

Independent
Monitoring Period
No.

03

Chicago Police Department Reform Progress Update



Message from the Superintendent

More items submitted than first two monitoring periods combined



Dear Chicagoans,

In 2020, the City of Chicago and the Chicago Police Department faced unprecedented challenges. Never in the history of the Department have our officers had to contend with a global health pandemic, civil unrest, and the scourge of rising gun violence simultaneously.

Despite these challenges, Department members worked tirelessly to meet the requirements of the consent decree. Much of this work was performed in partnership with the community, and we are grateful for the efforts by residents from across Chicago to improve our Department and our City.

The contents of this status report, covering the third Independent Monitoring Report period (IMR-3), are a testament to the drive, resolve and commitment of every Department member. It also reflects the cultural change that is manifesting in our organization as we seek not just to reform the Department, but transform it.

93% increase in items submitted compared to IMR-2

I am proud to see that these transformational changes are beginning to take shape. We documented more progress this reporting period than in the first two reporting periods combined.

Among CPD's accomplishments during the IMR-3 period:

- Introduction of new community-centric, immersive training programs for officers to help them better understand the history, culture, and richness of Chicago's diverse communities.

- The start of a pilot program for CPD's new Officer Support System, which aims to identify and support officers who may be at risk for adverse outcomes.
- Extensive community engagement on various CPD policies, including Use of Force and School Resource Officers

We cannot be successful without the trust and goodwill of the community. I am pleased to report that CPD has conducted 241 hours of community engagement across 88 meetings that were explicitly designed to solicit public input on CPD's policies and district-level strategic plans.

We also revamped our policies and practices, writing 112 new or revised Department-wide policies and unit-specific standard operating procedures (SOPs) that govern the way CPD and its members perform their jobs. This is in addition to the 10 public-facing dashboards and reports that provide a window into our ongoing reform efforts.

The Chicago Police Department looks forward to continuing to work with the community as we proceed on the road to transformational change through reform. I remain confident that our work together will allow CPD to become an example of professionalism and leadership for the entire country.

8,102 total items submitted in IMR-3

Sincerely,

A handwritten signature in black ink, appearing to read "D.O. Brown". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

David O. Brown
Superintendent of Police
Chicago Police Department

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Executive Summary

More items submitted than first two monitoring periods combined

The Chicago Police Department (CPD, or the Department) is proud to release its inaugural reform progress report, which provides an overview of all of the advancements the Department has made since March 2020 in transforming the organization and improving policing services for all Chicagoans. While CPD's reform efforts began in earnest several years ago, the Department is currently operating under a negotiated settlement agreement called a consent decree, which provides a roadmap for a comprehensive reform effort that impacts every aspect of the Department's operations, with particular emphasis in the following ten areas:

- Community Policing
- Impartial Policing
- Crisis Intervention
- Use of Force
- Recruitment, Hiring and Promotion
- Training
- Supervision
- Officer Wellness and Support
- Accountability and Transparency
- Data Collection, Analysis and Management

Executing reform through a consent decree means that CPD's efforts are overseen and assessed by a federal judge, Robert Dow, and a court-appointed Independent Monitor, Maggie Hickey. The Illinois Office of the Attorney General (OAG) also plays a major role in overseeing CPD's reforms. The Department welcomes and appreciates all of the expertise and input that these parties bring to this unprecedented transformation effort.

The consent decree took effect on March 1, 2019. In the first year of the consent decree, CPD made significant strides in achieving the reform goals of the agreement, but acknowledged that the pace of reform needed to move faster. The Independent Monitoring Team (IMT) noted this need to accelerate the pace of work in its first and second Independent Monitor Reports (IMR-1 and IMR-2, respectively). In this third reporting period (IMR-3), which ran from March 1, 2020 through December 31, 2020, CPD doubled down on its efforts to accelerate compliance. Despite a global pandemic and unprecedented civil unrest that stretched police resources across the country for much of the spring and summer, the Department submitted more reform items this reporting period than in the first two reporting periods combined.

93% increase in items submitted compared to IMR-2

CPD's key accomplishments from the IMR-3 period include:

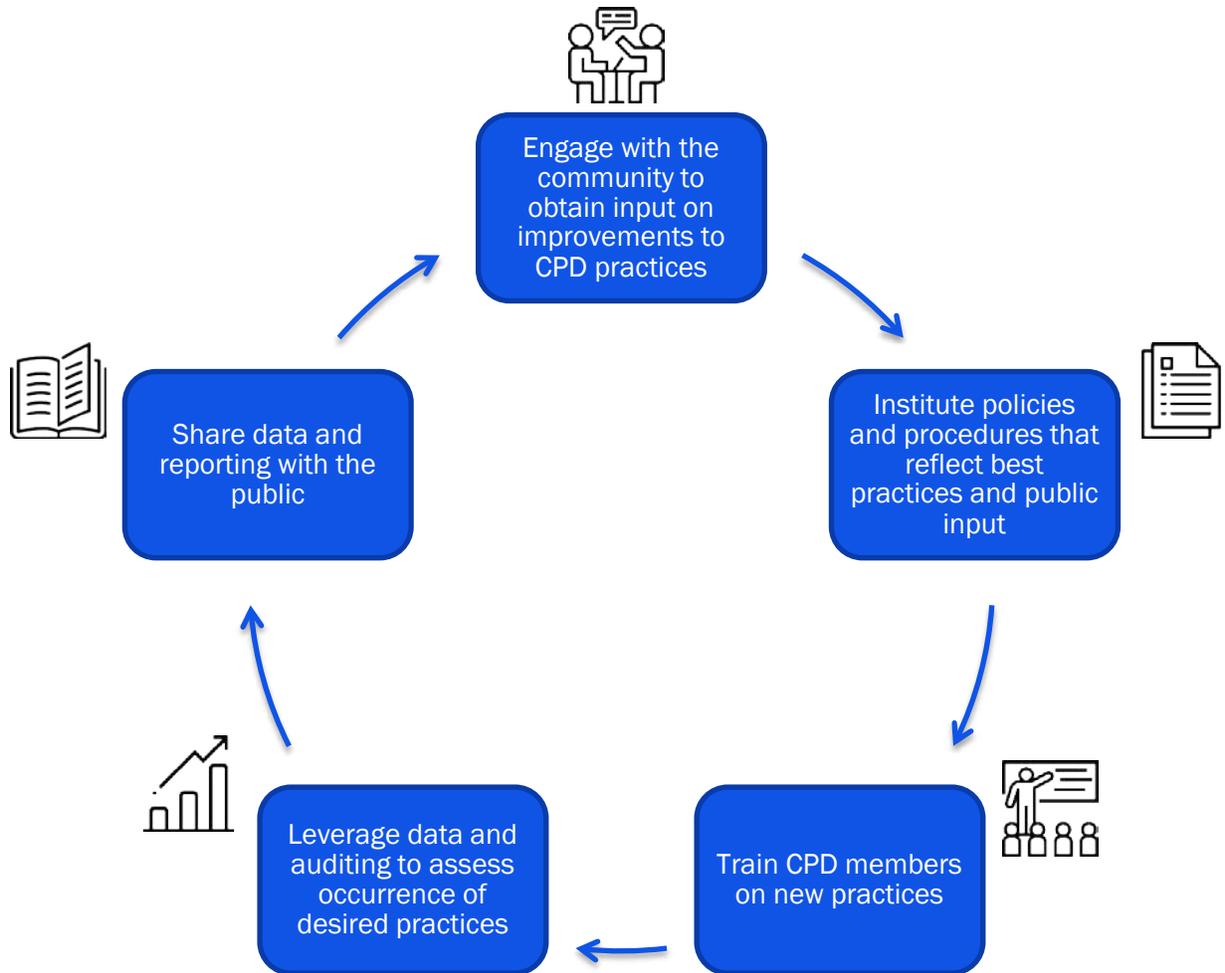
- Conducted extensive community engagement on various CPD policies, including Use of Force, School Resource Officers, and interactions with members of specific populations, such as transgender, intersex, and gender non-confirming (TIGN) individuals
- Introduced new community-centric, immersive training programs for officers
- Launched the 2021 District Strategic Planning process, which includes multiple rounds of community input in each district
- Hired the Department's first Language Access Coordinator and Americans with Disabilities Act Liaison
- Developed data dashboards to measure and track CPD's response to service calls involving individuals in crisis
- Began an independent assessment on the promotions process for Sergeants and Lieutenants
- Created a brand new Anti-Retaliation Department-wide policy
- Started a pilot program for CPD's new Officer Support System, which aims to identify and support officers who may be at risk for adverse outcomes
- Developed expansion plans of the Unity of Command/Span of Control pilot program, which introduces a new model for staffing and supervision at the district level

This report contains updates across a multitude of different projects the Department has undertaken to advance its transformation efforts. CPD's approach to change, as directed by the consent decree, is focused largely on a cycle of continuous improvement, as depicted in Figure 1 below. The Department's central goals in this period were to 1) make substantial progress on each of the steps in the cycle, and 2) to accelerate the pace of the work being done in each area, despite external challenges related to the COVID-19 pandemic, civil unrest in Chicago throughout the summer of 2020, and a general uptick in violent crime in the City.

*All photos depicting Chicago Police Department members without face coverings were taken prior to the COVID-19 pandemic.

8,102 total items submitted in IMR-3

Figure 1A: The Chicago Police Department's Reform Cycle



More items submitted than first two monitoring periods combined

Figure 1B: Key IMR-3 Activities:



Conducted **241 hours** of community engagement across **88 meetings** that were explicitly designed to solicit public input on CPD's policies and district-level strategic plans



Wrote **112 new or revised Department-wide policies and unit-specific standard operating procedures (SOPs)** that govern the way CPD and its members perform their jobs



Modified or created for the first time over **350 hours of classroom training curriculum**, targeting the full Department or members serving in specialized roles



Created **36 dashboards, audits, and reports** that provided analysis and insights into further opportunities to strengthen reform efforts



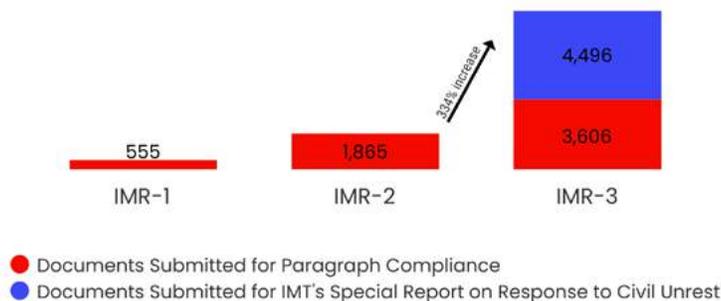
Prepared for, launched, expanded, and/or evaluated **four major pilot programs** designed to transform district staffing and supervision, performance evaluations, community relationships, and officer support

In total, CPD submitted 8,102 individual documents¹ to the IMT in IMR-3, up from the 1,865 documents submitted in IMR-2. Of these 8,102 documents, 4,496 were submitted in response to requests for information regarding the IMT's special report on response to civil unrest; the remaining 3,606 documents were submitted to advance compliance with consent decree requirements. CPD's 3,606 compliance-related submissions constitute a 93% increase in the number of documents submitted for review versus the prior period. While the IMT will ultimately gauge the extent to which these submission reflect compliance with the relevant consent decree paragraphs, the Department believes this increase in output to be a reflection of its intense focus on reform and its genuine efforts to accelerate consent decree compliance. While many of these deliverables remain under review with the IMT and OAG, the Department has invested the time, effort, and resources needed to advance the reform projects that are detailed throughout this report, and looks forward to continued progress in the next reporting period.

¹ Source: Relativity software. Reflects the number individual files that were formally produced to the Independent Monitoring team in each reporting period.

93% increase in items submitted compared to IMR-2

Figure 1C: Number of Documents Submitted to IMT:



While many of these deliverables remain under review with the IMT and OAG, the Department has invested the time, effort, and resources needed to advance the reform projects that are detailed throughout this report, and looks forward to continued progress in the next reporting period.

Accelerating CPD's Reform Efforts

In the IMR-3 period, the Department instituted new processes, meetings, tools, and resources to drive an accelerated pace of work on reform projects throughout the Department. Specifically, the Project Management Division conducted a new prioritization and project planning process that culminated in the creation of a complete set of deliverables such as policies, training curricula, meeting notes, training records, and data dashboards that Department units needed to submit as evidence of progress on reform. This master project plan was entered into purpose-built commercial project management software to enable centralized tracking of progress throughout the reporting period. The Department publicly released its intended reform priorities in August 2020. Superintendent David O. Brown also took efforts to ensure that the units that are most directly involved in implementation of consent decree projects had the resources and personnel they needed in order to move faster. In total, Department units added or backfilled 42 positions across the Department that were either wholly or partially dedicated to reform projects, and allocated an additional 57 sworn members to the Training Division to serve as instructors or instructor supervisors.

Given that units now had a clear “to-do list” and additional resources to complete this important work, the Department also launched a new “ReformStat” meeting to ensure that units were accountable to the timelines they had laid out for themselves to submit consent decree deliverables throughout the period. This meeting was designed as an adaptation of the CompStat process, in which district Commanders are held accountable for crime reduction strategies in their

8,102 total items submitted in IMR-3

districts. It provided opportunities for greater cross-unit collaboration and visibility for the Department's senior command staff into the progress and challenges of reform implementation. The IMT and OAG also attended these meetings to gain additional insight into CPD's work processes.

CPD continued to work closely with the IMT and OAG to ensure that their feedback and guidance was reflected in the creation of consent decree deliverables. Between July and October, CPD spent about 130 hours engaging with the IMT and OAG on consent decree projects and other coordination, and spent nearly 80 hours preparing for these meetings to ensure a productive working relationship. CPD took efforts to provide documentation that the IMT and OAG requested in a more timely manner.

In addition to core consent decree compliance collaboration, CPD provided the IMT with the access they requested to numerous command staff members and documents as part of the IMT's development of its special report on the Department's response to civil unrest. In total, the IMT conducted roughly 82 hours of interviews between July and November 2020, and submitted 95 document requests to the Department pertaining specifically to this summer's civil unrest; 95% of these document requests had been fulfilled as of November 13, 2020.

Engaging the Community in CPD's Reform Efforts

A hallmark of the IMR-3 period for CPD was the breadth and depth of the unprecedented community engagement that the Department undertook to solicit input on policies, training curricula, and district operations. CPD places immense value on the voices of Chicagoans and will welcome their input through a variety of mechanisms on an ongoing basis. Simply put, CPD wants the community to be involved in shaping the future of the Department. While this level of engagement is still a new paradigm for policing in general and for CPD specifically, the Department is actively working to build up the skills, resources, and partnerships necessary to facilitate authentic community input across a variety of domains.

Community engagement in this period was particularly noteworthy due to the unprecedented dynamics of the COVID-19 pandemic. The Department paused most in-person community engagement during the spring months, and resumed community meetings in almost entirely virtual formats starting in the summer. This required an investment in technology such as additional computers, equipment like microphones and web cameras, software licenses for

More items submitted than first two monitoring periods combined

programs like Microsoft Teams and Zoom, and training for a wide swath of personnel to ensure that members were well equipped to engage in this new manner. Beat meetings, District Advisory Committee meetings, and other regular community engagements all shifted to this new format over the course of the period.

In this new environment, CPD units engaged with the community to obtain input on a number of reform-related deliverables.

Community Engagement on Impartial Policing Policies

In IMR-3, CPD executed a multi-pronged approach to soliciting community input related to a variety of impartial policing policies, which govern how the Department interacts with specific populations. To provide the Department's Research & Development Division (R&D) with robust community input, the Office of Community Policing (OCP) organized focus groups that were facilitated by neutral facilitators from the Center for Conflict Resolution on six policy topics:

- Response to Hate Crimes
- Prohibition of Sexual Misconduct
- Limited English Proficiency / Language Access
- Interactions with Children and Youth
- Interactions with People with Disabilities
- Interactions with Religious Communities

In addition, OCP worked with academic partners to develop community surveys on these topics. In total, the Department received over 8,000 responses to its surveys and conducted 19 focus groups that were attended by representatives from over 40 community organizations and other members of the public.

Beyond these focus groups and surveys, the City continued to engage with the City's Transgender, Intersex, and Gender Non-Conforming (TIGN) working group, which has provided input on CPD's policies related to interactions with the TIGN community since fall 2019. In this period, the Department met with the working group for additional input and provided an updated version of the TIGN policy to the IMT and OAG for their review..

93% increase in items submitted compared to IMR-2



Use of Force Community Working Group

The Department also partnered with “the Coalition”, a coalition of community organizations that have unique enforcement rights in the consent decree litigation, to create a forum for robust community input on its use of force policies in IMR-3. The City engaged an external consultant with expertise in community engagement to provide technical advice in the design and facilitation of the working group process. Starting on June 30, the Use of Force Community Working Group and CPD membership met regularly for several months, and continues to meet and have robust discussion with CPD staff around policy change.

CPD very much appreciated the time and dedication that the Working Group members have dedicated to the task of reviewing and providing input on CPD’s full suite of policies. As of this status report, the Department is continuing to engage with the Working Group to provide a full and detailed accounting of all of its recommendations and the extent to which they are reflected in the Department’s Use of Force and other policies. Revised Use of Force policies were published in late 2020 and will take effect on April 1, 2021.

8,102 total items submitted in IMR-3

To supplement the efforts of this working group, CPD also administered an internal survey, which received over 1,000 responses, to solicit input from CPD members on their views of the use of force policy suite.

School Resource Officers Community Working Group

To solicit input on the policy that governs the work of School Resource Officers (SROs), the City convened a community working group along the lines of the one established for use of force. This working group completed six meetings over the course of September and October 2020 and delivered a set of recommendations to CPD on its SRO program. In addition to the input from this working group, the Department provided high school principals with the opportunity to provide feedback on the performance of their assigned SROs, CPD's Office of Operations conducted internal focus groups comprised of existing SRO's, and Chicago Public Schools also administered its own survey of relevant stakeholders. The Department considered all inputs, plus public comments that were solicited via CPD's website, in revising the SRO policy and Intergovernmental Agreement between CPS and CPD for the 2020-2021 school year.

District Strategic Plans

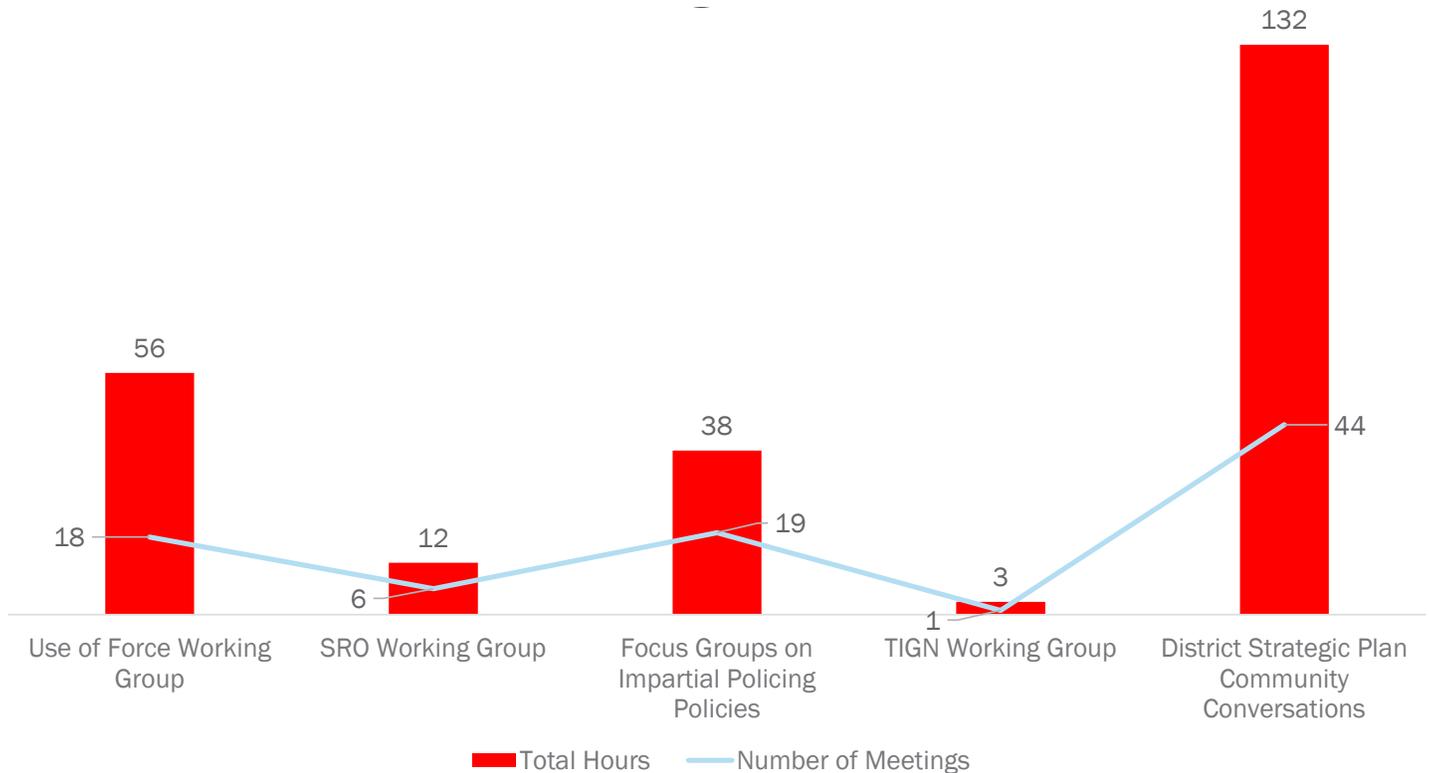
In 2019, CPD undertook a new, community-oriented strategic planning process in each of its 22 police districts, as well as each Bureau in the Department. By developing these strategic plans, the Department aims to prioritize the work to be done at the neighborhood level in terms of both crime reduction and improving police-community engagement in those problem solving efforts.

The process for developing these strategic plans is designed explicitly around community input and involvement. To that end, each of CPD's 22 police districts convened two community conversations over the course of October and November to drive this strategic planning effort. This year, due to the COVID-19 pandemic, all 44 community conversations for the 2021 planning process were held virtually, with over 1,000 individuals participating in the meetings. To prepare for this transition to a virtual format, OCP secured space, equipment, and staff to conduct these meetings. Additionally, OCP conducted four days of training for Zoom to ensure district personnel were well-versed in how to use the technology.

The strategic plans that were developed through this community engagement process will define each district's crime reduction, problem solving, and community engagement activities over the course of 2021.

More items submitted than first two monitoring periods combined

Figure 2: Summary of Community Engagement on Policies and District Strategic Plans



Community Engagement on Training Curriculum

In 2020, the Department developed and continued several in-service courses for sworn Department members. These include new Procedural Justice 3 (Managing Implicit Bias, or PJ3), Officer Wellness, and Community Policing courses, among others. Each of these was developed in partnership with outside entities who brought the community perspective into the curriculum. The PJ3 curriculum was created in coordination with the Anti-Defamation League (ADL), whose personnel also serve as instructors for the course. The Officer Wellness course was designed in partnership with professors from the City Colleges of Chicago. The Community Policing course, which is expected to launch in 2021, was created in consultation with was created with input from various community partners such as the PAX Group, the Night Ministry, the Sargent Shriver National Center of Poverty Law, the Center on Halsted and the Community

93% increase in items submitted compared to IMR-2

Policing Advisory Panel (CPAP). The Training Division and Office of Community Policing are also working to identify potential civilian instructors for some modules of this new course to further bring the community perspective into the classroom.

Beyond these new in-service courses, the Department also created a new series of Training Bulletins about interactions with individuals with disabilities. These bulletins received substantial community input from community partners, including Chicago Hearing Society (Anixter Center), Mayor's Office on People with Disabilities, Access Living, National Alliance on Mental Illness, Chicago Catholic Archdiocese – Office of the Deaf, Equip for Equality, and the Office of the Chief Judge of Cook County – Office of Accessibility and Education Outreach..

The Department also sought community input on training curriculum that extends to only a subset of CPD members. For example, in June 2020, CPD initiated a curriculum workgroup for its Basic Crisis Intervention Team Training. The 2020 CPD/NAMI Chicago Basic CIT Curriculum Workgroup invited at least 19 agencies and organizations, including those with a dedicated mission of advocating for individuals with mental health conditions and disabilities, to assist in the development of its Basic CIT curricula. Specifically, the Anixter Center and NAMI Chicago committed to ensuring the review of Basic CIT training materials by individuals with lived experience. The input of community-based partners and subject matter experts, including individuals with lived experience, has contributed greatly to the quality and effectiveness of the specialized CIT training CPD is able to provide to CPD officers. In total, this working group completed more than 35 meetings over the course of several months to discuss and provide recommendations on this training curriculum.

The Office of Community Policing also worked closely with community partners such as Metropolitan Family Services (MFS) on the launch of several new training courses, such as the Community Training Academy, which provides officers selected for the Neighborhood Policing Initiative in the 009th, 010th, and 011th districts with tours and orientation to the neighborhoods they will be working in and the assets that comprise these areas. MFS also partnered with OCP on a one-day immersion program intended for all officers to receive a more detailed orientation to the communities they police; the Department hopes to finalize this draft curriculum in 2021.

Revising CPD Policies and Procedures

A key component of reform is instituting new practices that will drive improved policing services across the Department. These new practices are formally introduced through formal policies, which govern the work of the Department as a whole, and standard operating procedures (SOP's), which govern the work of a specific unit or team within CPD.

8,102 total items submitted in IMR-3

As such, in order to begin the reform process, CPD must provide written direction to all Department members that is grounded in best practices and community input, while maintaining consistency with applicable laws and the requirements of the consent decree.

In IMR-3, the Department invested a tremendous amount of time and effort into revising a multitude of Department-wide policies; specific units also revised and, in some cases, drafted unit-specific SOPs for the first time.

Department-wide Policies

In IMR-3, CPD's R&D team revised 65 policies that spanned each section of the consent decree. Figure 3 below contains a complete list of the policies that were updated in this reporting period. While many of these policies are currently awaiting review and approval by the IMT and the OAG, others were finalized and approved within the IMR-3 reporting period.



More items submitted than first two monitoring periods combined

Figure 3: List of New and Revised CPD Directives Relevant to Consent Decree Requirements

Community Policing

- S06-04 Processing of Juveniles and Minors Under Department Control
- S04-01-02 School Resource Officers
- G02-03 - Community Policing Mission and Vision
- S02-03-01 - Beat Community Meetings
- S02-03-02 - District Strategic Plans
- S02-03-14 - District Advisory Committee (DAC)
- S02-03-03 - Community Concerns and City Service Requests
- S02-03-04 - Ride-Along Program
- S02-03-06 - Drug Abuse Resistance Education (D.A.R.E.) Program
- S02-03-07 - Gang Resistance Education and Training (G.R.E.A.T.) Program
- S02-03-08 - Gun Turn-In Program
- S02-03-09 - Trespass Affidavit Program
- S02-03-10 - Social Media Outlet: Twitter
- S02-03-11 - Officer Friendly Program

- S02-03-12 - Bridging the Divide Program
- S02-03-13 - Community Policing Business Public-Safety Initiative
- G06-01-04 Arrestee and In Custody Communication
- S02-01-03 Crime Victim Assistance

Impartial Policing

- S02-01-01 People With Disabilities
- S02-01-05 Limited English Proficiency
- G02-01 Human Rights and Human Resources
- G02-01-03 Interactions With Transgender, Intersex, and Gender Nonconforming (TGIN) Individuals
- G02-04 Prohibition Regarding Racial Profiling and Other Bias Policing
- G04-06 Hate Crimes And Related Incidents Motivated By Bias Or Hate
- G08-05 Prohibition Of Sexual Misconduct
- G09-01-06 Use Of Social Media Outlets

- G02-01-05 Religious Communities Policy
- G06-01-01 Field Arrest Procedures
- G04-01 Preliminary Investigations

Crisis Intervention

- S05-14 Crisis Intervention Team CIT Program
- S04-20 Recognizing and Responding To Individuals In Crisis
- S04-20-02 Persons Subject To Involuntary or Voluntary Admission - Non-Arrestees
- S04-20-03 Persons on Unauthorized Absence From a State-Operated Mental Health Center
- S04-20-04 Mental Health Transport and Related Duties Matrix
- S04-20-05 Arrestees in Need of Mental Health Treatment
- Crisis Intervention (CIT) Form (CPD-15.520)

Figure 3: Continued on next page

93% increase in items submitted compared to IMR-2

Use of Force

- G03-02 De-escalation, Response to Resistance, and Use of Force
- G03-02-01 Force Options
- G03-02-02 Incidents Requiring the Completion of a Tactical Response Report
- G03-02-03 Firearm Discharge Incidents – Authorized Use and Post-Discharge Administrative Procedures
- G03-02-04 Taser Use Incidents
- G03-02-05 Oleoresin Capsicum (OC) Devices and Other Chemical Agent Use Incidents
- G03-02-06 Canine Use Incidents
- G03-02-07 Baton Use Incidents
- G03-02-08 Department Review of Use of Force
- G03-06 Firearms Discharge and Officer-Involved Death and Incident Response Investigations
- D19-01 “Firearms Pointing Incidents” Bulletin

Recruitment, Hiring, and Promotions

- E05-34 Department Recruitment, Selection, and Hiring Plan

Training

- S11-02 Field Training and Evaluation Program
- S11-02-01 Field Training and Evaluation Review Board
- E05-08 Application for Police Officer (Assigned as Field Training Officer), Title Code 9164
- S11-11 Training Oversight Committee

Supervision

- G01-07 Supervisory Responsibilities
- D20-02 Unity of Command and Span of Control Schedule - Pilot Program
- D20-xx Performance Evaluation 006th District Pilot Program

- E05-02 Performance Recognition System

Officer Wellness

- E06-01 Professional Counseling Division
- E06-03 Traumatic Incident Stress Management Program Policies

Accountability and Transparency

- G08-01 Complaint and Disciplinary Procedures
- G08-01-02 Initiation and Assignment of Investigations into Allegations of Misconduct
- G08-05 Prohibition on Retaliation

Data and Other

- D20-04 Officer Support System (OSS) - Pilot Program
- S09-03-02 Forms Management System
- G01-07-01 Consent Decree Production Procedures
- G01-07-02 Monitor Communications

8,102 total items submitted in IMR-3



Unit-Specific SOPs

In addition to these Department-wide policies, specific units across the Department wrote or revised the standard operating procedure documents that dictate their work. In this period, 47 of these documents were submitted to the IMT for review and approval; many were approved during the period while others are currently under review. SOPs are critical for continuity to Department operations, so that any new member joining these units has a clear foundation for how to approach their position, ensuring fidelity and consistency with desired practices. Figure 4 lists all the SOPs that were written or revised in this period.

More items submitted than first two monitoring periods combined

Figure 4: List of New or Revised Consent Decree-Related SOP's by Unit in IMR-3

Office of Community Policing

- Community Input Engagements
- District Strategic Plans
- Bureau Strategic Plans
- Quarterly Reports to the Community Policing Advisory Panel
- Community Policing Performance Management
- Hate Crimes: Response, Reporting, Investigation, and Outreach

Crisis Intervention Unit

- Mission, Organization, and Functions of the Crisis Intervention Unit
- CIT Training Scheduling, Attendance, Eligibility, and Recruitment
- Crisis Intervention Plan
- District-Level Strategy for Crisis Intervention Team (CIT) Program
- CIT Officer Implementation Plan

Force Review Division

- Force Review Division SOP
- Force Review Board SOP
- Foot Pursuit Reviews SOP
- Firearm Pointing Incident Review SOP

Training Division

- Training Evaluation Practices

Office of Operations

- School Resource Officer Program

Professional Counseling Division

- Professional Counseling Division SOP
- Chaplains Unit SOP

Bureau of Internal Affairs

- Communications with Complainants
- Communications with CPD Members
- Complaint Processing Procedures and Unique Tracking Numbers
- Assignment of Administrative Log Number Investigations
- Intake Initiation of Log Number
- Administrative Summary Reports
- Command Channel Review
- Investigations of Allegations Greater than 5 Years Old
- Elements of Complete Investigative File
- Measures to Address and Prevent Conflicts of Interest
- BIA/COPA Mediation of Complaints
- Administrative Misconduct Investigations

- Supervisory Responsibilities Over Misconduct Investigations
- Administrative and Criminal Investigations
- Conduct of Investigation - Initial Responsibilities
- Conduct of Investigation - Sworn Affidavit & Affidavit Overrides
- Conduct of Investigation - Positive Random Drug Investigations
- BIA Investigative Timelines and Benchmarks
- Photo Room Policies and Procedures
- Call Out Procedures - Officer-Involved Shootings/Deaths
- BIA Investigators
- Accountability Sergeants
- BIA Training

Project Management Division

- Project Management Division SOP
- ReformStat
- Biweekly Calls with the Independent Monitoring Team and Office of the Attorney General
- Responses to Document Requests from the Independent Monitoring Team and Office of the Attorney General
- Use of AchieveIt Software for Consent Decree Project Planning

93% increase in items submitted compared to IMR-2



Training Department Members on New Practices

While writing policies and procedures that the Department expects its members to adhere is the essential foundation for reform, this is not enough to create transformational change; CPD members must also be trained on these new practices. The Department strives to offer both a robust, broad-based in-service training curriculum that applies to all CPD officers, as well as tailored curriculum to those who are in specialized roles. The Department strives for its training curriculum to be immersive, interactive, and community-informed.

Department-Wide Training

One of the most important provisions of the consent decree is the requirement that the Department create a formal in-service training curriculum for all officers. In 2020, the consent decree required the Department to deliver at least 32 hours of in-service training to all members; in 2021, this requirement will increase to 40 hours per member. The

8,102 total items submitted in IMR-3



More items submitted than first two monitoring periods combined

2020 in-service curriculum consists of courses such as Use of Force, Custodial Escort, LEMART, Officer Wellness, and Procedural Justice 1, 2, and 3. In 2021, the Training Division will roll out new courses on Community Policing and the Fourth Amendment, along with a revised 16-hour 2021 Use of Force training course that will reflect updates to CPD's use of force policies.

Although the COVID-19 pandemic and civil unrest created obstacles to completing the required 32 hours of in-service training, the Training Division has developed and instituted a new training strategy to ensure that all Department members complete their required hours. Training Division adding personnel and space to ensure that more training can be conducted in a safe manner for all participants. As of December 31, 38% of the Department had completed the requisite 32 hours, and the Department remains committed to reaching 100% of members by March 5, 2021, which constitutes the COVID-related extension to the training year as agreed to with the IMT, OAG, and federal judge overseeing the consent decree.

During this reporting period, the Training Division continued to train recruits, welcoming 149 new recruits to the Academy in 2020. The Training Division also delivered six pre-service promotional training to newly promoted Sergeants, Lieutenants, Captains, and Exempt Members in 2020; these courses help to ensure that newly promoted members are well-equipped and prepared for their new responsibilities in leadership positions.

Specialized Training

Various units around the Department create and deliver training to members serving in specialized roles. Examples include the aforementioned Community Training Academy and Basic CIT Training. Other trainings required for particular positions include initial and refresher training for School Resource Officers, unique curriculum for individuals serving as Accountability Sergeants and/or BIA investigators, and specific training modules for Force Review Division reviewers.

Figure 5 following provides the full list of training courses that were newly created and/or formalized with lesson plans and course materials in the IMR-3 period, by section of the consent decree. In total, the Department developed or revised over 300 hours of live training curricula relevant to the consent decree in IMR-3, while also creating a number of self-driven eLearning modules and training bulletins.

93% increase in items submitted compared to IMR-2

Figure 5: List of New or Revised Consent Decree-Related Training Curricula in IMR-3

Community Policing

- School Resource Officer Annual Refresher Training (8 hours)
- Beat Facilitator Training (4 Hours)
- Community Policing In-Service Course for All Department Members (8 hours)

Impartial Policing

- Fourth Amendment In-Service Course for All Department Members (8 hours)
- Series of Training Bulletins Regarding Interactions with Individuals with Disabilities

Crisis Intervention

- Basic CIT Training (40 hours)

Use of Force

- 2021 Use of Force In-Service Course for All Department Members (16 hours)
- Vehicle Pursuits (eLearning)
- Force Review Division Training on Foot Pursuit Reviews (eLearning)

- Recruitment, Hiring, and Promotions
- Guidance on the Role of the Office of the Inspector General in Department Hiring Practices (eLearning)

Training

- Field Training Officer Initial Training (104 hours)
- Field Training Officer Refresher Training (8 hours)
- Instructor Development Refresher Training (8 hours)
- Monthly Training on Newly Issued Directives (eLearning)

Supervision

- Pre-Service Promotional Training (course hours vary by rank)

Officer Wellness

- Officer Wellness In-Service Course for All Department Members (8 hours)

- Chaplains Unit Member Training on SOP (1 hour)
- Recruit Training on Employee Assistance Programs (5 hours)
- Peer Support Program Member Training (40 hours)
- Traumatic Incident Stress Management Program Debriefing Training (5 hours)

Accountability and Transparency

- Initial Onboarding Training for BIA Investigators and Accountability Sergeants (40 hours)
- Annual Refresher Training for BIA Investigators and Accountability Sergeants (8 hours)

Data and Other

- Officer Support System Pilot Training (4 hours)

Leveraging Data to Drive Transparency and Continuous Improvement

The use of data is another core pillar of CPD's approach to reform. The Department seeks to utilize real-time data and interactive dashboards as much as possible to drive decision making and rapid improvements to the Department's operations. The Strategic Initiatives Division leads efforts to develop these dashboards; some dashboards are made public on the CPD website, while others are shared with only the IMT and OAG, and still others used strictly internally for operational purposes. Over time, the Department intends to continue to augment and publicly release additional dashboards to provide transparency to the public on the data that informs CPD decisions.

CPD also has an internal Auditing Division, which reviews data, processes, and systems around the Department. These audits are invaluable to reform efforts as they bring an objective lens to these projects to ensure that reforms are implemented in a sustainable and repeatable manner. Audits often contain specific recommendations that, when implemented, will position the Department to ensure durable and transformative reform.

Finally, individual units also prepare reports that cover specific topics. Some of these reports are made public, while others are utilized solely for internal purposes. The consent decree requires a number of such analytical reports to be created to ensure that the Department is regularly analyzing data and reform moving projects forward.

Figure 6 on the following page lists publicly accessible dashboards and reports that were developed by consent decree section in IMR-3. These are a subset of the many reports, internal audits, and other analyses that the Department developed in this period in support of consent decree requirements.



More items submitted than first two monitoring periods combined

Figure 6: List of New or Revised Public Dashboards, Audits, and Reports in IMR-3

Consent Decree Section	List of New or Revised Dashboards, and Other Reports in IMR-3 <i>Click on any hyperlink to access the dashboard or document</i>
COMMUNITY POLICING	<ul style="list-style-type: none">• Quarterly Reports for the Community Policing Advisory Panel• Community Survey Data Dashboard (ELUCD)
IMPARTIAL POLICING	<ul style="list-style-type: none">• Hate Crime in Chicago – 2019 Annual Report
USE OF FORCE	<ul style="list-style-type: none">• Use of Force Dashboard• Quarterly Reports of the Force Review Division
RECRUITMENT, HIRING, AND PROMOTIONS	<ul style="list-style-type: none">• Sworn Job Descriptions and Title Codes
ACCOUNTABILITY AND TRANSPARENCY	<ul style="list-style-type: none">• CPD Annual Report 2019• CPD Annual Litigation Report 2019
OTHER	<ul style="list-style-type: none">• Consent Decree Compliance Dashboard• Reform Priorities October 2020

Piloting New Initiatives

A final hallmark of the Department's reform efforts in IMR-3 was the preparation, launch, expansion, and evaluation of a number of groundbreaking pilot programs that each have the potential drive major improvements to the delivery of policing services moving forward. These pilot programs allow the Department to experiment with new approaches to policing, evaluate lessons learned, and roll out systemic improvements in a methodical and measured way. The most notable reform-related current and planned pilots are outlined below.

Neighborhood Policing Initiative (NPI)

The Neighborhood Policing Initiative is an inclusive crime-fighting strategy designed to encourage problem solving and coordination among all Department members, alongside community partners and organizations. The model specifically centers around District Coordination Officers (DCO's) who develop problem solving strategies and are equipped with mobile phones, tablets, and business cards so that community members in their assigned beats can reach them directly with concerns or issues. DCO's receive three weeks of specialized training in community engagement, problem solving, and investigative techniques so that they are well-positioned to fulfill their roles.

NPI was introduced in January 2019 in the 025th district and in December 2019 in the 015th district. The model was expanded to the 009th, 010th, and 011th districts in October 2020. Plans remain underway to continue expanding the program to additional districts in the coming months, with the intent of having the program implemented City-wide within 24 months.

Unity of Command and Span of Control

The Unity of Command and Span of Control program is comprised of two separate but equally important facets. Span of Control provides better supervision by limiting the number of officers any one sergeant must supervise and Unity of Command requires the same supervisor to monitor and mentor the same group of officers every day. This is a fundamental change from the current model of shift (watch) scheduling, and it creates the conditions for more consistent and manageable supervision of CPD officers.

8,102 total items submitted in IMR-3

This program was piloted in the 006th district starting in January 2020. In IMR-3, the Office of Operations monitored the implementation of the pilot to ensure fidelity to the model. The Audit Division also assessed the extent to which 006th district personnel were tracking attendance and adherence to the model appropriately. These evaluation efforts, along with focus groups of 006th district personnel and the creation of a related data dashboard, position CPD to understand lessons learned and prepare to expand the model further in 2021. The Department is currently working towards expanding this pilot to additional districts in January 2021.

Performance Evaluations Pilot

The performance evaluations project will allow the Department to systematically identify, acknowledge and support CPD members who perform their duties safely and successfully as well as identify those who engage in improper behavior or inadequately carry out their duties. All ranks, except for the Superintendent, will participate in a formal evaluation carried out solely by members who have directly supervised them during the rating period. To support this initiative, CPD has developed newly-defined dimensions of performance upon which to evaluate all sworn officers and their supervisors. This new framework is bolstered by a new performance evaluations computer application in which users will input evaluation information, changes to CPD policy, and training materials to teach supervisors and officers about the new model.

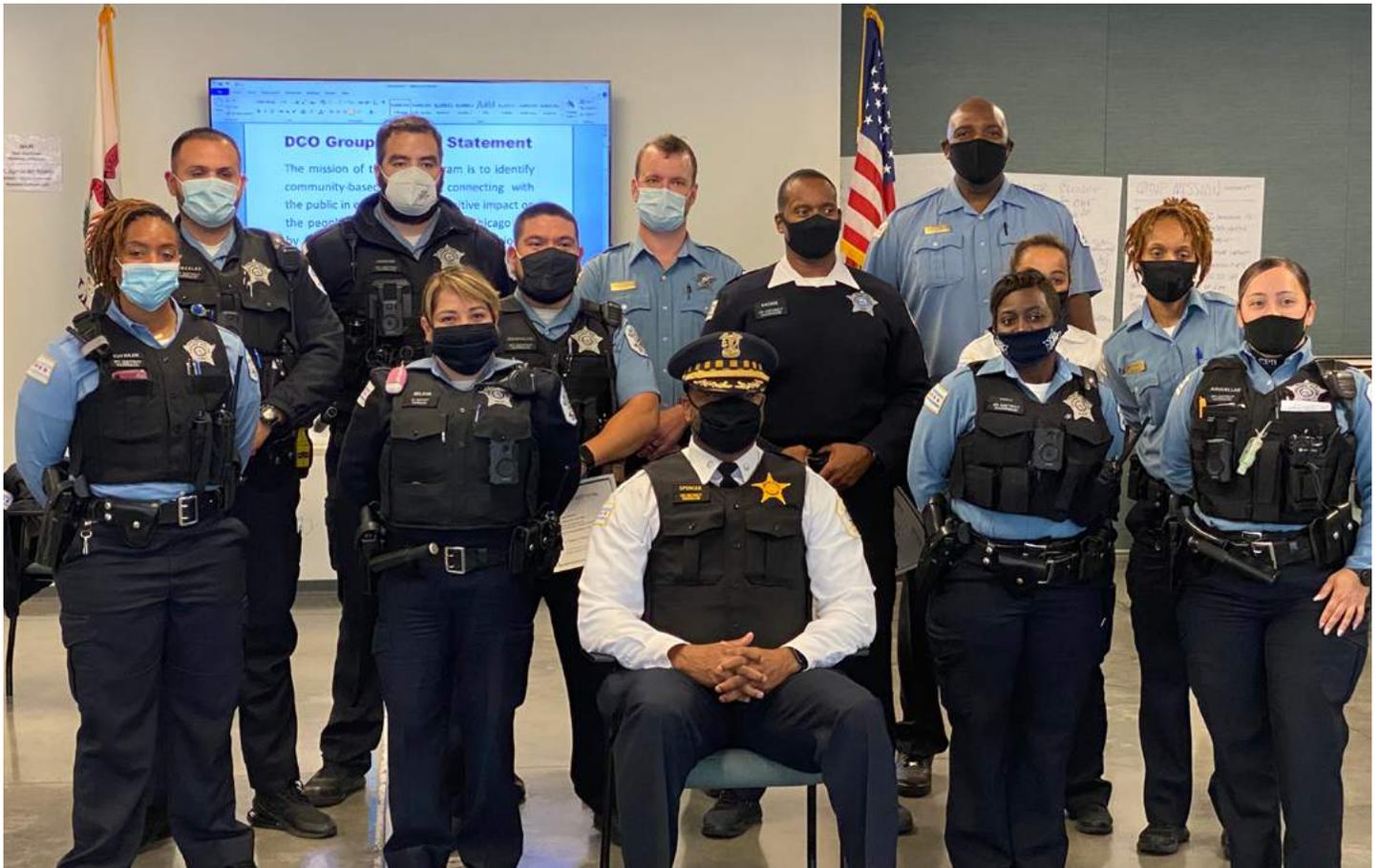
CPD is currently finalizing plans to launch the performance evaluations pilot in the 006th district in early 2021. This pilot is complementary to the unity of command and span of control pilot, which requires consistency of supervisors and therefore will enable more robust evaluations..

Officer Support Systems Pilot

The new Officer Support System (OSS) is a next-generation, data-driven early intervention system that promotes long-term officer wellness by enabling supervisors to proactively support their officers. Using CPD administrative data to identify officers who may be in need of additional support, the OSS provides a process to intervene with corresponding services. Additionally, the system will add a layer of accountability by ensuring supervisors connect officers with the additional options they need, so that officers are at their best when they are serving and protecting the community. The goal of this system is to reduce the occurrence of adverse events that may harm officers, Chicagoans, or the public's trust in the Chicago Police Department.

More items submitted than first two monitoring periods combined

CPD launched the OSS pilot program in collaboration with the University of Chicago's Crime Lab in the 005th district on September 2, 2020. At that time, 005th district sergeants and lieutenants began receiving training on the OSS computer application and participated in a new scenario-based curriculum focusing on how to have difficult conversations with direct reports. To date, 19 sergeants and 4 lieutenants in the 005th district have received the training. In addition to this four-hour training block for supervisors, members of CPD command staff also provided an overview of the OSS during roll calls in the 005th district to inform them of the pilot. The OSS will be expanded to additional districts over the course of 2021.



Introduction

What is the Consent Decree?

On March 1, 2019, the City of Chicago entered a negotiated settlement with the Illinois Office of the Attorney General (OAG) that requires the City to enact a series of reforms pertaining to public safety. This agreement is known as the consent decree. While the consent decree requires efforts from a number of agencies, the majority of its requirements impact the Chicago Police Department (CPD, or “the Department”). Other agencies that play a role in consent decree implementation include the Civilian Office of Police Accountability (COPA), the Office of Emergency Management and Communications (OEMC), the Police Board, Chicago Public Schools (CPS), the Department of Human Resource (DHR), Public Safety Administration (PSA), the Office of the Inspector General (OIG), and the Department of Law (DOL).

At over 200 pages and nearly 800 paragraphs (of which 135 contain specific deadlines), the Chicago consent decree is one of the most extensive of its kind. By way of comparison, the Los Angeles Police Department’s consent decree contained 187 paragraphs with approximately 24 specific deadlines, and Baltimore Police Department’s consent decree contained 511 paragraphs with approximately 12 specific deadlines.

It is precisely because of the Chicago consent decree’s unprecedented breadth and detail that the City and CPD have welcomed this moment as an opportunity to implement meaningful and durable reforms. The consent decree calls for changes to almost every aspect of CPD’s operations, and is organized into the following sections::

- Community Policing
- Impartial Policing
- Crisis Intervention
- Use of Force
- Recruitment, Hiring and Promotion
- Training
- Supervision
- Officer Wellness and Support
- Accountability and Transparency
- Data Collection, Analysis and Management

Implementation of consent decree requirements is overseen by Federal Judge Robert Dow, and by a court-appointed Independent Monitoring Team (IMT), led by independent monitor Maggie Hickey. Meanwhile, the OAG also plays a regular role in the process, including in reviewing and providing feedback on documentation provided by CPD to demonstrate compliance with specific paragraphs.

The IMT's methodology for assessing the City's compliance with the consent decree requirements consists of assessing three "levels of compliance" for each consent decree paragraph:

- **Preliminary Compliance:** Has the City developed a policy and/or written procedure that conforms to best practices and, where appropriate, incorporates meaningful community input? Has the policy been reviewed, commented on, and approved by both the IMT and OAG?
- **Secondary Compliance:** Has the City developed and implemented acceptable training strategies for policies and procedures? Has 95 percent of the appropriate personnel been trained?
- **Operational Compliance:** Has the City demonstrated that it is adhering to the policies within day-to-day operations?

To demonstrate compliance with consent decree paragraphs, CPD and other City agencies are required to formally provide supporting documentation to the IMT and OAG on an ongoing basis, and the IMT officially reports on consent decree compliance every six months. The first Independent Monitor Report (IMR-1) covered the period from March through August 2019; during this time the IMT assessed 70 paragraphs. The second Independent Monitor Report (IMR-2) covered the period from September 2019 through February 2020 and assessed 230 paragraphs. The current reporting period (IMR-3) covers March through December 2020 and assesses 412 paragraphs. This reporting period was extended via court order due to the unprecedented circumstances surrounding the COVID-19 pandemic

Overview of This Status Report

This report is intended to provide an overview of CPD's consent decree activities in the IMR-3 period, and does not cover the many additional reform efforts in areas beyond the scope of the consent decree. While the City published status reports for the first two reporting periods, this report constitutes CPD's first detailed overview of its consent decree compliance efforts during a reporting period. CPD intends to publish status reports like this one every six months moving forward so that the community and other relevant stakeholders have insight into all the work going on to improve policing in Chicago.

This report is broken into several sections. In the first section, we will explain the process improvements CPD has implemented in order to accelerate its reform efforts. From there, we will provide detailed updates on each of the ten consent decree sections, highlighting progress on key projects, challenges we encountered in implementing these projects, and our next steps on these projects as we move forward.

CPD's Efforts to Accelerate Reform

Based on CPD's early experience with implementing consent decree reforms, it was clear that the Department needed to move faster on these projects. To that end, CPD made substantial efforts in IMR-3 to accelerate the pace of reform projects by introducing new processes, meetings, tools, and resources to drive the work. Additionally, the Department continued its extensive collaboration with the IMT and OAG throughout this period.

It is worth highlighting the impact that external events had on CPD's compliance efforts in the IMR-3 period. From March through May 2020, CPD operated under an emergency operations posture due to the COVID-19 pandemic. During these months, most of CPD's full-duty sworn personnel, including members involved in consent decree projects, were deployed to support COVID-19 relief efforts. Many of the Department's civilian members were also deployed to support the City's response. Due to this three-month pause on consent decree project work, Judge Dow agreed to extend the IMR-3 period through December 2020, rather than maintaining the original August 31 deadline.

During the summer months, CPD was again stretched as the City faced widespread protests and civil unrest. Over this time period, however, Superintendent Brown exempted most CPD members who were involved in reform projects from being deployed during their regular tour of duty. This enabled continued progress on reform projects.

It is in this context that CPD introduced a variety of new methods for accelerating consent decree implementation, which are outlined in this section.

Project Planning and Prioritization

Floyd by a Minneapolis Police Officer. CPD joined other police departments in condemning this officer's use of force in strongest possible terms. Meanwhile, protests across Chicago and around the country made clear that the public expected faster and more comprehensive reform.

In response to these events, Mayor Lori Lightfoot announced a number of reforms that CPD then enacted in between June and early September. An excerpt from her June 2 speech announcing the 90-day priorities follows:

“I will be working with the Superintendent and Department leadership to implement a number of these measures within the next 90 days, ones critical to resolving our crisis. These include:

- Better and different training for police officers which brings the community into the academy as teachers. This means training for district law enforcement on the history of neighborhoods taught from the perspective of community members. Expanding on programs like M3 (My Block, My Hood, My City) that provide youth-led tours of neighborhoods, so that officers understand the history of the people they are required to serve and protect.*
- Implementing a real officer wellness program and completing the Officer Support System/Early Intervention System pilot that provide supports for officers in crisis, improving our peer support program and providing counselors to those in need— because we all know hurt people hurt people. Our officers must have better tools to manage the trauma and stress they see every day.*
- Mandating crisis intervention and procedural justice training for all officers. Providing real tools for officers and community members to deescalate challenging situations.*
- Establishing a new recruit program on police-community relations and community policing with views from the community about what works.*

90 days. Let’s get it done and the Superintendent and the Department must be totally transparent in these efforts. This is just a start, not the end of our journey for police reform and accountability.”

-Mayor Lori Lightfoot (June 2, 2020)



As these reforms were announced and as the Department normalized operations coming out of its COVID-19 and civil unrest emergency posture, the Department was also engaging in a consent decree planning process for IMR-3, led by the Reform Management Group's Project Management Division (PMD). This process consisted of developing a complete inventory of all consent decree and 90-day priority projects that were underway or needed to be started in order to achieve compliance with the 412 paragraphs that the IMT would be assessing in IMR-3.

To facilitate this process, PMD created a master project plan that breaks the consent decree into its component parts using a five-tier hierarchy:



Figure 7: CPD Project Planning Framework

Hierarchy Level	Definition	Example
1. Consent Decree Section	The ten sections of the consent decree	Impartial Policing
2. Goals	Sustainable, durable changes that the community can expect to see from CPD as a result of implementing the provisions of this section	Improve the accessibility of police services to populations that have typically had challenges with accessing such services
3. Projects	Specific projects that advance each of the section's goals as identified above	Establish a language access program
4. Deliverables	Specific work product and documentation associated with each project that will be turned in to the IMT/OAG to demonstrate progress and paragraph compliance	Documentation indicating the hiring of a Language Access Coordinator, such as job posting, resume, and press release
5. Milestones	Interim steps that will be required to create the specific deliverables	Post position publicly; conduct interviews; onboard selected individual

This approach to consent decree project planning enabled the Department to ensure a thorough accounting of all the work that needed to be done, and by entering this information and associated due dates and owners into commercial project management software, PMD was able to track and maintain a full project plan for the reporting period.

Once the Department had solidified its full project plan, CPD leadership identified specific priority deliverables for the second half of 2020. This list included 1) Mayor Lori Lightfoot's 90-day reform priorities for CPD, and 2) other deliverables that CPD leadership felt would both be impactful to its reform efforts and accelerate consent decree compliance. These priorities were publicly released in August and posted on the CPD website.

In conjunction with that release, the Department also published a reform dashboard on its website that allows members of the public to understand the status of consent decree compliance based on the latest semi-annual IMT report. This one-page, interactive dashboard seeks to increase transparency and gives citizens the ability to hold the City accountable for progress. The dashboard is updated after each monitoring report period, and allows users to click on any specific paragraph of the consent decree and review key commentary from the IMT in its assessments of compliance, both in IMR-1 and in IMR-2. As of November 13, the dashboard has had received over 2,300 views. The Strategic Initiatives Division will continue to keep this dashboard up to date moving forward as the IMT publishes its assessments, and the Communications Division will continue to publicize the dashboard.

Resourcing

To support the creation of the necessary deliverables and advance reform efforts, the Department also bolstered resourcing for the units that were tasked with executing consent decree projects. In total, CPD added 42 reform-focused members to units responsible for consent decree implementation, plus an additional 57 sworn members in the Training Division to boost instruction capacity.

Figure 8: Staffing Enhancements to Accelerate Reform

Unit	Reform Function	Positions Added or Backfilled Since March 2020
Superintendent's Office	Oversee reform implementation and ensure alignment with Department's strategic objectives	+1 Senior Advisor to the Superintendent on Officer Wellness
Office of Community Policing	Execute projects that foster trusting relationships and authentic partnership with community members	+1 Commander +1 Deputy Director +1 Assistant Director of Victim Services +3 Crime Victim Advocates +1 Language Access Coordinator +1 Americans with Disabilities Act Liaison +1 Police Officer as Project Manager
Bureau of Internal Affairs	Investigate allegations of misconduct by CPD members	+1 Deputy Chief +1 Commander +1 Lieutenant +1 Principal Operations Analyst
Research & Development Division	Create policies that govern the activities of all CPD members	+4 Police Officers as Policy Analysts Figure 8: Continued on next page

Unit	Reform Function	Positions Added or Backfilled Since March 2020
Project Management Division	Support project planning and facilitate communications with the IMT/OAG	+1 Assistant Director +1 Sergeant +4 Civilian Project Managers +3 Police Officers as Project Managers
Training Division	Develop training curriculum and provide training for all CPD members	+8 Sergeants as Supervisors of Instructors +49 Police Officers as Instructors +1 Civilian Project Manager +1 Sergeant for Scheduling
Professional Counseling Division	Support CPD members' mental health and wellness needs	+1 Senior Advisor on Officer Wellness
Force Review Division	Review use of force incidents to identify trends, patterns, and opportunities for additional training	+1 Lieutenant +2 Sergeants
Crisis Intervention Unit	Manage the procedures and training of CPD members related to responding to individuals in crisis	+1 Lieutenant +1 Principal Operations Analyst + 1 Community Outreach Coordinator

Figure 8: Continued on next page

Unit	Reform Function	Positions Added or Backfilled Since March 2020
Human Resources	Implement improvements to CPD's recruitment, hiring, and promotions practices	+1 Civilian Project Manager
Office of Operations	Manage School Resource Officers, the Field Training and Evaluation Program, and the roll-out of the Unity of Command/Span of Control Pilot	+1 Lieutenant
Strategic Initiatives Division	Develop data analytics tools such as Tableau dashboards to support analysis across CPD	+4 Principal Operations Analysts
Legal Affairs Division	Provide legal guidance on consent decree projects and review all documentation that is provided to the IMT/OAG.	+1 Assistant General Counsel
Audit Division	Assess extent to which Department is adhering to stated policies and procedures	None

ReformStat

Once the comprehensive project plan was established and priorities were identified, Superintendent Brown introduced a “ReformStat” meeting as the accountability mechanism to ensure that units were aware of their required deliverables and on track with their timelines.

At ReformStat, which is modeled off of the traditional CompStat model, units were required to come prepared to discuss their reform projects, the timelines they were attempting to meet, any challenges they faced, and what they were doing to solve those problems. All units that are assigned reform projects attended ReformStat every week; this cross-unit visibility opened up opportunities for different teams to collaborate and share information on a regular basis. Furthermore, ReformStat provided an opportunity for CPD’s senior leadership team, including the Superintendent on several occasions, to hear firsthand about progress and challenges on reform efforts. The IMT and OAG were also invited to attend ReformStat each week so that members of their teams could also hear firsthand about progress on various projects.

The first ReformStat meeting was held on 24 June and was held weekly thereafter. Between 24 June and 30 October, 18 ReformStat meetings were held; each accountable unit presented multiple times during this period. Moving forward, CPD is evaluating opportunities to consolidate ReformStat with CompStat to eliminate silos between reform projects and operational units; this will help to spread accountability for reform more broadly throughout the Department.

IMT/OAG Collaboration

Beyond these new process features, CPD resumed its regular cadence of collaboration with the IMT and the OAG in July. The Parties to the consent decree met on a regular basis during this reporting period. Such communication takes on many forms, including but not limited to the following types of meetings:

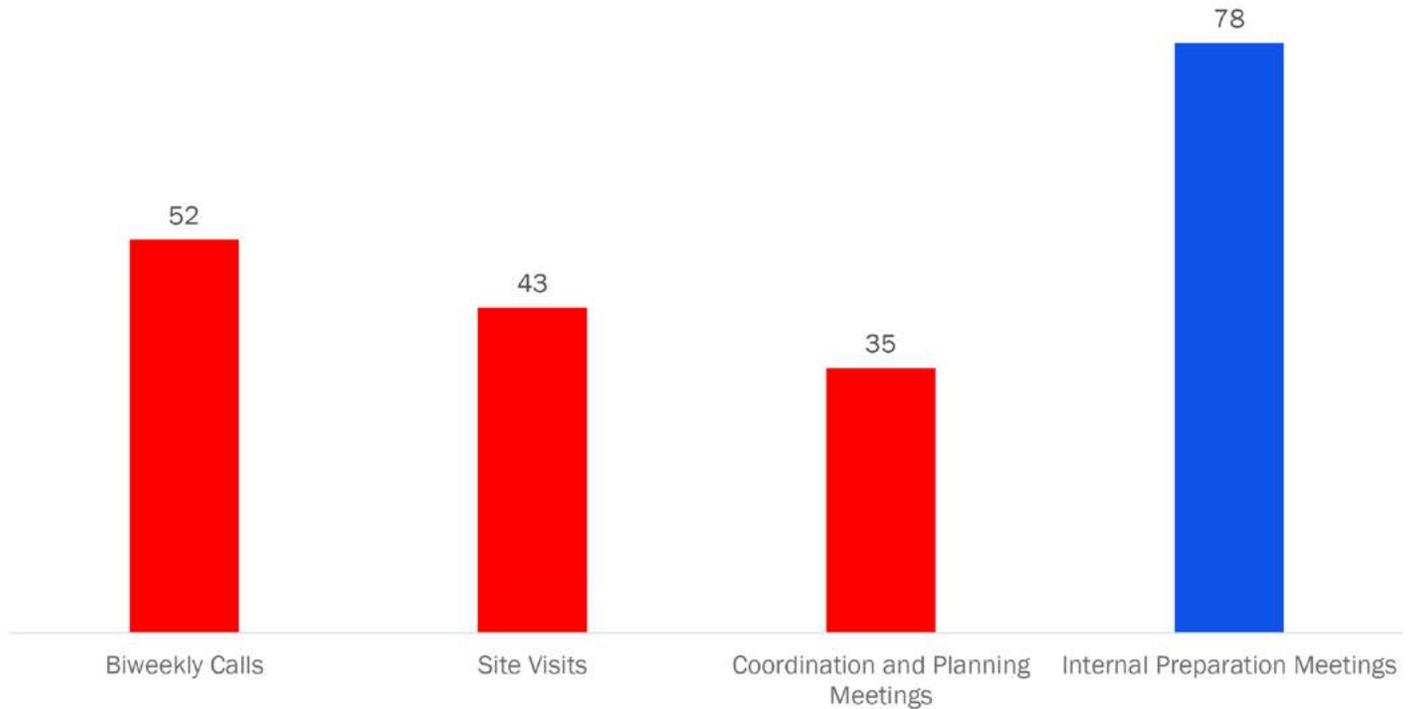
- **Biweekly Calls:** every two weeks, CPD members met with the Associate Monitor for each consent decree section to share early drafts of specific deliverables, to review IMT and OAG comments and feedback on specific deliverables and to engage in other substantive discussions on reform projects. In addition, CPD also organized one-off briefings on specific topics that were of interest to a broad group of the Associate Monitors, such as the Officer Support System pilot program.

- **Site Visits:** during the months of October and November, CPD organized a series of meetings for each Associate Monitor on specific topics that would provide them the additional insight they needed to thoroughly assess compliance. While most site visit topics were chosen by IMT members, CPD also proposed potential topics and worked closely with the IMT to ensure that these meetings were organized. Site visit meetings often are slightly different in nature than typical biweekly meetings, as they may consist of IMT members observing training sessions, meeting with district personnel, or otherwise meeting with stakeholders who wouldn't typically be involved in day-to-day reform project implementation.
- **Coordination and Planning Meetings:** in addition to the meetings described above, CPD was also regularly engaged with the IMT on general coordination and planning. Meetings of this nature included the monthly meeting of the parties as required by paragraph 668 of the consent decree, biweekly calls designed specifically to review outstanding document requests that CPD owed the IMT and OAG, and other regular check-in meetings to coordinate on upcoming engagements.
- **Internal Preparation Meetings:** As much as possible, CPD members sought to be well-prepared for meetings with the IMT and OAG so that the meetings were as productive as possible. CPD hosted one-hour internal preparation meetings for every biweekly call and for many site visit meetings.

The list above accounts only for core consent decree related meetings and does not reflect the totality of collaboration with the IMT and OAG on other initiatives. For example, CPD provided the IMT with the access they requested to numerous command staff members and documents as part of the IMT's development of its special report on the Department's response to civil unrest. In total, the IMT conducted roughly 82 hours of interviews between July and November 2020, and submitted 95 document requests to the Department pertaining specifically to this summer's civil unrest; 95% of these document requests had been fulfilled as of November 13, 2020.

Below is an approximate summary of the number of hours spent on each of these types of meetings between 01 July and 30 October. CPD appreciates and welcomes this spirit of collaboration, and the learning and feedback that IMT and OAG members provided throughout the reporting period.

Figure 9: Approximate hours of CPD Collaboration with IMT/OAG between July 1 and October 30, 2020



Responses to IMT and OAG Document Requests

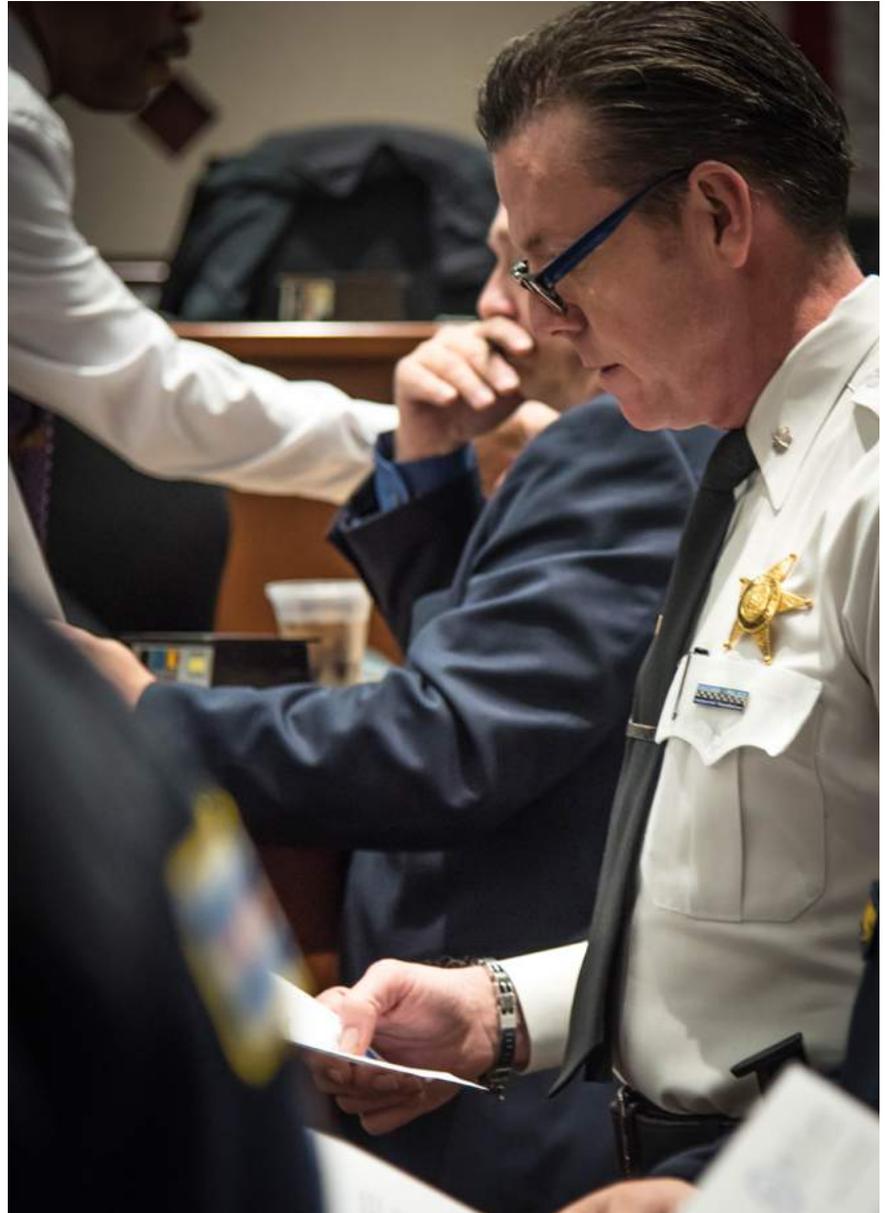
Pursuant to paragraph 687 of the consent decree, the Independent Monitoring Team (IMT) and Office of the Attorney General (OAG) have the right to formally request documents from CPD. In the first year of consent decree compliance, CPD had fallen behind on responding to these requests, but in the IMR-3 period, the Project Management Division and Legal Affairs Division redoubled efforts to gather responsive documents from the appropriate units. PMD introduced new tools and processes, including a centralized tracking system for the Department's responses to document requests, to ensure consistent progress on clearing this backlog.

In total, as of November 13 and based on CPD's internal tracking, CPD was responsible for 444 out of the 490 combined document requests that had been tendered by the IMT and OAG to the City. Of these 444 requests, the IMT and

OAG have closed out 149, either because CPD has provided a sufficient response or because the request was no longer needed, leaving 295 outstanding. Of these 295, CPD has tendered written responses for 163, with another 40 document requests having been gathered and submitted for Legal review ahead of production to the IMT and OAG. 92 document requests, or about 21% of the 444 for which CPD is responsible, remained outstanding as of November 13. Of the 429 requests that the IMT and OAG had submitted prior to September 30, 2020, 18% remain outstanding. Of the 291 requests submitted prior to June 30, 2020, 10% remain outstanding.

107 total document requests were tendered by the IMT in connection with their special report on CPD's response to civil unrest, of which CPD was accountable for 95; of these 95, CPD had provided written responses to 87, with an additional 3 in the pipeline for Legal review as of November 13. 5 items, or 5% of the special report document requests, remained outstanding as of November 13.

CPD looks forward to continuing to streamline its efforts so that it can be more responsive to IMT and OAG requests in a timely manner.



Progress by Consent Decree Section

Community Policing

“When we have a relationship with people and create an emotional bond between the public and our officers, we build a sense of accountability between us and the public, and this helps us build trust. Reform calls for us to make changes that touch all aspects of our Department, but we know that everything we do has an effect on the community, so it’s important that we are working with the community to ensure we are serving them as best as we can.”

–Commander Angel Novalez, Office of Community Policing

The Community Policing section of the consent decree describes effort that the Department must take to engage with community members and form genuine, authentic relationships with the individuals we serve. The section describes how the Department must develop partnerships and institute structures, processes, and training that reinforce the need for community engagement by every officer.

Goal: Build sustainable relationships of trust between police and community

Improving Beat Meetings and District Advisory Committee Meetings

Beat and DAC meetings provide an opportunity for residents across the city to meet with their local police districts, hear about crime trends or engagement opportunities in their neighborhood, and raise problems or concerns they have.

Beat meetings take place at least every other month, and in some cases monthly. Every district is required by both CPD general order and the consent decree to have beats meet at least 6 times a year. Beat meetings are led by a civilian Beat Facilitator and a member of the District's community policing office. Beat Facilitators are volunteers selected by the District through an application process. They receive specialized training on problem-solving tactics and community-building strategies.

District Advisory Committees (DACs) are groups of community stakeholders selected by the District Commander. DACs meet regularly with the Commander to provide feedback on district policing strategies and advise on problem-solving tactics for any challenges that may arise within the district. DACs meet at least every other month, but in some cases monthly, as required by CPD general order and the consent decree.

In the IMR-3 period, OCP launched a recruitment campaign intended to attract around 100 new Beat Facilitator. Currently, OCP has about 50 applicants for vacant Facilitator spots. Further, OCP has been working on revising the on-

boarding training Beat Facilitators receive before they begin their new role. This training has not been updated in many years. OCP intends to train new and existing Beat Facilitators by spring 2021.

In recent months, the Department has shifted to virtual, rather than in-person, meetings due to the COVID-19 pandemic. While many beat and DAC meetings had to be canceled during the spring, CPD was able to provide Zoom licenses, training on Zoom usage, and equipment such as cameras and microphones to each district's Community Policing office to enable their transition to virtual meetings.

Finally, to improve engagement efforts related to DAC and Beat meetings, the Department's Audit Division completed an assessment of the existing Beat and DAC meeting structure. The Audit Division found that the Department can improve its recordkeeping associated with these engagements, as well as ensure that its policies governing DAC and Beat meetings align more closely with current practice. The Audit Division also conducted a survey of the community members who participate in these engagements and found that while the involved community members generally had favorable experiences in working with CPD, there were opportunities for improvement in certain areas, such as better meeting administration and opportunities to further increase meeting attendance. OCP has been evaluating the findings and developing short-term and long-term steps to address the audit's findings. Short-term steps include improved recordkeeping and outreach efforts, which OCP plans to roll out in early 2021.



Public Awareness Campaign

On November 16, 2020, CPD's Communications Division launched a public awareness and "know your rights" campaign to provide Chicagoans with answers to frequently asked questions regarding police interactions. This campaign was created through a media partnership with Chicago Sun-Times (CST) to plan, produce, execute and evaluate a targeted multichannel digital marketing campaign across digital, social media and email platforms.

To develop campaign content, CPD partnered with Metropolitan Family Services (MFS) a Chicago-based non-profit organization that serves low-income and poor working families through seven community centers and public policy advocacy. Beginning in September, CPD, CST, and MFS reviewed the campaign requirements mandated by the consent decree, and coordinated logistics related to casting, scheduling and recording availability. This working group also worked with the Office of Community Policing to identify Youth District Advisory Council Members from the 005th, 007th, 015th, and 025th districts to provide input and participate in the campaign. The Communications Division facilitated meetings with MFS and YDAC members to capture input, concerns, suggestions and ideas, as well as report on campaign progress and timeline updates.

The scripts for the three videos were reviewed by the City Department of Law, CPD R&D, and CPD OLA before being produced to the IMT and OAG. The IMT and OAG provided feedback, which was incorporated into the final versions used for production. Filming began on Oct. 30 with three CPD officers in the CST production studio. CST also captured community residents asking their questions on camera via Zoom.

A key objective of this campaign to ensure that it reaches residents most impacted by the CPD policies discussed in the campaign's content. To achieve this, CPD worked with CST to create a targeted paid social media campaign where sponsored campaign content would be specifically targeted to appear on the social media feeds of residents living in South and West Side neighborhoods. CPD also ensured that community members appearing in the campaign content were reflective of Chicago's diverse population.

A performance metrics report will be developed in December 2020 at the conclusion of the campaign. Moving forward, the Department will conduct annual public awareness campaigns of this nature, pursuant to paragraph 28 of the consent decree.

Victim Services

Victims of crime are a diverse group with diverse needs. Some crime victims may need extensive support, resources and services while others may not want or need such services. Law enforcement is in a unique situation to assess and provide services to victims of crime, as often times, they are the first and only individuals to make contact with victims of crime. Recognizing that law enforcement has unique access to victims of crime, police departments across the country have begun developing formal victim services programs.

For decades, CPD has utilized recognized best practices when serving victims of domestic violence. CPD is currently in a position to expand services to victims of other crimes, utilizing its past history of building successful programming bolstered by grant-funded initiatives.

In IMR-3, the Department made initial progress in this expansion of victim services, including through the following initiatives.

- In December 2020, CPD hired an Assistant Director of Victim Services for the first time in Department history, who will oversee all victim services efforts and programming across the Department.
- In September 2020, three Crime Victim Advocates were hired to provide services to victims of non-fatal gun crimes in districts 003, 004 and 008. These Advocates will provide extensive support, services and advocacy to victims of these crimes. Based on this pilot, CPD hopes to replicate this programming across the city.
- The Domestic Violence Advocacy Program expanded its confidential services to provide advocacy and support to victims of Officer Sexual Misconduct. CPD has distributed brochures pertaining to this program in each district as part of its outreach to victims citywide.
- In October 2020, the City of Chicago was awarded a grant to provide extensive training on domestic violence and sexual assault for all CPD members. Training on Officer Sexual Misconduct will also be covered as part of this training, as well as expansion of the T and U Visa training and policy, a strangulation dashboard, and the hiring of an outside vendor to successfully complete the above.

- In May 2020, each district received a set of letter holders filled with Department information notices intended to assist victims of crime. These include the Domestic Incident Notice (DIN), the Victim Incident Notice, and the Sexual Assault Incident Notice. All three notices are available in English, Spanish and Polish. The above notices were also added to an easily accessible section of the CPD website. In September, the DIN was translated into Arabic and Chinese. The Department has secured grant funds to translate and produce all three notices in five languages: English, Polish, Spanish, Arabic and Chinese. Forms will be added to the website as they are translated into these additional languages.
- The Chicago Police Department is the founding member of the Chicago Crime Victim Services Coordinating Council (CCVSCC). The Council was instrumental in identifying gaps in victim services and seeking ways for Council members and CPD to begin filling these gaps. The Council currently has 30+ community-based agencies that attend Council meetings regularly.

Goal: Ensure a strong focus on engagement with the city's youth

Neighborhood Youth Corps (NYC)

The Neighborhood Youth Corps (NYC) program works to mentor youth and emerging adults by exposing participants to multiple speakers across a diverse set of proficiencies. The program is a partnership between CPD and the Chicago Housing Authority (CHA), consisting of six weeks of engagements. In 2020, the majority of these engagements were virtual in nature, however with an abundance of caution, preparation, and adherence to social distancing, the NYC group was able to conduct in person gatherings on occasion.

The primary objective of the NYC program is to expose youth members to a diverse range of professional and social opportunities to empower and prepare them to maximize their potential as they enter adulthood. Teens receive training on a variety of “life skills” ranging from conflict resolution to financial responsibility. In addition, participants explore possible future study and career options, while also engaging in community service projects. A typical day for NYC

youth is structured with early mornings dedicated to health and wellness through yoga, team building drills, emotional check-ins, followed by afternoons centered around career awareness, exploration, preparedness, workshops and trainings via a curriculum developed by CPD.

Due to COVID-19 restrictions and civil unrest, CPD leaned on numerous partners throughout the city to ensure that NYC youth had a robust and fulfilling experience. The 35 CHA teens who participated in the program ranged in age from 14-18. This year, participants earned \$14 per hour based on attendance, professional behavior and participation. Youth wages were issued by CHA. Moving forward, OCP will continue to find opportunities to improve upon this program and to maximize its effectiveness, in spite of obstacles that may arise due to the pandemic.



Youth District Advisory Councils (YDAC)

The Youth District Advisory Council's (YDAC) mission is to provide authentic youth voice within CPD, as well as to address the concerns of youth and emerging adult stakeholders within each district. YDAC members are between the ages of 14 and 25 and are intended to bring a youth perspective to District Advisory Committees (DACs). YDAC members have formal voting authority on the DAC. Their position on this body also provides them with access to Commanders and other district personnel so that their perspectives can be shared.

The YDAC is designed to reflect the youth and emerging adult demographic in each district. YDACs have three co-leaders, who participate in an annual leadership training institute for youth to build their capacity as leaders.

53 youth between the ages of 16 and 24 participated in the six-week 2020 YDAC Summer Leadership Institute, conducted in partnership with One Summer Chicago, City Colleges of Chicago, Public Narratives and the Chicago Department of Family and Support Services. During the program, participants became more familiar with CPD's Youth Liaison Officers, Department policies and procedures, and District operations.

Additionally, participants developed leadership skills that will allow them to be credible messengers to peers in their communities regarding the topic of police interaction with youth. Some program deliverables included the creation of Mind Maps that identified community issues of concern for the YDAC members in the five Areas. Due to the COVID-19 pandemic, engagement with YDAC youth during the Summer Leadership Institute was conducted exclusively via Zoom.

Moving forward, OCP will continue to ensure that each district has a functioning YDAC that plays a genuine role in engaging with DAC and Department members.

Juvenile Intervention Support Center (JISC) Reform

Established in 2006, the Juvenile Intervention Support Center (JISC) is a multiagency partnership implemented to divert youth arrested for low-level offenses away from the juvenile justice system and into social service case management. The JISC is located in a police station on the southwest side of the city specifically for juveniles ages 10-17 years old. It serves youth arrested in 10 of the city's 22 police districts. A February 2020 audit by the Chicago Office of the Inspector General (OIG) outlined a variety of issues that may be preventing the JISC from achieving its stated goal of reducing recidivism, including lack of collaboration among JISC program partners and misalignment with recent national best practices for youth diversion.

To address issues raised by the Office of the Inspector General and community leaders and to achieve compliance with a number of consent decree paragraphs, CPD has undertaken efforts to reform the JISC and develop a plan for expanding opportunities for youth diversion across the City. In the last six months, 12 projects have begun intended to implement immediate improvements to how the JISC operates. These projects include updating policies and directives, enhancing and updating staff trainings, improving operations and service coordination, and gathering and leveraging community input. One of the most significant changes is the integration of a new case manager – Lawndale Christian Legal Center – to drive diversion case planning for youth. Additional improvements have been made to the JISC facility by removing

handcuffing rails, hanging community art to make it feel less like a typical police station, providing space for community service providers to be present on-site, particularly during high-traffic time periods, and consulting experts on how to transform the JISC into a more trauma-informed space.

At the same time, CPD has been working with the Mayor's Office of Public Safety and other agencies involved in the juvenile justice system to develop a plan to offer diversion to juveniles across Chicago. While still in development, CPD's goal for the future is to promote positive youth outcomes, minimize justice system involvement, and reduce recidivism by seeking opportunities for deflection and diversion in all interactions with juveniles. Specifically, this future state aims to expand upon CPD's current model of post-arrest diversion via station adjustment to include deflection and pre-arrest diversion.

The community has been engaged in several ways throughout this project and more community engagement is planned for the near future. This fall, the Youth Investigations Division conducted outreach to community-based organizations to invite them to utilize designated space at the JISC. This allows organizations whose missions align with the JISC to reach youth at a critical time. Nearly a dozen organizations have since agreed to volunteer as visiting service providers.

The JISC Advisory Council, which was established in 2019 and includes individuals with lived experience, has provided feedback on the JISC reform process and will continue to do so. The JISC Advisory Council will be engaged again in early December 2020. In the near future, as CPD continues to develop an approach for expanding diversion across the city, there are plans for hosting community feedback sessions to gather input from advocates, juveniles, those with lived experience, and other community members.

In 2021, the Youth Investigations Division, alongside its various community and City partners will continue to implement changes required by OIG findings, as well as advance its longer-term objectives for the JISC as outlined above.

School Resource Officer (SRO) Program

The School Resource Officer (SRO) program is designed to place sworn officers into certain high schools selected by Chicago Public Schools. SROs provide protection for students, teachers, and administrators against external threats, and criminal activity within schools. They serve as a deterrent to those who would seek to do harm. On a day-to-day basis, SROs aim to foster a safe environment for students and should strive to represent the professionalism and dedication of the entire police department.

Local School Councils vote on whether to have officers present or not, and it is then up to the Chicago Police Department to recruit candidates who will best fill the role, based on the qualifications determined by agreement between CPS and the City.

The Intergovernmental Agreement (IGA) between CPD and CPS for the 2020-2021 school year was negotiated and approved in IMR-3. This new agreement contains provisions for choosing the best candidates to act as SROs. Moving forward, SROs must have an excellent disciplinary history, more diverse training, and higher qualifications than prior to be accepted as a candidate. The new screening process is more extensive than it has been in the past, and includes the potential for two levels of interviews – one by CPD and one by CPS. New SRO candidates are currently being sought to fill the updated requirements for the position and while the selection and placement process is now lengthier, CPD and CPS's goal of aggregating the best possible corps of SROs is within reach. CPS Principals also provided written feedback to CPD on the performance of their SROs during the previous school year.

In parallel with this new selection and application process, the Department has also revised its SRO policies to comport with the IGA and stakeholder input. Stakeholders consulted in this process include a community working group convened by the Mayor's Office to review CPD's SRO policy, internal focus groups of current SROs, and surveys conducted by CPS. CPD has welcomed this community input.

Once selected as SRO's, officers must be specially trained in issues relating to youth in an educational environment. This training includes topics such as restorative justice, minority and disadvantaged communities, laws and statutes dealing with educational institution specific topics, LGBTQAI student communities, the difference between criminal and disciplinary actions, the Chicago Public School's Code of Conduct, among other topics. Most of this training must take place prior to an SRO even entering a school for the first time. More than this, the training is ongoing, not just in educational topics, but also in topics related to de-escalation and appropriate uses of force. Moving forward, every SRO will be trained in Crisis Intervention Training and also in the more specific area of Youth Crisis Intervention Training.

Training for SROs has also been a major focus over the IMR-3 period. During this period, the Training Division revised its 8-hour refresher training for returning SRO's. Furthermore, the Department is also determining which SROs need CIT and Youth CIT. Youth CIT classes will begin early in 2021 and CIT classes occur regularly. Training is currently being finalized and should be ready by early 2021.

Since March 2020, an additional 50 SROs have been trained by the National Association of School Resource Officers (NASRO). CPD now has more officers trained as SROs than SRO positions available, which is a great luxury should a case arise in which a current SRO is no longer able to serve in this role.



Goal: Set standards for community policing initiatives so that these initiatives have clearly-defined objectives and contribute to the overall community policing effort

Community Policing Policy Updates

In IMR-3, the Office of Community Policing (OCP) conducted a comprehensive review of the general and special orders that delineate the duties and responsibilities of its office. This review included working with all members of OCP and other units within CPD that play a role in OCP-led programming.

OCP sought community input on community policing strategies. In February 2020, OCP held four community conversations across the city, open to the public, to get input on various policies and topics, including community policing strategies. Through this process, OCP obtained a great deal of feedback on ways to improve community policing. Additionally, OCP hosted seven online public surveys that included open-ended questions about ways to improve community engagements with specific populations (please reference the Impartial Policing section of this report for more information on these surveys). Through these mechanisms, OCP was able to obtain robust community input about general community policing strategies and improvements that helped to inform policy updates.

Through this review and community engagement, OCP and the Research and Development Division (R&D) made revisions and updates to the following policies:

- G02-03 Community Policing Mission and Vision
- S02-03-01 Beat Community Meetings
- S02-03-02 District Strategic Plans
- S02-03-03 Community Concerns and City Service Requests
- S02-03-04 Ride Along Program
- S02-03-06 D.A.R.E. Program
- S02-03-07 G.R.E.A.T. Program
- S02-03-08 Gun Turn-In Program
- S02-03-09 Trespass Affidavit

- S02-03-10 Social Media Outlet: Twitter
- S02-03-11 Officer Friendly Program
- S02-03-12 Bridging the Divide Program
- S02-03-13 Community Policing Business Public-Safety Initiative
- S02-03-14 District Advisory Committee DAC

The review of the 14 policies concluded in September and were submitted to the Independent Monitor and the Office of the Attorney General for review. As of this report, OCP and R&D are working on additional revisions and responses to comments provided by the OAG and IMT. This policy suite was finalized and published at the end of IMR-3.



Goal: Develop a structure that reinforces community policing in every aspect of policing

District and Bureau Strategic Plans

In 2019, CPD undertook a new community-oriented strategic planning process in each of its 22 police districts, as well as several Bureaus in the Department. By developing district and Bureau-level strategic plans, CPD aims to prioritize work that needs to be done at the neighborhood level reduce crime and improve police-community engagement and collaboration in problem-solving efforts. CPD also requires non-Patrol units to complete strategic plans so that all Bureaus can develop a clear connection between their work and the needs of the community.

The process for developing district strategic plans is designed explicitly around community input and involvement. Each district convenes two community conversations each fall to drive this strategic planning effort. The first community conversation, held in October, helps solicit information and feedback regarding the community's top crime concerns and community engagement goals for their neighborhoods. The second meeting, held in November, invites the community to learn about the district's draft strategic plan, which is developed after the first meeting, and provide additional insight and guidance before the plan is finalized and implemented.

Once the strategic plans have been drafted, OCP, along with other high-ranking Department command staff, provide input on each district's plan to ensure that identified problem-solving strategies will effectively address community concerns and that proposed response strategies comport with the principles of community policing. After receiving all necessary approvals and finalizing their plans, districts and bureaus are held accountable for executing against their plans throughout the year. Each unit is required to submit four quarterly reports to OCP, which provides written feedback after each submission. Progress against strategic plan priorities is also addressed during CompStat and OCP's monthly performance management meetings (described further below).

This year, due to the COVID-19 pandemic, all 44 community conversations for the 2021 planning cycle were held virtually. To prepare for this transition, OCP secured the equipment and staff necessary to execute these meetings. OCP also conducted four days of Zoom and meeting facilitation training to ensure staff knew how to use the technology. Over 1,000 individuals participated in the 2021 cycle Community Conversations, a significant increase compared to the previous two cycles.

Moving forward, OCP will continue to review district and bureau plan quarterly reports, and will continue to finalize all of the 2021 strategic plans.

Quarterly Reports to the Community Policing Advisory Panel (CPAP)

Throughout this reporting period, CPD continued its practice of publishing [quarterly reports to the Community Policing Advisory Panel \(CPAP\)](https://home.chicagopolice.org/office-of-community-policing/cpap-quarterly-report/). These reports provide a digestible snapshot of the progress being made towards implementing the CPAP's 2017 recommendations, which were accepted in their entirety by former Superintendent Eddie Johnson and subsequently incorporated into Paragraph 13 of the consent decree. While progress on this implementation stalled during the spring due to COVID-19 related deployments, OCP made significant strides in Q3. Readers are encouraged to view the CPAP Quarterly Reports on CPD's website at <https://home.chicagopolice.org/office-of-community-policing/cpap-quarterly-report/>

Specific progress in this period included:

- Q2 CPAP Quarterly Report was published in August 2020
- Finalized the CPAP Project Progress Tracking Form – this form is used internally to track the progress for each CPAP - related project.
- Q3 CPAP Quarterly Report was published in November 2020
- OCP wrote and finalized a standard operating procedure (SOP) that explains how CPAP quarterly reports are prepared each quarter.

Goal: Create robust community-oriented training for all members of the Department

Community Training Academy

In this reporting period, OCP developed and launched a new training curriculum called the Community Training Academy (CTA), as part of the expansion of the Neighborhood Policing Initiative (described further below) to the 009th, 010th, and 011th districts. CTA is a three-day module included in provided to new District Coordination Officer (DCO) training. CTA was co-created by CPD, Metropolitan Family Services (MFS), Communities Partnering for Peace (CP4P), and other community organizations to provide a framework and curriculum for community-based and community-specific trainings for DCOs and officers assigned to each district's community policing office. This community-led and designed program will increase officers' capacity to work collaboratively, effectively and respectfully with residents and stakeholders in their district. By utilizing an asset-based community development framework, restorative practice and hyperlocal focus, the CTA will introduce important dynamics within a given community and deepen understanding of key historical factors related to policing.

The CTA will emphasize the role of CPD and individual officers in creating communities that are safe and just. Officers will learn directly from community members and vetted stakeholders about key assets and challenges in their neighborhoods, develop an understanding of biases that prevent authentic community-police engagement, and engage in critical conversations with adults and young people in the community.

OCP is currently making plans to improve this training based on feedback from its launch. Moving forward, CPD will expand the CTA to additional districts and ensure that philanthropic funding is available to assist this expansion.

Probationary Police Officer (PPO) Immersion

In addition to the CTA program, OCP also made significant progress in the development of a Probationary Police Officer (PPO) Immersion Program, which is designed as a post-Academy learning experience for recent graduates to actualize the philosophy of community policing into their day-to-day patrol duties, learn the advantages of Asset Based Community Engagement in those duties, and introduce the Community-Oriented Problem-Solving model while using effective engagement strategies with fellow community members.



Participating PPOs will learn to understand the difference between the traditional incident-driven style of policing and the emerging, contemporary mode of law enforcement in which officers not only respond to service calls but also seek root causes of crime and chronic disorder. This allows PPOs to seek opportunities to apply non-enforcement solutions when possible, including collaborations made possible through develop community relationships and awareness of additional community resources.

A pilot program for District 007- was convened in 2018, followed by an expansion of this pilot to District 003 in 2019. These pilots had slight differences, however both programs delivered equivalent learning objectives. Overall, both provided participants an understanding of the community in which they will be serving. The new PPO Immersion curriculum is designed based on the lessons learned from these pilots.

The program introduces PPOs to community resources and the principles of community policing as well as providing opportunities for interaction with community organizations, neighborhood stakeholders, City agencies, and officials involved in collaborative strategies impacting:

- Youth
- Seniors
- Domestic Violence (DV) victims
- Victim Services
- Business
- Court Advocacy
- Troubled Buildings

As of this report, the PPO immersion program is in the final stage of development and approval. The COVID-19 pandemic caused a pause in Academy training programs, so it is unclear when this program will launch. OCP is working with the Training Academy to determine a launch schedule, based on the arrival of new recruits to the Training Academy.

Youth-Led Tours

Improving community-police trust, particularly with youth, is critical to making long-term progress on violence in Chicago. In the summer of 2019, My Block, My Hood, My City (M3), a local community-based organization, piloted a new model for building positive community-police relationships through youth-led tours (YLT) of North Lawndale (010th district) for new police recruits. This program was created in collaboration with the University of Chicago's Crime Lab.

These tours give younger members of the community the chance to provide new officers a lively account of how they view their communities, focused on their neighborhoods' assets and their own aspirations for their community. For example, the North Lawndale tours feature a stop at the Legacy Apartments, where Dr. Martin Luther King lived with his family in 1966. In addition to providing a courageous space for conversation between officers and youth, these tours support CPD's broader goal of expanding partnerships with Chicago's youth while fulfilling consent decree requirements to enhance community policing programming. At the time of this report, M3 plans to expand the YLT program to two additional neighborhoods (Humboldt Park and Little Village). The addition of these two communities would allow 360 recruits and officers to experience the YLT program, thus contributing to CPD's goal of establishing a more culturally competent police force.

In 2020, 15 youth from M3 provided 110 police recruits (up ~120% from 2019) with a culturally immersive experience this summer. Moreover, M3 produced a documentary giving a candid look into the lives and stories of those involved, as young people and CPD continue work to rebuild their relationship.

Goal: Engage in effective problem-solving exercised jointly with the community and other City agencies

Expansion of the Neighborhood Policing Initiative

The Neighborhood Policing Initiative (NPI) is an inclusive crime-fighting strategy that relies on improved communication and collaboration between community stakeholders, patrol personnel, detectives, specialized units, interdepartmental units, and external agencies. The primary goal of the NPI is to foster relationships, build trust, and create legitimacy. To achieve these goals, CPD members will work alongside members of the community to create sustainable

solutions to pervasive problems using collaborative efforts and community-based resources. The model specifically centers around District Coordination Officers (DCOs) who are trained to develop problem solving strategies and are equipped with mobile phones, tablets, and business cards so that community members in their assigned beats can reach them directly with concerns or issues. The model also involves community members serving as Ambassadors to support problem solving efforts in their neighborhoods.

NPI was introduced in January 2019 in the 025th District and in December 2019 in the 015th District. The model demonstrated strong initial success in its first year in the 025th district, reducing calls for service and building higher levels of community trust, based on survey data available to CPD. Given these promising initial results, NPI was expanded to the 009th, 010th, and 011th districts in October 2020. Plans remain underway to continue expanding to additional districts in the coming months, and OCP is working with the Commanders of each existing NPI district to ensure that the new model is implemented correctly and driving the desired outcomes.

In addition to program expansion, OCP has also revised and improved DCO training. The current training includes three weeks of community-building skills, problem-solving techniques, and implicit bias training. Further, OCP worked with the Metropolitan Peace Academy (MPA) to incorporate a 3-day community immersion training, called the Com-



munity Training Academy (CTA), into NPI training. The immersion training is led by members of the community and co-facilitated by CPD instructors. Through this training, officers are immersed in the history and culture of the neighborhoods they serve, take tours of their districts, and engage in peace circles with members of their communities.

NPI is a collaborative effort between CPD and NYU's Policing Project. The Policing Project supports overall implementation of the NPI and helps identify and train Community Ambassadors in each district.

Goal: Conduct regular evaluation of the quality of community policing throughout the Department

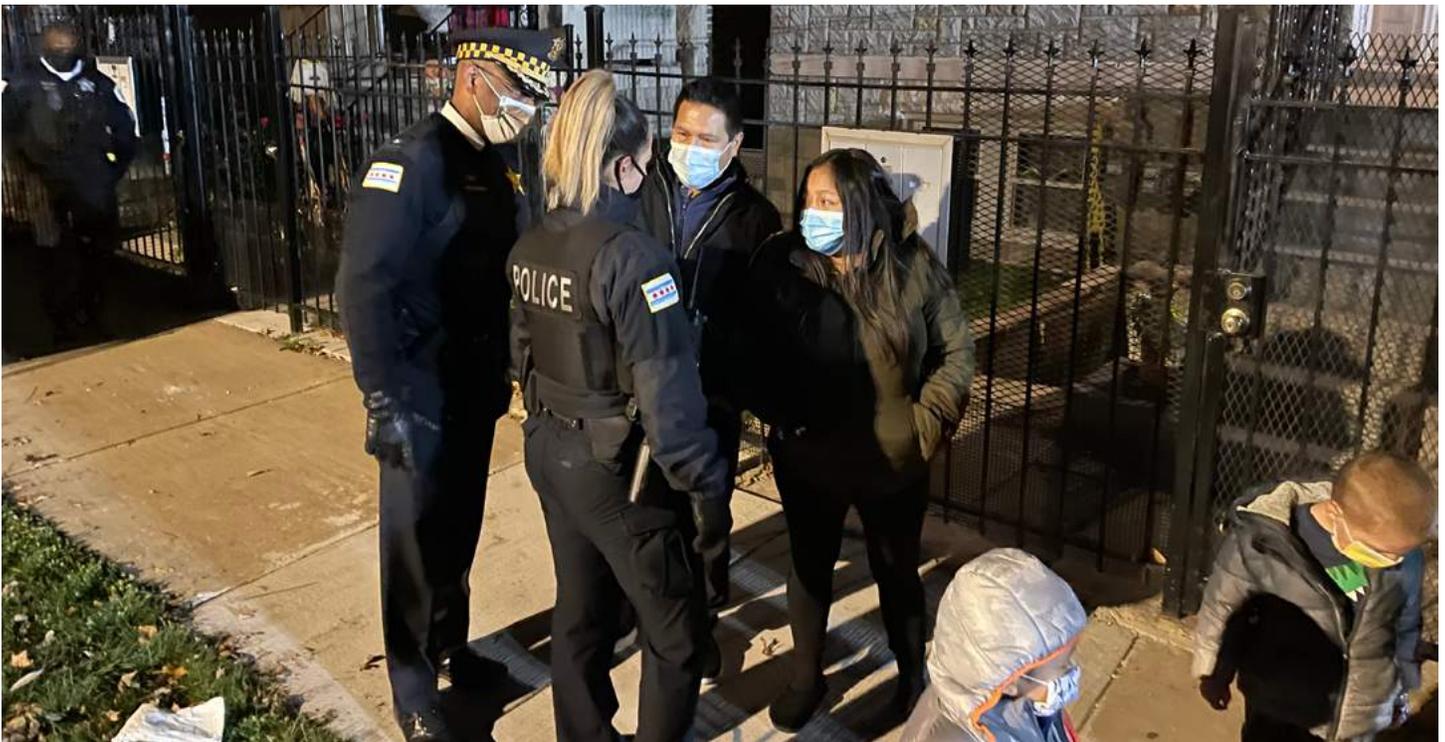
Community Policing Performance Management

In 2019, OCP embarked on a new effort to conduct data analysis regarding community policing metrics. While CPD routinely evaluates data regarding crime and calls for service, it has not regularly analyzed community policing-related metrics. Given the potential for such information to improve trust and build community relationships, OCP established a small team to analyze these metrics and present their findings to one or two district Commanders on a monthly basis. The goals of these meetings are to encourage CPD members to broaden their perspective on metrics and to share community policing best practices across the City.

A major component of the performance management system is the incorporation of data collected by ELUCD, a third-party vendor that conducts monthly surveys to members of the public in all 22 districts. The survey asks respondents to score how safe they feel within their neighborhood and how much trust they have in police. The survey also asks residents to list their top 3 crime concerns and top community engagement priorities. This information is shared directly with Commanders and Community Policing Offices in each of the districts to help inform strategies and community engagement efforts. In addition to these survey results, OCP also analyzes other community policing metrics such as the number of community engagements conducted by each district, attendance at these engagements, progress against district strategic plans, and other operational metrics.

OCP continued performance management meetings in early 2020, but the meetings were paused due to COVID-19 and civil unrest deployments. Meetings resumed in August. By the end of 2020, OCP will have held a performance management meeting for each of the 22 districts and will continue to hold regular meetings each month moving forward. Because this initiative is still new to OCP, the team will continue evaluating the process, incorporating feedback from the Independent Monitoring Team, and making changes that improve the impact of the performance management system. In particular, OCP will explore ways to incorporate performance management into more regular functions within the Department so that districts have more opportunities to engage in the process.

Lastly, OCP recently provided ELUCD access to all district commanders and community policing officers. All districts now have the ability to view their monthly community sentiment safety and trust scores, as well as comments from residents within their districts regarding their top crime concerns and community engagement priorities. Training for district personnel on the ELUCD dashboard has been held twice since March 2020, and more trainings will be scheduled as needed.



Impartial Policing

“Reform means analyzing our policies, procedures, and engagements, in collaboration with internal members, community partners, and subject matter experts, and updating our practices to reflect current norms.

We must always listen to the voices of both internal members and the neighborhoods and communities we serve to understand how we can be doing our jobs better.”

–Mike Milstein, Office of Community Policing

The Impartial Policing section of the consent decree describes the efforts CPD will undertake to ensure that it provides equitable and accessible policing to all Chicagoans. This includes policy revisions, training, and analysis to better serve a variety of groups that may have struggled with accessing policing services in the past, including individuals of particular demographic groups, limited English proficiency (LEP) populations, individuals with disabilities, and members of the Transgender, Intersex, and Gender Non-conforming (TIGN) community, among others.

Goal: Provide professional, courteous, and accessible police services to all Chicago residents

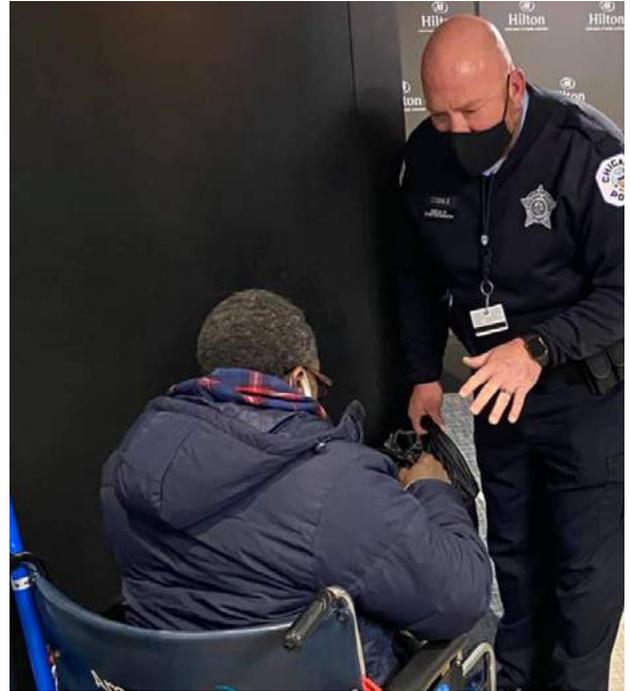
Building an Americans with Disabilities Act (ADA) Program

While CPD aims to provide accessible and professional police services to all members of the community, the Department has not historically had a specific member designated to serve as a liaison to individuals with disabilities. In August 2020, the Department hired its first ever ADA Liaison. Her role will be to oversee all CPD efforts to comply with the ADA. In the hiring process, the Department worked closely with community partners to develop interview questions and screening criteria for determining the ideal candidate for this position.

Since joining the Department, the ADA Liaison has taken significant steps toward the creation of an ADA program, such as:

- Supported the drafting and review of several ADA training bulletins, including Autism Spectrum Disorder and Police Response, Interacting with the Deaf Community, and Service Animals
- Drafted a Reference and Resource Brochure available for members of the public and officers

- Supported efforts to obtain public input on the Department’s new ADA policies, including by reviewing draft questions for the community survey and by attending the virtual focus groups that were conducted on this topic.
- Researched statistical information on ADA complaints and litigation involving CPD with City Corporation Counsel and the Bureau of Internal Affairs
- Conducted meetings with various City agencies, community organizations, and internal stakeholders with whom she will need to coordinate moving forward.



Moving forward, the ADA Liaison will continue to build on this foundational work by formalizing her ADA Compliance Plan and continuing to provide ongoing recommendations on policies and training curricula for the Department as they take shape.

Building a Language Access Program

Approximately 35% of Chicagoans speak a language other than English at home. Some of these persons speak English “less than very well,” and they are categorized as having Limited English Proficiency (LEP). It is important for CPD, as a law enforcement agency, to address these residents’ language needs and be sensitive to their cultures in order to ensure (1) they are served equitably (2) can access police programs and services, (3) are able to communicate with law enforcement, and (4) can participate in their communities in a meaningful way. Open communication between the LEP community and CPD is essential to building trust so that together they can protect communities and improve quality of life.

In this context, CPD hired its first ever Language Access Coordinator (LAC) in July 2020. Her job is to design and implement a robust system of language access services and programs that will enable the Chicago Police Department to bridge the language divide and provide equity in law enforcement to LEP communities. This involves identifying needs, resources, and systems already in place, and determining how to best utilize them in the delivery of language access

services. It also consists of finding ways to improve on existing resources, creating new processes and workflows so that CPD can effectively implement needed reforms and fulfill the mission and the vision of the Department and the Office of Community Policing (OCP).

Some of the LAC's notable accomplishments during this reporting period include:

- Drafting a Language Access Plan for the Department, which is pending internal review and finalization
- Providing input on CPD's policies governing interactions with Limited English Proficiency populations and CPD's LEP-related training materials
- Identifying core languages spoken in the city through the analysis of the latest (2019) census LEP estimates, and OEMC and ARS LanguageLine usage and using the 4-factor analysis recommended by the Office of Homeland Security and the City of Chicago to better understand the communities we serve.
- Creating a language bank of multilingual documents to serve the public, offering 151 translations into 34 languages, consisting of forms, flyers, announcements, notices, and brochures posted digitally or in paper.
- Driving updates to the CPD website to better support LEP populations, including the creation of a Language Access submenu placed on the CPD website 2-clicks away from the home page and adding a translation widget, visibly placed on the top right of each webpage, with rich graphics displaying 15 languages of available translation.
- Supporting community engagement on LEP policies, including reviewing the results of the surveys and focus groups held on LEP engagement
- Reviewing LEP community survey responses and incorporating them into policies and procedures, where feasible.
- Creating standard operating procedures for processing translations and billing.
- Streamlining the process for requesting interpretation to deliver timely interpretation services.
- Meeting with internal and external stakeholders and partners to identify opportunities for further engagement and better understand community needs

Moving forward, the LAC will continue to provide input and support efforts pertaining to community engagement, policy and training revisions, and the availability of translation services and translated documents to CPD members and members of the public. Over the longer term, the LAC will also work on developing a systematic and centralized approach to identifying CPD members who are certified as proficient in languages other than English. This will greatly enhance and improve the Department's ability to serve LEP populations.

Goal: Obtain community engagement and input in the revision and creation of policy

Community Engagement on Impartial Policing Policies

As part of the Department's reform efforts, CPD engaged the community to provide input on ways to improve CPD policies that govern interactions with various populations. To obtain this feedback, OCP adopted a multi-pronged approach consisting of both focus groups and surveys.

Policy topics that received community input through focus groups and surveys include:

- Response to Hate Crimes
- Prohibition of Sexual Misconduct
- Limited English Proficiency / Language Access
- Interactions with Children and Youth
- Interactions with People with Disabilities
- Interactions with Religious Communities

Focus groups were led by a neutral facilitator provided by the Center for Conflict Resolution (CCR). The sessions aimed to create an environment for broad and open conversation. To participate, members of the public signed up online and were randomly selected to attend. At these focus groups, participants were invited to share their input and feedback on how CPD can improve its interactions with specific populations or improve their responses to specific types of incidents. In total, approximately 120 individuals representing over 40 community groups participated in focus group meetings. About 95% of attendees agreed or strongly agreed with the statement "I felt this process allowed by voice to be heard".

In conjunction with these focus groups, the Department also published online surveys on each of the topics listed above. These surveys were created in collaboration with Academic Fellows from the Mayor's Office, members of CPD, and an academic partner at the University of Illinois at Chicago who specializes in survey research. In total, the Department received over 8,000 responses to its public surveys, broken down as follows:

- Response to Hate Crimes: 2,527 responses
- Prohibition of Sexual Misconduct: 1,334 responses
- Limited English Proficiency / Language Access: 607 responses
- Interactions with Children and Youth (Respondents Over Age 18): 1,243 responses
- Interactions with Children and Youth (Respondents Under Age 18): 1,381 responses
- Interactions with People with Disabilities: 774 responses
- Interactions with Religious Communities: 481 responses
- Total: 8,347 responses

CPD very much appreciated the authentic and robust engagement from members of the public on these policy areas. All notes and other documentation from the focus groups and surveys were provided to CPD's Research



and Development Division, which will incorporate as much of the feedback as possible into revised policies. In 2021, upon completion of these policy updates, CPD will host a “shareback” session, inviting all focus group participants to learn more about how their feedback was incorporated into the policies.

Moving forward, OCP will also continue to evaluate the most productive, authentic, and streamlined approaches for obtaining community input on CPD policies.

Goal: Ensure officers have training and supervision needed to provide accessible and impartial police services

Procedural Justice Training

Beginning in 2019, the Department has required all sworn members to complete in-service training each year on Procedural Justice. To that end, the Training Division has developed a series of three 8-hour courses that all sworn members must complete. These courses are described below:

Procedural Justice Part 1: Procedural Justice and Police Legitimacy (PJ1)

Procedural Justice Part 1: Procedural Justice and Police Legitimacy (PJ1) is a lecture-based training open to members of all ranks where class participants discuss an Evidence-Based approach towards policing. Members:

- Define Police Legitimacy and state how to increase Police Legitimacy
- Define Procedural Justice and articulate its benefits
- Review the relationship between the police and the community
- Understand nonverbal communication components
- Understand the role history has played in hindering legitimacy in some communities

Procedural Justice 2: A Tactical Mindset (PJ2)

Procedural Justice Part 2: A Tactical Mindset (PJ2) is a follow up to Procedural Justice and Police Legitimacy Part 1. This course involves lecture, video, and scenario-based training. PJ2 revisits the concepts introduced in PJI, focusing on the application of procedural justice concepts utilizing everyday policing scenarios. The participants recognize, analyze, and display the concepts of Procedural Justice in scenario-based situations. Members:

- Review definitions of Police Legitimacy and state how to increase Police Legitimacy
- Review the relationship between the police and the community
- Understand nonverbal communication components
- Role-play scenarios where Members employ the principles of Procedural Justice
- Provide post scenario group based after-action reports measuring the successful application of PJ principles and overall performance

Procedural Justice 3: Managing Implicit Bias (PJ3) 8 Hours Classroom Training

Procedural Justice Part 3: Managing Implicit Bias (PJ3) is a follow up to Procedural Justice Part 2 where members are introduced to the concept of Implicit Bias and how it impacts our behaviors, safety, decision making, and Police Legitimacy. PJ3 focuses on Implicit Bias and describes the automatic association people make between groups of people and stereotypes about those groups. Learners take an abstract look at how implicit bias can be expressed in relation to non-racial factors, including gender, age, religion, or sexual orientation. Discussions about reducing the influence of implicit bias are vitally important to strengthening relationships between police and minority communities. Scenarios and role-play are employed and include tabletop exercises. This course was developed in close partnership with the Anti-Defamation League (ADL).

In IMR-3, the Training Division continued to train on PJ1, PJ2, and PJ3 in accordance with social distancing requirements. PJ1 and PJ2 were taught at the Academy, while PJ3 was taught at Olive Harvey College using virtual instruction. As of November 14, 100% of sworn members had completed PJ1, 99% had completed PJ2, and 89% had completed PJ3.

ADA Training Bulletins

In IMR-3, the Training Division developed a series of training bulletins for Department members so that they would be better equipped for professional and courteous interactions with individuals with disabilities. The Training Division worked with community partners and the Department's new ADA Liaison to develop the four bulletins identified below, which have been submitted to the IMT and OAG for review.

- **Interacting with People Who Are Deaf**
 - People who are deaf, deaf-blind, and hard of hearing are part of the communities that CPD officers serve. Under the ADA, deaf or hard of hearing people are entitled to the same law enforcement services provided to anyone else. The deaf or hard of hearing may not be excluded or segregated from services, be denied services, or otherwise treated differently due to their disability. Law enforcement agencies are required to ensure that their personnel communicate effectively with people whose disability affects their hearing.
- **Interacting with People with Autism**
 - The purpose of this training bulletin is to help officers recognize the characteristics of people with autism and learn about strategies that may help achieve a positive resolution when encountering people with autism.
- **Interacting with People with Disabilities**
 - The purpose of this training bulletin is to provide Department members guidance on interacting with persons with disabilities, including recognizing and responding to conduct or behavior that is related to an individual's disability; providing effective communication and attending to the specific needs of people with a disability; and recognizing and properly responding to abuse, neglect, or exploitation of people with disabilities.
- **Service Animals**
 - The purpose of this training is to inform Department members regarding service animals under the Americans with Disabilities Act.

Goal: Address through policy unique problems that are particular to those communities that have been underserved

Improving CPD's Response to Hate Crimes

CPD is continuing to make strides in developing the policies and tools necessary to improve the Department's response to hate crimes, and to provide members of the public with a transparent view of hate crimes trends and patterns across the City. In IMR-3, R&D revised the Department's Hate Crimes policy and the Office of Community Policing gathered community input on hate crimes through a series of focus groups and a community survey (see "Community Engagement on Impartial Policing Policies" section above for more detail).

In addition to these policy updates, R&D also published [Hate Crime in Chicago – 2019 Annual Report](#). This report provides an overview of crimes fueled by hate or bias. The focus of the report covers numerous topics related to hate crimes and bias-motivated incidents, and also provides information to community members regarding what to do if one becomes a victim of a hate crime. The report details the entire process from the initial reporting of the incident to the resolution or disposition.

The Hate Crime in Chicago – 2019 Annual Report also provides data, supplied by the Department's Civil Rights Units (CRU), regarding the total number of reported hate crimes and non-criminal incidents motivated by hate, organized by type of crime, classification of bias motivation, and disposition of hate crime investigations in each district. The report showed that more hate crimes and bias-motivated incidents occurred during 2019 than during any year in the eight-year period beginning in 2012. The Hate Crime in Chicago report has been provided to the IMT and OAG for review; once approved, the report will be made public on CPD's website.

In conjunction with this release, the Department also plans to release a publicly available dashboard that will provide hate crimes data in real-time. New hate crime incident records will flow into the dashboard as they become available. Thus, the dashboard provides greater flexibility and quicker dissemination than an annual report on hate crimes. This interactive approach will provide community members the opportunity to evaluate this data and learn about trends in their own district.

In IMR-3, the Strategic Initiatives Division made substantial progress on launching the Hate Crimes Dashboard, including: (1) creating a dashboard design and presenting the design to key CPD stakeholders, (2) reorganizing the Civil Rights Unit data and transforming records from localized spreadsheets to a single data source that could be used in a dashboard, (3) creating new business rules to ensure data integrity going forward, (4) building the dashboard and engaging in several rounds of revision to improve aesthetics and user experience, and (6) ensuring consistency of data between the Hate Crime in Chicago – 2019 Annual Report and the information contained in the new dashboard. The dashboard is currently under final review and will be made public as soon as practical based on additional internal quality control.

Moving forward, the Department will continue to publish annual reports on hate crimes and will continue to make enhancements to policies and the data dashboard to reflect organizational learning about hate crimes and bias-motivated incidents.

Interactions with Transgender, Intersex, and Gender Non-Conforming (TIGN) Individuals

As police interactions become more common, it is important that Department members are familiar with the norms and preferences of the transgender community. CPD is committed to treating and interacting with the TIGN community with courtesy, dignity, and respect. To that end, CPD is revising Transgender, Intersex, and Gender Non-Conforming (TIGN) policies and procedures to include protocols for arrests, pat downs, searches, transportation and detention that are specific for these populations.

After Mayor Lightfoot took office in May 2019, the Mayor's Office held a meeting between members of CPD, Mayor's Office, and advocates from an LGBTQ+ Coalition that had sent requests to CPD and the City asking to engage in discussions around revisions to the Interactions with TIGN policy. The first meeting was held in September 2019 and a second meeting was held in November 2019. During both meetings, advocates from the LGBTQ+ Coalition and members of the Department engaged in discussion and dialogue about ways to improve the policy.

A third working group meeting was scheduled for early 2020 but at the suggestion of the working group members, CPD agreed to host a site-visit for members of the working group to several holding facilities so advocates could see first-

hand the current process and protocols for TIGN individuals that are arrested. The tour was unfortunately hindered due to COVID-19 concerns and instead, CPD filmed a version of the tour and provided this recording to the advocates. The video helped inform discussion during the most recent meeting between CPD and the LGBTQ+ Coalition which was held in September 2020.



In addition to ongoing communication between CPD and the advocates in the TIGN working group, in March 2020, the IMT and OAG provided comments to CPD's Transgender, Intersex, and Gender Non-Confirming policy. The focus of this engagement process was to ensure CPD's policies are responsive to the needs of the community, including affirming CPD's commitment to a policy that creates mutual understanding, prevents discrimination and conflict, and ensures the respectful and equitable treatment of TIGN individuals, including interacting in a manner that is professional, respectful, and courteous. With this in mind, the current draft updates to CPD's TIGN policies include the following provisions:

- Clearly and properly defined terms.
- Explicit prohibitions on exhibiting any bias or prejudice, discrimination, and using language or taking action intended to taunt or denigrate.
- Requiring the use of names, pronouns, and titles of respect appropriate to the individual's gender identity as expressed, clarified or requested, without requiring proof such as government-issued identification.
- Documenting the names, pronouns, and gender as expressed, clarified, or requested by the individual, including non-binary designations, in all CPD reports; without requiring proof such as government-issued identification.
- Pat-downs and custodial searches will be conducted consistent with gender expressed, clarified, or requested by the individual, including providing the individual the opportunity to request the gender of the CPD member performing the pat-down or search.
- TIGN arrestees will be provided the opportunity to identify a preference of which type of holding facility (male or female) that they feel safest to be held and CPD will respect that preference in designating the appropriate holding facility.

The latest version of policy is currently under review from the IMT and OAG.

In addition to policy revisions, CPD also provided a three-part e-learning training to all new members on interactions with the TIGN community. This training as originally delivered Department-wide in 2018 and introduces participants to the transgender community, provides information on the prevalence of violence experienced by transgender people, answers frequently asked questions regarding transgender people, and addresses proper and improper terminology to be used when interacting with transgender individuals. Unique obstacles faced by transgender victims of sexual assault and domestic violence are also addressed.



Crisis Intervention

“Reform is a coordinated effort to implement enhanced and sustainable practices and processes of institutional improvement. Reform is an alignment of an institution’s culture and values to the ideals held by the stakeholders it serves. For the institution of policing, reform efforts are aimed not only at increased effectiveness for police departments, but also accountability and integrity with the community.”

–Commander Antoinette Ursitti, Crisis Intervention Unit

The Crisis Intervention section of the consent decree describes the actions CPD will take, alongside its partner agencies such as the Office of Emergency Management and Communications (OEMC), to ensure that individuals experiencing mental and behavioral health crises are treated with dignity and respect, and where possible, referred to appropriate resources for additional support. At CPD, such efforts manifest themselves in policies that are grounded in best practices, robust training, and detailed data analysis to ensure that individuals in crisis receive an appropriate police response.

Goal: Develop and maintain an up-to-date and community-informed suite of policies and forms to guide CPD's crisis intervention and response

Crisis Intervention Policy Suite Revisions

CPD has developed and maintained a community-informed suite of policies to guide its crisis intervention response to individuals affected by mental and behavioral health conditions. The Department seeks to prioritize the sanctity of human life by treating people with dignity, respect, and enhancing its response to all community encounters, including mental and behavioral health-related incidents.

CPD's crisis intervention policies outline a commitment to allowing officers sufficient time and resources to utilize crisis intervention techniques. CPD's crisis intervention policies also allow for officers to redirect individuals to the healthcare system, available community resources, or alternative response options, when possible. CPD is committed to annually reviewing its crisis intervention policies and procedures to ensure ongoing adherence to best practices in crisis intervention and the objectives and functions of the CIT Program.



In 2020, CPD was recognized by the International Association of Chiefs of Police (IACP) in its One Mind Campaign for maintaining a model suite of crisis intervention-related policies that guide officers' interactions with those affected by mental and behavioral health conditions. The policy tenet of the campaign recognizes that successful interactions between police officers and persons affected by mental and behavioral health conditions improves public trust, ensures officer safety, and saves lives.

Also in 2020, CPD continued upon a path of continual improvement to policies and procedures by making additional revisions recommended by the IMT and OAG. These changes were presented in October 2020 to the City's Chicago Council on Mental Health Equity (CCMHE) for input. CPD additionally posted the revised draft policies on its website in October as part of its ongoing mission to grow trust within the communities CPD serves. This afforded community members the opportunity to review and comment on these policies before they were finalized and enacted by CPD.

Goal: Strengthen oversight and administrative support for the Department's Crisis Intervention units

CIT Program

CPD is committed to providing the Crisis Intervention Unit with a sufficient number of qualified sworn and civilian personnel to perform the objectives and functions of the CIT Program, both Department-wide and at the District level.

The Crisis Intervention Unit (CIU) provides training, field support, and community engagement to equip Department members with the knowledge, ability, and resources necessary to provide a safe, dignified, and appropriate response to individuals living with or affected by mental or behavioral health conditions. The Crisis Intervention Unit functions under the leadership of a Certified CIT Officer at the command staff rank of Commander, who serves as the Department's CIT Program Coordinator and reports directly to the Chief, Office of Operations.

The Crisis Intervention Team Training Section (CITTS) instructs Department members in specialized crisis intervention-related topics in order for officers to achieve Crisis Intervention Team (CIT) training certification from the Illinois Law Enforcement Training and Standards Board (ILETSB) and be designated as a Certified CIT Officer within CPD. The Critical Response Unit (CRU) serves to mitigate the frequency and severity of calls for service identified as involving individuals in crisis; prevent unnecessary incarceration and/or hospitalization of individuals living with serious mental illness, substance use disorders, or co-occurring conditions; and support access to appropriate services for individuals with mental and behavioral health needs who encounter law enforcement.

CPD has demonstrated its commitment to the mission of crisis intervention by substantially increasing the number of personnel in the Crisis Intervention Unit from 15 sworn supervisors and officers at the start of 2019 to a total of 42 personnel in 2020, including two civilians. Several more sworn members are expected to be detailed within the first quarter of 2021. Since the inception of the CIT Program, sworn CPD members have been dedicated to the mission and functions of crisis intervention. The assignment of civilians to the Crisis Intervention Unit, however, is a unique development of the program in 2020 with significant implications for CPD's reform. The two civilian positions new to the Crisis Intervention Unit are the Principal Operations Analyst and CIT Community Outreach Coordinator.

A Principal Operations Analyst (data analyst) was detailed to the Crisis Intervention Unit in October 2020 after starting with CPD in 2018 in the Strategic Initiatives Division. This Principal Operations Analyst (“CIU data analyst”) currently is under the direction of the Critical Response Unit Administration working solely on CIT-related assignments. The CIU data analyst brings technical expertise that promotes quality and accuracy in data collection and analysis, both of which are necessary for making effective decisions to achieve and maintain CIT Program goals, including response ratio targets.

For the first time in CPD’s history, a CIT Community Outreach Coordinator was hired and started on October 1, 2020. The CIT Community Outreach Coordinator will be instrumental in executing the CIT community engagement strategies identified by the districts in their District-Level Strategy for the CIT Program. The District-Level Strategy for the CIT Program ensures that CIT Program goals, such as achieving and maintaining response ratio targets, are achieved. The CIT Community Outreach Coordinator also will provide opportunities for community members to ask questions and give their feedback regarding the CPD CIT Program. The CIT Community Outreach Coordinator will participate in events where community input on CIT-related concerns is solicited.

In October 2020, five (5) draft unit-level standard operating procedures, an organizational chart, and a District-level Strategy for CIT Program report were produced to codify unit policies and procedures. These standard operating procedures include:

- Mission, Organization, and Functions of the Crisis Intervention Unit
- CIT Training Scheduling, Attendance, Eligibility, and Recruitment
- Crisis Intervention Plan
- District-Level Strategy for Crisis Intervention Team (CIT) Program
- CIT Officer Implementation Plan

CIT Coordinator

The appointment of a dedicated CIT Coordinator, Commander Antoinette Ursitti, ensures that a qualified, ranking Department member who is CIT Certified leads the work of the Department's CIT Program. The CIT Coordinator works to increase the effectiveness of CPD's CIT Program, improve CPD's responses to incidents involving individuals in crisis, and facilitates community engagement between CPD and crisis intervention-related stakeholders.

On April 1, 2020, in response to the Independent Monitoring Team's (IMT's) February 21, 2020 records request for documents sufficient to show the CIT Coordinator's completion of the training described in ¶116, the City of Chicago and the Chicago Police Department (CPD) provided the IMT with the CIT Coordinator's documents reflecting her training, including Basic CIT training and certification and CIT Coordinator Training and certification. The CIT Coordinator's resume also was produced documenting her licensure as a Professional Counselor in the State of Illinois (LPC) and doctoral degree (Ed.D) in Ethical Leadership.

The IMT reviewed these documents and found that Commander Ursitti was well qualified for the role. The IMT commended the CIT Coordinator's efforts to immerse herself in the role, dedicating time to research, implementing best practices throughout the CIT Program, conducting site visits, and attending national conferences related to crisis intervention.

Goal: Ensure a well-trained complement of CIT officers is available and prioritized to handle calls for service for individuals in crisis

Certified CIT Officer Designation

Certified CIT Officers are officers who receive specialized training in responding to individuals in crisis. Certified CIT Officers retain their standard assignment and duties but may also take on specialized crisis intervention duties. CPD assesses each applicant's fitness to serve as a Certified CIT Officer by considering the applicant's application, performance history, and disciplinary history prior to certification. In addition, CPD ensures Certified CIT Officers maintain eligibility and compliance requirements. Certified CIT Officer training consists of both Basic and Refresher training

curriculum. The Department's Crisis Intervention Unit also developed standard operating procedures to govern the execution of these trainings.

Basic CIT Training is the initial specialized training that certifies officers as Crisis Intervention Team (CIT) members. Basic CIT Training is a 40-hour course that includes partnerships with mental health providers and advocates, including families and individuals with lived experience. Basic CIT Training addresses the signs and symptoms of individuals in crisis, suicide intervention, community resources, common mental health conditions, and psychotropic medications, the effects of drug and alcohol use, perspectives of individuals with mental health conditions and their family members, the rights of individuals with mental health conditions, civil commitment criteria, crisis de-escalation, and scenario-based exercises.

A factor affecting the delivery of Basic CIT Training in 2020 was the onset of the COVID-19 pandemic, which resulted in training being suspended Department-wide in March. Resuming training required coordination of COVID-related safety protocols, including sufficient space to maintain appropriate social distancing and PPE-related supplies.

CPD also designed an alternative training schedule to address CPD training partners' safety concerns and proposed an exemption to the Illinois Law Enforcement Training and Standards Board (ILETSB) requirement that all CIT courses be conducted over consecutive days. CPD was permitted a temporary exemption from the ILETSB requirement, and in July, started delivering three (3) of the five (5) days of classroom training with an option for civilian instructors to deliver their presentations using an online video-conferencing platform. The more interactive sections of the course, including panels and scenario-based role play training, will take place over the course of two (2) consecutive days at a later time when developments in addressing COVID-19 have sufficiently advanced.

In 2020, prior to the suspension of training related to the pandemic, five (5) regularly scheduled Basic CIT courses were held, resulting in the addition of 108 Certified CIT Officers. As of November 2020, 195 CPD members had already started training under the alternative Basic CIT schedule. Members trained under this alternative schedule will achieve certification upon successfully completing the remaining two (2) days of training.

In June 2020, CPD initiated a curriculum workgroup for its Basic CIT Training. The 2020 CPD/NAMI Chicago Basic CIT Curriculum Workgroup invited at least 19 agencies and organizations, including those with a dedicated mission of advocating for individuals with mental health conditions and disabilities, to assist in the development of its Basic CIT curricula. Specifically, the Anixter Center and NAMI Chicago committed to ensuring the review of Basic CIT training materials by individuals with lived experience. The input of community-based partners and subject matter experts,

including individuals with lived experience, has contributed greatly to the quality and effectiveness of the specialized CIT training CPD is able to provide to CPD officers.

The workgroup process provides for a community-informed review, revision, and development of training materials, with an emphasis on person-first, stigma-free terminology; currency in research and references; and alignment with best practices in adult learning, student learning objectives, and benchmarks for professional law enforcement agencies. The workgroup was structured with a cadence to enable the submission of revised training materials to the Illinois Law Enforcement Training and Standards Board – Executive Institute for implementation in 2021.

Refresher CIT Training is the specialized, advanced training Certified CIT Officers receive to further develop and expand their skills in recognizing and appropriately responding to calls for service that involve individuals in crisis. The CIT Refresher Training is 16 hours and includes a review of the concepts, techniques, and practices offered in Basic CIT Training as well as discussion on relevant and emerging topics in law enforcement responses to individuals in crisis, both in general and specific to CPD.

In 2019, CPD initiated the development of a 16-hour Refresher CIT training, seeking input from the City’s Crisis Intervention Advisory Committee in the process. In May 2020, the City produced the revised CIT Refresher Training for IMT review. The IMT reviewed these training materials, and stated not having any objections in June 2020. CPD has also created a CIT training plan for 2021 that provides for the mandatory scheduling and attendance of CPD members in the 40-hour Basic CIT course and Refresher CIT Training.

Non-CIT Crisis Intervention Training

The “Non-CIT Crisis Intervention Training” project is dedicated to ensuring all officers, including recruits, receive in-service training, every three years, that is adequate in quality, quantity, and scope for all officers to effectively respond to individuals in crisis. The Illinois Police Training Act (50 ILCS 705/) has established minimum in-service training requirements that a police officer must satisfactorily complete every 3 years, including mental health awareness and response.

CPD has been training its officers in force mitigation and de-escalation since 2016, and is continuing with annual courses covering key crisis intervention concepts. The introductory concepts established by the Illinois Law Enforcement Training and Standards Board provide law enforcement officers with an awareness of the history of the mental

health system; types of mental health illnesses, including signs and symptoms of mental illness and common treatments and medications; and the potential interactions law enforcement officers may have on a regular basis with individuals in crisis, their families, and service providers, including de-escalating a potential crisis situation. Techniques for safely de-escalating a potential crisis situation, the circumstances in which a Certified CIT Officer should be dispatched or consulted, and local resources that are available to provide treatment, services, or support for individuals in crisis also are covered in classes.

The CPD Basic Recruit curriculum similarly covers content on crisis intervention, mental health awareness and response, and interacting with vulnerable populations. CPD Recruits receive a total of 78 hours on Human Behavior and the Police Function, with 42 hours instructing on Mental Illness and Non-Normative Behaviors, Crisis Intervention Disturbance Calls, the Neurobiology of Trauma and PTSD, Interacting with Persons with Disabilities, Elder Abuse and Neglect, Child Abuse and Neglect, and Police and Community Relations. Additionally, recruits receive at least 20 hours of instruction in officer wellness, stress management, and employee assistance resources.

CPD sought the input of local, community-based organizations advocating for individuals with mental health conditions and disabilities in the development of its crisis intervention-related curricula. Partners who have assisted in providing feedback on CPD's non-CIT crisis intervention training include but are not limited to the National Alliance on Mental Illness (NAMI) Chicago, Access Living, Anixter Center, Center on Halsted, and Equip for Equality, among other agencies. The input of community-based partners representing the experience of individuals with lived experience has contributed greatly to the quality and effectiveness of this important training.

As a result of CPD's tireless efforts in educating its officers in mental health, the International Association of Chiefs of Police (IACP) One Mind Campaign recognized the Department for training 100 percent of the CPD's sworn officers in mental health awareness courses. CPD completed the campaign by demonstrating the delivery of Crisis Intervention Team (CIT) training to 24 percent of current sworn officers, with the remaining sworn members having received training that was distinct but equivalent in scope to the nationally recognized Mental Health First Aid Program, which instructs on the skills necessary to identify, understand, and respond to the signs of someone experiencing a mental or behavioral health crisis. The components of the One Mind Pledge for which CPD was recognized include:

- Establishing a clearly defined and sustainable partnership with one or more community health organizations
- Developing and implementing a model policy addressing law enforcement response to persons affected by mental illness

- Training and certifying **100 percent** of sworn officers in mental health awareness courses by:
 - Providing Crisis Intervention Training to a minimum of 20 percent of sworn officers (and select sworn non-staff)
 - Providing Mental Health First Aid Training (**or equivalent**) to the remaining sworn officers not receiving CIT Training

In 2020, the Training Division continued to deliver mandatory in-service training related to crisis intervention. As of this early December 2020, at least 6,665 CPD members, or 58% of the Department, had completed crisis training in the course titled “Custodial Escort.” The commitment to ensuring the delivery of non-CIT crisis intervention training in 2020 is evident in the sharp increase from the July 2020 total of 14% of the Department trained in the “Custodial Escort” course. The Department has continued to ensure this course is instructed and has coordinated classroom logistics to accommodate social distancing and safety protocols during the pandemic.

The Training Division also ensured a forward vision to the next iteration of non-CIT crisis intervention training, dedicating time and resources to the development of the 2021 Use of Force curriculum, with attention to key components of crisis intervention such as communication and interaction techniques.

Goal: Build a robust data analysis capability to measure progress against crisis intervention objectives

Crisis Intervention Reporting and Data

The “Crisis Intervention Reporting and Data” project is dedicated to building a robust data analysis capability to measure the Department’s progress in crisis intervention objectives. Thorough and accurate data collection enables improved efficacy in responding to mental health emergencies. A rich collection of valid, reliable data also critically informs policy and operational decisions.

Creating a detailed picture of the nature and extent of crisis intervention interactions between CPD members and individuals who are in crisis is a priority reform outcome for CPD, but must be done while maintaining the confidentiality

and security of an individual's protected healthcare information. On this foundation, CPD is better equipped to evaluate the effects of changing policies, identify areas of improvement, and report outcomes of its crisis intervention efforts.

CPD has made great strides in crisis intervention reporting and data collection in 2020, including a revision to the CIT Report, a document that officers will be required to complete after CPD responds to an incident involving an individual in crisis. After incorporating feedback received in 2019 from the City's Crisis Intervention Advisory Committee and findings from a review of best practices in crisis intervention-related policies, the revised CIT Report received "no objection" from the Independent Monitoring Team (IMT) in September 2020. The enhanced CIT Report is slated for publication and Department use following the 2020 public comment period for feedback on the remaining CPD policies and a "no objection" letter from the IMT and OAG on CPD policies complementary to the CIT Report.

CPD has invested in additional personnel in the Crisis Intervention Unit to ensure that data contained within CIT Reports is reviewed and evaluated to identify any district-level and Department-wide trends regarding responses to incidents involving individuals in crisis. The Critical Response Unit Administration team is in place to ensure incidents involving an individual in crisis are documented in a manner consistent with Department policy and procedure and to monitor and evaluate the number of service calls identified as involving an individual in crisis. Critical Response Unit Administration team members are a dedicated complement for providing officers with feedback regarding their responses to CIT-related incidents and supporting CPD's strategies for maintaining an appropriate crisis intervention response.

In October 2020, CPD detailed a Principal Operations Analyst full time to the Crisis Intervention Unit from the Strategic Initiatives Division. The CIT data analyst serves as a civilian team member of the unit's Critical Response Unit Administration. At the direction of the CIT Program Coordinator, the CIT Program Principal Operations Analyst compiles, maintains, integrates, analyzes, and reports findings on incidents involving an individual experiencing mental or behavioral health crises, police interactions with individuals in crisis, and other quantitative and qualitative data and information. The CIT Principal Operations analyst is instrumental in planning, organizing and conducting evaluations aimed at assessing the effectiveness of programs associated with the CIT Program and identifying trends and proposing solutions related to improved interventions with individuals in crisis.

Throughout 2020, multiple Principal Operations Analysts within the Strategic Initiatives Division devoted time and expertise towards developing dashboards that provide an accurate, visual representation of CIT-related trends relevant to reform. Of note, CPD has created dashboards capable of accurately and reliably showing the percentage of calls for service pertaining to individuals in crisis to which a Certified CIT Officers responded in every district and on every shift (response ratio targets). This project involved considerable collaboration between the Office of Emergency

Management and Communications (OEMC) and CPD's analysts to ensure cleanliness and reliability of data. The officer response ratio dashboard is a crucial tool for assessing the staffing and deployment of Certified CIT Officers, and allows the Department to measure its progress against meeting its goal of ensuring that Certified CIT Officers respond to 75% of crisis-related calls for service on every watch in every district by January 1, 2022.

CIT Officer Implementation Plan and City's Crisis Intervention Plan

The CIT Officer Implementation Plan is a report designed to promote transparency and accountability in CPD's efforts to be responsive to the input of stakeholders and national law enforcement best practices related to crisis intervention. This report also demonstrates a valid, reliable, and regular process of data collection and analysis that informs CPD's understanding of crisis intervention needs. Additionally, the Certified CIT Officer Implementation Plan achieves an important reform commitment under consent decree paragraphs 108-109.

The Chicago Police Department collects and analyzes the number of service calls identified as involving individuals in crisis for every watch in each district to ensure districts are making progress towards initial response ratio targets (IRRT), second response ratio targets (SRRT), and identifying districts that would benefit from additional support of the Crisis Intervention Unit.

The 2020 CIT Officer Implementation Plan provides this information for the time periods of January 1, 2019 – December 31, 2019 and January 1, 2020 – September 30, 2020. These time periods are consistent with CPD's quarterly data collection and analysis processes. The strategies, methods and steps utilized to meet and maintain the initial response ratio target, while striving for the secondary response ratio target by January 1, 2022, are detailed in this report.

Since the previous submission of this report early in 2020, SID and CIT developed two dashboards, the Response Ratio Dashboard and the Service Calls Dashboard. Both of these dashboards are in response to the IMT's comments to the original CIT Officer Implementation Plan, specifically with regard to having a foundational data analysis and tracking system. Both dashboards provide foundational data that has been included in the CIT Officer Implementation Plan and will continue to be used to track and monitor CIU data.

The revised CIT Officer Implementation Plan was submitted to the IMT in this IMR-3 period. Additional responses to the OAG and IMT comments were provided along with the revised report.

Use of Force

“Reform means making changes to align daily operations with nationwide best practices to improve the quality of service provided by the CPD. It is a way of establishing a tangible partnership between the Department and the community members we serve.”

–Commander Eve Gushes, Force Review Division

The Use of Force section of the consent decree describes the efforts CPD will undertake to ensure sanctity of life and embed the principles of de-escalation into every policing interaction. The section outlines the requirements that CPD will integrate into its use of force policies and training, including weapons discipline, vehicle safety, and the need to deliver medical aid following any use of force incident. The consent decree also outlines requirements for organizational learning and improvement from use of force incidents through the establishment of the Force Review Division, Force Review Board, and robust data dashboards to allow for extensive analysis of use of force incidents.

Goal: Conduct use of force policy review and develop associated training curriculum informed by data, best practices and community input that advances constitutional policing

Use of Force Community Working Group

The Use of Force Community Working Group was dedicated to allowing individuals in the community an opportunity to affect change to the Department's Use of Force policies. This opportunity allowed for individuals in the community to provide recommendations to CPD's upper command staff for review. The Chicago Police Department had never undertaken community engagement on policy of this depth before the formation of this group. In particular, the Working Group launched its efforts in summer 2020, at the height of protests and calls for police reform, which made it all the more important for the Department to engage authentically with this group to drive change.

The Use of Force Working Group process began with the City hiring a consultant to assist in the overall development of the process. The process began with securing individuals to participate in the working group. After the participants were determined the overall goal of this working group was shared with the community members. This was a time to provide meaningful feedback to the Department on its policies and practices when have to respond to situations where force is necessary.



Starting on June 30, the Use of Force Working Group and CPD membership met regularly for an average of 3-4 hours on a designated night for 8 weeks and followed the agenda designed by the consultants and facilitators. The group was provided an agenda and assigned a list of Chicago Police Department policies to review prior to the weekly meeting. CPD members from R&D and the Training Division were available at those weekly meetings to ensure any questions or insight was provided to the group regarding policy and training decisions. During the first few meetings with the group, Consent Decree, Policy, and Training presentations were provided to explain the current climate and past reform efforts on the use of force policies, prior to the signing of the consent decree.

CPD very much appreciates the time and dedication that the Working Group members continue to dedicate to the task of reviewing and providing input on CPD's full suite of policies. As of this status report, the Department is continuing to engage with the Working Group to provide a full and detailed accounting of all of its recommendations and the extent to which they are reflected in the Department's Use of Force and other policies.

Use of Force Policy Revisions

The Department's Use of Force policy suite is comprised of roughly a dozen different policies and forms that govern CPD members' procedures in situations in which a use of force is required. The Department approaches all policy revisions, including those for the Use of Force suite through a meticulous and detail-oriented process.

For the Use of Force policies, R&D researched and analyzed best practice publications, such as International Association Chiefs of Police (IACP), Commission on Accreditation for Law Enforcement Agencies (CALEA), Police Executive Research Forum (PERF), and other law enforcement agency related policies on use of force. R&D also leveraged Force Review Division data to assist in developing revisions to policy based on any trend or training analysis provided. After much of the research and data was analyzed, R&D made written updates to the policies and had multiple units and groups review to provide clarity, legal advice, operational compliance issues, and if the revision or update is feasible to the crime patterns and trends of the City of Chicago. In parallel with these efforts, the Department engaged in extensive community engagement on Use of Force policies as explained in the Working Group on Use of Force Policies section above.

It is worth noting that, even prior to these efforts in IMR-3, the Department had undergone extensive revisions to use of force policies. Since 2016 R&D has done incorporated de-escalation principles and focused the Department's methodology on preserving human life when responding to use of force situations. In 2017, the use of force policies went through a comprehensive review and response from community members and a Department of Justice consultation. Throughout the rest of 2017, CPD revised all the use of force training and created mandatory training for all members.



This was the first time that CPD has required mandatory training regarding the use of force. By 2018, force mitigation training was created with emphasis on de-escalation techniques, and by 2019 CPD had implemented a 16 hour mandatory training for all members. Also, within that timespan CPD had been in a comprehensive review collaborating with the IMT and OAG. In February 2020, CPD engaged the community through four in-person Community Conversations on CPD Policy that were open to the general public and offered an opportunity to discuss and provide input on CPD's Use of Force policies. Also, CPD conducted an annual review of its use of force policies consistent with the Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation requirements, and established mechanisms through which community members will have meaningful opportunities to review, comment, and provide input regarding CPD's use of force policies by the creation of the June 2020 working group (described in detail above). CPD will also publicly post a revised suite of Use of Force policies on its website to solicit input from the community and CPD members.

The latest policy suite is currently under IMT and OAG review, and the Department continues to engage with the community working group to explain its handling of the group's recommendations and refine CPD's process for continuing to include meaningful community engagement in policy development.

Use of Force In-Service Training

All sworn Department members are expected to receive use of force training each year as part of their in-service training curriculum. The 8-hour Use of Force 2020 course is provided in a structured, multi-modal instructional environment. Given its complexity, the course is presented using delivery methods commensurate with dynamic training principles appropriate for adult learners. Instructors facilitate interactive training sessions incorporating lectures, media slide presentations, in-class exercises, video reviews, and hands-on scenarios. The Use of Force 2020 class covers topics such as procedural justice and legitimacy, managing implicit bias, force mitigation principles, de-escalation, community policing, the Fourth Amendment, imminent threat, and member responsibility for peer intervention. The incorporation of these topics, along with scenario-based training, spurs discussion and engages learners in the critical thinking necessary to positively influence job performance.

In 2020, the Training Division developed a new Use of Force Cadre at the Academy that allows for the increase of training capacity of an additional 30 officer per day, 5 days a week (150 total). In addition, by utilizing the expanded Academy facilities at the South Shore High School building, the Training Division was able to further expand training capacity as it resumed in-service training in a socially distant manner.



In addition to the 8-hour Use of Force course, all Department members also receive an 8-hour Custodial Escort course in 2020. This course is designed to fulfill the mandates of Public Act 100-1051 and the subsequent Health Care Violence Prevention Act (210 ILCS 160/). Training topics include, but are not limited to, handcuffing of a high-risk committed person, mobile transportation of a committed person with defense from the committed person's attack, outside facility threat assessment, hands-on weapon retention, and custodial considerations for a high-risk committed person in outside facilities. Additionally, the training incorporates a legal review

with pertinent case law, custodial searching, and restraint procedures. An overview of relevant Department policy, the concept of positional asphyxia, and best practices when interacting with persons with disabilities and transgender, intersex, and gender nonconforming (TIGN) individuals in a custodial situation are also discussed. In addition to classroom-based instruction, this training involves table-top exercises, hands-on application, and scenario-based training. In 2020, the Training Division developed a new Custodial escort Cadre at the Academy that allows for the increase of training capacity of an additional 30 officer per day, 5 days a week (150 total).

As of November 14, 2020, 48% of all sworn Department members had completed Use of Force 2020, and 51% of all Department members had completed Custodial Escort 2020. The Department is requiring 180 sworn members to attend these trainings each day, and expects that all members will be trained by early March 2021.

Law Enforcement Medical and Rescue Training (LEMART)

In addition to Use of Force and Custodial Escort trainings, CPD also requires all sworn members to complete LEMART training so that they are equipped to provide medical aid under a variety of circumstances, including after a use of force incident if required. LEMART is a one-day self and first-aid course that is mandatory for all recruit and in-service Chicago police officers and open to Chicago Fire Department (CFD) personnel as elective training (8 hours of continuing education for CFD). LEMART provides tactical medical capabilities in instances when Emergency Medical Services (EMS) cannot enter an unsafe scene or prior to their arrival. LEMART's primary teaching philosophy utilizes small group teaching and formative assessment techniques to ensure understanding of core building blocks and to build confidence throughout the training day. LEMART combines didactic teaching and hands-on repetition and culminates in positive stress-induced scenario-based training exercises.

This course requires significant hands-on exercises, making it potentially challenging to teach during the current COVID-19 pandemic. However, the Department has adapted to the current circumstances by providing the course in a socially-distant manner by taking advantage of the South Shore High School facility.

As of November 14, 2020, 75% of all sworn Department members had completed the LEMART course.



Vehicle Pursuits Policies and Training

In IMR-3, CPD revised its policy covering vehicle usage, particularly G03-03-01 Emergency Vehicle Operations-Eluding and Pursuing Policy. This policy is intended to minimize the risk to the public and officers during vehicle pursuits. R&D researched best practices and policies of other law enforcement agencies to update CPD's vehicle pursuit policy.

The Research and Development Division met several times with the Office of the Corporation Counsel and CPD's Risk Management Division to evaluate the Department's vehicle pursuit policy. As a result, the directive was revised to reduce the risks involved in motor vehicle pursuits, clarify and increase supervisory oversight, capture and evaluate data concerning eluding incidents, and minimize legal liabilities in civil lawsuits. The revised policy seeks to balance the need for immediate apprehension of an eluding suspect and the requirement to protect the public from the danger created by eluding offenders. The policy also articulates that CPD will not discipline any officer for terminating the pursuit. G03-03-01, Emergency Vehicle Operations—Eluding and Pursuing, was issued on 10 August 2020 with an effective date of 15 August 2020.

In addition to updating the policy, CPD trained members on updated techniques to use in order to minimize risks during a traffic pursuit. Department members were given two eLearning modules to complete: a review of Training Bulletin #20-4 titled Motor Vehicle Pursuits and Eluding Vehicle Incidents and a policy review titled Emergency Vehicle Operations 2020 Program—Eluding and Pursuits. The policy review included a multiple choice test that required a seventy percent passing grade. Both of the modules were to be completed by September 9, 2020; and 99% of the Department has completed the eLearning requirements as of December 6, 2020.

Goal: Collect, analyze and publish data to Department members and the public to drive continuous organizational learning and assess the extent to which policies, training and tactics result in prevention or reduction of force

Use of Force Data Dashboards

The Strategic Initiatives Division (SID) has created the [Use of Force Dashboard](#) using data from Tactical Response Reports (TRRs), which are the forms that CPD members are to complete for any use of force incident. The dashboard allows the public to track how police handle use of force cases. The dashboard is updated on the first of each month and displays data from the most recent cases back to 2015.

The Use of Force Dashboard is an interactive data visualization. This interactivity allows users to filter the information based on the questions they are hoping to answer with this dataset. Users can sort and filter data by year, location, subject demographics and use of force options, and can also view multiple time periods. The dashboard is a central component of the Department's ongoing efforts toward police reform and transparency, and facilitated by the consent decree, requiring CPD to collect and maintain the data and records necessary to accurately evaluate its use of force practices, and to facilitate transparency and accountability regarding those practices. Despite the volume of information contained in the TRR and the additional data that is pulled into this dashboard from a variety of disparate sources, SID successfully created a single, unified view, which makes it easier to draw insights from the Use of Force data.

The Use of Force Dashboard was launched in September 2019 and underwent significant refinements based on the feedback from the IMT and OAG. For example, additional information has been added throughout the dashboard. Definitions have been included when the user hovers over individual charts to provide clarity. Age information at the citywide, district, neighborhood and ward level has been added to the "Location" tab. A labeled legend has been included on all color-coded tables, graphs, and maps.

The latest enhancement incorporated in IMR-3 is the addition of incident level data. On the final tab of the dashboard, "Data Download", data can be downloaded by clicking the supplied hyperlink. For a visual representation of how force instances are categorized and counted, users should refer to the example on the first tab of the dashboard. Users may want to view additional data points associated with use of force instances, so CPD has made these fields available. In-

structions for downloading the open data are included on the “Download Data” tab. Furthermore, the “Metadata and Disclaimer” document has been added to the “Download data” tab. It defines terminology used in the dashboard and provides explanations regarding discrepancies found in the data.

In an effort to solicit community input on the functionality of the dashboard, SID personnel conducted a tutorial on September 1, 2020 for the members of the Use of Force Community Working Group. SID explained how to navigate to the Use of Force dashboard, which other dashboards are available on the CPD website, and the technology behind the dashboard. A brief training was then conducted on each of the six tabs that compose the dashboard: Summary, Totals, Timeline, Location, Force Options, and Subject Demographics.

Beyond these IMR-3 enhancements, SID is now in the process of adding a “De-escalation” component to the Use of Force Dashboard. The Department’s members use de-escalation techniques to prevent or reduce the need for force when it is safe and feasible to do so based on the totality of the circumstances. This De-escalation tab will include information regarding whether and to what extent CPD members use de-escalation techniques in connection with use of force incidents, seeking to answer the question, “To what extent is use of force being mitigated by de-escalation tactics?”

To develop this new dashboard, the Force Review Division (FRD) is currently collecting de-escalation data on Share-Point, and changes are being made to the Tactical Response Report Review (TRR-R) application to ensure more standardized data capture. In parallel, SID is currently designing the visualizations that will be available on the new de-escalation dashboard. The new dashboard is expected to launch in 2021, and SID will engage with the community on this topic once the De-escalation dashboard is created.

Firearms Pointing incident reviews

CPD is required to routinely review and audit documentation and information collected from all investigatory stop and arrest occurrences in which a CPD officer pointed a firearm at a person in the course of effecting a seizure. The Force Review Division, in accordance with the consent decree and Department Notice D19-01, does not review any firearm pointing incident that does not have either an Investigatory Stop Report or Arrest Report associated with the event.

Firearm Pointing Incident Reviews ensure a checks-and-balances system is in place to monitor Department compliance with the Fourth Amendment as well as to ensure that Department members do not unnecessarily expose themselves to situations in which death or great bodily harm may result.

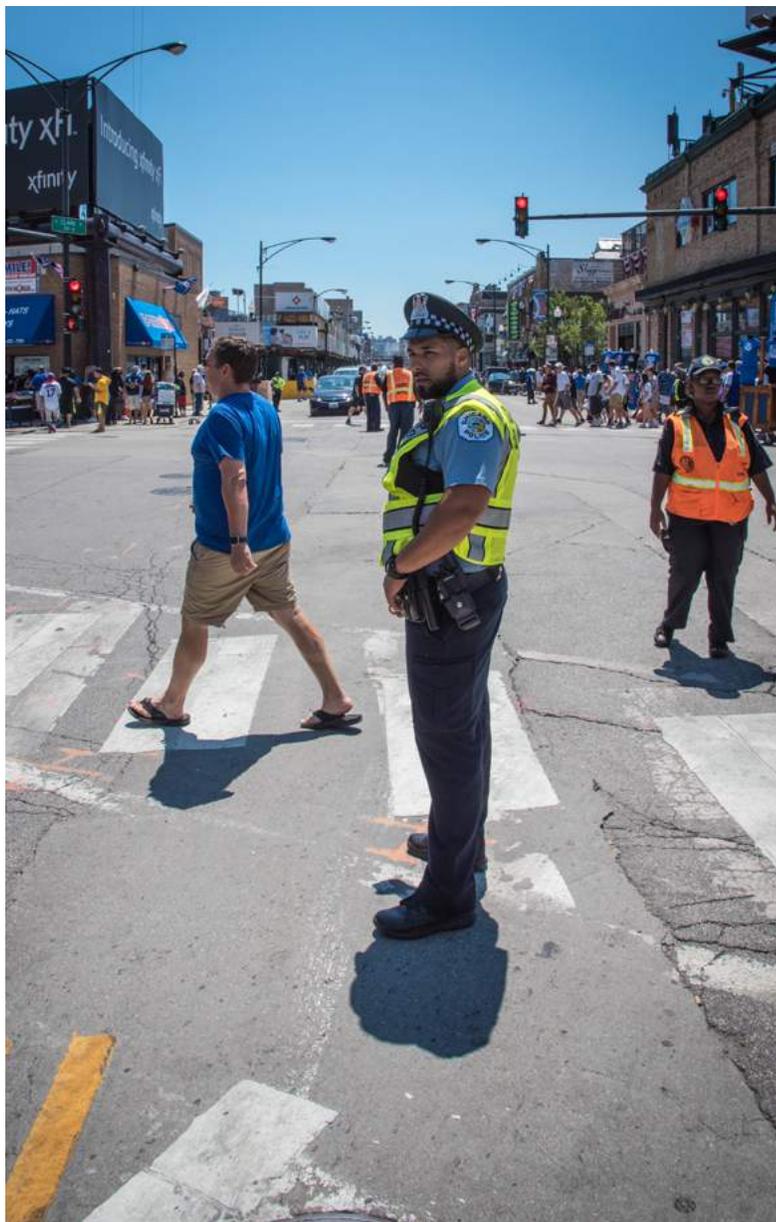
In IMR-3, FRD worked closely with the Strategic Initiatives Division to update the Firearm Pointing Incident Review Form in CPD's CLEARNET system. This electronic form captures data points so they can be accurately and efficiently extracted and published to community-facing dashboards. These updates were requested on March 17, 2020 and made available for FRD testing on March 31, 2020, after which they were approved for use.

In addition to ensuring compliance with D19-01, additional data points were included to allow greater analysis of firearm pointing incidents. Significantly, the FRD was able to report that during the second quarter of 2020, a total of 274 firearms were recovered in association with a CPD member reporting a Firearm Pointing Incident; in approximately 33.3% of all FPIRs, a firearm was recovered. Having this data enables the Department to explain firearm pointing incidents and to reassure the community that officers are not wantonly brandishing their firearms.

FRD is currently at 100% compliance with the requirement that all Firearm Pointing Incidents must be reviewed within 30 days of occurrence.

Foot Pursuit Reviews

Understanding if and how foot pursuits contribute to reportable uses of force is essential, in order to ensure the safety of both Department members and





community members. In essence, the Department is tasked with evaluating which circumstances evoke the decision to engage in a foot pursuit; and this must then be balanced against the safety of both a Department member and a community member.

In addition, a consistent method of evaluation for foot pursuits is required in order to effectively evaluate whether changes to CPD policy, training, practice, tactics or supervision are necessary. As part of its core function, the Force Review Division identifies CPD members who may need additional training and support with foot pursuits, and also identifies any equipment or tactical concerns.

The Force Review Division focuses on reviewing the tactics used by Department members upon initiation, during, and at the termination of a foot pursuit, as well as ensuring accurate documentation of foot pursuit incidents.

In IMR-3, the Force Review Division drafted and revised the Foot Pursuit Reviews standard operating procedure (SOP) based on comments from the IMT and OAG between March-October 2020. Final approval of the SOP was received on October 22, 2020. In addition to the SOP, FRD also created supporting training documents to be used in-house at the Force Review Division by use of force reviewers. These training materials ensure that all foot pursuits are evaluated consistently and accurately.

An analysis of foot pursuits associated with reportable use of force incidents is included in Quarterly and Annual reports submitted for publication by the FRD, to allow for transparency. Force Review Division personnel are responsible for notifying their immediate supervisor if their review reveals misconduct by a Department member. The Commander of the FRD is responsible for notifying COPA and obtaining a Complaint Log number in accordance with G08-01-02, when necessary.

Finally, all members of FRD receive training on foot pursuits based on current Department policy, training standards and trends identified by an analysis of foot pursuit data. This training consists of a minimum of four hours of in-service training per year and includes CPD case studies; this is in addition Department-wide annual in-service training on Use of Force.

Force Review Division Quarterly Reporting

[Force Review Division Quarterly Reports](#) are summary documents that provide an overview of FRD accomplishments and recommendations, based upon the analysis of Tactical Response Reports (TRRs) and Firearm Pointing Incidents (FPIs) during a specific time frame. The information contained in each report is based on reviews conducted by the FRD. It is important to note that the Force Review Division Quarterly Reports are not a summary of findings of the TRRs and FPIRs that were submitted and reported by Department members during a specified quarter.

The Force Review Division collects and tracks data on reportable use of force incidents, and recently trained selected members to utilize Tableau to build and analyze data dashboards. This has enabled FRD to conduct preliminary analysis on patterns and trends regarding use of force, not only for involved Department members, but also for supervisors who respond to the scene and investigate of use of force incidents. This analysis has resulted in the FRD making recommendations for policy changes, adaptations to the Tactical Response Report, Tactical Response Report-Investigation and Tactical Response Report-Review forms to provide a more comprehensive overview of the application of force mitigation/de-escalation principles and to ensure that the use of force is reasonable, necessary and proportional.



Recognizing the need for more clear and transparent reporting procedures, FRD recommendations have been discussed at monthly Training Oversight Committee meetings and have been incorporated into department-wide use of force training. The work done by the Force Review Division has resulted in CPD learning from prior experiences and applying them to future training. This process ensures that the safety and well-being of both Department members and community members remains in the forefront, even in circumstances when the use of force is necessary.

Force Review Board (FRB)

The purpose of the Force Review Board is to drive continuous improvement in the Department regarding use of force. Specifically, the FRB reviews all “Level 3” reportable use of force incidents, which are defined in the consent decree as instances when a CPD member does any of the following: uses any force that constitutes deadly force, such as discharging a firearm or using an impact weapon to strike a person’s head or neck; uses a chokehold or other maneuver for intentionally putting pressure on a person’s airway or carotid artery; uses any force that causes the death of any person; or uses any force that causes injury to any person resulting in admission to a hospital. In addition, the FRB reviews all reportable uses of force by a CPD command staff member regardless of Level. The FRB does not review accidental firearms discharges and animal destructions with no human injuries.

Incidents are reviewed in a timely manner to evaluate if the actions by involved Department members were tactically sound and consistent with CPD training. In addition, the FRB provides the opportunity for senior-level Command Staff to identify if specific modifications to existing policy, training, tactics or equipment could minimize the risk of deadly force incidents recurring and the risk of harm to Department and community members.

Finally, the Force Review Board holds the command staff to a higher level of accountability in that all of their reportable uses of force—not just Level 3—are subject to review by senior-level command staff. This provides the Superintendent the opportunity to evaluate his or her leaders to ensure they understand use of force policies and apply force in a reasonable, necessary and proportional manner.

In IMR-3, FRD drafted a standard operating procedure for the FRB. The final draft of the FRB SOP was approved by the IMT and the OAG in October 2020. The SOP formalizes the review process and attaches exact responsibilities to specific individuals to allow for follow actions to be undertaken. It also outlines what documents and types of files and videos the FRB will consider when making recommendations for policy changes and training for Department members who are involved. Input from the Office of Constitutional Policing and Reform, the Office of Operations and the Research and Development Division is combined to ensure a global response to individual incidents, as appropriate. The SOP also details strict time limits for deliverables to ensure a prompt response and review of the incident and the implementation of any recommended training or policy changes.

Recruitment, Hiring, and Promotion

“Reform is a mechanism for changing, correcting, and improving upon organizational processes, procedures and practices.”

-Director Bob Landowski, Human Resources

The Recruitment, Hiring, and Promotion (RHP) section of the consent decree describes the actions CPD will take to ensure that its members reflect the diversity of the communities they serve, that they are well-qualified for their positions, and that those who get promoted to supervisory roles are best suited to be leaders and exemplary role models within the Department.

Goal: Develop and continuously assess recruitment and hiring efforts to attract effective diverse recruits.

Recruitment and Hiring Updates

CPD's Recruitment, Selection, and Hiring Plan is designed to ensure that the Department recruits and hires qualified candidates who can perform their jobs safely, effectively, and in accordance with the law and CPD policy, as well as candidates that reflect an ethnic, racial, and gender-diverse cross section of the Chicago community the Department serves. This is critical to accomplishing the goals of creating and maintaining a professional police force, building community trust and confidence, increasing legitimacy and reducing perceptions of bias.

In IMR-3, CPD laid the groundwork for developing this critical plan in early 2021, including developing a project plan for a full recruitment and hiring assessment, as required by paragraph 259 of the consent decree, and revising Department policies pertaining to recruiting and hiring. The Recruitment, Selection, and Hiring Plan will provide clear guidance on policies and procedures for recruiting and hiring candidates for the position of sworn police officer. The plan will clearly allocate responsibilities for all persons involved in the CPD recruitment and hiring process.

In January 2020, CPD offered a written exam for new applicants. 1,045 applicants took the exam and 994 passed. Ultimately, 50 successful candidates started the Police Academy in February 2020. In March 2020, 40 more successful candidates started at the Academy. Additionally, in October and November 2020, 39 and 27 candidates, respectfully, successfully navigated the selection process and began the Police Academy.

CPD held several events to engage with the community in efforts to draw interest in becoming a Chicago Police Officer. Recruitment Ambassadors attended church events, farmers markets, block parties, neighborhood festivals, the Black



Women's Expo, career fairs, and several parades. In addition to these in-person community outreach events, CPD conducted a robust digital campaign via social media, placing digital advertising on 500 Illinois colleges and university websites, displaying marketing videos at UniverSoul Circus and on digital billboards near highways. The 2019 CPD recruiting campaign spearheaded by CPD Human Resources contributed to the 1,045 applicants that took the January 2020 written exam.

One of the most prevalent challenges in recruitment and hiring is transitioning applicants into exam takers. The Department attempted to increase the applicant-to-exam taker conversion rate by hosting an applicant phone-a-thon. Police personnel and community volunteers called all the applicants to remind them of the exam date and location, and applicants were also sent weekly text messages with important exam day reminders. To improve participation, applicants were able to choose their preferred exam date and time.

In previous years, the written exam's inaccessibility presented an additional challenge. The exam was previously held at McCormick Place, which is not easily accessible by public transportation. Applicants who drove to the exam had to pay for parking. These issues were addressed by moving the exam to Kennedy-King College in Englewood. Kennedy-King is easily accessible by public transportation and offers free parking.

Moving forward, CPD will provide revised policies to the IMT and OAG for feedback and will begin its detailed recruitment and hiring assessment to further identify barriers in the application process, strategies for attracting and hiring qualified applicants, and other considerations.

Goal: Promote individuals capable of effective supervision, guiding officers under their command and holding officers accountable.

Sergeant and Lieutenant Promotions Assessment

Sergeants and Lieutenants are CPD's front line supervisors closest to the day-to-day work of officers working under their direction. Sergeants are responsible for ensuring that subordinates adhere to CPD policies, while Lieutenants typically coordinate watch operations in each district. In addition, these individuals provide guidance and mentorship to officers. For these reasons, it is critical that the Department promote the best-qualified individuals to these positions through an equitable and transparent process.

In IMR-3, the City engaged an external consultant to conduct an extensive review of the Department's promotion process, to ensure that its practices are equitable, transparent, and lawful. The independent expert is working to identify core competencies, frequency of promotional exams, candidate selection methods, strategies for cultural diversity and the impact of a candidate's disciplinary history on their eligibility for promotion. The assessment will deliver recommendations for improvement, at which point CPD will need to develop an implementation plan for revising promotions practices based on this assessment.

To support this study, CPD and the independent consultant conducted multi-rank focus groups which allowed rank and file members the chance to confidentially communicate their concerns regarding Sergeant and Lieutenant promotional practices. Meanwhile, the consulting team has been evaluating documents, surveys, and other materials to inform its recommendations. The assessment concluded at the end of 2020, and the Department is evaluating the recommendations and determining a path forward.

Goal: Identify and publish duties, eligibility criteria including knowledge, skills, and abilities for Captains and Commanders

Captain and Commander Promotions Assessment and Transparency Plan

As senior leaders in the Department, ensuring that CPD elevates the best qualified individuals to the rank of Captain or Commander is absolutely critical to creating a culture of professionalism, accountability, and respect. To that end, this project involves an evaluation of the Department's promotional practices to identify and make public, internally and externally, the duties, eligibility criteria and selection methods for rank of Captain and Commander. To develop these items, HRD worked with an independent consultant to conduct an assessment of the Captain and Commander process. The consultant compared CPD's process against the required knowledge, skills, abilities, attributes and selection methods of more than 10 major cities, and ultimately delivered recommendations for how the Department can improve these processes and selection criteria.



In addition to defining the job description and selection process, this project entails specific efforts to promote transparency and awareness of the Captain and Commander promotional process. In IMR-3, the Human Resources Division worked on revising its proposed transparency plan, which outlines the methods by which the Department communicates selection criteria and procedures to a broad audience of internal and external stakeholders.

Moving forward, CPD will make final determinations regarding the selection criteria and processes for these positions and will then begin executing its transparency plan.

Goal: Ensure recruitment, hiring, and promotion policies are transparent and consistent with law and best practices.

Job Descriptions for Sworn Positions

In IMR-3, the City's Department of Human Resources (DHR), in coordination with the Department's Human Resources Division (HRD), completed its efforts to verify the current status of all sworn positions and their associated job descriptions. The team then validated that these job descriptions aligned with the strategic objectives of the Department.

In this thorough analysis of all sworn job descriptions, DHR and HRD first ensured that it evaluated the full catalogue of sworn CPD positions and related job descriptions. This analysis also reviewed each job description's most recent update, key position attributes, and special equipment and/or training required to succeed in each role.

All job descriptions are [posted](#) to the City of Chicago and CPD websites. This will empower members with direct access to all Department job descriptions, allowing them to align their personal career objectives.

eLearning on the Role of the Office of the Inspector General in Hiring and Promotions

The OIG Awareness project requires the Department to ensure that members are fully aware of the role of the Office of the Inspector General (OIG), and specifically its Diversity, Equality, Inclusion, and Compliance (DEI/C) Section, in overseeing the Department's hiring and promotional process. To do this, HRD collaborated with the Training

Division, the Office of the First Deputy Superintendent, and the OIG's DEI/C section to develop an eLearning module. The module explains the impacts of diversity, equity, inclusion and compliance, the role of DEI/C in overseeing adherence to the City of Chicago hiring plans, as well as how to utilize the OIG-DEI/C as a mechanism through which to report fraud, waste, abuse, and hiring plan concerns or violations. All Department members are required to view this module by December 15, 2020.



Training

“For the Training Division, the drive towards reform is led under the banner of professionalism in support of the Department’s mission and vision. It is not only critical for recruits to have this instilled early, but for all members to have this reinforced and supported throughout their careers. The Training Division staff leads Department members on a daily basis, which provides us the opportunity to help lead the transformation, creating true and durable reform.”

-Deputy Chief Daniel Godsel, Training & Support Group

The Training section of the consent decree describes how the Department will ensure that all members are well-equipped to carry out their duties at every phase of their careers, from their time as new recruits, to their field training, to their annual in-service training, to the training provided to newly promoted supervisors. This section also outlines the oversight and development of new training materials to ensure that Department curriculum adheres to the core principles of reform and transformation, such as community policing, de-escalation, impartial policing, and procedural justice.

Goal: Develop new or additional training curriculum regarding specific consent decree sections and requirements. All training curriculum will reflect CPD's commitment to Procedural Justice, De-escalation, Impartial Policing, and Community Policing

In-Service Training in 2020

All current sworn members of the Department members were required to complete 32 hours of in-service training in 2020. Due to the COVID-19 pandemic, training at the Academy was halted for 64 days, while civil unrest deployments during the summer further inhibited CPD's ability to carry out required training. Nevertheless, the Training Division implemented a number of enhancements to ensure that training can occur at an accelerated pace while maintaining the safety of both trainees and instructors. Specifically, the Department began utilizing a new training facility, the Police Professional Development Center (Old South Shore High School) located at 7627 S. Constance Ave. This facility is being used for the following training: Use of Force, LEMART, Custodial Escort, Tactical Training Unit (TTU) courses, and Domestic Preparedness training. This extra space allows CPD to safely conduct trainings in a socially distant manner. The Training Division also developed a third cadre for Use of Force and Custodial Escort courses to increase training capacity to an additional 150 officers per week for each course. Finally, the Training Division also created a training replacement system where exempt members can manually enter students for courses to minimize the loss of training seats.

For more information on the Department's 2020 in-service curriculum and its progress on training Department members on each course, please reference the Impartial Policing and Use of Force sections of this status report.

Recruit and Pre-Service Promotional Training in 2020

In addition to training existing sworn Department members, the Training Division also manages all training provided to new recruits ("recruit training") and newly promoted supervisors ("pre-service promotional training").

In 2020, the Department has trained 149 new recruits, as well as the following classes of newly promoted supervisors:

- 1 class in March for 75 Sergeants
- 1 class in March for 27 Lieutenants
- 1 class in February for 16 Captains*
- 1 class in July for 16 Captains*
- 1 class in May for Exempt members
- 1 class in August for Exempt members

The pre-service program was an innovative and dynamic training solution in response to the impact of the global pandemic. The first of its kind for CPD, the virtual platform allowed the Training Division to provide essential instruction needed by newly promoted exempt members, lieutenants, and sergeants, all while adhering to social distancing guidelines. The main objective was to provide each participant with leadership, management, and command accountability training needed to effectively perform the duties relevant to the rank.

Microsoft (MS) Teams video conferencing was utilized for training and supporting documentation for each course was provided via the files tab in MS Teams and through e-Learning modules, as applicable. To join, the participants utilized a computer within their District/Unit of assignment, while practicing social distancing, to receive instruction. A chat message board was available for members to ask questions and interact with the instructor as well as other class participants. Additionally, a conference call number was provided for members without speakers or headphones. There were several facilitation techniques used by each instructor which included media slide presentations, lectures, discussions, handouts, question and answer, and group discussions. The training methodologies (auditory, kinesthetic, and visual) were utilized to facilitate the learning process and ensure that all the participants understood the core training concepts.

Needs Assessment and Training Plan for 2021

The Training Division conducted a Needs Assessment in 2020 to inform the Department's 2021 Training Plan. This process was conducted under the supervision of the Training Oversight Committee (TOC). The TOC comprises Department senior leadership staff that meet monthly to review and oversee the training program, from discussing specific training proposals to approving long-term plans.

Input on in-service training needs for the Needs Assessment was sought from Department members, collective bargaining units, members of the community, the Force Review Division, the Bureau of Internal Affairs, the Legal Affairs Division, the Labor Relations Division, and oversight entities (Civilian Office of Police Accountability [COPA], the Deputy Inspector General for Public Safety [Deputy PSIG], and the Police Board).

Research was also conducted on legal requirements and on current best practices from the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards.

Training Division members attended Community Conversations on Policy meetings in February 2020 to collect feedback from community members. The Training Division used the comment summary from the Community Conversations on Policy in developing the Needs Assessment for the 2021 Training Plan.

The Training Division worked with the Department's Office of Community Policing (OCP) to collect feedback on selected lesson plans and curricula. OCP assisted by inviting public comments and public involvement on the Department's website, and sharing with the Community Policing Advisory Panel (CPAP), the District Advisory Committee (DAC) Chairs, and the Coalition for review and feedback. The Training Division is currently looking for community partners to assist with the instruction of a scenario-based exercise in the Community Policing In-Service Training.





Based on the Needs Assessment, the Department has determined that the curriculum for the 2021 In-Service Training Program consist of the following courses. The Fourth Amendment, Community Policing, and Officer Wellness courses are all brand new; Use of Force 2021 builds on topics that were addressed in the Use of Force 2020 and Custodial Escort courses.

2021 Use of Force Training - 16 Hours Classroom Training

Use of Force for 2021 is a 16-hour block of instruction that intends to provide training related to the use of force to Department members in a structured, multi-modal instructional environment.

Use of Force Training is a mandatory annual requirement for sworn members. The Department aims to equip members with skills, tactics, and a mindset that reduce the need to use force and instill the practice of de-escalation. Given the complexity of the topics, featured elements of the course are presented through delivery methods commensurate with dynamic training principles appropriate for adult learners. The instructor(s) facilitate an interactive training session incorporating lectures, media slide presentations, in-class exercises, video review, and hands-on scenarios.

The Use of Force class for 2021 will incorporate thematic concepts germane to procedural justice, de-escalation, community policing, impartial policing, peer intervention, arrest involving minors, force mitigation, mental health, vehicle pursuits, threat assessment, positional asphyxia, the Fourth Amendment, and active threat incident procedures. The incorporation of these topics, along with scenario-based training, will spur discussion and engage learners in the critical thinking necessary to positively influence job performance, respect the sanctity of human life, and improve interactions with community members.

Fourth Amendment - 8 Hours Classroom Training

The Fourth Amendment course will be classroom-based and will cover the following topics: reasonable suspicion and probable cause, investigative detention stops, protective pat-downs, vehicle stops and searches, civil unrest and protests, warrant requirements, the expectation of privacy, and emergency searches, hot pursuits, and consent. The instruction will concentrate on specific statutory provisions and wording of court decisions, exceptions such as exigent circumstances, handed down by the courts, and the practical application of the concepts and theories upon which these requirements are based. The course will also reinforce impartial policing and procedural justice principles.

The instructional techniques utilized in this course include lectures, scenarios, discussion, application exercises, knowledge assessments, and handouts and worksheets.

Community Policing - 8 Hours Classroom Training

The Community Policing course will train all Department personnel on the philosophy and principles of community policing, methods, and strategies for establishing and strengthening community partnerships which enables officers to work with all members of the community while setting public safety and crime prevention priorities. The course will cover adolescent development and include techniques for positive interaction with youth. It will also educate Department members about specific community groups: people of color, LGBTQI individuals, religious minorities, immigrants, individuals with limited English proficiency, homeless individuals, and individuals with disabilities. The



course will further provide methods and strategies to create opportunities for positive interactions by using effective communication techniques and interpersonal skills through problem-solving tactics and techniques.

The format will be an in-person classroom setting utilizing table-top scenarios, lectures, group exercises, and scenarios involving outside community leaders.

Officer Wellness - 8 Hours Classroom Training

There is growing recognition that psychological and emotional wellness is critical to officers' health, relationships, job performance, and safety. To address these needs, the In-service Officer Wellness course will convey the importance of emotional, mental, physical, and spiritual resilience and provide strategies and tools for developing resilience to survive and thrive throughout a career in law enforcement. Recognizing that financial distress is often a contributing factor affecting officers' psychological and emotional well-being, the course will reinforce the importance of financial wellness and improve financial literacy. The course will also address common health conditions affecting police officers, provide strategies for improving physical health, and demonstrate tools for processing stress.

This training will consist of a combination of lecture, individual and group table-top exercises, physical demonstrations, and experiential application practices.

Goal: Ensure that all Department trainers are qualified and dedicated to providing sufficient and effective training that reflects the principles of the CPD.

Training Academy Instructor Development

It is imperative for CPD to have qualified and expert instructors to meet Department needs. In 2020, the Training Academy was mandated to provide 32 hours of in-service training to all Department members by the end of the training year. In 2021, this will increase to a 40-hour requirement. The consent decree requires that all new and current Training Division instructors and curriculum developers be certified by the Illinois Law Enforcement Training and Standards Board (ILETSB) and, as appropriate to their roles, receive initial and annual refresher training.

New instructors complete the Instructors Academy prior to being in front of a class. The Instructors Academy (IA) is a 40-hour foundational course, and it is the first step towards receiving an ILETSB certification. As part of the IA training, participants are walked through the process of submitting an ILETSB instructor certification application. ILETSB will review and approve the application, and will issue a certification if the applicant will be instructing an ILETSB certified course.

Additionally, instructors receive supplemental training applicable to the courses that they will instruct, in addition to completing the required Instructors Academy. The additional training takes approximately 2 weeks and includes learning the course material inclusive of sessions with external subject matter experts if applicable, teach backs, and co-teaching sessions.

In order to ensure that quality training is delivered, it is vital that all instructors have been trained equally and consistently. This requirement has been memorialized in Department directive SO11-10.

Goal: Enhance the Field Training and Evaluation Program to ensure that PPOs receive high quality training and mentorship from the Department's FTOs.

Field Training and Evaluation Program (FTEP)

The primary objective of the Field Training and Evaluation Program (FTEP) is to ensure that all Probationary Police Officers (PPOs, or officers who have recently graduated from the Training Academy but have not yet received full sworn status) receive optimal field training and to ensure that the most competent, motivated individuals become Chicago Police Officers. This process is completed through field training cycles and evaluation of PPOs by Field Training Officers (FTOs), in various categories such as vehicle operation, arrest procedures, attitude and demeanor, and use of force. The FTEP is a partnership between the Education and Training Division and the Office of Operations-Patrol.

It is the responsibility of the FTEP to review a PPO's performance throughout their probationary period and determine whether that PPO is eligible to become a Chicago Police Officer.

The FTEP has made improvements in IMR-3; the Department is currently awaiting IMT and OAG approval for the policy, Special Order S11-02, that governs the Field Training and Evaluation Program. and the Review Board Process that makes determinations regarding the status of PPOs.

The Field Training and Evaluation Section (FTES) within the Office of Operations also implemented a Tableau dashboard to better track Daily Observation Reports, Cycle Summaries and Remedial Summaries for PPOs. In the past this was done manually. The new dashboard allows FTES personnel to pull an entire class of PPOs and check the status



of their various reports, such as Field Observation Reports, all at once. The FTES has also implemented a quarterly PPO survey through Survey Monkey to allow PPOs the opportunity to make suggestions on how the FTEP can make improvements for the future. This FTEP input on FTO and Recruit Training feeds directly into the Training Needs Assessment and Training Plan.

The consent decree requires the Department to maintain a 1:1 ratio of PPOs to FTOs at all times. This has proven to be challenging in 2020 due to deployments, personnel movements, and the onboarding of new recruits. CPD is striving to ensure that FTOs are highly qualified for their important role, while also ensuring that a sufficient number are available at any given time to maintain the 1:1 ratio and ensure that PPOs receive the guidance and mentorship they require as they enter the Department.

Goal: Strengthen internal management and oversight of training execution

Training Oversight Committee

The Training Oversight Committee (TOC) is responsible for reviewing and overseeing the Department's training program. The TOC oversees all training areas such as recruit, field, in-service, and pre-service promotional training curricula and lesson plans. The Committee ensures training is consistent with the law, training, Department policy, and best practices, and addresses the consent decree's requirements and goals.

The Training Oversight Committee focuses on approving short-term and long-term strategic plans and performance management metrics that measure the performance of the overall vision, mission, objectives, strategies, and action plans for Department training.

The TOC has been able to meet all except one month through the pandemic, either virtually or in-person. In August, the revised TOC Special Order S11-11 was published. Highlighted in this order is the formal integration of both the Community Policing Group and the Crisis Intervention Team into the TOC.

Learning Management System (LMS)

The consent decree requires CPD to develop, implement, and utilize a centralized electronic system for scheduling and tracking all CPD training to allow the Training Division to effectively plan and manage training schedules and instructor assignments for all training. To fulfill this mandate, the Department is using the Acadis® Readiness Suite developed by Envisage Technologies, with a scheduling application developed by Clarity Partners.

The LMS is designed to maximize Department-wide completion of required training and to enforce attendance requirements.



The CPD Acadis implementation started in January 2020. Since that date, the following milestones have been met:

- a sandbox environment was configured for testing and training purposes;
- the Acadis Training Module was customized to accommodate CPD's recruit training schedules and curricula;
- a Virtual Private Network (VPN) was established to ensure the team could securely access the site while working from home;
- instructor qualification data was recorded in the Acadis Compliance Module and translated into scheduling rules;
- facility maps and rules were added to the Acadis Scheduling Module and adjusted to accommodate COVID-19 protocols;
- strategic scheduling preferences were implemented;
- iterative scheduling simulations were performed; the production site was configured to align with the sandbox environment and populated with member record data from Clarity Partners;
- supporting business processes were developed to facilitate a limited-footprint launch; and
- the team made plans to incorporate instructor availability data into the system.

In 2021, the team will migrate historical training records, add in-service curricula and corresponding scheduling rules, set up a portal site for non-administrative users, integrate Clarity's LMS scheduler, and implement the Acadis Testing Module. The Department anticipates these implementations by end of the second quarter of 2021.

Audit of Non-ETD trainings

A substantial portion of the consent decree focuses on training, ranging from areas such as establishing an oversight committee and developing a training plan to records maintenance and certification of instructors. Given this emphasis, the Audit Division conducted a review to assess the extent to which training is provided by and to Department members outside of the Training Division, including the extent to which applicable trainings are in compliance with both existing directives and the requirements of the consent decree.

This audit resulted in a series of recommendations that, once implemented, will position the Department to fulfill all relevant consent decree requirements. Specifically, the Training Division will need to take steps including requiring that all training be approved by the Training Division prior to being conducted, clarify the process through which

members are to submit training requests, and develop a mechanism through which Training Division members can monitor specific information on each training request received from across the Department.

The Department had already taken some steps in response to this audit's recommendations by the time the report was finalized. For example, the revised version of the relevant directive emphasizes that all training must be reviewed and approved by the Training Division prior to implementation and sets expectations for what Training Division members are to monitor on each training request submitted, regardless of whether a course was authorized prior to it being conducted.

Moving forward, the Training Division will continue to work on the development and introduction of a formal mechanism through which the Division's personnel will be able to effectively monitor each training request received and ensure that all training provided to members is aligned with directives and relevant consent decree requirements. Furthermore, additional steps will be needed to ensure instructors "use only approved curricula and lesson plans" and "document all training provided to or received by CPD members, whether required or not... regardless of whether this is provided by outside instructors or non-CPD entities." In the near term, Training Division is planning to create and comply with a process through which it will effectively document all training provided to or received by member; this will inevitably create certain process and systems challenges for the Training Division. However, in the long term, taking these steps will not only improve the Department's understanding of the training provided to its members and fulfill the relevant consent decree requirements, but will also improve its ability to confidently and appropriately award members credit for attending courses that have been deemed valuable to their work.



Supervision

“Reform is our opportunity to reimagine policing for future generations.”

–Chief Brian McDermott, Office of Operations

The Supervision section of the consent decree acknowledges the need for CPD members to receive high quality leadership, mentorship, and support from their supervisors. This section outlines the core structural and procedural changes that will enable the Department to strengthen supervisory oversight, including a new staffing model, new policies to govern supervisory responsibilities, and an overhauled performance evaluations process for the entire Department.

Goal: Maintain adequate staffing levels to provide effective supervision and achieve principles of unity of command and span of control

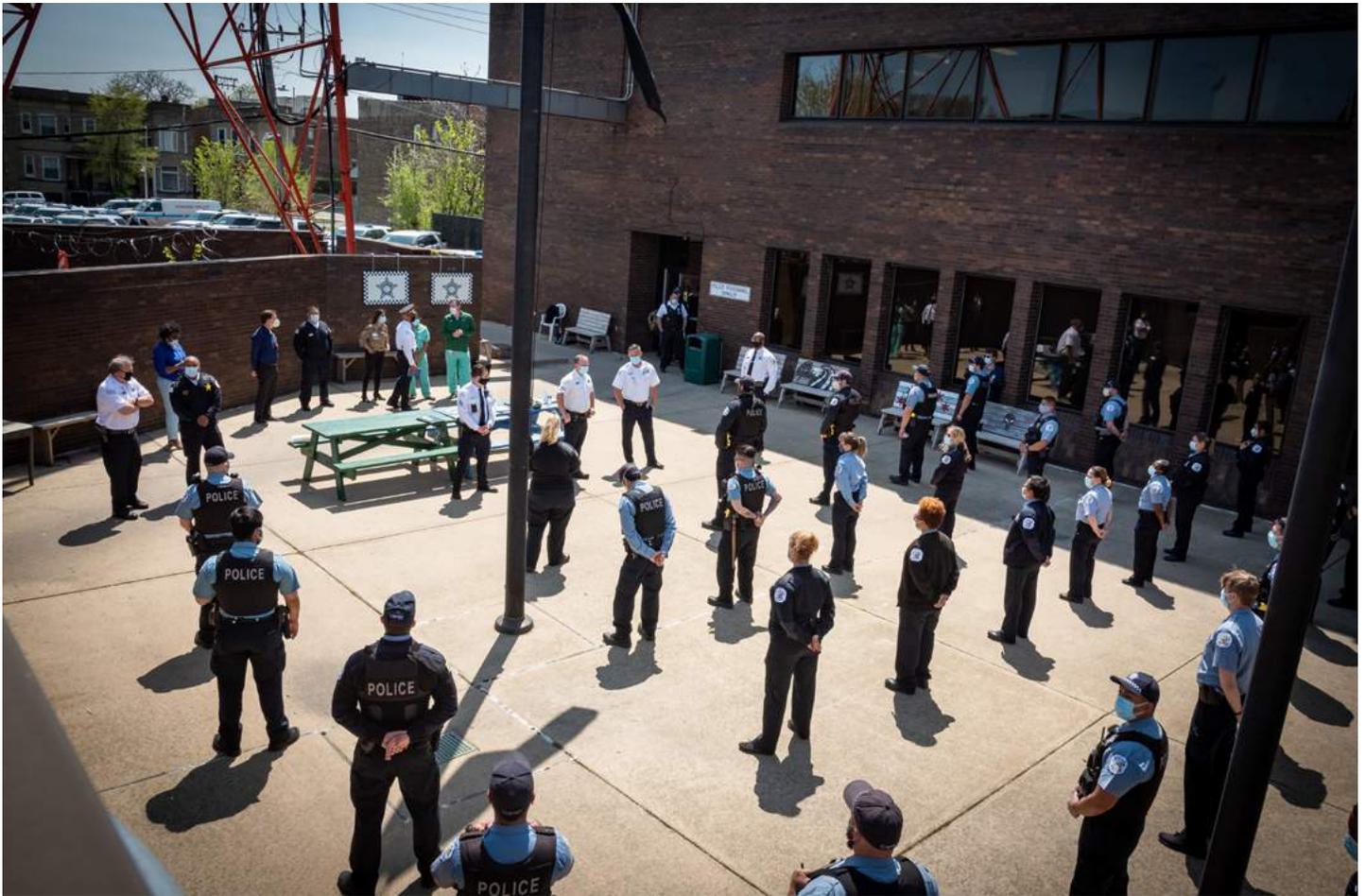
Unity of Command / Span of Control Pilot Program

The Unity of Command and Span of Control program is comprised of two separate but equally important facets that help improve supervision. The first limits the number of officers any one sergeant must supervise and the second allows the same supervisor to monitor and mentor the same group of officers every day.

The Unity of Command aspect of the program provides that the same sergeant will supervise the same group of police officers. Each group of 10 or fewer officers will have a single, identifiable supervisor who will share the same start time, same day-off group, and same geographic location every day. In this way, sergeants and their officers are assigned into a specific team (a “squad”). This allows for stability while also providing the sergeant the chance to get to know her or his subordinates better, differentiate the mentoring needs of each officer, build better cohesion within the team, and identify any emerging personal or professional issues among team members.

The Span of Control requirement limits the number of officers any one sergeant can supervise on a daily basis. In the past, some sergeants were managing more than 20 officers. Moving forward, each Sergeant will be limited to the more manageable number of 10 officers. Because sergeants will have the same day-off group and start time as their supervisees, they should be better equipped to monitor and assist officers under their supervision.

These changes represent a fundamental shift from the current paradigm, as Watch Operations Lieutenants will now make determinations regarding which officers are best suited for specific supervisors.



The program is already in effect in the 006th District. While the program has not been expanded since its inception, CPD has learned a great deal from this pilot. In August 2020, the Office of Operations conducted an in-person survey of each watch to determine lessons learned and to gauge the sentiments and opinions of participating officers and sergeants. Survey results indicated that supervisors seem to appreciate the limits on the number of officers they supervise and most officers welcomed the program as well. Some officers felt they had not remained assigned to work in their designated squads as the program had intended, likely due to various deployments and other issues surrounding COVID-19 and civil unrest.

To further improve operations in the 006th district and support future operations, CPD has instituted several technological enhancements that will help monitor the program, both from afar and at the district level. First, a field was added to the Department's CLEAR Watch system that shows the team assignment for each deployable member. This gives CPD a baseline understanding of where each officer belongs on each watch. Additionally, CPD added a column in the CLEAR Attendance and Assignment (A&As) that displays the squad to which each member was assigned on a particular date. Together, and using a Tableau dashboard to review this data, the Office of Operations can now determine, on a daily basis, the ratio of sergeants to police officers (Span of Control) and the frequency with which an officer or sergeant worked in their assigned squad (Unity of Command). This new dashboard is also able to identify how often specific officers are working on their assigned squad. These enhancements to the Department's technology systems help streamline the process of monitoring program implementation, which will be particularly valuable as the program expands in 2021.

The Department learned from this initial implementation of the pilot program and expects to expand to additional districts over the course of 2021.

Workforce Allocation Project

The Work Force Allocation (WFA) Project is intended to more equitably and efficiently distribute patrol resources across police districts. The project's main goal is to improve police services and response time by examining call volumes, reported crimes, response time, overtime/shifts, and other factors. In a collaborative effort, the University of Chicago Crime Lab had been requested by Superintendent David Brown to assist with creating a more optimal staffing model for the Office of Operations that will tackle these issues.

A series of qualitative and quantitative research methods were deployed by experts and data scientists from the Crime Lab to evaluate the current allocation of patrol officers, and to create a new model of staffing that will allow officers to spend 40% of their deployed time on community engagement and proactive policing. In addition to presenting two previously established staffing models (Managing Patrol Performance and the Baltimore Model), the Crime Lab team also developed its own model that is specifically tailored to the needs of CPD. The Crime Lab Model can be used to complement the Managing Patrol Performance model, as both are demonstrating nearly identical numbers of officers required to maintain the 40/60 ratio.

The WFA project has been met with positive responses from CPD senior leadership, as well as district level Commanders who were able to incorporate their insights and suggestions into the development process.

Goal: Set clear responsibilities and expectations for supervisors

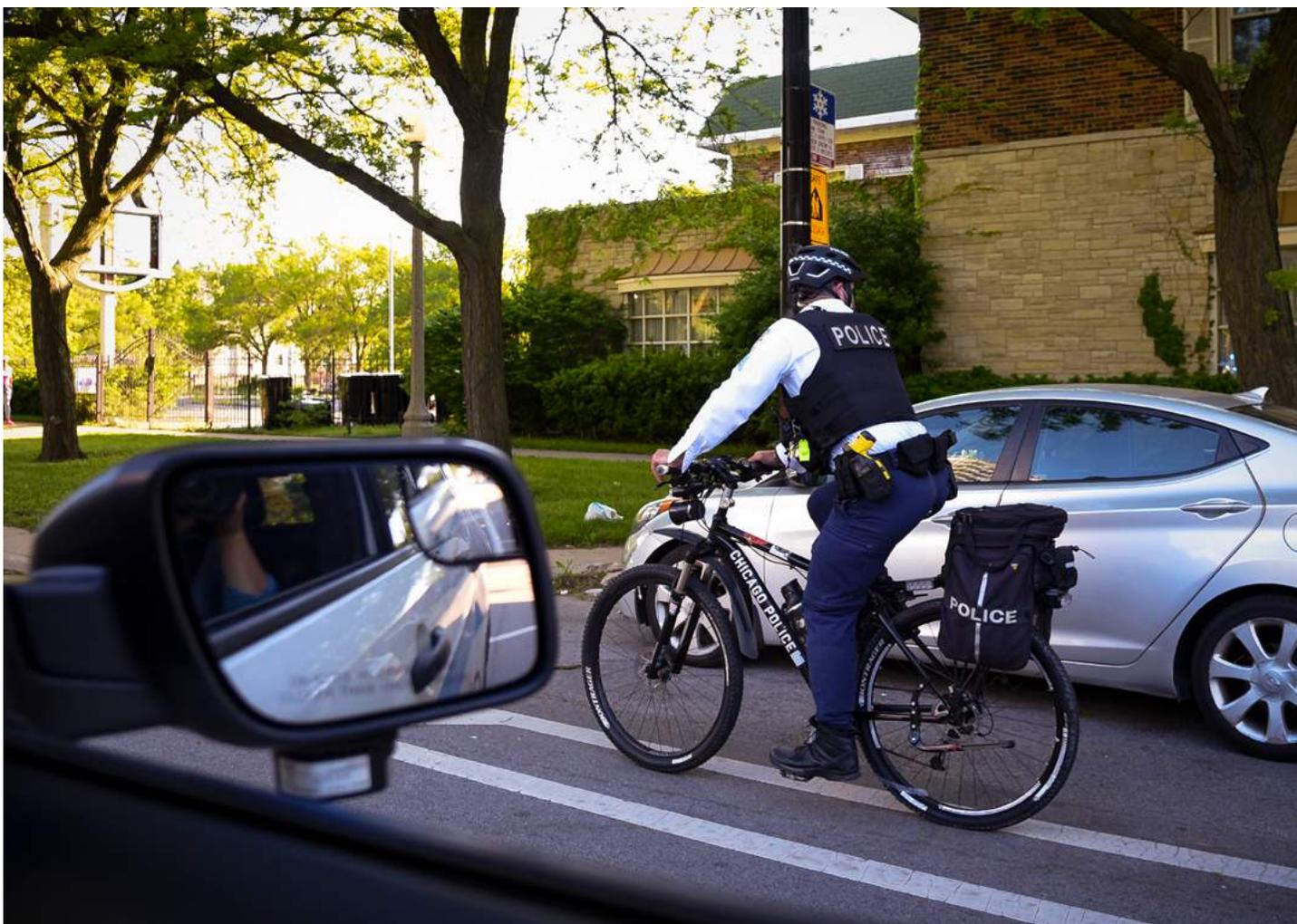
Supervisory Policy Updates

The consent decree requires CPD's Research and Development Division to create a new policy on the overarching responsibilities of a supervisor. This policy is designed to allow all CPD supervisors the ability to review responsibilities necessary to effectively provide guidance, support, and decision-making direction to subordinates. The Department believes that supervisors need to act with a high degree of ethics, professionalism, integrity, and respect towards members and the public.

The Department's development of the newly created policy will include the necessary accountability standards to ensure supervisors prevent and identify misconduct, while also reinforcing that misconduct is not tolerated. Department supervisors will lead by example when engaging members under their direct command to provide adequate opportunities to encourage and mentor positive behavior. The importance for Department supervisors to manage, direct, and reward positive behavior is paramount during the reform process.

R&D has researched numerous law enforcement agencies and best practices to help cultivate this policy. The research phase has allowed R&D to conduct an assessment on current Department policies that provides supervisory responsibilities, accountability, and transparency to ensure that responsibilities identified in these various policies align with the newly created supervisory policy. This project has allowed R&D to connect and collaborate with other CPD units, such as Bureau of Internal Affairs (BIA) and the Human Resources Division (HRD), in developing and revising current policy to enhance the effectiveness of accountability and performance evaluations.

In the IMR-2 period, CPD developed a matrix of existing policies that outline supervisory responsibilities as well as a draft of the new policy, G01-07, Supervisory Responsibilities. In IMR-3, the Department provided an updated draft to the IMT and OAG for additional review. While CPD did not design a working group or community survey to specifically obtain community input on supervisory responsibilities, numerous recommendations from the Use of Force



Working Group (see Use of Force section for more detail) were heavily influential on supervisor accountability and transparency of members under their direct command. As such, R&D was able to incorporate numerous recommendations related to supervisory responsibilities based on community perspectives. After the policy has been approved by the IMT and OAG, R&D will post it publicly through the Communications Division for all members of the community to comment.

Goal: Identify, support, and recognize members who perform their duties effectively while identifying and responding to poor performers

Performance Evaluations Revamp

In 2019, CPD engaged the pro bono services of the Civic Consulting Alliance to support an overhaul of the Department's procedures for evaluating the performance of its members. Through this project, CPD has identified newly-defined dimensions of performance upon which to evaluate all sworn officers and their supervisors. This new framework is bolstered by a new performance evaluations application in which users will input evaluation information, changes to CPD policy, and training materials intended to teach supervisors and officers about the new model.

The performance evaluations project will allow the Department to systematically identify, acknowledge and support CPD members who perform their duties safely and successfully, as well as identify those who engage in improper behavior or inadequately carry out their duties. All ranks, except for the Superintendent, will participate in a formal evaluation carried out solely by members who have directly supervised them during the rating period. Additionally, the annual evaluation process will provide feedback, guidance and support in developing goals that align with the strategic mission of the Department. All evaluations will be documented and maintained. Lastly, this project affords the Department the ability to develop leadership expectations and aims to reduce bias from the evaluation process.

CPD is currently finalizing plans to launch the performance evaluations pilot in the 006th district in January 2021. This pilot is complementary to the Unity of Command and Span of Control pilot.

Officer Wellness

“Reform helps us create and implement comprehensive services and programs that focus on officer wellness for the Chicago Police Department by evaluating at the needs, best practices, and support that are necessary for the success of our programs.”

-Dr. Robert Sobo; Director, Professional Counseling Division

The Officer Wellness section of the consent decree reflects the Department's activities to ensure that all of its members and their families are well taken care of throughout their careers ensuring they are able to cope with the daily pressures of their jobs or any specific traumatic incidents they may have experienced. In the current climate, characterized by a global pandemic and civil unrest, it is more important than ever that CPD officers have resources available to them to ensure they are at their best at work. This is vital to ensuring healthy police-community interactions and relationships.

Goal: Provide clear directives and structure to guide the work of the Professional Counseling Division and the programs it manages.

Officer Support Plan

Officer Wellness has been highlighted as a priority area for the Department for the last several years, but in the past, CPD had lacked a comprehensive plan for delivering the services needed to support the health and wellness of its members. To fully understand the clinical needs of the Department, a needs assessment was a necessary first step. In the late summer of 2019, the Department convened a working group that included union leaders, Professional Counseling Division (PCD) staff, current and retired peer support members, the Human Resources Division (HRD), NAMI Chicago, UIC psychology researchers and University of Chicago Crime Lab Members. This working group was meant to engage in round table discussion to form a baseline for what later became the needs assessment, which was developed in partnership with the Civic Consulting Alliance (CCA) in 2019.

The Officer Support Plan (OSP) was written in response to the needs assessment. The needs assessment analyzed PCD's clinical staffing, ability to service Department members within a timely fashion, and variety of services made available to Department members. With regards to reform, the OSP is meant to map out how PCD seeks to implement changes needed to mitigate issues discovered via the needs assessment.



The OSP outlines best practices and provides a comparative case study conducted on similar police departments' wellness programs within the United States. The study found that PCD needed additional clinical staff as well as additional office space. Additional clinical staff and office space would allow PCD to embed clinicians in districts, which would increase their visibility to Department members and enhance sworn members' trust in PCD programs. Increasing

staffing levels would also allow Department members to receive prompt care while simultaneously decreasing caseloads on clinical staff. Excessive caseloads on clinical staff are seen as one of the leading issues with regards to staff retention. Increase of staffing and reduction of caseloads would permit PCD to perform their duties with greater efficiency.

The OSP calls to attention programs available through PCD for sworn Department members, retired members and their families. PCD provides clinical counseling services, alcohol and substance use counseling, peer support, trauma debriefings, chaplain's religious and pastoral counseling and referrals through the Officer Support Systems Program. All of these programs are conducted through individual, group or family sessions. PCD also emphasized new support group sessions that were recently made available, including Significant Others of Law Enforcement and Support Group for Black Female Officers.

The Department's OSP underwent multiple rounds of IMT and OAG comment in IMR-3. PCD looks forward to continuing to execute the various pillars of the OSP in 2021.

Peer Support Program

CPD's Peer Support Program was created in April of 2000. This program is a part of the Professional Counseling Division (PCD). It is modeled after the program instituted at The Bureau of Alcohol Tobacco and Firearms. All Peer Support team members work on a strictly voluntary basis as a way of giving back to the CPD family. Peer Support members come from extremely diverse backgrounds. This helps to ensure that when a police officer or family member needs assistance, there is someone available with the right expertise, qualifications, knowledge, and awareness of resources.

The primary objective of the Peer Support Program is stress reduction in the form of immediate emotional first aid and support. The Peer Support team assists members as they work through the impact of critical incidents by supporting, actively listening, and providing resources. Peer Support members help their fellow officers involved in critical incidents to understand the range of normal reactions to abnormal situations.

Peer Support members offer immediate on-scene intervention to fellow officers and their families during and after traumatic incidents. Support is not limited to traumatic events. Peer Support is available to all police officers and their families whenever needed. This can include, but is not limited to, the death of a family member, friend, or peer, as well as marital, child, or job-related difficulties. Those seeking support have the right to reach out in a safe and private manner. All communications between Department members, their families, and the Peer Support representatives are kept in the strictest confidence.

In the IMR-3 period, the Peer Support Program updated the initial training it provides to new members and provided refresher trainings to its existing members. Peer Support sends out numerous webinars and training for members to refresh and improve. The program has worked with outside training teams to develop and write new lesson plans geared toward CPD. The Peer Support program has updated and formalized a training manual, which members can use as a reference or a guide while doing peer support work.

Other highlights of the Peer Support program's efforts in this period include:

- Started to formally recognize officers who go above and beyond normal peer support expectation.
- Conducted over 50 interviews for potential new peer members and continue to do more. By doing so, the peer program will have conducted two new peer support classes, further expanding services to the officers.
- Increased the number of stress management classes to twice a month, including via virtual meetings, to safely provide services during the COVID-19 pandemic
- Worked to create an online updated list of peer members and units they are in. This is being done through the Tableau system, which will reflect any changes to a peer member within 24 hours.
- Conducted numerous roll calls to inform the officers of services provided by EAP and to provide an opportunity for the officers to see the peer member of their district.
- Received two grants for the training of new peer members

Traumatic Incident Stress Management Program

Police officers encounter challenging situations on a regular basis, and different calls for service may impact officers in differing ways. Historically, law enforcement has been coached to compartmentalize and not show vulnerability on the job. Science tells us this is impossible and damaging. The workplace is a significant part of people's lives and it shapes the way they relate to the world. Without adequate mental health support in one's workplace, especially in highly traumatic work, employees can become burned out, depressed, and resentful, ultimately resulting in on-the-job challenges and other chronic health issues.



PCD receives referrals when a Department member is determined to have been in a traumatic incident. It is the Department's obligation to ensure that members who experience a traumatic incident make contact with PCD, attend debriefing sessions with a licensed mental health professional, and complete the Traumatic Incident Stress Management Program (TISMP). Referrals to the TISMP are made only for on-duty incidents. The referral is recorded by the TISMP Notification form (CPD-62.480). The Department member is advised of available services through PCD and that their attendance at a debriefing held by PCD under the Traumatic Incident Stress Management Program is mandatory. Referred members must initiate contact within 24 hours of the traumatic incident. Failure to do so will result in PCD contacting a Department member's unit commanding officer in a manner consistent with the City of Chicago HIPAA Privacy Policies and Procedures. Components of the TISMP debriefing sessions may include Peer Support discussion or other debriefing components determined necessary by PCD. Notifications are made to the Department member's unit commanding officer when PCD releases the member from the TISMP. PCD also performs six month follow-ups to ensure that members are aware of additional support services.

The TISMP provides supervisors a streamlined mechanism to connect officers who have experienced a variety of tragedy in the field with PCD services. It also flags PCD to follow up if an officer does not make contact first. In the IMR-3 period, CPD revised Department-wide policies pertaining to the TISMP, made technology updates to support the flagging of individuals needing referral to the program, and created training and lesson plans for PCD members who run debriefing sessions to ensure they deliver a consistent experience for officers referred to the TISMP.

Goal: Create and deliver training (in-service and recruit) provided to all Department members on related issues and services provided by EAP

Training on Firearm Owners Identification (FOID) Eligibility

Officer wellness is a priority at CPD. With the many stressors of the job, it is imperative that the Department supports its members to the best of its ability. In order to remove stigmas and combat misinformation, CPD developed a training to address the effects on Firearm Owners Identification (FOID) eligibility when support services are sought by

Department members. Due to the complexity and volume of information required for a comprehensive training, CPD believed it was important to develop an eLearning module to ensure that all officers receive this information and that CPD could verify that all officers had completed this training. After the training was finalized and distributed, CPD informed members of the mandatory training through the internal messaging system.

This learning clearly explained the steps CPD members can take and the EAP services officers can seek to avoid FOID card revocation and the process for getting a FOID card reinstated if it has been revoked.

As of November 19, 2020, 99% of the Department has completed the Mental Health Treatment & FOID Card Eligibility eLearning.

Officer Wellness In-Service

In IMR-3, CPD launched a brand new 8-hour in-service course focused exclusively on Officer Wellness. The course is taught by professors from Olive Harvey College and is required for all in-service sworn members. The course reinforces strategies for identifying and addressing personal changes, using the Employee Assistance Program (EAP) as a resource, as well as the importance of nutritional choices, spiritual wellness, and physical fitness. This training consists of a combination of physical demonstrations, lectures, and group exercises.

This course launched in September 2020. The Department expects that all members will have completed the course by the end of 2021.

Recruit Training on Officer Wellness and Employee Assistance Programs

Recruits receive 16 hours of state-mandated officer wellness training during their onboarding, plus an additional five hours of training delivered by PCD. In the 16-hour course, 8 hours are classroom-based training focused on stress management. This training introduces the concept of resilience building and explains how stress impacts our physical health, our psychological health, and our relationships. The second 8-hour module provides an overview of PCD presented by the Division's Director, a certified alcohol and drug counselor, and a member from Peer Support. Recruit learn, within their first week, how to access PCD and receive education on the importance of mental wellness and trau-

ma mitigation while working as a police officer. This section also includes Yoga for First Responders. The recruits are educated about stress response in the body and how to self-regulate. Yoga classes are then offered by certified instructors with hopes that the recruits will continue to practice self-care strategies throughout their career.

The 5-hour course administered to Recruits by PCD covers topics such as cynicism, availability of professional counseling services, and role issues in modern policing. To ensure that this training covers essential material, PCD has developed detailed lesson plans based on best practices. Lesson plans ensure that the subject experts providing the training cover the same material with all recruits. In the IMR-3 period, the Department produced multiple versions of this 5-hour PCD recruit curriculum to the IMT and OAG for review and comment.

Chaplains Unit SOP/Training

In 1980, the Police Chaplains Ministry began providing chaplaincy services to the 12,000 officers of CPD, approximately 6,000 retired officers, and their family members. The Ministry was granted IRS 501(c)(3) standing in 1988. Chaplain services are provided 24/7 with the simple mission of providing pastoral care and crisis ministry to members of the CPD family.

Pastoral care includes visits to sick and injured officers and family members, counseling and referrals, visiting those imprisoned, end-of-life care and decision-making assistance for those terminally ill, and supporting the survivors of officers killed in the line of duty (of which there were three in 2020). The unit officiates Sunday services, as well as police wakes and funerals. In addition, it has hosted numerous seminars on stress management, strengthening marriages, surviving divorce, coping with the death of a child, improving parenting skills, and a support group for female officers. Chaplains with specialized training at the FBI Academy in Quantico also teach at the CPD Training Division to assist officers in dealing with the trauma that can accompany taking a life in the line of duty.

Crisis ministry is an immediate around-the-clock chaplain response to any critical incident involving CPD personnel. This includes officers killed or injured on or off duty, death notifications, response to suicides, and family emergencies (death of a child, family disturbance, house fire, etc.). Chaplains are trusted by Department members and are very often the first contact when an officer is looking for help, especially for counseling or addiction. They meet, sustain, and refer the officer, if needed, to mental health professionals. A police chaplain can be reached anytime day or night at 312-738-7588.

In the IMR-3 period, a lesson plan and training PowerPoint have been developed for the Chaplains Unit outlining the components of newly drafted SOP 20-01, “Chicago Police Department Chaplains Unit.” The SOP was drafted based on a collaborative effort between Fr. Dan Brandt and the Research and Development Division. Training was provided to all Chaplains on 21 July 2020 based on the first edition of the lesson plan and presentation, and in response to some feedback from the IMT and OAG, was supplemented in October 2020.

Goal: Leverage technology to capture and report on data related to officer wellness

Acquisition of Counseling Software

In 2019, CPD conducted a needs assessment for its Professional Counseling Division (PCD). This study identified the need for accurately tracking the delivery of wellness services and debriefing of traumatic incidents. CPD is in the process of procuring commercial software designed to aggregate data including the amount of time from intake to therapy, number of visits, and clinician caseload, while maintaining patient confidentiality.

This software will also include note-taking capabilities that will allow each clinician to track individual patient status and progress. Currently within PCD, there is no specific note-taking practice, which at times has presented issues for patients because their information and background is not transferred when they visit a different clinician. This results in patients often having to repeat their experiences. The shift to a software tool would allow for a better transfer of patients between clinicians while maintaining anonymity and privacy.

CPD is in the process of procuring this software, which currently remains under Legal review. PCD hopes to roll out this new program in 2021.

Accountability & Transparency

“True reform means instituting comprehensive policy that is fair, explicitly communicated to Department members, and clearly understood by the public that we serve. It requires clearly-defined expectations of conduct and investigative processes that are uniformly applied.”

- Chief Karen Konow, Bureau of Internal Affairs

The Accountability & Transparency section of the consent decree outlines the mechanisms by which the Department and other City entities such as the Civilian Office of Police Accountability (COPA) will ensure that allegations of police misconduct are solicited, investigated, and resolved in a timely and fair manner. An investigative process that is grounded in legitimacy, transparency, and fairness is vital to building the public’s trust in the Department’s and the City’s ability to hold its officers accountable when an allegation of misconduct has been proven to be true. Furthermore, this section of the consent decree clarifies the nature and frequency with which CPD needs to provide certain information to the public.

Goal: Improve the ability for members of the public and CPD members to submit complaints

Brochure

A critical component of a “robust and well-functioning” accountability system is open access “for all individuals who wish to file complaints.” (§§420, 421) CPD’s policy is to welcome and accept all complaints. However, this policy is meaningless if the public is not aware of it and individuals do not know how to access that system. For this reason, the consent decree places particular emphasis on improving CPD’s communication with the general public from start to finish—from how to make a complaint, through the stages of investigation, to the final disposition.

The creation and distribution of BIA’s accountability brochure is a critical tool in improving that communication. As a CPD-branded product it demonstrates ownership of and commitment to the accountability process. It walks members of the public through the complaint and investigation process, emphasizes the core values of the Department and BIA, and assures them their concerns will be taken seriously. Because some members of the public may be reluctant to engage with the Department directly, the brochure also provides information regarding making complaints directly to COPA. Finally, the brochure includes a location for a supervisor or member of the public to record a specific, unique Log Number that documents a complaint that has been made. This unique tracking number remains the same throughout the investigative process and allows the person making the complaint to track its progress.

With that said, even the most informative brochure is useless if it does not actually reach the community. For this reason, CPD has committed to a robust access and distribution plan. First and foremost, CPD recognizes the rich diversity of Chicago and the languages spoken here. As an initial step in assuring language access to the information it contains, CPD has published the brochure in English, Spanish and Polish. Additional languages will be specifically added in the future, and Google Translate functionality is being added to BIA's public-facing website to further ensure that no community faces a language barrier.

BIA's distribution plan, in multiple languages, includes both electronic and physical avenues for dissemination with both internal and public-facing components. First, members of the Department must be aware that this resource exists, since individual members are the ones interacting with the community each day. Education on this front includes issuing administrative messages (Department-wide notice system) and notices in the Daily Bulletin (a daily publication containing news and information for Department members). BIA has also added discussion about the brochure to its various training programs, which span all levels of pre-service training from recruits to exempts to BIA investigators. We have also added an electronic copy of the brochure to our internal intranet site, making it readily available for Department members to access and share with members of the public.

The distribution plan also includes direct dissemination to the public through social media outlets (e.g. Department Twitter accounts), high visibility on our public facing Website, distribution at community policing events and meetings, and partnering with elected officials to reach a broader audience. The brochure will also be available in hard copy at all Department facilities for members of the public who have walk-in needs.

After several rounds of discussion and revision, the Independent Monitoring Team approved the brochure in IMR-3. The review and revision process inherent the consent decree became particularly valuable in this case, since it brought external 'sets of eyes' on a product that is intended to distill a complex investigatory system into terms that are understandable for the general public.

Upon approval, BIA promptly began the electronic distribution process. BIA advised all Accountability Sergeants (sergeants in districts and units specifically tasked with investigating misconduct complaints) by email that the brochure was available for distribution to the public. Links to the brochure were also added to BIA's internal intranet website and BIA's public-facing Webpage on the Department's internet site. Versions in English, Spanish and Polish are currently available. To increase visibility, CPD has pinned BIA's "Compliments & Complaints: Submit & Check Status" link to the top of CPD's homepage, making access to complaint information, including the brochure, and tracking a single-click away for visitors.

In the near future, BIA will enter stage two of distribution, which will include production of hard copies of the brochure for dissemination at district stations and other public facilities as well as expanded electronic distribution. BIA will issue the AMC message for all Department members and engage the assistance of the Communications Division for dissemination through the Department's social media and to the news media more broadly.

Retaliation Directive

CPD has developed a new Department-wide directive "Prohibition of Retaliation" that explicitly and thoroughly prohibits retaliation against any person—both Department members and members of the public. While the Department has never condoned retaliation, we did not previously have an explicit, stand-alone policy against it. That made it difficult for members to clearly identify when retaliation was occurring, made reporting retaliation difficult if it occurred within a person's chain of command, and left discipline in somewhat of a gray area since retaliatory conduct does not always fit neatly within the parameters of other prohibited conduct.

Although the consent decree specifically references retaliation against persons who report misconduct or cooperate with an investigation of misconduct, CPD took the opportunity to develop a much broader, more holistic policy. CPD has adopted a comprehensive definition of retaliation that protects both Department members and members of the general public:

"...any conduct, action, or inaction of a damaging, intimidating, or threatening nature, or any interference, intimidation, coercion, or other adverse action taken against any individual designed to serve as retribution that is intended to punish, cause harm or emotional stress, or improperly influence the individual's actions." (G08-05, III-F)

Although we tend to recognize retaliation when we see it, putting a comprehensive policy definition to it is challenging. The policy needs to be broad enough to capture all forms of retaliation, yet specific enough to guide members in identifying and responding to it. To that end, the definition above encompasses both action, such as publicly ridiculing a person as a form of retribution, and inaction, such as failing to respond to a request for backup from a fellow officer in order to punish that officer. The directive also specifically prohibits, among other actions, retaliation against persons who lawfully exercise their First Amendment rights, report an allegation of misconduct, or cooperate with any investigation of misconduct, whether conducted by CPD, COPA, the Inspector General, or other entities.

The new directive also gives Department members a way to report retaliation outside of their chain of command. While most Department activity is guided by following the chain of command (e.g. police officers report to their sergeants who report to their lieutenants who report to their captain or commander, etc.), this becomes problematic if the retaliation is coming from that chain of command. Therefore, this directive explicitly allows members to report retaliation directly to any supervisor in the Department, including directly to a supervisor at the Bureau of Internal Affairs, bypassing their normal chain of command. The Directive also allows supervisors to notify BIA if immediate action to prevent further retaliation is needed during the pendency of an investigation.

Finally, the Directive makes clear that it is the responsibility of all Department members to prevent, identify, stop and report retaliation. And those that engage in retaliation are subject to discipline up to and including possible separation from the Department.

With this directive in place, CPD intends to further foster an environment in which people, both Department members and members of the public, are confident that retaliation—whether it be in response to an exercise of Constitutional rights, retribution for making an allegation of misconduct, or for any other reason—will not be tolerated or condoned by the Chicago Police Department.

CPD engaged in a significant amount of research and internal review while developing this policy. Research & Development reviewed the policies of other departments and sought a significant amount of input from BIA and outside subject matter experts. In June, 2020, once internally satisfied that we had a draft suitable for outside review, we submitted that draft to the IMT and OAG.

Both the IMT and OAG provided helpful, thoughtful comments and CPD began the work of revision. On October 16, 2020, CPD submitted a revised draft that incorporated the comments from both IMT and OAG. We anticipate IMT approval of this revision soon and will issue the directive upon that approval.

Intake and Assignment BIA Standard Operating Procedures

In the IMR-3 period, the Bureau of Internal Affairs wrote and revised a number of its standard operating procedures to ensure consistency with the consent decree and so that they are user-friendly and easy to absorb as documents with relatively narrow scope. This effort was coordinated with R&D as relevant Department-wide policies were also revised on these topics. To that end, listed below are a sampling of the SOP's that were drafted pertaining to intake and assignment of complaints:

- **Intake Initiation of Log Numbers** – when a complaint is made, a unique Log Number will be generated and the intake process will begin. The intake initiation of allegations of misconduct will be taken regardless of whether the individual is a member or perceived member of an identifiable group, based upon, but not limited to: race, ethnicity, color, national origin, ancestry, religion, disability status, gender, gender identity, sexual orientation, marital status, parental status, military discharge status, financial status, or lawful source of income.
- **Assignment of Administrative Log Number Investigations** – to facilitate the proper classification and timely investigation of an allegation of misconduct, the Bureau of Internal Affairs Intake Section reviews Log Numbers. A preliminary investigation is conducted to determine whether the Log Number should be assigned to an Accountability Sergeant, retained by a BIA section, referred for an alternative resolution or administratively closed.

Goal: Codify investigations procedures to ensure a timely, thorough, and fair complaint investigations process

Accountability Sergeants Directives

Accountability Sergeants are a crucial component of CPD's accountability system. Consistent with the philosophy that direct supervisors have the greatest influence on, and responsibility for, the behavior of their subordinates, BIA does not conduct all of CPD's administrative misconduct investigations. Rather, BIA sends investigations of a less serious or less complicated nature directly to the accused member's district or unit of assignment (when the accused is below the rank of sergeant). To ensure consistency in investigations, those investigations are conducted by designated Accountability Sergeants assigned to that district/unit. When the investigation is complete it is returned to BIA for supervisory review and appropriate processing. This system has been in place since at least 2017², but the Consent Decree requires a stand-alone policy addressing Accountability Sergeants and delineates various duties and responsibilities around the functions of Accountability Sergeants.

BIA first set to work to create a unit-specific standard operating procedure addressing BIA's operational responsibilities and expectations regarding Accountability Sergeants. Specifically, the directive sets the policy that Accountability Sergeants will be held to the same standards as BIA Investigators and will receive the same training; delineates BIA's expectations of Accountability Sergeants; outlines BIA supervisor responsibilities as they relate to Accountability Sergeants; and specifies selection criteria, with the final authority to approve or remove Accountability Sergeants resting with the Chief of BIA.

The SOP received "no objection" letters from both the IMT and OAG in February 2020. However, BIA SOP's do not hold authority outside of BIA, so BIA has been working closely with R&D to develop a Department-wide policy consistent with the Consent Decree, BIA's approved SOP, and BIA's draft SOP's addressing conflicts of interest and BIA Investigators.

² Administrative misconduct investigations were being conducted at the district/unit level prior to 2017, but the responsibility for those investigations did not rest on specifically designated Accountability Sergeants. Rather, each district/unit tended to rotate responsibility according to workload and watch assignment.

In addition to finalizing policies and procedures related to Accountability Sergeants, BIA has continued to recruit and vet Accountability Sergeants. Although the Accountability Sergeant system has been in place for several years, some processes, such as appointing the sergeants, had been done on a somewhat ad hoc basis. To formalize the process of appointment and training, BIA issued a formal request in September 2020, through the Chief of Operations, for all districts and select specialized units to send the names of current or prospective Accountability Sergeants. Upon receiving the names, BIA began to vet the sergeants and identify those existing Accountability Sergeants who had not yet had any training by BIA. That same month, BIA began formal on-board training with BIA Investigators and Accountability Sergeants in the same class. As of this report, 3 classes of new appointees have been trained.

This additional formalization of the Accountability Sergeant position and related process will help the Department and BIA address the challenge of Sergeant turnover. Personnel assignments can be quite fluid, with sergeants entering and leaving districts on a frequent basis. Getting a sergeant named, vetted and trained does not permanently ‘check the box’ for that district, because the sergeant may move to another assignment. BIA must both be aware of the change and get another sergeant in place when personnel change assignments, both of which will be supported by this formalization of processes.

Addressing Conflicts of Interest in Misconduct Investigations

One of BIA’s larger projects is to establish a comprehensive set of SOP’s that establish the policies and procedures for administrative investigations of misconduct complaints. A foundational policy in that set of directives is “Conflicts of Interest.”

The legitimacy of administrative investigations plays a critical role not just in the legitimacy of the overall accountability system, but the legitimacy of the Department as a whole. Both actual bias and the appearance of bias in administrative investigations have a negative impact on that legitimacy. To foster the public’s and Department members’ confidence in the legitimacy of administrative investigations, those investigations must be free from conflicts of interest.

Conflicts of interest at any stage of an administrative investigation bring the legitimacy of the investigation and its result into doubt. Therefore, BIA is establishing a policy that BIA members and District/Unit Accountability Sergeants who have a conflict of interest in an investigation are prohibited from investigating, reviewing, or making disciplinary decisions or recommendations in that investigation. This includes a prohibition on participating in the determination of any applicable grievance or appeal arising from any discipline. Any knowing violation of the prohibition will be subject to the Department's disciplinary process.

BIA is also expanding both the content and use of the "Log Number Conflict Certification" form. Currently, investigators are required to certify that neither they nor any close family or household member have a personal or financial relationship with parties involved in the case, and that resolution of the case will not affect their financial interests. Investigators must certify that they do not have a conflict before beginning the investigation, and have an on-going duty to recuse themselves from the investigation if they later discover a conflict or one newly arises. When BIA's new policy is approved and implemented, the conflict certification form will be expanded from four paragraphs to eight, expanding what is considered a conflict of interest. For instance, under the new policy the investigator cannot be a witness or the complainant in the matter.

More significant than the content of the form and the scope of what constitutes a conflict is the fact that we are expanding the certification requirement to command channel review. Command channel review (CCR) is the process in which exempt-level supervisors review the administrative investigations of sustained allegations made against members under their command. Those exempt-level supervisors can concur or not concur with the findings or the recommended penalty, or both, which serves as an advisory opinion to assist the Superintendent or the Chief of BIA in their final determination. While supervisors in CCR have always been expected to recuse themselves if a conflict of interest exists, they will now be required to affirmatively certify that a conflict, under the expanded definition, does not exist.

Because BIA SOPs only apply to BIA members, BIA enlisted R&D's help to extend the conflict of interest policy to the Accountability Sergeants (new Department policy "Accountability Sergeants") and to command channel review (revised Department policy "Command Channel Review"). BIA also engaged the developer of our electronic Case Management System to add conflict certification functionality to the CCR console.

Finally, as with other projects, BIA again went a step further than the consent decree requires. The decree requires that "no CPD member will participate in making any disciplinary decisions or recommendations with respect to any person to whom he or she directly reports to in his or her chain of command." (§469d) If CPD is not able to meet that

requirement within the Department, the investigation is to be transferred to Chicago's Office of the Inspector General (OIG). In addition to implementing this requirement, BIA policy will now create a presumption of a conflict of interest within the Department if either the Superintendent or the Chief of BIA is an accused. All such cases will be referred to the OIG.

To accelerate the implementation of the conflicts of interest SOP upon final IMT/OAG approval, BIA has taken the following additional actions::

- BIA requested, and R&D has completed, a revision to the Command Channel Review directive to apply the conflicts requirements to the CCR reviewers;
- BIA has updated the CCR & CMS Exempt Training (lesson plan and slide deck) to reflect instruction on the new certification requirement;
- BIA has provided the updated training materials to the Training Division so it can be incorporated in the CCR refresher eLearning module they will be launching shortly (as of this report, these materials are under final internal review/approval);
- BIA made adding the conflict certification to the CCR module in our electronic Case Management System a priority with our developer, who expects it to go live the week of November 9th;
- When R & D issues the revised directive, BIA will send an email to all exempt members to notify them of the new conflict certification requirement and direct them to the eLearning module for the updated training information.

Command Channel Review

Command Channel Review is a process in which senior command staff ("exempt" members) are notified of a completed complaint register investigation into an allegation(s) against a member under their command. The reviewing exempt-level supervisor can concur or not concur with the allegation finding(s) and/or the recommended penalty. The exempt-level supervisor review during Command Channel Review is advisory and is not binding. Command Channel Review gives exempt-level reviewers an opportunity to advise the Superintendent or the Chief of the Bureau of Internal Affairs on the final disciplinary decision. A culture of accountability requires engagement by all ranks of the Chicago Police Department. Command Channel Review is a process to ensure that exempt-level Supervisors monitor compliance levels of their personnel based on allegations from the community.

As a critical final step before discipline can be imposed, Command Channel Review must be timely to preserve the legitimacy of the accountability process. Therefore, the consent decree imposes a strict 15-day time limit for each stage of review. In most cases, this means the process will take a total of 30 days; in limited circumstances there will be an additional level of review, making the process 45 days.

Command Channel Review has been fully implemented as of IMR-3, which included aligning BIA SOP's and the Department-wide policy governing this process, implementing the relevant functionality in the Case Management System (CMS), and establishing a feedback loop from exempt members to ensure the viability of Command Channel Review as a feature of CPD's overall accountability system. In addition, relevant Department members needed to be trained on this process; as of November 2020, 95% of current exempt-level supervisors have been trained, including those who were recently promoted.

Investigation, Review, and Closure BIA Standard Operating Procedures

In addition to drafting SOP's related to intake and assignment of complaints, BIA also revised or drafted new SOP's pertaining to the investigation, review, and closure of misconduct investigations. A sampling of the topics that were developed into SOP's is listed below. All SOP's are designed to govern the work of BIA, but they are developed in conjunction with R&D to ensure consistency with CPD's Department-wide policies..

- **Investigation into Allegations from More than Five Years Ago** - Department policy requires the Superintendent's written authorization to begin an investigation into an allegation of misconduct if the incident occurred five years prior to the date the complaint or allegation became known to the Department. Bureau of Internal Affairs members will follow the appropriate steps to review the allegation and request authorization to assign the investigation a Log Number.
- **Conduct of Investigations – Initial Responsibilities** – to ensure the timeliness and transparency of investigations, this SOP outlines the requirement that, within 30 days of receiving a complaint, the BIA Investigators and Accountability Sergeants will initiate and make multiple reasonable attempts to secure a signed complainant Affidavit.

- **Administrative Misconduct Investigations** – The Bureau of Internal Affairs requires that each investigation is conducted in compliance with Unit SOP's, Department Directives, Rules and Regulations of the Chicago Police Department, and Collective Bargaining Agreements. Investigators will take all reasonable steps to promptly identify, collect, and consider all relevant circumstantial, direct, and physical evidence, including officer-recorded audio or video taken with body-worn cameras or other recording devices. Investigators will undertake best efforts to ensure that the absence of a signed complainant affidavit alone will not preclude an administrative investigation.
- **Supervisory Responsibilities Over Misconduct Investigations** – it is the policy of the Bureau of Internal Affairs to conduct investigations within its jurisdiction with integrity, transparency, and timeliness. Therefore, the supervisory structure of the Bureau of Internal Affairs Investigations Division is designed to ensure investigations are conducted with the highest level of integrity and investigative findings are supported by the appropriate standard of proof.
- **Conduct of Investigation** – Sworn Affidavit & Affidavit Override - BIA Investigators and Accountability Sergeants must attempt to procure a signed Sworn Affidavit after a statement has been taken from a non-Department Reporting Party, against a sworn Chicago Police Department member utilizing the form entitled Sworn Affidavit for Log Number Investigation (CPD-44.126) or Sworn Affidavit for Log Number Investigation (Electronically Recorded Statement) (CPD-44.127). Should the Reporting Party, Witness, or Victim refuse to sign the Sworn Affidavit, the BIA Investigator or Accountability Sergeant will evaluate the evidence presented to determine if there is objective verifiable evidence (OVE) to support the allegation(s) and seek a Sworn Affidavit Override. A Sworn Affidavit Override is not required when the only Accused is a Civilian member.
- **Conduct of Investigation** – Positive Random Drug Investigations – the Bureau of Internal Affairs will conduct thorough, fair, timely and impartial investigations into any positive drug test results from the Random Drug and Alcohol Testing Program. BIA will ensure consistency across these investigations and protect the due process rights of accused members.
- **Unit Directive on Command Channel Review** – the Bureau of Internal Affairs will manage and support the Command Channel Review process to ensure fair, thorough and timely review of administrative investigations. The Command Channel Review process applies to investigations conducted by both the Department and the Civilian Office of Police Accountability (COPA).

- **Administrative Summary Reports** - The Bureau of Internal Affairs strives to ensure complainants and other reporting parties, accused members, CPD supervisors and the general public are appropriately informed throughout the disciplinary process. The Administrative Summary Report provides an abstract of complaint, investigative and disciplinary information of members who are investigated for alleged misconduct.

Goal: Provide appropriate training and resources to investigative personnel and Department members on procedures related to complaint investigations

Initial Onboard training for BIA members / Accountability Sergeants

BIA's largest project by a wide margin has been the development of a 5-day initial or "onboard" training for newly assigned BIA Investigators and Accountability Sergeants. BIA has been conducting accountability-related training sessions since at least 2007, including recruit and pre-service promotional classes. Basic training for BIA Investigators and Accountability Sergeants, however, was primarily mentor-based, with new investigators being guided by supervisors and experienced investigators. Depending on the investigator's assignment, they would also receive supplemental training (e.g. sexual assault investigations, breathalyzer training). In the summer of 2020, BIA established a formal 3-day introductory course for all BIA Investigators and Accountability Sergeants ("investigators"). The goal was to ensure a baseline of knowledge necessary to conduct fair, thorough and impartial administrative investigations. It was particularly important to include Accountability Sergeants in the training, to ensure they could be held to the same standards as BIA Investigators.

However, spurred by the training requirements delineated in the Consent Decree (e.g. ¶¶528, 529), BIA set out on a more ambitious plan for a 5-day onboard training course. The result is an expanded and comprehensive 5-day basic training that takes new investigators through the entire investigative process, from initiation of a complaint ("Log Number") through the closing and review process. The rule-of-thumb for curriculum development is that a 1 hour course takes 40 hours to develop. This means that approximately 1400 hours—or 40 work weeks—of work went into creating

just this training course. (BIA has also developed a 1-day in-service training for current investigators in addition to the numerous training modules for pre-service classes.)

The 5-day course includes traditional lecture, scenario-based role play and practice as well as hands-on practicums in the electronic Case Management System. Topics include conducting log number investigations, the intake and case assignment process, interview and question and answer techniques, and an introduction to the Advocate Section (what happens when the investigator closes the case and forwards it for review and possible implementation of discipline). Throughout the 5 days, instructors will not only teach the raw technical skills needed to effectively conduct investigations, but will instill in the new investigators an understanding of the critical role they will play in ensuring the legitimacy of and community confidence in the Chicago Police Department. Instructors will engage the trainees in discussions designed to get them thinking critically about the importance of a culture of accountability—both internally for Department members and externally for community members.

BIA is eager to roll out this 5-day on-board training in 2021, pending approval of the training plan and the individual training modules. The IMT and OAG reviewed a first draft of the course description and course schedule earlier in 2020. Armed with that feedback, BIA went to work on revisions while simultaneously developing the actual course content. The team brought in additional SMEs where appropriate, conducted research, and consulted with the Training Division as needed. In order to avoid overwhelming the IMT and OAG with a large batch of material at one time, BIA has been producing individual training modules as they are completed. As of this report, all but one module have been submitted by BIA; the final module is in the final stages of internal review. The course descriptions and schedule have also been revised in response to the IMT/OAG comments.

Annual Refresher training for BIA members / Accountability Sergeants

In addition to onboarding training to all BIA investigators and Accountability Sergeants, these members will be expected to receive at minimum 8 hours of annual refresher training per year. In the IMR-3 period, BIA's training section developed and formalized course curriculum, media slides, and lesson plans, for several modules of this course.

Upon completion of this training program, BIA Investigators and Accountability Sergeants will have received refresher training in the day-to-day use of the Case Management System (CMS), best practices in various aspects of investigative practice, including Procedural Justice, communication techniques with involved parties, evidence collection and identification of objective, verifiable evidence. Training will also cover any Department application updates, changes in applicable laws, rules, directives, investigative techniques and any other identified training..

Goal: Develop improved technology systems to enable data analysis, reporting, and record retention

Case Management System

The Bureau of Internal Affairs investigates complaints of misconduct made against Chicago Police Department members. The Case Management System (CMS) is an electronic case management system used by BIA to document the complex process for investigating allegations of police misconduct. CMS manages the life cycle of a case from the initial intake to completion, and all the steps in between.

CMS provides a central location to store all documents and investigative materials pertinent to the case. CMS captures data that resides within the case, such as classification of allegations, demographics of both the compliant and accused member to findings, recommendations, and outcomes of discipline.

The data stored within CMS will assist in building quarterly and annual reports that are electronically published. The quarterly and annual reports promote transparency in an effort to foster public trust.

In the IMR-3 period, the Department worked with its vendors to improve a number of features within CMS, including:

- **File Storage:** CPD switched file storage solutions within CMS, enabling files to be stored directly within the application. By having the files stored within the same technology solution as CMS solution, the CMS has full access to all file index data such as sort order, number of case attachments, type of case attachments.

- **Data Migration:** To help eliminate legacy systems, older data and file attachments are being migrated into the new CMS solution. Once data and files are migrated, the previous CMS system will no longer be needed for BIA case management. Having all the data migrated within the Column CMS solution will also allow for a holistic view of a majority of the BIA cases and will also eliminate the need for investigators to work out of two different CMS solutions. Data Migration was 80% complete as of November 2020.
- **Conflict of Interest:** the conflict of interest assessment process is now embedded and trackable in CMS during the Command Channel Review (CCR) process.

BIA Annual Audit

Paragraph 553 of the consent decree calls for CPD to “audit, on at least an annual basis, the investigation and disciplinary process involving complaints investigated by BIA and the districts to ensure that the investigations are conducted in accordance with BIA policies and this Agreement.” The Audit Division compiled this inaugural edition of the annual audit. In preparing for this work, the Department solicited input from members of the IMT on their areas of interest and, in response, focused the report on topics such as the extent to which the timeliness of internal investigations may vary between those handled by BIA and those assigned to district personnel.

Given the timing of the activation of the new ‘Case Management System (CMS)’ in early 2019, this report focused solely on cases that were both opened and closed in this new system as of 31 December 2019. For the 2020 edition of this report, the Department will look at all cases that were closed as of 31 December 2020—regardless of whether they were opened in 2020 or before. Overall, this effort culminated in the issuance of a report; in 2021, the next edition of this report is required.

CPD Annual Report

The purpose of CPD's [Annual Report](#) is “to inform the public of the City’s law enforcement achievements and challenges, as well as new programs and steps taken to address challenges and build on successes.” The Department has historically produced an annual report informing the public of the Department’s vision, mission, and core-values. The annual report provides information about the organization’s command structure and crime statistics in the City as well how the Department has responded.

In the 2019 report, CPD provided statistics for crime, arrests, and use of force-tactical response data. The report also allows for CPD units and sections to provide information on recent success through the calendar year.

The following topics are covered in the 2019 Annual Report.

1. Community engagement and problem-solving policing efforts, identifying successes, challenges, and recommendations for future improvement;
2. Stop, search, and arrest data and any analysis of that data that was undertaken;
3. Use-of-force data and associated analyses;
4. CPD responses to requests for service from individuals in crisis;
5. Initiatives that CPD has implemented for officer assistance and support;
6. Recruitment efforts, challenges, and successes;
7. In-service and supplemental recruit training; and
8. Use of force analysis.

The 2019 Annual Report was published in August 2020 is available on the Department’s website at the following URL: <https://home.chicagopolice.org/statistics-data/statistical-reports/annual-reports/>

Data Collection, Analysis, and Management

“Reform is an opportunity to build a strong data-driven culture within the Chicago Police Department (CPD) to address complex management and policy questions while empowering CPD members, public, media, law enforcement partners and other stakeholders with the tools and insights needed to leverage data in innovative ways.”

–Oksana Fearon, Strategic Initiatives Division

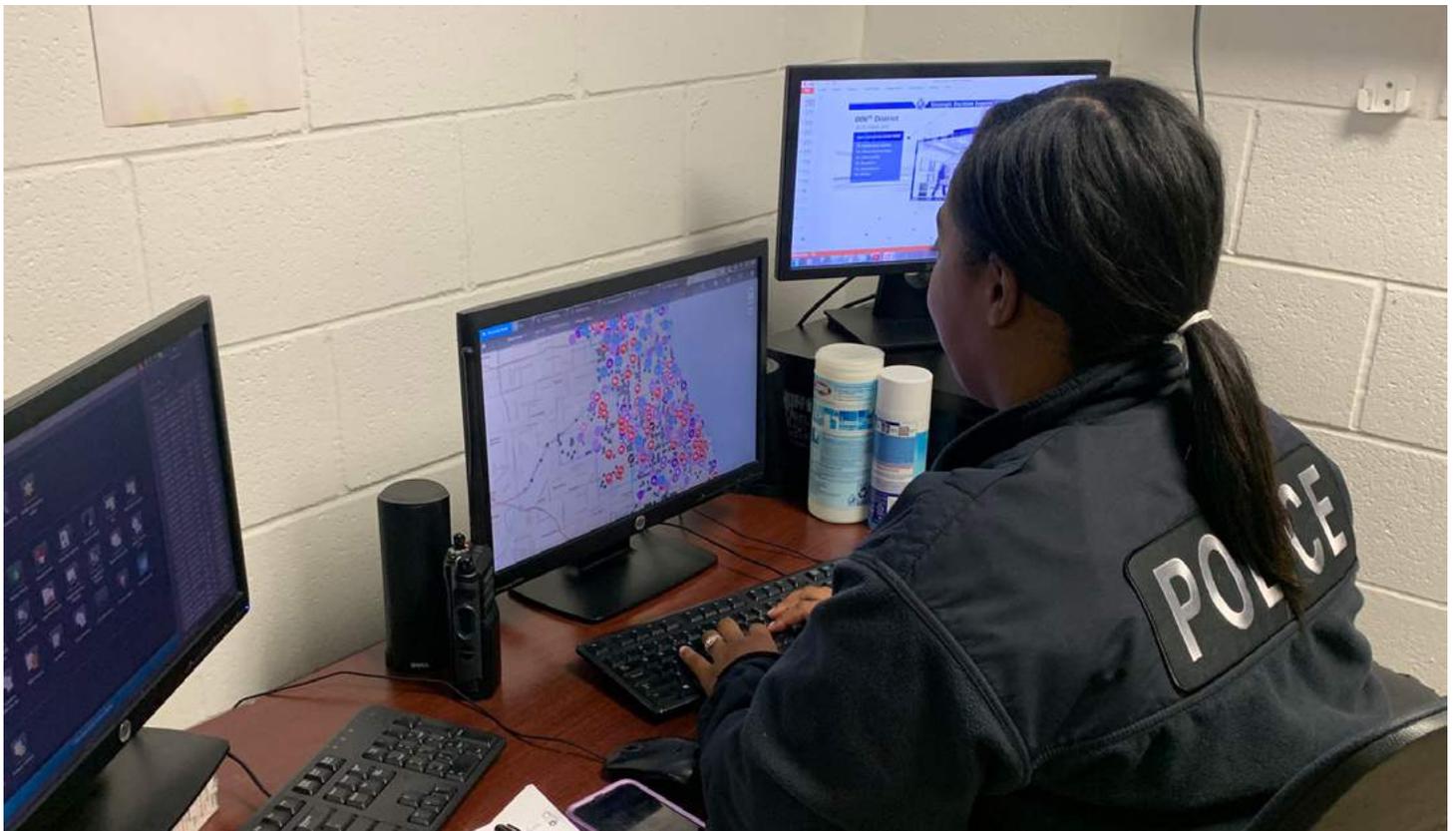
The Data Collection, Analysis, and Management section of the consent decree describes the ways in which CPD will improve its ability to leverage data and technology to drive decision making, particularly in the areas of use of force and support for officers who may be at risk for adverse outcomes. The use of force components of this section are described in the “Use of Force” section of this report; the update provided below focuses solely on the Department’s Officer Support System.

Goal: Proactively identify at-risk officers to ensure that they receive the support, guidance, or other intervention they require

Officer Support System (OSS) Pilot

The new Officer Support System (OSS) is a next-generation, data-driven early intervention system that promotes long-term officer wellness by enabling supervisors to proactively support their officers. Using CPD administrative data to identify officers who may be in need of additional support, the OSS provides a process to intervene with corresponding services. Additionally, the system will add a layer of accountability by ensuring supervisors connect officers with the additional options they need, so that officers are at their best when they are serving and protecting the community. The goal of this system is to reduce the occurrence of adverse events that may harm officers, Chicagoans, or the public’s trust in the Chicago Police Department.

The OSS pilot program launched in CPD’S 005th district on the far South side on September 2, 2020. At that time, 005th district sergeants and lieutenants began receiving training on three primary topics related to the OSS: an overview of the OSS itself, the computer application, and a new curriculum focusing on how to have difficult conversations with direct reports. To date, 19 sergeants and 4 lieutenants in the 005th district have received the training. In addition to this four-hour training block for supervisors, members of CPD command staff also provided an overview of the OSS during roll calls in the 005th district to inform them of the pilot.



The keys to success for this pilot are to ensure a full menu of supports and services are in place prior to launching the OSS pilot. Given that CPD has spent the past few years expanding its Employee Assistance Program, including through some of the requirements of the consent decree, it was well-positioned to launch the pilot at this time and ensure that referred members would have access to the resources they require.

To date, 12 individuals in the 005th district have received work items, which are notifications from the computer application indicating that they may benefit from additional support. Six of these 12 work items have been processed to completion and the remainder are well on their way. These officers had conversations with their direct supervisors and were offered opportunities to receive additional support. The OSS will be expanded to additional districts over the course of 2021.

POLICE

