Neighborhood Safety; and Organizational Infrastructure. Each foundation is designed not just to address immediate challenges but to pave the way for long-term, sustainable engagement and growth.

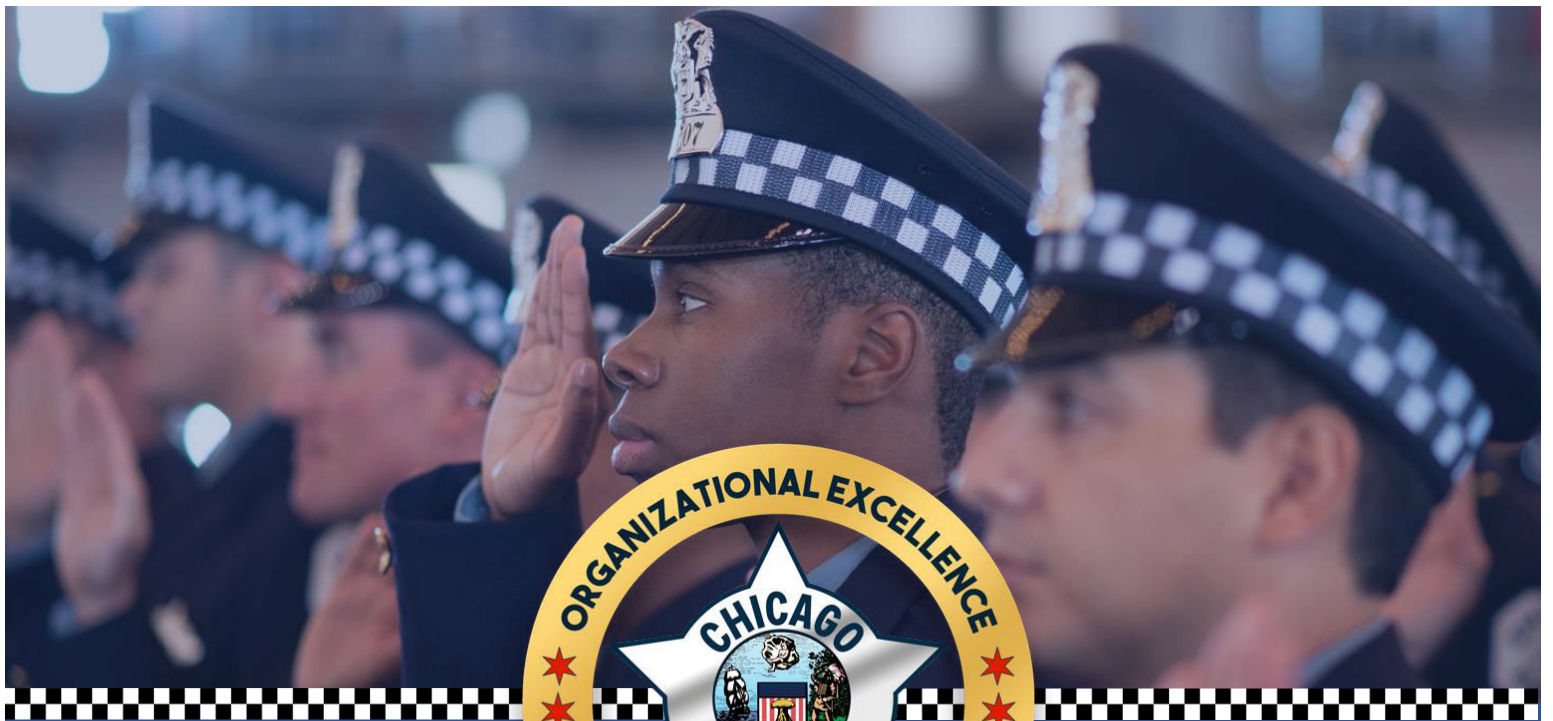
Building, Developing, and Supporting Our Workforce reflects the department's dedication to its personnel. By fostering a culture of continuous learning, wellness, and professional growth, these initiatives are designed to ensure that every department member, from recruits to seasoned sworn and non-sworn members, has the tools and support necessary to excel in their roles, contribute to the department's mission, and take pride in their service.

Community Trust is a pillar of effective policing. This plan introduces initiatives designed to strengthen relationships between CPD officers and the communities they serve. Through transparent communication, enhanced engagement strategies, and a commitment to equity and justice, the department strives to build trust and legitimacy in every interaction.

Neighborhood Safety is fundamental to the well-being of our city and the CPD's mission. The plan outlines proactive crime prevention strategies and strategies to enhance partnerships and problem-solving. By collaborating with community partners, ensuring efficient use of resources, and leveraging advanced technologies, the department aims to create safe, peaceful neighborhoods where all residents can thrive.

Organizational Infrastructure focuses on sustainability and continuous improvement, with plans to invest in training, management tools, and infrastructure. By reinforcing training, enhancing management capabilities, and fostering a culture of continuous growth and improvement, the department aims to create a resilient and adaptable organization capable of meeting the evolving needs of the community.

Under each of these foundations are three key strategies that are supported by practical, tangible initiatives that are designed to put the four foundations into practice. With this series of foundations, key strategies, and initiatives, the Chicago Police Department commits to a path of progressive growth designed to enhance public safety, build community trust, and ensure the department's long-term success through a commitment to excellence, equity, and accountability. This path leading to CPD's overarching goal: Organizational Excellence.



1 BUILDING, SUPPORTING,
& DEVELOPING OUR
WORKFORCE

Build Our
Workforce

Support Our
Workforce

Develop Our
Workforce

2 COMMUNITY
TRUST

Equity and Engagement

Support for Victims and
Survivors

External Education and
Awareness

3 NEIGHBORHOOD
SAFETY

Provide Equitable
Police Services

Expand
Partnerships

Advance Technology
and Innovation

4 ORGANIZATIONAL
INFRASTRUCTURE

Reinforce Training
and Skills

Create Culture of
Sustainability

Enhance Management Skills



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE



GOAL

The department operationalizes a philosophy of investment, mentorship, and growth of its members. It understands that fostering a supportive environment for its members is critical to achieving organizational excellence and providing effective and efficient service to the community. The department is an agency where its members experience, from their very first day of service and throughout their tenure, pride in the agency, pride in their service, and pride in their contributions to the communities they serve.

WHY?

The Chicago Police Department is made up of mothers, fathers, sisters, brothers, children, and friends—many of whom put themselves at risk every day to keep communities safe. Most Chicagoans will never have to experience the dangerous and often traumatic circumstances that officers endure. The department recognizes the service and sacrifices of its members and is committed to fostering a holistic culture of wellness within CPD, beginning with the recruitment of individuals looking to serve their communities and carrying forward to support members into retirement. The department will listen to the feedback of all sworn and non-sworn members as they progress in their CPD careers. It will work with members to build morale, implement professional development opportunities, and provide the resources needed to stay safe and well. When members can attend to their own needs, spend time with their families, take the time to process trauma, and learn how to better cope with the daily stress of the job, they broaden their health and wellness and their capacity to serve the people of Chicago. The department commits to listening to members' feedback and will strive to build internal trust and morale and empower members with the tools needed to remain resilient as peacekeepers—for themselves, their families, and the communities they serve.

Key Strategies for Building, Supporting, and Developing our Workforce

BUILD

OUR WORKFORCE

- Develop a community-driven recruitment campaign
- Expand the recruitment pipeline
- Grow and retain non-sworn staff
- Expand retention efforts

SUPPORT

OUR WORKFORCE

- Streamline accountability systems
- Recognize members' contributions
- Enhance real-time communication across the department
- Support for retired, injured, and inactive members

DEVELOP

OUR WORKFORCE

- Invest in mid-level supervisors and command staff
- Invest in first-line supervisors
- Prepare members for specialized career tracks
- Develop a peer mentorship program



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #1: BUILDING OUR WORKFORCE

INITIATIVE #1

Develop a community-driven recruitment campaign



To reinvigorate interest in the law enforcement profession and encourage a diverse representation of highly motivated individuals to join CPD, the department will leverage the talent of private sector, philanthropic, and community-based organizations to co-create a recruitment campaign that highlights the value of serving the community through a career at CPD.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #1: BUILDING OUR WORKFORCE

INITIATIVE #2

Expand the recruitment pipeline



With the goal of cultivating interest in the law enforcement profession and expanding the pipeline of applicants to sworn and non-sworn positions within CPD, the department will grow its collaborations with Chicago Public Schools, the Junior Reserve Officers' Training Corps (JROTC), City Colleges, and community partners to expand CPD's 'grow your own' programs. Expansion of these programs, including the Chicago Police and Fire Training Academy (CPFTA), CPD Cadets, Explorers, Pathways to Policing, and internships, will help create a more structured pathway for individuals who are interested in pursuing a career at CPD.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #1: BUILDING OUR WORKFORCE

INITIATIVE #3

Grow and retain non-sworn staff



The department will create an overall plan to recruit, onboard, and integrate non-sworn, professional staff into department operations and training opportunities, including those members who have retired from the department and carry with them valuable institutional knowledge. The plan will identify roles where sworn members will be made available for operational duties as non-sworn, professional staff are assigned to positions that do not require arrest powers. The department will work with city agencies to create a tuition and training account for non-sworn members that can be used to expand their professional skill sets and professional development opportunities.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #1: BUILDING OUR WORKFORCE

INITIATIVE #4

Expand retention efforts



The department seeks to implement strategies that will encourage retention of recruits and sworn and non-sworn members. The department will create a workforce retention action plan that collects and analyzes information on the reasons why recruits leave prior to completion of the academy and the reasons why non-sworn and sworn members voluntarily leave the department prior to retirement eligibility. Based on these analyses, the plan will include recommendations to formalize exit interview protocols and identify opportunities for improved recruitment and retention.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #2: SUPPORTING OUR WORKFORCE

INITIATIVE #5

Streamline accountability systems



The department will develop protocols to streamline the disciplinary investigative process to cut down on the time it takes to complete investigations to ensure eligible members are not prevented from assignment to specialty units or participating in awards and recognition ceremonies and other departmental activities. It will also implement protocols for communicating case summaries and statuses to officers in a more timely and accessible manner. The department will collaborate with the Civilian Office of Police Accountability (COPA) and the Chicago Police Board to create a protocol whereby members relieved of their police powers and complainants are provided the entire COPA report and recommendations in a timely manner. The department will create a protocol to reduce the time it takes to reinstate officers after the settlement of cases.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #2: SUPPORTING OUR WORKFORCE

INITIATIVE #6

Recognize members' contributions



Awards and recognitions serve to recognize and affirm members' superior performance and reinforce the expectations of CPD. The department will review and revise its policies to create efficiencies in the awards and recognition process and ensure awards are distributed in a timely manner. The awards and recognitions process and protocol will be evaluated at a regular frequency to determine if any amendments should be made and explore technological solutions to streamline processes. A cadre of awards will be created to recognize non-sworn members who demonstrate exemplary service in their respective roles.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #2: SUPPORTING OUR WORKFORCE

INITIATIVE #7

Enhance real-time communication
throughout the department



The department will use existing technological resources to enhance interdepartmental communication in an effort to share information quickly and accurately in a consistent format. The Training and Support Group will coordinate with the bureaus to create monthly roll call calendars and centralized roll calls that will include trainings on select topics. The department will continue to explore additional tools to expand its efforts to provide real-time, consistent messaging to its members.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #2: SUPPORTING OUR WORKFORCE

INITIATIVE #8

Support retired, injured, and
inactive members



The department will expand its efforts in honoring the service of retiring members and providing additional support to its retired, injured, and inactive members. It will work with employee bargaining units and city partners to facilitate the creation of post-retirement plans, institute retirement seminars, and host retiree support groups. The department will also identify opportunities to relay information regularly and consistently to keep retirees informed of available peer supports and other programs and department matters that may be of interest. To acknowledge members' years of service and contributions to the department, the department will amend its protocol concerning awarding retirees' stars, hold formal retiree recognition ceremonies, and share information about retirees' service across CPD's intranet. The department will also create programming and protocols concerning peer support and other assistance for members who were injured on duty, are on long-term disability, or are the subject of pending disciplinary investigations.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #3: DEVELOPING OUR WORKFORCE

INITIATIVE #9

Invest in mid-level supervisors and
command staff



Through investments in professional development in mid-level supervisors and command staff, the department will ensure that individuals who are promoted to supervisory and command staff positions are provided the appropriate training in the knowledge, skills, and abilities required to succeed in leadership positions. The department will partner with external training entities, such as the Illinois Law Enforcement Training and Standards Board (ILETSB), to expand current opportunities for CPD attendance at professional training programs. The department will identify local providers and create its own training curricula on core leadership competencies and incorporate the curricula into the department's Training Plan. A mentorship training initiative will be established, where experienced exempt-level supervisors are presented with the opportunity to coach and mentor another member new to the role. This will include discussions of critical issues germane to the role, such as the development of strategic plans, motivating the workforce, and effectively managing external relationships with various stakeholders. An evaluation system will be put in place whereby the department will consistently evaluate the program through member feedback and provide ongoing, structured support.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #3: DEVELOPING OUR WORKFORCE

INITIATIVE #10

Invest in first-line supervisors



The department will create or identify external programs to provide leadership and management training to ensure first-line supervisors achieve confidence in their roles. First-line supervisors must first understand their 'why'. That is, their purpose for having assumed a leadership role and a level of self-awareness and respect for the immense influence they have on the organization and the individuals they lead. From such a principled foundation, any subsequent training—from learning how to access reports to having difficult conversations—will be value-driven as first-line supervisors gain the capacity to understand not just how or when to accomplish a task, but its purpose and benefit for the organization and fellow members. As with mid-level supervisors and command staff training, mechanisms will be established to receive member feedback, evaluate training programs, and consistently refine both the quality and scope of training to reflect best practices. The department will create a balanced training catalog containing internally developed, CPD-specific material, along with external training programs, developed by professional training entities, that expose members to concepts, issues, and practices across the national law enforcement landscape.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #3: DEVELOPING OUR WORKFORCE

INITIATIVE #11

Prepare members for specialized
career tracks



While CPD is composed of various specialized roles that play a critical function for mission success, it will make clear how an individual can successfully navigate the organizational terrain to achieve his or her goals within those specialized roles. The department will educate members on potential future opportunities within CPD, external training opportunities, and the pathways to achieve their respective goals. Knowledge resources will be identified and compiled for members who are actively seeking, or are undecided on, a specialized career track or assignment within a specific unit. Mechanisms will be established to receive member feedback, evaluate training programs, and consistently refine both the quality and scope of specialized career tracks to reflect best practices.



BUILDING, SUPPORTING, & DEVELOPING OUR WORKFORCE

STRATEGY #3: DEVELOPING OUR WORKFORCE

INITIATIVE #12

Develop a peer mentorship
program



The department will create a peer mentoring program in which members are assigned to recruits during their time at the academy, through their field training, and throughout their probationary period to provide guidance, offer mentorship, and prepare members for the inherent stressors of their new positions. Mentors may also be assigned to any sworn or non-sworn member, upon their request, at any point in his or her career, for the purpose of preparing individuals for and assisting them in their respective roles throughout the department. As part of the mentoring program, members will have the opportunity to shadow and learn about units outside of their unit of assignment to grow their understanding of CPD operations and encourage interest in other departmental assignments. The department will create a framework for operational teams to shadow and mentor one another across units on intelligence sharing, tactics, and innovations addressing crime patterns and other emerging trends. These mentorship opportunities will help support communities of practice across work locations, encourage operational innovations, and support members' professional development. The Superintendent's Speaker Series will be developed to host in-person and online events where CPD members can learn from impactful first-person narratives of law enforcement officers from within and outside of CPD.



GOAL

In solidarity with the community, the Chicago Police Department seeks to elevate and bridge the lived experiences of community members and police officers to enhance mutual trust, empathy, transparency, and legitimacy. The department informs its efforts by the experiences of the people it serves, as it is an active leader, facilitator, and partner in achieving neighborhood safety goals.

WHY?

The people who make up Chicago's diverse neighborhoods are at the heart of the Chicago Police Department's strategic plan. The plan outlines opportunities for CPD to listen, learn, and have meaningful conversations with those it serves while also enhancing its service to all members of the community, including victims, survivors, and their families. CPD members are a part of these communities and share the same values, aspirations, and neighborhood safety goals. CPD will elevate the experiences of police officers and community members alike, building bridges of understanding and empathy. Not only will these conversations enable the community to stay informed, but through them the department will maintain and strengthen its relationships while growing community trust and confidence.

Key Strategies for Building Community Trust and Legitimacy

EQUITY AND ENGAGEMENT

- Foster a call to service and leadership
- Enhance interactions with affinity populations
- Expand diversion and deflection
- Create Unhoused Mobile Teams

SUPPORT FOR VICTIMS & SURVIVORS

- Expand the Crime Victim Services program
- Expand the Family Liaison Office
- Enhance investigations for special victims
- Enhance response to crimes and incidents motivated by hate

EXTERNAL EDUCATION AND AWARENESS

- Develop a strategic communications plan
- Expand the scope of public sentiment and experience surveys
- Create a stakeholder communications advisory group
- Create community briefings



STRATEGY #1: EQUITY AND ENGAGEMENT

INITIATIVE #13

Foster a call to service and leadership



The department's highest priority is the sanctity of all human life—a promise that naturally positions people at the heart of the organization and commits to regard every interaction as an opportunity to lift the human condition. From critical incidents to casual conversations, from State Street to side streets, the individual exchange between officers and community members is, ultimately, where the department's word is upheld, and its pledge fulfilled. Fostering a call to leadership and service throughout the department challenges all members, at all ranks, to ensure that the spirit of every interaction with the public remains virtuous and is driven by equity and engagement. This commitment will support members as they align their goals and values with their actions, recognizing that when they help the most vulnerable, everyone benefits. Internally, it encourages all members to measure success by how they grow, and help others grow, personally and professionally within the organization. The department will reinforce its commitment toward fostering a call to service and leadership through training in all ranks, by ensuring its policies are in accordance with this purpose, by creating a framework in which leadership can be integrated throughout operations, and by promoting members to command staff positions who embrace this commitment. While this endeavor may take time, the department's highest priority demands commitment to continuous improvement, as much as it does to the credence: people first.



STRATEGY #1: EQUITY AND ENGAGEMENT

INITIATIVE #14

Enhance interactions with affinity populations



The department will create the Office of Equity and Engagement to enhance the scope of interactions with affinity populations, including the migrant, refugee, and asylum seeker population; LGBTQI+ -identifying individuals; persons with visible and non-visible disabilities; deaf, DeafBlind, and hard-of-hearing individuals; the unhoused population; limited English-proficient individuals; youth; religious communities; and all other affinity communities. CPD will facilitate opportunities for individuals and groups to provide cultural and historical perspectives in curricula development and to review tactics, training, and policies that guide how CPD members interact with and assist affinity populations. The department will continuously evaluate staffing and resources dedicated to interacting with and providing services to affinity populations to ensure community voices are amplified such that they may contribute to neighborhood safety strategies that impact their lives.



STRATEGY #1: EQUITY AND ENGAGEMENT

INITIATIVE #15

Expand diversion and deflection



The department will coordinate with community and governmental partners to continue to explore and expand community-informed youth diversion and deflection strategies. It will engage with a network of service providers through the Youth Intervention Pathways Program to ensure youth can be diverted from court to appropriate and geographically accessible services and implement field-level deflection practices to increase alternatives to arrest for youth. It will ensure a suite of trauma-informed policies, procedures, and training on interactions with youth. In addition, the department will further collaborate with partners on the evaluation of deflection and diversion processes and outcomes.



STRATEGY #1: EQUITY AND ENGAGEMENT

INITIATIVE #16

Create unhoused mobile teams



To enhance the services provided to persons experiencing homelessness, officers will be assigned to Unhoused Mobile Teams in each CPD Area, the Chicago Transit Authority, O'Hare International Airport, and Midway International Airport. In addition, the position of non-sworn Unhoused Outreach Liaison will be created to respond to the needs of persons experiencing homelessness and liaising with city agencies and community-based organizations to better connect individuals to services. CPD will continue to explore opportunities for referrals and partnerships with agencies that primarily serve persons experiencing homelessness and continuously evaluate its efforts.



STRATEGY #2: SUPPORT FOR VICTIMS AND SURVIVORS

INITIATIVE #17

Expand the crime victim services program



The Crime Victim Services Program will be expanded to increase access for victims and survivors, establish department specialization for interactions with specific communities and types of victimizations, and evaluate the department's outreach to victims, provision of services, and follow-up. The department will continue to grow collaborations with community-based providers to connect victims and survivors with services to meet their immediate and long-term needs and disrupt cycles of violence. The department will create new positions to provide support and services to youth, older adults, and mass incident victims. The department will also expand its partnerships with agencies dedicated to victims of gender-based violence and create a polyvictimization advocate position, providing services to individuals who have been victimized in multiple incidents. Further, the department will assign several advocates to support department members who are victims of domestic violence and other forms of gender-based violence.



STRATEGY #2: SUPPORT FOR VICTIMS AND SURVIVORS

INITIATIVE #18

Expand the Family Liaison Office



The department will promote the Family Liaison Office (FLO) through a dedicated online presence to raise awareness about the FLO, community resources, and citywide events that bring survivors together to foster healing and empowerment. The FLO will create a guide with community partners to provide greater transparency into the protocols, policies, and timelines involved in homicide investigations. The department will also review and revise training for detectives to emphasize trauma-informed communication strategies with victims and families, including verbal and non-verbal cues, active listening, and effective ways to respond to trauma. Survivors and family members will be incorporated into panel discussions in detective training to promote rapport, understanding, and community engagement.



STRATEGY #2: SUPPORT FOR VICTIMS AND SURVIVORS

INITIATIVE #19

Enhance Investigations for
Special Victims



An internal Domestic Violence Dashboard will be created to empower detectives and domestic violence advocates to triage cases, identify when patterns are escalating between victims and offenders, and efficiently coordinate interventions with service providers. The department will realign and increase staffing to support cold case missing person investigations and implement interventions to support families who have frequently experienced a youth as missing or repeatedly away from home without permission for extended periods of time. Missing persons reporting systems will be automated to better facilitate information-sharing. Documentation provided to domestic violence victims and those who report a missing person will be revised to offer additional details about the investigative process and available resources.



STRATEGY #2: SUPPORT FOR VICTIMS AND SURVIVORS

INITIATIVE #20

Enhance response to crimes and incidents motivated by hate



The department will evaluate staffing levels and cross-bureau operations to ensure it can proactively identify trends and respond to incidents motivated by hate. The department will continue to grow its community partnerships, support victims, and expand its training to members on how to properly identify and document hate-motivated incidents. It will also continue its collaborations with law enforcement partners to enhance the department's ability to identify offenders and, ultimately, conduct investigations that lead to successful prosecution. The department will collaborate with city partners and community groups to identify affinity populations with a historical underrepresentation of hate crime reporting and determine strategies to build trust and identify opportunities to make reporting more accessible.



STRATEGY #3: EXTERNAL AWARENESS AND EDUCATION

INITIATIVE #21

Establish a Strategic Communications Plan



A strategic communications plan will be developed that outlines a structured approach for sharing information with both internal and external audiences. The plan will detail how to consistently communicate CPD's goals and achievements, use various communication methods to ensure broad and inclusive outreach, and quickly and accurately inform the public and department members about urgent issues and crime trends.



STRATEGY #3: EXTERNAL AWARENESS AND EDUCATION

INITIATIVE #22

Expand the scope of public sentiment and experience surveys



The department will expand the scope of public sentiment surveys to collect data on procedural justice principles and constituent satisfaction in day-to-day interactions, including whether individuals were given an opportunity for their voice to be heard and to express their concerns; if officers applied laws in a fair and unbiased manner; if individuals were treated with dignity and respect; and if officers demonstrated trustworthiness. The findings of the surveys will be used to analyze trends to inform trainings, engagements, and policies.



STRATEGY #3: EXTERNAL AWARENESS AND EDUCATION

INITIATIVE #23

Create a stakeholder communications advisory group



The department will form a communications advisory group that is composed of representatives from across the city with whom the department will engage to share information on critical issues, emerging trends, and other department matters. Advisory group members will be drawn from a diverse representation of partners, including those from faith-based, private-sector, philanthropic, community, and youth organizations, along with other stakeholder groups. It will be convened to provide advice on how to share messages with respective neighborhoods and constituencies. The department will be able to capitalize on the experience of advisory group members who can, conversely, share with the department the matters that are most important to their constituencies and the communities they serve.



STRATEGY #3: EXTERNAL AWARENESS AND EDUCATION

INITIATIVE #24

Create community briefings



CPD's activities are often summarized by crime statistics, which are quantitative measurements that provide little context or meaning behind the numbers. The department will create community briefings that provide education and awareness of the department's mission and purpose and how those are operationalized across its bureaus, providing a window into the department's operations and articulating the 'why' behind many of the department's functions. These community briefings will be available on the department's website to make them accessible to a wide audience and will include general information about department operations as well as information on current events and emergent trends. The department will leverage the expertise and resources of its community partners to create and share the community briefings.



GOAL

The Chicago Police Department's mission is, "to serve our communities and protect the lives, rights, and property of all people in Chicago." Within the context of trust-building and community-based, constitutional policing, CPD will partner with the community to co-produce neighborhood safety goals and strategies that produce the most appropriate and effective responses to the people of Chicago.

WHY?

The Chicago Police Department's mission is founded upon its commitment to keeping Chicagoans safe in every zip code, neighborhood, and block. To be effective problem solvers and crime fighters while maintaining the support and approval of those it serves, department members must leverage strategies, training, and tools that appropriately address identified concerns. There is no one-size-fits-all approach. Collaboration is a key component of community-based policing, and the department looks forward to working more closely with community partners to better understand the problems residents are facing, which in turn will help CPD do its part in preventing crime, upholding its duty to enforce the law, and providing appropriate responses to individuals who may benefit from non-law enforcement responses. In addition to expanding community partnerships, CPD will continue to enhance its analytic and intelligence capabilities, using technology to ensure it is effectively leveraging all possible tools in its operations. These expanded partnerships, effective policing strategies, and technology, combined with the department's dedicated staff of sworn and non-sworn members, will help to continuously evaluate the effectiveness of its strategies as well as the impacts those strategies have across communities.

Key Strategies for Enhancing Neighborhood Safety

PROVIDE EQUITABLE POLICE SERVICES

- Complete a workforce and resource allocation study
- Revise the district strategic planning model
- Analyze calls for service and call protocols to promote alternate responses
- Evaluate investments in increasing violent crime clearance rates

EXPAND PARTNERSHIPS

- Grow community networks
- Evaluate prevention and intervention strategies
- Expand research partnerships
- Enhance community policing strategy

ADVANCE TECHNOLOGY AND INNOVATION

- Invest in crime gun strategies
- Enhance digital information and intelligence strategies
- Develop a best-in-class forensic lab
- Implement records management and computer-aided dispatch systems



STRATEGY #1: PROVIDE EQUITABLE POLICE SERVICES

INITIATIVE #25

Complete a workforce and resource allocation study



The department will procure a study to provide a detailed analysis of response rates and personnel resource allocation. The results of the study will inform supervision ratios and create a model that will enable the department to routinely assess staffing levels and adjust its deployed resources.



STRATEGY #1: PROVIDE EQUITABLE POLICE SERVICES

INITIATIVE #26

Revise the district strategic planning model



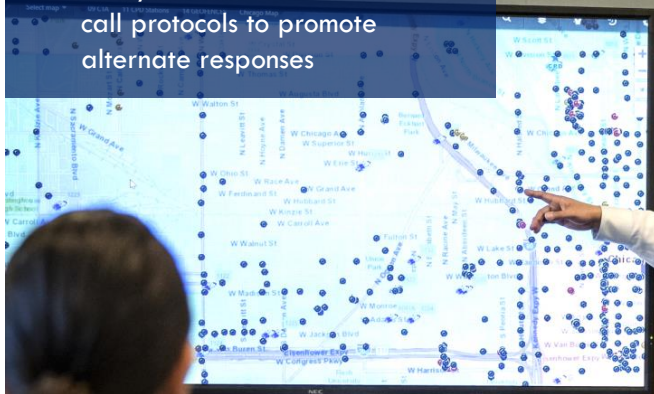
The district strategic planning model will be enhanced to empower district commanders to lead efforts in collaborating with local stakeholders to create plans that respond to the specific neighborhood safety needs of their districts. The district plans will identify and analyze the nature of crime problems, engage in problem-solving exercises focused on causes, and develop prevention and evidence-based enforcement strategies. The revised model will include evaluation, accountability, and reporting strategies consistent across districts and will require public-facing reports that summarize the implementation status of plans.



STRATEGY #1: PROVIDE EQUITABLE POLICE SERVICES

INITIATIVE #27

Analyze calls for service and call protocols to promote alternate responses



The department will coordinate with city agencies and research partners to analyze calls for service. This analysis will help CPD better understand the volume across call types and the final disposition of calls, ascertaining which calls have the highest percentage of dispositions where individuals are referred to other city services or similar referrals. The findings from these analyses will be used to make recommendations for alternate response strategies to improve outcomes for those who would benefit from non-police services, as well as help patrol officers concentrate on crime prevention and enforcement. The department will also explore peer practices in light of this analysis to identify recommendations for incorporating retired members into non-sworn roles to capitalize on their subject matter expertise and build capacity throughout department operations.

STRATEGY #1: PROVIDE EQUITABLE POLICE SERVICES

INITIATIVE #28

Evaluate investments in
increasing violent crime
clearance rates



The department will collect and evaluate data to continuously improve investigations, increase clearance rates, and seek justice for victims and their families. It will summarize the investments made in solving cases and create mechanisms to evaluate which measures have had the greatest impact in increasing violent crime clearance rates. Feedback will be gathered from homicide detective teams, victims' families and survivors, and community members to learn first-hand the efficacy and impact of strategies and initiatives designed to enhance investigations and support victims.



STRATEGY #2: EXPAND PARTNERSHIPS

INITIATIVE #29

Grow community networks



The department will actively identify and seek collaborations with community partner organizations, including those that historically may have had limited interaction with CPD. Each of CPD's bureaus will conduct ongoing asset-mapping exercises to articulate community stakeholder groups with whom they may collaborate to develop and implement neighborhood safety strategies and enhance communication strategies. This will involve identifying legacy community groups that have a longstanding relationship with CPD or within their communities, as well as the identification of new and emerging groups that represent historically underrepresented constituencies. These groups can be called upon to provide feedback on department operations, leveraging their lived experiences to identify problem-solving activities.



STRATEGY #2: EXPAND PARTNERSHIPS

INITIATIVE #30

Evaluate prevention and intervention strategies



CPD has long collaborated with community partners to identify and implement strategies to deter and disrupt violence. To better understand the impact of these efforts, CPD will engage academic institutions to help evaluate the joint prevention and intervention efforts of CPD, city agencies, and community partners. This evaluation will be used to identify additional services and program modifications that may enhance violence deterrence and disruption strategies.



STRATEGY #2: EXPAND PARTNERSHIPS

INITIATIVE #31

Expand research partnerships



In its commitment to continuous improvement, CPD seeks to leverage the resources of academic partners and research organizations to assist in identifying opportunities for innovations and evaluating the effectiveness of programs and operations. The department will collaborate with these entities to identify opportunities to embed researchers within the department to analyze and evaluate components of CPD's operations.



STRATEGY #2: EXPAND PARTNERSHIPS

INITIATIVE #32

Enhance community policing strategy



The department will collaborate with a third party to assess how the department can operationalize its community policing strategy. The key focus is to identify how to integrate community policing philosophy across all roles of the department. This will include how to: (1) develop an awareness of government and community resources; (2) build relationships of trust with community; (3) identify and address concerns proactively and reactively; and (4) follow-through and track resolutions to concerns and problems. Built out into three phases, this project will include integrating community feedback on how residents would like officers to engage their communities, reviewing best practices, and conducting an audit of existing community policing-specific roles across CPD. Through the completion of this project, the department looks forward to fulfilling its goal of improving trust and legitimacy, strengthening working relationships with community, and reducing crime, disorder, and violence.

STRATEGY #3: ADVANCE TECHNOLOGY AND INNOVATION

INITIATIVE #33

Invest in crime gun strategies

**CRIME GUN INTELLIGENCE
CENTER OF CHICAGO**



The department will make maximum use of available technologies to identify, trace, and locate the use of crime guns so that strategies can be tailored to those locations most in need of police interventions. It will continue to honor its commitment to federal, state, and local agencies in implementing the Crime Gun Intelligence Center (CGIC) to use 'real-time' comprehensive gun intelligence to identify, investigate, and prosecute violent offenders and those who are supplying them with guns. A department-wide crime gun strategy will be created that identifies appropriate staffing levels, technological infrastructure needs, and strategic planning efforts with other law enforcement partners.



STRATEGY #3: ADVANCE TECHNOLOGY AND INNOVATION

INITIATIVE #34

Enhance digital information and intelligence strategies

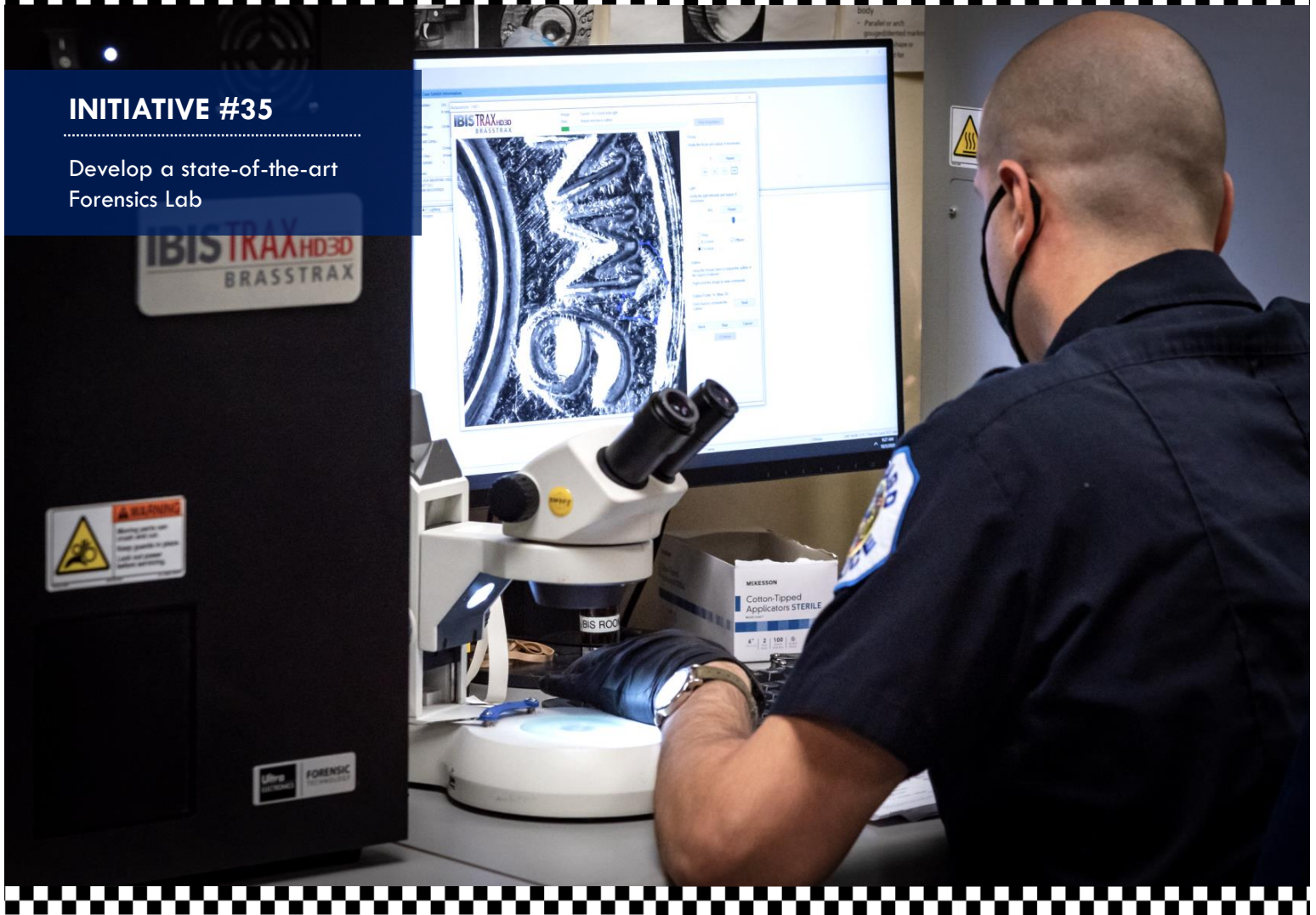


The department will fully launch the Digital Forensics Training Center to provide members with the knowledge and skills to continue to grow their intelligence capabilities within the Area Technology Centers (ATC). It will also reinvigorate Strategic Decision Support Centers (SDSC) with increased training and implementation of best practices to create a community of practice dedicated to the creation and implementation of successful crime reduction strategies. This initiative will allow district commanders to utilize the full strength of data analytics for crime reduction, improved district response, and officer and neighborhood safety. The department is committed to ensuring ATCs and SDSCs are provided with the sworn and non-sworn personnel, training, and technological and analytic capabilities to perform and deliver according to the department's needs.

STRATEGY #3: ADVANCE TECHNOLOGY AND INNOVATION

INITIATIVE #35

Develop a state-of-the-art
Forensics Lab



The department will strengthen investigations through the establishment of a purpose-built forensics laboratory site for the analysis and storage of physical evidence. The forensics lab will demonstrate national standards in forensics practices through the achievement of accreditation through the ANSI National Accreditation Board (ANAB). To become a national forerunner in forensics services, the department will invest in technology, policies, and trainings. The state-of-the-art forensics facility will incorporate dedicated community space to facilitate community engagements with the Forensics Services team and multi-age educational programs for the public.



STRATEGY #3: ADVANCE TECHNOLOGY AND INNOVATION

INITIATIVE #36

Implement a Records Management System and a Computer-Aided Dispatch system



The department will implement a consolidated records management system (RMS) to allow for comprehensive data collection, analysis, reporting, and retrieval. In addition, it will coordinate with other city public safety agencies to provide training to all sworn members with the city's new computer-aided dispatch (CAD) system.

GOAL

The Chicago Police Department's organizational infrastructure will provide for efficiency, transparency, and sustainability throughout operations. Through a cycle of continuous improvement, the department will ensure its resources and processes are most effectively applied in support of achieving organizational excellence.

WHY?

When one thinks of the Chicago Police Department, their thoughts may include an officer patrolling the streets or a squad car decorated in blue lights. However, CPD is made up of sworn and non-sworn members serving 'behind the scenes' to create effective and sustainable strategies that are at the very foundation of the organization. This foundation and structure are essential to sustainable success, and they rely on a framework by which the department can continuously challenge itself and renew its commitment to the mission of protecting the lives, rights, and property of all Chicagoans.

Key Strategies for Investing in Organizational Infrastructure

REINFORCE TRAINING AND SKILLS

- Utilize trend and pattern data to inform training curricula
- Create a Bureau of Patrol supervisor accountability matrix
- Preparation for promotional exams
- Support continuing education

CREATE A CULTURE OF SUSTAINABILITY

- Cultivate continuous improvement
- Invest in strategic planning, project management, and coordination
- Create a technology roadmap
- Maintain safe, healthy workplaces with essential equipment

ENHANCE MANAGEMENT TOOLS

- Implement financial management protocols
- Mitigate risks
- Ensure medical roll effectiveness and efficiency
- Implement performance evaluation systems

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #1: REINFORCE TRAINING AND SKILLS

INITIATIVE #37

Utilize trend and pattern data to inform training curricula



The Training Oversight Committee (TOC) presents a platform where bureau chiefs can collaborate with one another and the Training Division to identify emerging issues and assess the most common encounters officers experience. Based on the conclusions drawn by bureau chiefs and the Training Division, the Training Division will develop various types of training to reinforce relevant topics, legal knowledge, and appropriate and effective tactics. The department will use this platform to constantly evaluate trends and critical incidents to determine if there is a need for additional training for respective work areas or across the department. Field training evaluations and post-course surveys will also be used to inform the development and administration of curricula. As additional training is identified and delivered, the Training Division will consider these training modules for inclusion in refresher training, in-service training, and the department's Training Plan. Formalizing these processes will help create an organizational structure that supports the department's efforts to be an adaptive, learning organization and provide real-time development opportunities to members.

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #1: REINFORCE TRAINING AND SKILLS

INITIATIVE #38

Create a Bureau of Patrol
Supervisory Accountability Matrix



The Bureau of Patrol (BOP) will develop a protocol that identifies activities appropriate to each supervisory rank in the chain of command and creates accountability systems that monitor the appropriate use of delegated authority. The BOP will organize periodic meetings with supervisory staff to identify procedural and policy adjustments, discuss strategic goals and direction, and check in on current issues within the units. Creating a supervisor accountability matrix will encourage supervisory initiative and participation in command decisions relevant to their duties, empowering supervisors to be more decisive in real time.

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #1: REINFORCE TRAINING AND SKILLS

INITIATIVE #39

Prepare members for
promotional exams



The department will develop promotional test preparatory curricula according to respective ranks and titles subject to promotional testing. The knowledge, skills, abilities needed to succeed in those roles will be gathered from department practitioners, as subject matter experts in those roles. The department will develop a plan to ensure preparatory curricula is accessible to all department members sitting for respective promotional exams.

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #1: REINFORCE TRAINING AND SKILLS

INITIATIVE #40

Support continuing education



In addition to the training plans currently in place, bureau chiefs will identify and facilitate additional training opportunities for their sworn and non-sworn members. This will include opportunities for recruit, in-service, and pre-service promotional training, specialized assignments, and other training related to assignment within their bureaus. Bureau chiefs will be responsible for identifying training opportunities that will support the operational and administrative needs of their bureaus as well as their members' professional development. This will include training that may be solicited for delivery at CPD or for which CPD members can travel to learn directly from peer practitioners. The bureau chiefs will also be responsible for identifying opportunities to develop 'home grown' training with the Training Division. Chiefs will develop an annual calendar that identifies the types of training and when training opportunities will be available, designate eligibility and outreach to members, and create budgets to support training plans. The bureau-specific training plans will be integrated into the department's annual Training Plan.

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #2: CREATE A CULTURE OF SUSTAINABILITY

INITIATIVE #41

Cultivate a culture of continuous improvement and growth



The department will implement an administrative and management system that facilitates a commitment to continuous improvement and growth. The department will stay focused on dynamic goal setting, researching promising practices, constantly evaluating operations, and continuously renewing its commitment to its mission. It will expand data science and analysis capabilities to collect data, establish statistically sound methodologies for analysis, identify patterns and trends, inform policy and training, and evaluate the success of programs and initiatives. Within this framework, the department's subject matter experts—practitioners in the field—will be called upon to help identify the most effective and efficient policies and practices and evaluate how those are working in the field.

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #2: CREATE A CULTURE OF SUSTAINABILITY

INITIATIVE #42

Investment in strategic planning, project management, and coordination



There are numerous adopted planning documents that guide activities throughout the department, including the City of Chicago's Consent Decree, the Racial Equity Action Plan, and the Civilian Commission for Public Safety and Accountability's Superintendent Goals, which overlap in their purpose, goals, and strategies. The department will align all department planning documents to reconcile project management activities, effectively report on statuses, and evaluate outcomes. The department will also ensure alignment with CPD's dual accreditation status with CALEA, Inc., which demonstrates CPD's commitment to best practice standards in policy, procedures, and ongoing self-assessment.

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #2: CREATE A CULTURE OF SUSTAINABILITY

INITIATIVE #43

Develop a technology and procurement roadmap



The department will assess its current technological needs and capabilities and develop a multi-year, dynamic technology plan that includes budgetary needs, priorities, processes, and timelines for procurement. Before any new technologies are adopted, the department will conduct peer agency analysis to determine what has been successfully implemented in the field. The technology and procurement roadmap will articulate the department's current state, ideal future state, and the time and resources necessary to bridge the present with the future.

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #2: CREATE A CULTURE OF SUSTAINABILITY

INITIATIVE #44

Maintain safe, healthy workplaces
with essential equipment



To ensure work locations are safe, well-maintained, and contribute to members' health, wellness, and performance, the department will work with the City of Chicago's Department of Fleet and Facility Management (2FM) to create a long-range facilities plan that identifies potential projects that can advance the department's operations as well as address ongoing maintenance needs and costs. The plan will outline the processes for addressing emergent concerns, routine maintenance schedules, and financial plans. The department will also perform a department-wide inventory of its equipment needs to ensure sworn and non-sworn staff have the tools they need to perform their duties. The department will collaborate with city agencies to ensure ongoing prioritization of the department's capital and equipment needs.

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #3: ENHANCE MANAGEMENT TOOLS

INITIATIVE #45

Implement financial management protocols



Financial management protocols and tools will be implemented to allocate and track corporate budget expenditures throughout the department by bureau, district, and unit. These expenditures will be tied to desired outcomes. Overtime allocations will be assigned to all bureaus, districts, and units, and accountability tools and protocols will be created to track expenditures.

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #3: ENHANCE MANAGEMENT TOOLS

INITIATIVE #46

Mitigate risks



The department will create a plan that develops a comprehensive risk management structure that identifies potential exposure to risks and the measures that can be undertaken to minimize the department's exposure to risks. The plan will identify strategies to build awareness of risk management strategies and incorporate the risk management structure throughout department operations and management decisions. The department's ability to identify and mitigate risks will be evaluated and enhanced on an ongoing basis. Technological improvements will be explored to increase transparency and accountability and to identify and create early notifications concerning potential areas of risk.

4 ORGANIZATIONAL INFRASTRUCTURE

STRATEGY #3: ENHANCE MANAGEMENT TOOLS

INITIATIVE #47

Ensure medical roll effectiveness and efficiency



The department will create an interdepartmental working group to understand the nature and frequency of non-duty-related and injured-on-duty medical usage and recommend the updating of any policies, procedures, and work streams. It will also explore technology and other tools to put case management systems in place. This work will protect the integrity of members' medical benefits and ensure those benefits meet officers' needs.

INITIATIVE #48

Implement performance evaluation
systems



The department will implement a performance evaluation system focusing on collaboration, growth, training, teamwork, accountability, and transparency. The success of the system and affected members' performance will be predicated on shared responsibilities between leaders and subordinates. This system will create an environment that ensures supervisors are empowered to facilitate conversations, provide contributions and guidance, set performance standards, and identify competencies and areas for improvement. Performance evaluations rooted in improvement plans will allow supervisors to improve performance and monitor officer wellness. The performance evaluation system will align with the City of Chicago's Consent Decree by supporting unity of command, span of control, driving fair evaluations, and emphasizing consistent supervision.



NEXT STEPS

The Strategy for Organizational Excellence is a three-year plan designed to enhance public safety, build community trust, and foster internal growth and development. Each of its 48 initiatives is designed to operationalize the Chicago Police Department's overarching goal of organizational excellence. Some initiatives will have immediate action items while some will require longer-range planning. Some are easily quantifiable, and some are more qualitative, value-based initiatives that are more difficult to measure in the short—and even long—term. After three years, however, the composite of these activities and efforts will have created a strong foundation for the department's ongoing development and growth.

The department will prioritize and engage the following activities as it implements the Strategy for Organizational Engagement.

Internal and External Engagement: The Strategy for Organization Excellence is intended to be a living, dynamic resource that provides a framework for ongoing dialogues with internal and external audiences. Rather than rigidly adhering to the words on the paper, the CPD will collaborate, listen, and learn and evolve its strategies based on the needs of the communities it serves.

Monitoring and Evaluation: It is essential to the success of the plan that the department hold itself accountable and measure its ongoing status. To achieve this, CPD will articulate actions, resources, partners, timelines, and metrics for each initiative.

Coordination with Existing Department Plans: The Strategy for Organizational Excellence joins a cadre of existing strategic planning documents designed to guide departmentwide efforts, including the City of Chicago Consent Decree, the Community Commission for Public Safety and Accountability (CCPSA) Annual Superintendent Goals, and the Racial Equity Action Plan (REAP). The department will work to ensure these efforts complement and support one another.

External Communication: The department will publish status reports that articulate the progress of plan implementation. Any amendments to the Strategy for Organizational Excellence will be included in the regular status reports.

