

CPD Next Steps for Reform – Public Update

This past March, the Chicago Police Department released its [Next Steps For Reform](#) framework, which set forth an ambitious agenda on a wide range of reforms including community policing, training, use of force, manpower and supervision, and the related issues of transparency and accountability. As part of this effort, the Department has engaged with the communities we serve, our members, subject matter experts, and police departments across the country to develop a series of best practices unique to Chicago as part of our mission to provide better service and make our streets safer.

To help manage these wide-ranging reform efforts, CPD has been working with the [Civic Consulting Alliance](#) (CCA) to provide project management and strategy support. CCA is an independent, non-profit organization that works, on a pro-bono basis, to support government agencies taking on large-scale change efforts.

As part of our commitment to accountability and transparency, this document will provide an update on our progress as it relates to each section of the Next Steps for Reform framework, including what we have already achieved, as well as projected timelines for completion for reforms that are currently underway.

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I. Community Policing

Excerpts from CPD Next Steps for Reform:

I. One of CPD's top priorities for 2017 is reinvigorating community policing, and specifically ensuring that the philosophy of community policing is the foundation for CPD's crime fighting efforts and remains closely tied to many of the Department's most significant reforms of policies, training, supervision, and accountability. For the community policing strategy to succeed, it has to be informed and co-owned by community partners and officers alike. To that end, in January 2017, CPD convened the Community Policing Advisory Panel (CPAP), a strategic planning group led by Bureau of Patrol Chief Fred Waller. The CPAP consists of experts in the field, members of the CPD Command Staff and Chicago community leaders, and has been charged with preparing a comprehensive report proposing ways the Department can engage and collaborate with communities to fight crime and restore trust.

CPAP will develop a series of written recommendations outlining strategies for enhancing community policing, and issue a report, by the end of the first quarter of 2017. The recommendations will be based on the premise that community policing is the Department's core philosophy and not just a program. The following major components will be addressed in CPAP's recommendations:

- 1. Strategies for breaking down barriers between youth and the police, with input from Chicago youth;*
- 2. A role for all city departments so the community policing plan can leverage all resources available to communities;*
- 3. Recommendations to align CPD resources with the new strategy in order to enhance the prospects for success; and*
- 4. A method to evaluate the plan and its impact on crime and on public perception of and trust in police. CPD will work to implement CPAP's recommendations.*

Progress to Date:

Last winter, CPD convened the Community Policing Advisory Panel (CPAP), a group comprised of community leaders, CPD command staff, and community policing experts, to recommend strategies for CPD to better engage the Chicago community. Since its creation, CPAP has conducted a number of public conversations to gather perspectives from community members, solicited input from more than 2,000 community members and police officers through surveys, and considered best practices and recommendations from other police departments and from the Department of Justice, the Police Accountability Task Force, and the Grassroots Alliance for Police Accountability.

In August 2017, CPAP posted a [draft report](#) of its recommendations on the CPD website, inviting feedback from community members for a 30-day public comment period and launching a

second round of town halls across the city. CPAP will gather and incorporate feedback as it continues to finalize recommendations and a plan of action to propose to the Superintendent.

II. Training

Overview:

CPD has made significant progress in improving the quality and quantity of training provided to Department members, from newly hired recruits to veteran officers. Most notably, the Academy developed and launched a four-hour, Department-wide course on CPD's revised use of force policy, with all officers slated to complete the training by October 2017.* This course serves as the first step of the Department's plan to provide continuing use of force and force mitigation training on an ongoing, annual basis.

In addition, the Academy has launched a course on recent case law developments and a refresher course on the completion of investigatory stop reports. The Academy is also building the next installment of CPD's procedural justice training program, which will focus on implicit bias. Broader reviews and revisions of the Department's existing in-service, recruit, supervisory, and field training programs are underway.

Moreover, the Academy partnered with a training expert from A. T. Kearney, a global management consulting firm, who conducted a review of CPD's in-service training program. The review included nation-wide benchmarking of other police departments' in-service training programs, focus groups with officers on training needs, and analysis of CPD's current course offerings and training records. The Academy is now working to roll out a mandatory in-service training program, which includes recruiting and training new instructors to deliver decentralized training and developing a comprehensive course catalog.

Since March, Academy leaders have recruited more than 50 new instructors to deliver training and secured additional staff for its Instructional Design and Quality Control section to review training curricula. Academy staff are working to continue recruiting experienced instructors and develop instructor evaluation mechanisms to ensure the delivery of high-quality training to all officers.

*Excluding officers who were unable to attend the originally scheduled training dates due to long-term leave or illness.

a. Development of Use of Force & Force Mitigation Training Programs

Excerpts from CPD Next Steps for Reform:

II. A. CPD Will Reform the Structure of its Training Program to Directly Address Officers' Training Needs.

1. Aspects of the training function will be decentralized in order to assist with the implementation of a robust program of in-service training. In late March 2017, CPD will begin planning for the provision of in-service training using a "train the trainers" model. Under this model, the Training Academy will train district lieutenants and sergeants, who will then provide decentralized training to officers.

*2. As a result of officer feedback, CPD has identified particular areas in which additional training is desired and needed. The TOC will work in 2017 to ensure that the in-service curriculum addresses those needs. Training topics identified as top priorities include: **(1) use of force and force mitigation training, including in-service training to address the revised use of force policies**; (2) legislative and case law developments that affect policing; (3) firearms and crisis intervention training; (4) interacting with people exhibiting mental instability; (5) law enforcement medical and rescue training (LEMART); and (6) tactics training.*

II.D. CPD Will Continue and Expand Live Scenario-Based Training on the Use of Force to Provide Officers with Additional Skills and Tools.

1. In 2016, CPD selected and trained 16 instructors to teach the 16-hour in service course focused on force mitigation principles, skills, and tactics, and the special challenges presented by individuals with mental health illness. These instructors, and additional instructors who have been trained since then, have been teaching the 16-hour in-service course on one shift since September 2016. In 2017, CPD will identify and train additional instructors to teach the 16-hour course on a second shift, which will double CPD's training capacity for this in-service course. This training will continue to provide officers, supervisors and exempt staff with necessary tools to de-escalate conflicts safely, recognize signs of mental illness, trauma and crisis situations, and respond quickly and appropriately when force is necessary.

2. CPD's Training Division will also develop an intensive training program on the Department's updated use of force policies, including scenario-based training. CPD will roll out use of force training to as many officers as practicable in 2017.

Progress to Date:

Since issuing Next Steps for Reform, CPD kicked off an ambitious, Department-wide program to train officers on its revised use of force policy. This spring, the Academy developed the initial installment of use of force training, a four-hour course on the revised use of force policies with a

supplementary one-hour, supervisory course on the investigation of use of force. After recruiting and training more than 30 instructors who volunteered for the assignment, the Academy launched the training in a decentralized, three-location format in July 2017, with all officers expected to complete the training by in the fall of 2017.* To date, many officers have praised the training, which has most commonly received “excellent” ratings from officers regarding instructor quality.

In addition, the Academy has further invested in its existing 16-hour training on force mitigation. The scenario-based course, which was developed in partnership with the Los Angeles Police Department, the National Alliance on Mental Illness, and national training experts, covers key principles and tactics in force mitigation. The Department plans to provide this training to all officers. To accelerate delivery of the course, the Academy has interviewed more than 25 instructors to staff an additional shift of training that will launch in fall 2017.

*Excluding officers who were unable to attend the originally scheduled training dates due to long-term leave or illness.

Timeline:

MILESTONE	DATE
Recruitment of instructors for 4-hour use of force training	May 2017
Completion of 4-hour use of force training curriculum	June 2017
Training of instructors for 4-hour use of force training	June 2017
Roll-out of 4-hour use of force training	July 2017 – October 2017
Launch of additional shift of 16-hour force mitigation training	Fall 2017

b. Development of Legislative and Case Law Updates Training

Excerpts from CPD Next Steps for Reform:

II. A. CPD Will Reform the Structure of its Training Program to Directly Address Officers' Training Needs.

*2. As a result of officer feedback, CPD has identified particular areas in which additional training is desired and needed. The TOC will work in 2017 to ensure that the in-service curriculum addresses those needs. Training topics identified as top priorities include: (1) use of force and force mitigation training, including in-service training to address the revised use of force policies; **(2) legislative and case law developments that affect policing**; (3) firearms and crisis intervention training; (4) interacting with people exhibiting mental instability; (5) law enforcement medical and rescue training (LEMART); and (6) tactics training.*

Progress to Date:

In response to officer interest in further training on case law, the Academy developed a course on recent legislative and case law developments. Partnering with CPD's Office of Legal Affairs, the Academy identified two relevant pieces of legislation, the Illinois Sexual Assault Procedure Act and the Juvenile Court Act, which required changes to CPD's previous procedures for assisting sexual assault victims (see Special Order S04-29 – "Illinois Sexual Assault Incident Procedures Act" [here](#)) and processing juveniles that are taken into custody for certain crimes (see Special Order S06-04 – "Processing of Juveniles and Minors Under Department Control" [here](#) and S04-03-01 – "Digital Recording of Interrogations" [here](#)).

The Academy then developed a two-part course that covered both pieces of legislation. The training was launched in July 2017 for completion by all officers via CPD's online learning system by the end of 2017.

Timeline:

MILESTONE	DATE
Selection of legislative / case law training topics	May 2017
Development of legislative / case law training curriculum	July 2017
Launch of legislative / case law training	July 2017
Projected completion of training by all officers	December 2017

c. Development of Investigatory Stop Report Refresher Training

Excerpts from CPD Next Steps for Reform:

II. H. CPD Will Provide Refresher Investigatory Stop Report (ISR) Training.

1. In 2016, CPD implemented measures to comply with a new Illinois state law regulating the documentation of investigatory stops and protective pat downs. CPD also began implementing a settlement agreement with the ACLU in which CPD agreed to track investigatory stops and protective pat downs, by focusing on four areas:

a. CPD revised its written policy regarding investigatory stops and protective pat downs (Special Order S04-13-09) to clarify constitutional limitations, improve recordkeeping, and more specifically delineate supervisory and internal auditing responsibilities. To implement the revised policy, CPD created the Investigatory Stop Report (ISR) form and, in response to officer feedback regarding the form, shortened and simplified it by combining three narratives into one.

b. CPD updated and expanded its training on investigatory stops and protective pat downs and provided the new training, which totals eight hours, to nearly all of its sworn officers. CPD also provided tailored training to its executive officers regarding their duty under Special Order S04-13-09 to conduct monthly internal audits and to report their findings to their commanding officers.

c. CPD implemented internal review mechanisms to assess whether its practices regarding investigatory stops and protective pat downs comply with applicable law. Supervising officers are specifically tasked with ensuring that reasonable articulable suspicion for investigatory stops and protective pat downs is set forth on ISRs. Supervisors are reviewed, in turn, by executive officers, who conduct monthly internal audits of ISRs.

d. A new unit within CPD, the Integrity Section, reviews ISRs identified as deficient by supervisors and the monthly audits prepared by executive officers, as well as a random sample of all ISRs, to ensure compliance with applicable laws and CPD policy.

2. CPD will carefully consider the recommendations of former Magistrate Judge Arlander Keys, who was selected to oversee the settlement agreement with the ACLU, upon receipt of his first final report.

Progress to Date:

In 2016, CPD began implementing measures to comply with a new state law and a settlement agreement with the ACLU regarding documentation and review of investigatory stops and protective pat downs. As part of the implementation, CPD provided an eight-hour course in 2016 to sworn officers to train them on the newly created Investigatory Stop Report (ISR) form and audits of those forms. In January 2017, the Department also began auditing ISRs on a daily

basis, reviewing 15% of all approved ISRs each day for a total of more than 8,000 ISRs reviewed as of mid-August 2017.

Former Magistrate Judge Arlander Keys, who oversees CPD’s agreement with the ACLU, issued his [first semiannual report](#) on CPD’s progress on investigatory stops in March 2017, reporting a decrease in the overall number of stops and classifying 90-94% of a sample of investigatory stops from January – June 2016 as “good stops.”

In an effort to continue adoption of and training on proper ISR procedures, CPD updated and clarified various fields on the ISR form and developed a refresher training for all officers on ISR procedures this spring. The training covered common errors in the completion of ISRs and included examples of properly completed forms. Following approval of the updated form and training, the refresher training was launched in July 2017 for completion by all officers via CPD’s online learning system. As of mid-August 2017, 47% of CPD’s sworn members had completed the training, on track for Department-wide completion by the end of September.

CPD staff also conducted refresher sessions and district supervisor meetings across all districts in August 2017 to ensure understanding of the updated procedures and protocol for investigatory stops.

Timeline:

MILESTONE	DATE
Development of Investigatory Stop Report refresher training	April 2017
ACLU and CPD approval of refresher training	June 2017
Posting of updated Investigatory Stop Report form	July 2017
Launch of Investigatory Stop Report refresher training	July 2017
Completion of in-person refresher sessions across all districts	September 2017

d. Development of Procedural Justice 3 Training

Excerpts from CPD Next Steps for Reform:

II. G. CPD Will Continue and Expand Procedural Justice Training to Address Implicit Bias and Facilitate Safe and Lawful Policing.

1. CPD will continue to implement and provide PJ1 and PJ2 (Procedural Justice training) to all officers, supervisors, and command staff.

2. With the assistance of subject matter experts, CPD will work to develop a curriculum (PJ3) in 2017 to further address conscious and unconscious bias. CPD anticipates pilot testing the PJ3 curriculum with outside experts and providing PJ3 training to officers in 2018.

3. Procedural Justice training is and will continue to be focused on:

a. Methods and strategies for more effective policing that rely upon nondiscriminatory factors, including problem-oriented policing strategies;

b. Identifying key decision points where prohibited discrimination can occur at both the incident and strategic-planning levels;

c. Constitutional and other legal requirements related to equal protection and unlawful discrimination;

d. The protection of civil rights as a central part of the police mission and as essential to effective policing;

e. The existence and impact of stereotyping and implicit or subconscious bias on officer decision-making and public interactions; and

f. Cultural competency, cultural awareness, and sensitivity, including the impact of historical trauma on current police-community interactions.

Progress to Date:

When CPD issued the Next Steps for Reform document, the Department was in the midst of carrying out a 7-year, 3-stage training program on procedural justice in policing. The mandatory training program covers strategies for safe and lawful policing, the importance of cultural sensitivity, and the use of non-discriminatory factors in policing.

To date, 10,950 officers have completed Procedural Justice 1, and 5,034 officers have completed Procedural Justice 2, reflecting more than 90% and 40% Department-wide completion, respectively. As officers continue to complete the first and second stages of training, the Academy has been preparing to launch the third stage, an 8-hour course that will cover implicit bias in policing. This summer, the Academy has worked to finalize the training curriculum in

consultation with subject matter experts and to recruit trainers for a spring 2018 launch of Procedural Justice 3.

Timeline:

MILESTONE	DATE
Creation of Procedural Justice 3 curriculum	September 2017
Recruitment of Procedural Justice 3 trainers	September 2017
Expected launch of Procedural Justice 3 training	Spring 2018

e. Continuation of Crisis Intervention Team Training

Excerpts from CPD Next Steps for Reform:

II. I. CPD Will Continue to Provide Crisis Intervention Team (CIT) Training and Expand Resources Dedicated to CIT to Better Serve Individuals with Mental Health Conditions or in Mental Health Crisis.

1. In 2016, CPD continued to provide 40-hour in service CIT training to CPD officers, increasing the total number of CIT-trained officers to 2,200. CPD also partnered with the Officer of Emergency Management and Communication (OEMC) and the National Alliance on Mental Illness (NAMI) Chicago to provide mental health awareness and de-escalation training for all 911 call takers and dispatchers, as well as many 311 call takers.

2. In 2017, CPD will continue to expand the number of CIT-trained patrol officers and will devote additional staff and resources to the CIT program, including the assignment of a lieutenant and additional officers to the program.

Progress to Date:

In February 2017, CPD designated a lieutenant as Crisis Intervention Coordinator, responsible for leading and coordinating both Crisis Intervention Team (CIT) training and the Critical Response Unit (CRU). The Crisis Intervention Team is a group of volunteer specialists tasked with responding to calls involving persons in mental health crisis. The CRU is responsible for collaborating with community partners and other City agencies to ensure the Department's appropriate response to individuals experiencing mental health crises. The CRU will also take on responsibility for collecting and analyzing data on mental health crises in Chicago and CPD's response.

As of August 2017, 2,278 CPD officers had been trained as CIT specialists. While CPD seeks to grow the size of the CIT specialist force, it is attempting to do so strategically, recognizing that the need for CIT specialists varies across districts. CPD has implemented the role of Mental Health Resource Officer (MHRO) on a pilot basis in District 19. The MHRO acts as a resource for District CIT officers and helps to connect persons with mental illness to appropriate services for assistance. CPD plans eventually to roll out the MHRO position across all districts.

CPD has also strengthened its communicative ties to other City agencies involved in mental health crisis response. The lieutenant serving as Crisis Intervention Coordinator is CPD's representative at the Citywide Mental Health Response Steering Committee. The Steering Committee includes representatives from the Chicago Department of Public Health, the Chicago Fire Department, the Office of Emergency Management and Communications, and the Office of the Mayor, as well as topic area experts and representatives of advocacy organizations. The mission of this group is to develop a holistic, coordinated response to mental health issues in the City, including outreach, response, and continued care.

Timeline:

MILESTONE	DATE
Beginning of CPD participation in the Mayor’s Citywide Mental Health Response Steering Committee	January 2016
Assignment of a lieutenant as Crisis Intervention Coordinator	February 2017
Roll-out of Mental Health Resource Officer position in District 19	June 2017

f. Review of In-Service & Recruit Curriculum

Excerpts from CPD Next Steps for Reform:

II.B. CPD's Leadership at the Training Academy Will Work to Improve the Quality of Instruction.

3. A newly formed Recruit Curriculum Working Group, acting under the oversight of the TOC, will complete a comprehensive review and revision of the recruit training curriculum to ensure that its substance and presentation are consistent with the goals of recruit training and implement new state-mandated requirements. CPD will roll out and implement the recommendations of the Working Group during 2017.

II. C. CPD Is Re-Examining and Reforming Its Recruit and In-Service Training Curriculum to Ensure Consistency with CPD Policies.

2. CPD's Training Division will increase the use of instructional methods that incorporate adult learning principles, including the use of more scenario-based training, in all of its training.

3. CPD's Training Division and the Bureau of Patrol will work together to develop a plan to ensure that recruit and veteran officers receive sufficient training and direction in sound tactics to avoid unnecessarily increasing the risk of deadly encounters.

4. The TOC will ensure that all curricula and lesson plans used throughout CPD – including in specialized units – will be provided to IDQC on a regular and continuing basis to ensure consistency with other CPD training materials, incorporate best practices, and promote continued improvement.

5. The TOC will ensure that the Training Division modifies the recruit curriculum to specifically address the Employee Assistance Program (EAP) during recruit training, emphasizing the stressful nature of being a police officer and providing information regarding available resources and their benefit to officers and the Department.

II. F. CPD Will Expand and Improve In-Service Training to Provide Ongoing Instruction on the Most Relevant Policing Topics.

1. The Training Oversight Committee (TOC) will be responsible for establishing, revising, and overseeing the in-service training curriculum.

2. CPD will create a consistent process for creating, vetting, and reviewing in-service training courses to ensure their relevance and quality.

3. In-service training will address topics identified by officers as necessary or helpful to their job performance and satisfaction, including:

- a. De-escalation,*
- b. Mental health,*
- c. Use of force,*

- d. Search and seizure,*
- e. Procedural Justice (Bias-Free Policing, with modules PJ1, PJ2, and PJ3),*
- f. Active shooter,*
- g. LEMART,*
- h. Law Enforcement Protective Measures,*
- i. Crisis Intervention Training (CIT), and*
- j. Weapons certification.*

4. The lesson plans and classroom presentation for in-service training courses will, as a general matter, be reviewed and evaluated by a combination of Academy personnel, other CPD personnel, and a panel of outside experts.

Progress to Date:

As part of a broader effort to update training materials and standardize training processes, the Academy has conducted a review of its recruit training courses and is continuing to review its in-service training courses to ensure compliance with state requirements and inclusion of adult learning principles. The review is overseen by the Training Oversight Committee (TOC), a recently created entity within CPD that is chaired by the First Deputy Superintendent and comprised of key command staff members, senior personnel from the Education and Training Division, and other CPD personnel. TOC meets on a monthly basis to discuss updates on ongoing training, address significant training issues, and implement broad reforms in all of CPD's training programs.

Reviews and revisions of in-service trainings by Academy training leads and the Academy's Instructional Design and Quality Control (IDQC) section are ongoing and involve the evaluation of curricula for compliance with Illinois Law Enforcement Training Standards Board (ILETSB) requirements and best practices in training. In 2016, the Academy evaluated and updated the curriculum for its Law Enforcement Medical & Rescue Training (LEMART) course. Earlier this year, the Academy commenced a review of its Tactical Training Unit program, which includes courses on entry tactics and the use of Tasers. A review of the 40-hour Crisis Intervention Team training program is also underway, with curriculum updates expected by the end of the year. As a longer term effort, the Academy is also collecting and reviewing curricula from the Department's numerous specialized units such as SWAT and canine.

In 2016, CPD formed a Recruit Curriculum Working Group, comprised of command staff members and acting under the oversight of TOC, to drive changes in recruit training. Earlier in 2017, Academy staff evaluated and updated the recruit curriculum for alignment with ILETSB standards and opportunities to incorporate adult learning principles. In addition, the Academy adjusted the recruit training schedule to ensure that each recruit class receives a visit from Dr. Robert Sobo, a psychologist and director who works with CPD's Employee Assistance Program, to communicate the mental health support and services available to officers.

The Academy aims to actively engage members of the Department, including the Bureau of Patrol, in its curriculum development and review. For example, for the four-hour use of force training, the Academy conducted beta testing of the course with officers, solicited feedback from officers through surveys, and also recruited members of the Bureau of Patrol to serve as

instructors. Academy leaders hope to use the development and testing of this course as a model for future courses.

Timeline:

MILESTONE	DATE
Review and update of Law Enforcement Medical & Rescue Training	2016
Identification of members of Recruit Curriculum Working Group	2016
Evaluation of current recruit curriculum	2016
Review and update of Procedural Justice 1 course	March 2017
Update of recruit curriculum to comply with state standards and best practices, including adult learning principles	June 2017

g. Review of Pre-Service Curriculum

Excerpts from CPD Next Steps for Reform:

III. C. CPD Will Improve Sergeant Training to Strengthen CPD Leadership and Management.

Under the oversight of the TOC, CPD will review its pre-service promotional curriculum for sergeants, with a focus on the main challenges of supervising and managing police personnel, and with an increased focus on leadership, management, supervision, human relations, ethics, diversity, community policing, performance evaluations and conducting and supervising complaint register (CR) investigations.

Progress to Date:

As part of a broader effort to update training materials and standardize training processes, the Academy plans to conduct a review of CPD’s pre-service promotional training, which is the set of courses taken by newly promoted members. The Academy is gathering input from supervisors on recent trainings and plans to review current courses, investigate new course options in subjects such as leadership and diversity, and develop course schedule priorities later this fall.

Timeline:

MILESTONE	DATE
Beginning of review of pre-service curriculum	Fall 2017

h. Improvements of Field Training Officer Program

Excerpts from CPD Next Steps for Reform:

II. E. CPD Will Improve its Field Training Officer (FTO) Program to Reinforce Policies and Practices Learned at the Training Academy.

- 1. CPD will continue its FTO recruitment campaign to ensure that CPD has the highest quality FTOs and all recruits have appropriate guidance and training when they leave the Academy.*
- 2. As with the recruit curriculum, CPD has created a FTO Working Group whose goal is to reengineer the FTO curriculum to focus on topics most relevant to FTOs, including leadership, mentoring, performance evaluation, ethics, and diversity. CPD plans to roll out the recommendations of the Working Group during 2017.*
- 3. CPD will also focus on providing refresher training to FTOs who were trained in FTO classes before 2017.*
- 4. CPD will upgrade the system for evaluating FTOs and the probationary police officers (PPOs) through improved documentation and enhanced monitoring and assessment of both FTO and PPO performance.*
- 5. CPD will upgrade the supervisory structure for the FTO program, which will include designating supervisors in each district who are responsible for the operation of the FTO program in that district, and coordinating more closely with the Academy on the overall operation of the FTO program.*
- 6. CPD will develop a plan to enhance the supervision of PPOs following the completion of their FTO tours.*
- 7. CPD will modify the chain of command for FTOs, so that FTOs report both to the Bureau of Patrol (as to their policing functions) as well as to the Training Division (with respect to their supervisory and training functions). This will allow FTOs to evaluate PPOs and provide the Training Division with feedback regarding additional training needs before PPOs complete their probationary period.*

Progress to Date:

CPD is pursuing a variety of reforms to strengthen its program for field training officers (FTOs), a cohort of officers who train and mentor probationary police officers (PPOs) upon their completion of training at the Academy.

In 2016, CPD created an FTO-dedicated subcommittee of the Training Oversight Committee. The subcommittee includes members of the Bureau of Patrol and Academy leadership and is tasked with the evaluation and improvement of the FTO training curriculum. Earlier this year, CPD

trained and deployed 90 new FTOs and offered refresher training to 166 existing FTOs to expand coverage of incoming recruit classes and to ensure high-quality FTO performance.

In addition, in March 2017, CPD updated the Field Training special order (see Special Order S11-02 – "Field Training and Evaluation Program" [here](#)), and since then, a group of members of CPD’s Academy and Bureau of Patrol have been actively conducting discussions regarding updates to the supervision and evaluation of PPOs and FTOs. In July 2017, this group made several changes to the field training program. First, it created a Field Training Section, comprised of one sergeant and three police officers, in the Bureau of Patrol to improve supervision and oversight of FTOs and PPOs. Second, it was determined that each district will have a dedicated FTO sergeant. Finally, PPOs will be retained by districts for 3 additional months after the completion of thier field training cycles during which the FTO sergeants will formally evaluate PPOs on their independent performance.

Timeline:

MILESTONE	DATE
Establishment of FTO Subcommittee	2016
Refresher training of existing FTOs	February 2017
Update of FTO Special Order S11-02	March 2017
Recruitment of additional FTOs	April 2017
Training of additional FTOs	June 2017
Creation of Field Training Section in Bureau of Patrol	July 2017

i. Improvements in Quality of Academy Instruction

Excerpts from CPD Next Steps for Reform:

II.B. CPD's Leadership at the Training Academy Will Work to Improve the Quality of Instruction.

1. For the first time in several years, CPD has filled the executive officer position within the Education and Training Division with a commander, rather than a captain, reflecting the elevation of the training function within the Department. Under the overall supervision of the TOC, leadership of the Education and Training Division will oversee training reforms and improve the quality of instruction at the Academy at every level of training from recruit to in-service training. This will include CPD's efforts to hire and train 970 new officers, and fill existing vacancies, over the next two years.

2. CPD's Training Division will obtain feedback on a regular basis from a wide range of sources – including field supervisors, legal advisors, and external agencies – on observed weaknesses, deficiencies, and potential areas of improvement in officer conduct that can be addressed through the development of new or revised training.

II.C. CPD Is Re-Examining and Reforming Its Recruit and In-Service Training Curriculum to Ensure Consistency with CPD Policies.

1. CPD's Training Division will hire more staff for the Academy's Instructional Design and Quality Control (IDQC) section to provide additional support for curriculum design and review.

K. CPD Will Seek Officer Involvement in Training.

CPD will seek and consider input from officers and supervisors when revising or implementing new policies and developing training, including through the use of needs assessments, focus groups, and surveys. For example, in connection with the development of CPD's use of force policies, the draft policies were put out for comment and we received well over 100 comments from CPD personnel. Subsequently, scores of officers and supervisors participated in a series of focus groups designed to elicit further reactions and responses to the draft policies.

Progress to Date:

By inviting feedback from national experts and officers on its training programs, CPD has committed to improving the quality of instruction at the Academy for both recruits and in-service officers, especially as the Department continues to hire and train new officers at an accelerated pace over the next several years.

To ensure that Academy instruction addresses officer needs and follows best practices in training, the Academy has solicited input from national training experts and legal advisors on certain courses, including the recently launched four-hour use of force training. Throughout the spring and summer, CPD also partnered with experts and consultants to conduct focus groups

with officers regarding the Department’s in-service and field training officer training programs. The Academy plans to kick off CPD-led focus groups on use of force training this fall.

Beyond focus groups, the Academy will also continue gathering input from instructors and officers via training evaluations and surveys. As an example, for the ongoing four-hour use of force training, the Academy has gathered 4,650 evaluations to date from officers regarding the quality of the instruction, and Academy management regularly monitors evaluations to identify any needed changes to the training.

In addition, to ensure that the Academy is fully equipped to write and review training curricula, the Academy has recruited additional members for its Instructional Design and Quality Control section.

Timeline:

MILESTONE	DATE
Training of new recruit classes to meet increased demand (683 recruits hired since Jan. 2017)	Ongoing since 2016
Solicitation of feedback from officers, instructors, and experts	Ongoing since 2016
Recruitment of additional Instructional Design and Quality Control staff	July 2017

j. Improvements in Academy Instructor Recruitment & Evaluation

Excerpts from CPD Next Steps for Reform:

II.B. CPD's Leadership at the Training Academy Will Work to Improve the Quality of Instruction.

4. CPD's Training Division will improve instructor recruitment and instructor evaluation as follows:

a. CPD's Training Division will broaden its search for qualified instructors, both inside and outside CPD. The recruitment and selection process will place a premium not only on interest in the training function and teaching experience, but also on communication and presentation skills.

b. CPD's Training Division will install a rigorous instructor evaluation system. Instructors will be evaluated based on communication and presentation skills, in addition to their mastery of the material.

c. CPD's Training Division will identify instructors who have demonstrated extraordinary skill in training and knowledge in their fields of instruction, and who have received consistently outstanding performance reviews. CPD's Training Division will develop effective strategies to retain those instructors at the Academy.

Progress to Date:

Knowledgeable and effective instructors are critical to the success of CPD's training reforms. As the Department has developed new trainings, the Academy has worked to recruit, train, and properly evaluate highly proficient instructors.

For example, in launching a four-hour course on the revised use of force policy, the Academy recruited more than 30 volunteer instructors and provided each instructor with five weeks of training, including one week of state-mandated training and time for beta testing of the course. The Academy has also gathered feedback on instructors from officers and Academy personnel on a variety of criteria, including knowledge of material, presentation, and credibility.

For future trainings, the Academy is currently considering various measures to broaden and improve recruitment of instructors and properly evaluate instructors, including creating a system to evaluate instructors and encouraging district commanders to have qualified officers apply to be instructors at the Education and Training Division.

Timeline:

MILESTONE	DATE
Launch of instructor evaluation system	Spring 2018

k. Procurement of Additional Training Space

Excerpts from CPD Next Steps for Reform:

II. J. CPD Will Begin to Address Deficiencies in its Training Facilities to Align with National Best Practices.

1. In December, 2016, the City committed to building a new training academy. In 2017, CPD will assess its training needs in light of national best practices, and develop and design facilities to meet those needs. The City will also upgrade the facilities of the current Training Academy in the first quarter of 2017, including the firing range.

2. To meet CPD’s anticipated training needs for 2017, CPD has identified and will use auxiliary sites for in-service training, including but not limited to scenario-based training

Progress to Date:

In July, the City announced plans to create a new public safety training facility in West Garfield Park. The new facility will replace CPD’s existing training academy and include a variety of spaces suitable for classroom-based and scenario-based training. Construction of the new facility is expected to begin in 2018.

As CPD expands and improves its training program, the Department has worked closely with the City of Chicago to procure necessary training facilities. Earlier this year, the Department upgraded the office space at the Academy, adding new furniture and making systems repairs.

Meanwhile, the Department has continued to secure training facilities to enable accelerated delivery of training outside of the Academy. For example, for the Department’s mandatory, four-hour use of force training, CPD identified three training locations, including CPD headquarters and two City College locations, Wilbur Wright College and Kennedy-King College, to facilitate training of all officers. The Department also plans to update its training space at Near North High School, which is slated to host force mitigation training later this year and through most of 2018.

Timeline:

MILESTONE	DATE
Commitment to creation of new academy	December 2016
Announcement of location of new academy	July 2017
Procurement of training space for Academy’s use of force and force mitigation trainings	Ongoing

III. Supervision

Since March, CPD has made progress on the actions outlined in Next Steps for Reform to improve supervision, oversight, and manpower utilization at the Department.

In March 2017, CPD issued an order mandating the staffing and allocation of a Watch Operations Lieutenant on each watch in each district. To ensure proper supervision and guidance of officers, CPD continues to monitor spans of control, the ratio of police officers to their supervisory sergeants.

In addition, the Department has taken a variety of steps to address member concerns regarding the lack of transparency in its merit promotions process, including the publication of the full list of merit promotions and the associated nominators.

Other longer term supervision initiatives include the development of an updated performance evaluation process and system and further reductions of spans of control through sergeant promotions.

a. Review and Revision of Bureau of Patrol Staffing Allocation and Deployment

Excerpts from CPD Next Steps for Reform:

III. A. To assess CPD’s manpower needs and deployment allocation, the City engaged Dr. Alexander Weiss in late 2016 to develop a workload-based police staffing analysis. Dr. Weiss will work with former Boston police superintendent Paul Evans in 2017 to develop and conduct the study. CPD will review their analysis and may re-evaluate total officer needs as well as the deployment of officers and supervisors across and within districts. The immediate goal of this study is to examine where CPD should deploy the several hundred new officers CPD plans to hire over the next two years.

Progress to Date:

The City of Chicago engaged a police staffing expert, Dr. Alexander Weiss, to deliver a staffing analysis of the Chicago Police Department.

Dr. Weiss study allows for officers to respond to all calls for service while also having appropriate time for proactive policing activities, such as developing relationships with the community. The CPD Bureau of Patrol developed an allocation methodology based upon 7 critical dimensions, listed below:

1. Number of Crimes
2. Number of Calls for Service (focus of Weiss report)
3. Size of District (sq. miles)
4. Population of District
5. Number of Schools
6. Number of Parks
7. Number of Critical Facilities

CPD will use this methodology to determine placement of new hires across Bureau of Patrol districts over the next two years.

Timeline:

MILESTONE	DATE
Delivery of comprehensive staffing analysis report	June 2017
Analysis of findings from Dr. Weiss report and comparison to current staffing allocations	August 2017
Creation of deployment plans to ensure proper allocations of police officers and supervisors within the districts	August 2017

b. Reduction of Officer-to-Sergeant Supervisory Ratio (Span of Control)

Excerpts from CPD Next Steps for Reform:

III. B. CPD Is Working to Limit the Span of Control, or Number of Officers that Sergeants Will Supervise to Improve Supervision.

In 2017, CPD will be adding 37 sergeants, 50 lieutenants, 200 new detectives and 92 FTOs, in addition to filling existing vacancies. In addition, CPD will convert 44 sworn sergeant positions to positions that will be filled by civilians. CPD’s 2017 hiring plan places an emphasis on providing effective supervision for new officers, and decreasing the span of control – the ratio of patrol officers to sergeants – allowing for more hands-on supervision of officers and daily guidance and feedback.

Progress to Date:

Span of control is defined as the ratio of police officers to sergeants supervising in patrol functions. With an improved span of control ratio, police officers will receive more hands-on supervision, daily guidance, and feedback. CPD has been working to allocate more sergeants in the areas of greatest need, especially in the Bureau of Patrol

The Department promoted a class of 142 sergeants in February 2017, 31 of which were merit promotions.

CPD is also in the process of identifying 44 sergeant roles to be filled by civilians and redeploy these members to supervise police officers on the street. CPD will identify the 44 roles and will finalize a plan to transition sergeants to districts and backfill their previous roles with civilians by the end of 2017.

Timeline:

MILESTONE	DATE
Analysis of findings from Dr. Weiss report and comparison to current staffing allocations	August 2017
Determination of districts that need more sergeant supervision coverage	August 2017
Identification of 44 sergeant positions to be filled by civilians	December 2017

c. Re-Establishment of Watch Operations Lieutenant Role

Excerpts from CPD Next Steps for Reform:

III. D. CPD Will Ensure that the Watch Operations Lieutenants (WOL) Provide Appropriate Supervisory Oversight Throughout the Department.

With increased staffing levels, CPD is committed to ensuring that appropriate supervisory staff are deployed to the Bureau of Patrol, to ensure that oversight, supervision and leadership are present on a consistent basis, both inside CPD stations and in the field. To that end, CPD will ensure that a Watch Operations Lieutenant is empowered in each police district to rigorously monitor district activities and to assist commanders in providing a customized approach to the needs of the individual districts.

Progress to Date:

To improve supervisory oversight, CPD implemented a Watch Operations Lieutenant on each watch of its 22 districts. This lieutenant will be responsible to personally oversee, manage, and direct the operations of a watch, including crime response and prevention strategies. On March 2, 2017, CPD issued Special Order S03-03-03 – “Watch Operations Lieutenant” to enact the new role of Watch Operations Lieutenant (see [here](#)). Since then, all watches in all districts have been overseen by a Watch Operations Lieutenant.

Timeline:

MILESTONE	DATE
Development of Watch Operations Lieutenant Order	March 2017
Release of Watch Operations Lieutenant Order	March 2017
Evaluation of effectiveness of Watch Operations Lieutenant position and improvement as needed	November 2017

d. Increase of Transparency of Merit Promotions Process

Excerpts from CPD Next Steps for Reform:

III. E. CPD Will Increase Transparency in CPD’s Merit Promotions Process to Develop Qualified and Valued Leaders.

- 1. CPD will increase internal transparency of the process for merit promotions, providing clear communication regarding who can recommend an individual for promotion, who can be recommended, and what criteria, process, and decision makers are using to determine who receives merit promotions.*
- 2. CPD will revise the training materials for those CPD members making merit promotion nominations to emphasize that their recommendations must be based on personal knowledge and/or discussions with the nominee’s supervisors.*
- 3. CPD will develop and document a Standard Operating Procedure for the merit selection process to ensure CPD-HR is accountable for guaranteeing that all aspects of the CPD Hiring Plan are met.*
- 4. CPD will ensure that all command staff involved in the merit promotion process are fully aware of their obligations under the Hiring Plan by requiring re-training on a periodic basis.*
- 5. CPD has restored and will continue the practice of publishing a list of officers promoted through the merit process and the individuals who nominated them.*

Progress to Date:

In the past, the merit promotion process at CPD was not perceived to be transparent. To address this issue, CPD released a new order ([Employee Resource E05-04](#)) on March 24, 2017 to explicitly outline the process and procedures to promote members meritoriously.

The Human Resources Department has implemented new procedures to provide more transparency around merit promotions. Some of the actions include:

- Revising training materials to emphasize that recommendations be based upon personal knowledge and experience
- Updating the Standard Operating Procedure for merit selection
- Providing re-training on a regular basis to ensure that all members of the Merit Board are aware of the roles and obligations to participate on the board
- Publishing the full list of merit promotions along with the nominator

Timeline:

MILESTONE	DATE
Release of Merit Board order	March 2017
Revision of HR Standard Operating Procedure detailing the	March 2017

merit promotion process	
Training of Merit Board members on new order	July 2017
Publication of merit promotion list of staff and nominators	Ongoing

IV. Use of Force

Overview:

Policy revision and officer retraining on the use of force has been the highest priority for the Department in 2017.

The newly published use of force policy outlines the foundational principles of CPD policing, beginning with respect for the sanctity of human life, de-escalation, and accountability. Sub-policies address force options and force mitigation, introduce a new Tactical Response Report (TRR) form to improve the quality of use of force data collection and reporting, and introduce a new Force Review Unit. The new use of force policies have been developed in tandem with use of force training for all members of the Department, which is now nearing completion (see [here](#)).

The new set of policies is based off feedback from two public comment periods, numerous community meetings and officer and supervisor focus groups. This was the first time in the Department's history that the general public has been invited to give commentary on Department policy in formation. This new approach is part of the Department's commitment to building public trust and transparency.

Officers will soon be required to fill out the revised Tactical Response Report (TRR) form following all use of force incidents. The revised TRR form will preserve more information about those incidents and generate higher quality data about use of force trends and patterns. The Force Review Unit will review TRR forms and will be empowered to make recommendations to the Academy when additional training would be appropriate for officers.

a. Revision of Use of Force Policies

Excerpts from CPD Next Steps for Reform:

IV. In 2017, CPD continues its work on issues relating to officer use of force. CPD will finalize its revised use of force policies, develop and provide necessary training on those policies, and will put in place the tools for robust data collection and analysis to allow CPD to identify areas of strength and weakness after the implementation of those policies. Among other things, the data collection and analysis will help CPD focus on areas and issues that need to be further addressed.

IV. A. CPD Has Revised and Will Continue Revising and Updating Use of Force Policies to Provide Clearer Guidance for Conflict Situations.

1. CPD will put its revised use of force policies into effect. Core principles of these policies include:

a. Emphasis on the Sanctity of Life – In all aspects of the use of force, CPD members are to act with the foremost regard for human life and safety of all persons involved.

b. Ethical Behavior – Officers are required to engage the public with professionalism and to respect the dignity of every person in carrying out their law enforcement duties. They must ensure that gender, race, ethnicity, or any other protected characteristics do not influence any decision on the use of force, including the amount and type of force used, or whether force is used at all.

c. Objectively Reasonable and Proportional Use of Force – While the legal standard remains that an officer's use of force must be objectively reasonable, necessary, and proportional to the threat faced by the officer, CPD members will be expected to use only the amount of force necessary based on the totality of the circumstances and only resort to physical force when no reasonably effective alternative appears to exist.

d. De-escalation – CPD members are to deescalate situations as soon as practicable and resort to force only after all other reasonable alternatives have been exhausted or would clearly be ineffective under the circumstances.

e. Force Mitigation – CPD members are to use the principles of force mitigation to de-escalate potential use of force incidents wherever and whenever possible, including through the use of time as a tactic, continual communication, tactical positioning, and requesting assistance from other officers, mental health personnel, or specialized units as necessary and appropriate.

f. Deadly Force – Deadly force is only authorized to prevent an immediate threat of death or great bodily harm posed to officers or another person.

2. While these overarching principles lie at the core of CPD's use of force policies, CPD will continue to ensure its policies address the rules governing the use of specific authorized force tools and techniques, including the technologies and weapons available to CPD officers.

3. CPD will develop a training module to address proper foot pursuit tactics. The training module will make clear that foot pursuits are dangerous, and that foot pursuits must balance the objective of apprehending the suspect with the risk of potential injury to the officer, the public, and the suspect.

4. CPD will review and revise its policies relating to the use of OC spray, canines, and Tasers to ensure consistency with best practices and to ensure that the underlying concepts identified above are incorporated throughout the policies and related training. In addition, CPD's use of force policies will specifically address the use of different types of force against vulnerable populations, such as young children, the elderly, and the disabled.

5. CPD will review and revise its policies to prohibit the use of retaliatory force, force used as punishment, and force used in response to the exercise of protected First Amendment activities, which include filming the activities of officers and the exercise of free speech rights.

Progress to Date:

CPD's revised use of force policies went through two rounds of public comment in 2016 and 2017, prompting hundreds of community members and Department members to give their input. The use of force policies will be formally issued with the Superintendent's signature once the four-hour training is completed in the fall of 2017.

The new use of force policies are grounded in the core principles outlined in the *Next Steps for Reform* Section IV.A.1. In addition, sub-policies on OC spray, Tasers, and canines prohibit the use of these force options on subjects vulnerable to serious injury or death such as children and the elderly, except under specific and rare circumstances. Uses of force as retaliation, as punishment, or in response to lawful exercise of First Amendment rights are expressly prohibited.

CPD's use of force policy commitments are reflected in the steps taken to reform its training. See the separate write-ups on Use of Force training and Force Mitigation training ([here](#)). An educational bulletin on foot pursuit tactics is being developed for distribution to the Department.

CPD published the new Use of Force Policies online along with a summary of how it differs from prior policies (see [here](#)).

Timeline

MILESTONE	DATE
First round of public comment on revised Use of Force Policies	October 2016
Second round of public comment on revised Use of Force Policies	March 2017
Roll-out of 4-hour use of force training	July 2017 – October 2017
Anticipated signing and finalization of Use of Force Policies by Superintendent	October 2017

b. Use of Force Reporting, Assessment, Review, and Record Keeping

Excerpts from CPD Next Steps for Reform:

IV. B. CPD Will Improve its Policies on Use of Force Reporting, Assessment, Review and Record-Keeping.

1. CPD will revise its Tactical Response Report form (used in use of force reporting) to require officers to complete a narrative that describes with particularity the force used and the circumstances necessitating the level of force, including the reason for the initial stop or other enforcement action.

2. CPD will develop a system for supervisory review of use of force that requires a supervisor to conduct a complete review of significant uses of force, including gathering and considering evidence necessary to understand the circumstances of the force incident and determine its consistency with law and policy. The gathering of evidence includes taking statements from individuals against whom force is used and from other witnesses.

3. CPD will ensure its policies provide clear guidance on the obligation of officers to report uses of force, assign responsibility for reviewing uses of force, and provide specific guidance on how to conduct such reviews.

a. Initial Reporting and Response: CPD will establish requirements that set forth the duty to report the use of specific and defined types of force and a supervisor's duty to respond and direct activities at the scene of certain uses of force. These requirements will include that officers report certain uses of force to direct supervisors immediately or as soon as practical.

b. Supervisory Assessment: CPD will establish requirements that set forth who is responsible for the assessment of specific uses of force and how that assessment is to be conducted. Assessments of uses of force will evaluate whether the use of force was justified and consistent with CPD policy, and to identify any concerns regarding training, tactics, equipment, or supervision.

c. Departmental Review: CPD will establish requirements that set forth how use of force incidents are reviewed above the level of the first-line supervisor. The goals of such reviews include providing remedial guidance to individual officer(s) and determining whether broader revisions or modifications to guidance or training should be developed.

Progress to Date:

CPD is in the final stages of revising its Tactical Response Report (TRR) form. The new TRR form requires officers to document and justify their uses of force more completely by (a) requiring responding officers to list force mitigation efforts employed before the resort to use of force and (b) counting each instance of Taser discharge as a separate use of force. The form also

introduces new layers of supervision and accountability: (a) review by a supervisor responsible for documenting statements from all known available witnesses and (b) review by an incident commander at the rank of lieutenant or above.

CPD is training all supervisors on how to fill out the new TRR form in a supplementary fifth hour at the end of the [four-hour use of force training](#) required of all Department members. Officers and supervisors will also receive guidance on use of force and use of force reporting through the review processes of the newly established Force Review Unit (see [here](#)). The new TRR form will be formally issued and established as a reporting requirement at the same time as the final publication of the new [use of force policies](#).

Timeline

MILESTONE	DATE
Finalization of TRR form	October 2017

c. Creation of the Force Review Unit

Excerpts from CPD Next Steps for Reform:

IV. C. CPD Will Create a Force Review Unit to Analyze Patterns and Trends in CPD's Uses of Force.

- 1. CPD will create an internal Force Review Unit, which will review uses of force, identify patterns and trends, and recommend modifications in training and tactics.*
- 2. The Force Review Unit will assess incidents involving uses of force and will be authorized to make recommendations to the Superintendent on systemic issues that may affect the use of force. These recommendations may address the need for tactical improvements, new or revised training, new or improved equipment, the structure or function of CPD command and control, and any other matters that could improve future performance of CPD officers or CPD as a whole.*
- 3. The Superintendent, acting through the TOC, will evaluate the conclusions of the Force Review Unit, along with the results of relevant Civilian Office of Police Accountability (COPA) or other investigations, when evaluating the need for additional training, tactical improvements or additional resources for CPD officers.*
- 4. Members of the Force Review Unit will receive specialized training, which will include: training on their role and responsibilities, legal and best practices updates in the area of use of force, relevant updates to CPD policies on use of force, and CPD training curricula related to the use of force.*
- 5. The Force Review Unit will develop procedures to govern its operations.*

Progress to Date:

In April 2017, CPD assigned a captain to lead the new Force Review Unit (FRU). Following an in-depth review of practices by comparable units in other police departments across the country, the Department has begun the process of staffing the unit, developing training for the new staff, and developing standard operating procedures for the FRU.

The FRU is empowered to recommend additional training for officers and to recommend to the First Deputy Superintendent changes to existing policies, procedures, trainings, tactics or equipment in order to minimize the occurrence of and risk involved in CPD's uses of force.

In tandem with the FRU, CPD has established that a Force Review Panel (FRP) will be created in order to review all deadly use of force incidents. The FRP will be composed of the Chiefs or Deputy Chiefs of the Bureaus and will review the most serious use of force incidents.

Timeline

MILESTONE	DATE
Assignment of FRU Captain	April 2017
Review of force review best practices in Baltimore, Los Angeles, and Washington, D.C. Police Departments	June 2017 – July 2017
Staffing of Force Review Unit	August 2017 – September 2017
Training of Force Review Unit staff	September 2017
Review of force review best practices in Las Vegas Police Department	October 2017
Launch of Force Review Unit	January 2018

d. Use of Force Data Collection and Analysis

Excerpts from CPD Next Steps for Reform:

IV. D. CPD Will Improve Data Collection and Analysis Regarding its Use of Force to Produce Accurate and Reliable Data.

CPD is committed to improving its capacity to track and analyze uses of force by CPD personnel. By the end of 2017, CPD will assess its existing capabilities. CPD will engage outside consultants, as necessary, to assist in this effort, and establish a working group or task force to make recommendations to inform the plan. In developing that plan and assessing its needs, CPD will ensure that any new systems will have the capacity to reliably and accurately maintain and track data derived from use of force-related documents.

Progress to Date:

CPD is initiating efforts to improve its data collection and analysis capabilities across multiple organizational functions. The Information Services Division is developing plans for new, integrated data systems to support these efforts across the board, including in use of force data. User-friendly interfaces will facilitate review and discovery of data trends by supervisors and Academy personnel. The new TRR form (see [here](#)) and training for officers on how to use it will increase the quality and quantity of data available on Departmental uses of force.

V. **Accountability**

Overview:

Accountability at CPD covers several areas, including, most importantly, transparency in communications with the public and with members. A new section of CPD's website detailing the high-level changes underway has been launched. This document is the first edition of CPD's planned updates to the public.

Additionally, CPD has revised policies for member misconduct, from officer-involved shootings to appropriate use of social media outlets. Internal investigation policies have been revised and reviewed by all relevant stakeholders, and are on track to be finalized by October 2017. The Department has also circulated an all-staff survey to gauge what additional member support resources can be provided and is working with the University of Chicago to develop a tool to assist supervisors in identifying early opportunities for intervention for those members in need of more comprehensive support.

With new policies, every member of the Department will be held accountable for knowledge of disciplinary violations and repercussions. In turn, the Department must be accountable to its membership in providing training, resources, and support. For example, by the end of 2017, every District will be on track to received body-worn cameras. The Department has circulated, reviewed, finalized, and posted the updated disciplinary matrix on its internal homepage. Every district has received training on the new policies as appropriate for each Bureau and rank.

Additionally, the Department has increased the opportunity to submit public complaints via a website portal that links to the IPRA/COPA complaint process.

a. Improvement of Annual and Periodic Public Reporting

Excerpts from CPD Next Steps for Reform:

V. A. CPD Will Improve Annual and Periodic Public Reporting to Enhance Transparency.

CPD will ensure that its year-end Annual Report for 2016 is issued and made widely available to the residents of Chicago. The report will include various statistical crime and other data to inform the community regarding CPD activity.

Progress to Date:

The 2016 CPD Annual Report will be the first annual report issued during Superintendent Eddie Johnson’s tenure. Recognizing the need for greater transparency, the report will contain information publicly called for and detailed in the Department of Justice’s investigation summaries, including; use of force and internal investigation data points.

Timeline:

MILESTONE	DATE
Publication of CPD Annual Report	September 2017

b. Roll Out of Body-Worn Cameras

Excerpts from CPD Next Steps for Reform:

V. B. CPD Will Roll Out Body-Worn Cameras to the Remaining Districts to Improve Transparency and Accountability.

1. In 2016, CPD equipped all officers in seven districts, covering one-third of the City, with body-worn cameras. By the end of 2017, all patrol officers in all police districts in Chicago will have these cameras -- one full year earlier than originally planned. Officers in the fifteen police districts where body-worn cameras will be rolled out in 2017 will be trained on the use of body-worn cameras prior to use. The use of body-worn cameras by officers will help to support officers working on the street, improve transparency, and rebuild trust within communities.

2. CPD intends to release its revised policy for body-worn cameras in 2017.

Progress to Date:

The Body Worn Cameras policy (see Special Order S03-14 [here](#)) was issued in May 2017. By July 2017, half of all CPD districts received new body-worn camera equipment. The Department remains on schedule to equip all patrol staff with body worn cameras by the end of 2017.

Timeline:

MILESTONE	DATE
Development and release of Body-Worn Camera policy	May 2017
Delivery of body-worn cameras and training to Districts "001, 002, 004, 006, 007, 009, 010, 011, 014, 015, 018	June 2017
Roll-out of body-worn cameras to all remaining CPD districts	December 2017
Delivery of training on body-worn cameras to all remaining CPD districts	December 2017

c. Improvements to Officer Support and Wellness Programs

Excerpts from CPD Next Steps for Reform:

III. C. CPD Will Work to Develop a System to Improve Communications Regarding Officer Support to Provide Sufficient Resources to Meet Officers' Wellness Needs.

1. CPD's Bureau of Organizational Development will continue the Department's work with the University of Chicago Crime Lab and other experts in the field to identify officer risk factors and a process to identify officers who may need additional training or support.

2. CPD's Bureau of Organizational Development will review support services available to officers, including services for officer-involved domestic violence, services provided after officer-involved shooting incidents, and other support available following events that may cause officer trauma. At the completion of that review, CPD, with input from officers and experts in the mental health field, will develop a plan for enhancing officer support, including a resource proposal to provide adequate support. The plan will, at a minimum, focus on the following issues:

a. Continued provision of and enhancements to the Employee Assistance Program (EAP);

b. Revisions, as necessary, to the list of mental and physical health service providers available as a part of the EAP; and

c. A coordinated communications strategy regarding EAP that will:

i. Proactively communicate to officers the services that are available and how using those services can benefit the officer and the Department;

ii. Provide information regarding support services available to officers and their families, the benefit of such services, and how to access services;

iii. Integrate officer wellness principles into training;

iv. Minimize misconceptions regarding the use of EAP, such as the misperception that the use of EAP will adversely affect their careers; and

v. Publicize EAP and encourage its use.

Progress to Date:

CPD is committed to providing a range of treatment options for its members and their families. CPD worked with an expert physician and clinicians to develop a "member needs assessment" survey. With the help of the FOP, CPD gained input directly from officers on how they would be best supported, and received feedback on the host of resources necessary to keep officers safe

and successful. The Bureau of Organizational Development sent a survey on member support resources to officers in August 2017. The assessment sought to identify both areas for expansion as well as areas for improvement, such as better communications for Police Academy recruits at the beginning of their law enforcement careers on substance abuse, and mental health. Following national best practices, the Department will provide increased support for members involved in or witness to official and unofficial traumatic events. The Department will release more information about the survey and the overall summarized results in the coming weeks.

With support of the University of Chicago Crime Lab, CPD is developing an integrated, non-disciplinary Early Intervention System (EIS) to help supervisors to identify officers who may benefit from retraining, counseling, or other forms of wellness support. The EIS system takes in a wealth of data about officer activity and experience, then uses peer-to-peer comparisons and modern statistical methods to alert supervisors of who is likely to need support. To define inputs to the system, CPD is soliciting input from officer union representatives and experts from the LAPD—widely considered to have the “gold standard” of police department EIS systems. CPD has also convened a panel of representations from departments with EIS systems around the country, including LAPD, New Orleans PD and others to discuss best practices. CPD is targeting a full launch date of early 2019 for EIS. Once launched, EIS will supersede CPD’s existing intervention systems, the Behavioral Intervention System and the Personnel Concerns Program

Timeline:

MILESTONE	DATE
Delivery of EAP training to new recruits	June 2017
Review of all referral sources	June 2017

d. Improvement of Public Posting of Complaint Process

Excerpts from CPD Next Steps for Reform:

V. D. CPD Will Improve the Process for Reporting and Investigating Misconduct to Ensure that the Process is Consistent, Transparent, Reliable and Accessible to Both Officers and the Community.

1. In 2017, CPD will publicly post information regarding the complaint process – including how to make a complaint regarding officer misconduct, relevant contact information, telephone numbers and email addresses – on CPD’s website. Because COPA has its own strong institutional interest in these issues, CPD will work closely with COPA to facilitate the reporting of officer misconduct.

Progress to Date:

In May 2017, CPD created a “File a Complaint” link which directs the complainant to Independent Police Review Authority (IPRA) Complaint portal. Citizens now have five different ways to lodge a complaint: calling IPRA’s 24-Hour Complaint Hotline; completing a form on IPRA’s Complaint portal; filing a complaint in-person at IPRA headquarters, sending a written complaint to IPRA by mail or any CPD District office.

Complaints are logged by IPRA, who then determines which complaints should be directed to CPD’s Bureau of Internal Affairs (BIA), responsible for conducting internal investigations into allegations of misconduct. BIA’s Bureau Chief is updated daily on complaints received. Finally, summarized data on complaints is now included in CPD’s annual report.

Timeline:

MILESTONE	DATE
Data pull of Bureau of Investigative Affairs data for periodic reporting	May 2017
Creation of link to IPRA’s complaint portal from CPD’s website	May 2017
Finalization and posting of information Regarding Complaint Process	May 2017

e. Development of Tool for Officers to Anonymously Report Misconduct

Excerpts from CPD Next Steps for Reform:

V. D. CPD Will Improve the Process for Reporting and Investigating Misconduct to Ensure that the Process is Consistent, Transparent, Reliable and Accessible to Both Officers and the Community.

2. CPD will internally disseminate information regarding the implementation of a hotline for CPD members to anonymously report officer misconduct. The hotline will be housed within the Office of Inspector General to ensure officer anonymity.

Progress to Date:

CPD is in process of creating a tool for officers to use to file anonymous complaints in instances where they do not feel comfortable identifying themselves. The tool will be housed within the Office of the Inspector General (OIG), and will not track or store any user’s information to ensure anonymity.

Timeline:

MILESTONE	DATE
Roll-out of new hotline within OIG	December 2017

f. Reinforcement of Policies for Officer-Involved Shootings

Excerpts from CPD Next Steps for Reform:

V. D. CPD Will Improve the Process for Reporting and Investigating Misconduct to Ensure that the Process is Consistent, Transparent, Reliable and Accessible to Both Officers and the Community.

3. Through improved communications and training, CPD will reinforce its policies regarding officer-involved shootings to maintain the integrity of the investigative process. The following policy provisions will be reenforced:

a. Involved and witness officers will be precluded from speaking with one another, or with civilian witnesses, on the day of the shooting or about the incident until after they have been interviewed by COPA investigators, except to the extent necessary to ensure public safety.

b. Where possible, involved officers, witness officers, and civilian witnesses will be transported to the station separately and their conversations will be monitored to avoid inappropriate discussion about the shooting incident prior to being interviewed.

Progress to Date:

CPD is in the process of completing updates to its policies regarding investigation of officer involved shootings and deaths. Updates will emphasize in all cases, the primacy of “the sanctity of human life.” The policies will be released in conjunction with the full updated Use of Force Policy in the fall of 2017.

Timeline:

MILESTONE	DATE
Revision of Policies	April 2017
Policies Drafted and Reviewed	June 2017
Policies Completed	August 2017
Policies Released	October 2017
Creation of Investigative Response Team (IRT)	March 2017
Hiring of detectives for IRT	May 2017

g. Improvement of Electronic Tracking of Complaints

Excerpts from CPD Next Steps for Reform:

V. D. CPD Will Improve the Process for Reporting and Investigating Misconduct to Ensure that the Process is Consistent, Transparent, Reliable and Accessible to Both Officers and the Community.

4. Additionally, CPD will make efforts to improve:

a. Its electronic centralized tracking system for all complaints of misconduct, which will capture accurate and reliable information regarding each complaint, from the filing of the allegation to final disposition, including a description of the allegation, the final approved disposition, and any discipline imposed. Specifically, CPD will initiate a competitive procurement process to obtain a new case management system in the first quarter of 2017.

b. The capability to specifically track misconduct complaints related to violations of the duty of candor, discriminatory policing, and allegations of excessive force.

Progress to Date:

The Chicago Police Department is in the process of procuring and implementing a new case management system for collecting and addressing complaints to drive transparency and accessibility for community members and officers. CPD is coordinating with the Independent Police Review Authority to ensure that a centralized tracking system will be used for complaints stemming from violations, including discriminatory policing and allegations of excessive force. Technical requirements for the systems were finalized in July 2017 and the system should be functional in 2018.

Timeline:

MILESTONE	DATE
Creation of case management system requirements document	March 2017
Selection of case management system vendor (CPD and COPA)	June 2017
Definition of case management system requirements	July 2017

h. Improvement of Timeliness and Thoroughness of Complaints

Excerpts from CPD Next Steps for Reform:

V. E. The Bureau of Internal Affairs (BIA) Will Improve its Complaint Investigations Policies to Produce More Timely and Thorough Investigations.

1. BIA will investigate allegations of police misconduct even if the complaint is over five years old, the complainant seeks to withdraw the complaint, or is unavailable. When there is objective verifiable evidence that supports the allegation, BIA will invoke the use of the affidavitoverride procedure.

2. BIA will revise its procedures to ensure that evidence such as in-car camera or body camera video material will be preserved immediately. Such preservation should not be deferred until after the complainant is contacted or an affidavit is obtained.

3. BIA will develop and administer training to BIA investigators on conducting administrative investigations concurrently with any criminal investigation, and best practices in conducting parallel investigations.

4. CPD will take all necessary steps to complete the administrative investigation as promptly as possible. CPD will include data on the administrative investigations conducted by BIA in its Annual Report, including the number of complaints investigated by BIA and the number of investigations which, due to the nature or complexity of the investigation, required more than 90 days to complete.

5. CPD has purchased digital audio recorders for use in BIA interviews. CPD has developed an SOP regarding the use of these recorders for BIA interviews. CPD trained BIA investigators on the use of the digital recorders in early 2017. BIA investigators have been using the digital recorders and will continue to use them for all interviews they conduct, except if a complainant or other civilian witness objects to being digitally recorded.

Progress to Date:

The Bureau of Internal Affairs (BIA) in the Chicago Police Department is revising its complaint investigations policies. The revisions are incorporated into the “Conduct of Complaint Investigations” directive (see Special Order S08-01-01 – “Conduct of Complaint Investigations” updated on June 7, 2017 [here](#)), that includes preserving video evidence and using audio recorders during BIA interviews. To promote transparency, BIA investigation information will be published in the Annual Report.

Timeline:

MILESTONE	DATE
Purchase of digital audio recorders	January 2017

Inclusion of BIA investigations data in annual report	April 2017
Revision and finalization of BIA directives	June 2017

i. Ensure Complaint Discipline is Consistent and Transparent

Excerpts from CPD Next Steps for Reform:

V. F. CPD Will Work to Ensure that Discipline is Consistent and Transparent.

1. CPD will continue to develop protocols to ensure that misconduct complaints are adjudicated in a fair, timely and consistent manner. CPD finalized and issued a first-ever Complaint Register (CR) Matrix to provide transparency and consistency to the Department’s decisionmaking regarding officer discipline. The new Guidelines that accompany the Matrix specifically reflect that CPD has zero tolerance not only for false statements made by officers, but also for failure to report misconduct. CPD will begin implementing the CR Matrix for discipline in early 2017.

Progress to Date:

The Chicago Police Department developed a Complaint Register (CR) Matrix in February 2017 to ensure that misconduct complaints are adjudicated in a fair, timely and consistent manner. Since the CR Matrix Guidelines are publicly available, community member and officers have full transparency into how discipline decisions will be made.

Timeline:

MILESTONE	DATE
Creation and publication of Complaint Register matrix	February 2017
Utilization of Complaint Register matrix for substantiated allegations	Ongoing

i. Review of Command Channel Review Process

Excerpts from CPD Next Steps for Reform:

V. F. CPD Will Work to Ensure that Discipline is Consistent and Transparent.

2. CPD will examine its disciplinary recommendation and review process and will consider whether to replace the command channel review (CCR) process with an alternative system. The core of this alternative system would be a disciplinary conference, entrusted to a single individual, who would make disciplinary recommendations directly to the Superintendent.

Progress to Date:

Normally, in the Chicago Police Department, recommendations for disciplinary action are assessed in the command channel review (CCR) process. The May 2017 update of Special Order S08-01-03 – “Complaint Summary Reporting and Review Procedures” (see [here](#)) states that each level of the command review process must be completed in 15 days, down from 30 days, with the intent to improve the timeliness of investigation decisions.

Timeline:

MILESTONE	DATE
Review of changes in CCR process with Bureau of Internal Affairs	May 2017
Implementation of process to update statuses of CCR Reviews	May 2017

j. Improvement of Bureau of Internal Affairs Training and Workload

Excerpts from CPD Next Steps for Reform:

V. G. CPD Will Work to Improve the Training, Workload and Personnel Management of BIA.

In 2017, CPD will focus on several key areas regarding BIA, including:

a. Enhanced training for BIA personnel, including on updates to its Standard Operating Procedures. For example, in January of 2017, ten BIA Sergeants attended Detective Training, and BIA anticipates sending an additional group of sergeants to the next Detective training course. BIA is evaluating available Detective training and will complete a comprehensive analysis of training needs in April 2017.

b. Issues of investigator caseload and timeliness of investigations. BIA has conducted a staffing analysis and seeks to add one additional lieutenant and ten additional sergeants.

Progress to Date:

The Bureau of Internal Affairs (BIA) is continuously striving to improve its ability to resolve cases in a timely manner. In early 2017, BIA evaluated the staff's capacity to process its caseload and requested 10 additional sergeants and one lieutenant. To improve the capacity of investigators in BIA, all sergeants take detective training in the Academy. Currently the BIA Standard Operating Procedures are being updated with improvement strategies. BIA leadership is in the process of conducting a review of internal affairs' SOPs nationwide to determine best practices.

Timeline:

MILESTONE	DATE
Staffing analysis of Bureau of Internal Affairs	January 2017
Completion of investigators' detective training February 2017	February 2017
Evaluation of available detective training	April 2017

k. Increase Data Collection and Public Information Sharing

Excerpts from CPD Next Steps for Reform:

V. H. CPD Will Continue its Community Engagement to Increase its Data/Information Collection and Public Information Sharing.

1. In 2016, Superintendent Johnson and other members of the command staff frequently engaged in outreach efforts by meeting with community groups and other stakeholders within the City. The Superintendent and the command staff intend to continue those efforts and discussions throughout 2017.

2. In 2016, CPD released its use of force policies to its members and the public for comment through an online portal. Through this process, CPD obtained valuable feedback, and anticipates that it will continue to utilize this procedure in 2017 in connection with major policy changes.

Progress to Date:

The Chicago Police Department has committed to be more transparent and will continue efforts to share key and important information with the public. This update is the first of this effort, and CPD commits to updating it on a regular basis. CPD is committed to engaging stakeholders to instill more trust, engagement and a platform to discuss reforms that impact the people of Chicago.

Timeline:

MILESTONE	DATE
Development of external communications plan for key reform milestones	September 2017