



NEWS RELEASE

Chicago Police Department

Eddie T. Johnson
Superintendent

Anthony Guglielmi
Chief Communications Officer

For Immediate Release
April 20, 2018

Contact: Office of Communications
312-745-6110

CPD LAYS OUT NEXT STEPS ON REFORM FOR 2018

Plan builds upon ongoing reform efforts and provides roadmap for increased safety, officer training, and public accountability

CHICAGO - Chicago Police Superintendent Eddie Johnson announced today the next steps in Departmental reform that emphasizes a commitment to better community policing, officer training, crisis intervention, supervision, officer wellness, and public accountability. To advance this effort, CPD has released its 2018 Next Steps for Reform framework that builds upon the original reform plan released in 2017. The 2018 plan will address many of the findings of both the Department of Justice as well as Mayor Emanuel's Police Accountability Task Force (PATF).

"CPD is on a path to reform and we will address the challenges we face to provide better service to the City and better resources to our police officers," said Superintendent Johnson. "The 2018 Next Steps for Reform framework is our continued promise to the communities we serve that CPD is serious about addressing the historical challenges we face. This year we will launch a reimagined community policing plan, in-service training for every police officer, additional Crisis Intervention Training, and focus on officer wellness to ensure that as we make Chicago safer, we are building trust with Chicagoans in every neighborhood."

The framework is not a detailed project plan. It will be used to work toward accomplishing the multi-year objectives laid out by CPD, which include:

Better Community Policing

CPD recognizes that building relationships of trust with the community serves as the cornerstone of effective 21st century policing.

As part of the 2017 Next Steps for Reform framework, CPD completed the following reform efforts regarding Community Policing:

- **Gathered Community Input:** Members of Superintendent Johnson's Community Policing Advisory Panel (CPAP) gathered input from a variety of representatives, including Chicago community residents, youth leaders, organizational stakeholders from faith- and community-based organizations, Chicago police officers, representatives from other major metropolitan

law enforcement organizations, DOJ, PATF, and the Grassroots Alliance for Police Accountability (GAPA).

- **Published Report:** In October, CPAP issued its report (CPAP Report), which contained recommendations for improving CPD's community engagement efforts. The report's recommendations were adopted in their entirety by Superintendent Johnson.
- **Restructured Office of Community Policing:** At the direction of the Superintendent, and in response to the CPAP recommendations, CPD restructured its community policing organizational structure moving the Office of Community Policing (OCP) from the Bureau of Patrol to the Office of the Superintendent.

As part of the 2018 Next Steps for Reform framework, CPD will work toward the following Community Policing goals:

- **Develop Updated Department-Wide Community Policing Strategies:** The Office of Community Policing (OCP) will review and implement current OCP and Bureau-level community policing strategies. The OCP also plans on developing and releasing a community policing problem-solving best practices guide and roll call training video. CPD will assess the OCP's staffing needs and ensure optimal operational performance.
- **Implement Updated District-Level Community Policing Strategies:** OCP will review existing District-level plans and implement renewed District-level community policing strategies. CPD will provide District Community Policing offices with the staffing levels necessary to properly implement updated community policing strategies. CPD will also establish, publish, and implement a uniform selection process for officers assigned to District Community Policing offices and those assigned to Chicago Public Schools as school officers.
- **Establish Partnerships and Collaborations with the Community:** CPD will facilitate partnerships with existing networks, especially those related to youth and families, particularly through schools. CPD also intends on establishing a process for facilitating partnerships with other City Departments liaisons and sister agencies and developing a process for gathering community input on community policing policy.

Improved Training

Training lies at the core of effective and constitutional policing. CPD will provide the latest tools, tactics, techniques, and knowledge to our officers and supervisors.

As part of the 2017 Next Steps for Reform framework, CPD completed the following major reform efforts regarding officer training:

- **Trained Every Officer in 4-Hour Use of Force Course:** CPD developed a 4-hour course on the revised use of force policy that stresses force mitigation and sanctity of life, which was based on the updates to CPD's Use of Force policies and administered to all 12,000 sworn Department members and all 200 Civilian Detention Aides.
- **Revised Recruit Curriculum:** In 2017, CPD updated the recruit curriculum to conform to new Illinois Law Enforcement Training Standards Board (ILETSB) mandates and adding hours to

other courses in the curriculum. In total, the Training Academy curriculum now consists of 936 hours of available material, far in excess of the Chicago metropolitan area police requirements (720 hours) and the state-mandated amount (560 hours).

- **Revised Force Mitigation Curriculum:** The Force Mitigation curriculum was revised to align with ILETSB requirements and current officer training needs. CPD is in the process of administering the course in 2018 to more than 9,000 officers.
- **Designed In-Service Training Program:** CPD researched best practices of in-service training programs across the country, and designed an annual in-service training plan that will be rolled out in phases and fully operational by 2021.
- **Developed Procedural Justice 3 (Implicit Bias) Training Course:** In 2017, CPD worked with outside subject matter experts to develop curriculum for the third installment of the procedural justice course, Procedural Justice 3, which addresses implicit bias. The Academy is in the process of recruiting and training instructors for this course and expects to launch it by summer 2018.

As part of the 2018 Next Steps for Reform framework, CPD will work toward the following training goals:

- **Develop the 2019 In-Service Training Plan:** In 2019, the Department will require 24 hours of training to all sworn members. As a result, in 2018 the Department will develop a mandatory 16-hour course that will focus on various subject areas relevant to an officer's every day job with an emphasis on topics of high importance that require frequent refresher training. This course will touch on use of force policies, force mitigation and de-escalation principles, impartial and constitutional policing, and mental health awareness.
- **Decentralize Training to Bring Training to Officers in the Field:** CPD recognizes that training resources should not be limited to those offered in the Academy locations but also should be provided where officers work. This saves officers time, allows them rapid deployment back to the street following coursework, and helps maximize the usage of space across the city. To that end, CPD has recruited and trained a cadre of 19 officers and supervisors experienced in patrol and tactics to provide training in the CPD districts. The training cadre will deliver frequent instruction on various topics at roll call and during tours of duty to ensure officers remain up to date on relevant issues.
- **Create an Instructor Evaluation Tool:** To improve the quality of instruction, the Academy will establish a consistent process to evaluate instructors and maintain proper documentation of performance history. This will allow the Academy to recognize instructors who demonstrate excellence in teaching, and provide the opportunity to further coach instructors who need to improve. CPD will develop and implement an instructor evaluation tool to ensure that the Academy retains qualified training instructors and identifies training opportunities for those that need improvement.

Expanded Crisis Intervention Training (CIT)

Since 2016, CPD has initiated improvements to its Crisis Intervention Team (CIT), a cadre of officers specially trained and equipped to respond to calls involving individuals experiencing a mental health crisis. In 2017, CPD worked with representatives from the Mayor's Mental Health Steering Committee (MHSC), a community-based group formed to promote a comprehensive strategy to address calls for service that have a mental health component, to develop an action plan for 2018 and beyond. CPD continues to implement the MHSC's recommendations.

CPD completed the following items related to CIT in 2017:

- **Updated the CIT Curriculum:** Based on recommendations made by the National Alliance on Mental Illness Chicago (NAMI) and other stakeholders, CPD made revisions to its 40-hour CIT training and began to offer the training to Department members.
- **Reinvigorated CIT Program:** CPD began adding resources to a pre-existing CIT Program to more effectively enable it to accomplish its primary mission: improving CPD's capacity to appropriately and competently respond to calls for service that have a mental health component.

Building on these steps, CPD aims to complete the following initiatives in 2018 related to CIT:

- **Establish the CIT Program in the Bureau of Patrol:** In 2018, CPD will implement a significant restructuring of the CIT Program. Previously, the CIT Program resided in the Academy, within the Bureau of Organizational Development. CPD is relocating the CIT Program to the Bureau of Patrol to better coordinate the CIT Program operational components with day-to-day police services.
- **Revise, Enhance and Expand CIT Program Training:** In 2018, CPD has continued to offer a 40-hour in-service CIT training course to CPD officers. These training classes increased the number of CIT-trained officers within the ranks of CPD to approximately 2,488. While CIT training is voluntary for police officers in line with best practices, it has been designated as a mandatory component of pre-service training for FTOs and sergeants. The goal is to broaden the skill base provided to frontline officers as well as ensuring proper supervision of these complex and critical events. Moving forward, CPD will develop and begin to offer additional focused training in the form of Advanced CIT for Youth and Advanced CIT for Veterans (both 40-hour modules).
- **Advance Collaborative Partnerships to Support CPD's Mental Health Response:** In 2018, CPD will form a "CIT Advisory Group" consisting of community-based stakeholders, which will review CIT Program data, policies, procedures, training, and diversion options. The CIT Advisory Group will seek to include members of mental health advocacy organizations, research entities, private hospitals, healthcare organizations, governmental emergency services and legal stakeholders.

Improved Supervision and Accountability

CPD will also be taking a number of steps to ensure it is providing quality supervision to officers in the field and creating stronger accountability to the public.

As part of the 2017 Next Steps for Reform framework, CPD completed the following major reform efforts regarding supervision and accountability:

- **Field Officers in All 22 CPD Districts Now Use Body-Worn Cameras:** In 2017, CPD issued its policy on body-worn cameras (BWCs), ([S03-14](#)). This policy follows the requirements of the Illinois Officer-Worn Body Camera Act and Commission on Accreditation for Law Enforcement Association (CALEA) standards. Currently, field officers in district law enforcement have been trained on and are using BWCs. CPD's BWC policy specifies how to use a BWC, including the initiation of recording, its deactivation, and prohibited conduct regarding a BWC. The policy also establishes the responsibility of supervisors for implementing the BWC policy.
- **Increased the Number of Supervisors:** In 2017, CPD exceeded the stated goal of the 2017 reform plan and added 214 sergeants, 70 lieutenants, 7 captains, 270 detectives and 119 FTOs. CPD's hiring plan continues to emphasize the objective of providing effective supervision of new officers, along with day-to-day guidance and feedback.
- **Delivered Detective Training to Bureau of Internal Affairs (BIA) Investigators:** Though some BIA investigators were previously detectives, not all had received in-depth training on investigations. The Chief of the Bureau of Internal Affairs reviewed CPD's pre-service detective training and identified sections relevant for BIA investigators. All BIA investigators completed these portions of detective training in 2017.
- **Expanded Supervision in Tactical Response Reports (TRR):** In 2017, CPD gave supervisors the ability to make non-disciplinary recommendations for action concerning an involved officer reviewing the TRR and the circumstances of the use of force. Supervisors can now recommend additional officers training and support, including individualized training, performance coaching, or intensive review of relevant Department directives. At the time of review, a supervisor will also be able to refer a TRR for investigation of a potential policy violation.

As part of the 2018 Next Steps for Reform framework, CPD will work toward the following supervision and accountability goals:

- **Create Probationary Police Officer (PPO) Final Evaluation:** In 2018, CPD will create a system for evaluating PPOs after they leave field training but before they become non-probationary CPD officers. This evaluation will enable the Department to identify PPOs who require additional training, monitor their progress and growth, and identify those who do not meet requirements for assignment as a CPD officer. This helps ensure that all PPOs who graduate from the Academy and are field certified are deemed suitable to become full CPD officers.

- **Launch New Pre-Service Sergeant and Lieutenant Training:** CPD is in the process of reviewing its pre-service promotional curriculum for sergeants and lieutenants that will focus on leadership, management, supervision, human relations, ethics, diversity, community policing, performance evaluation, and Complaint Register investigations. As part of this review, CPD is reaching out to other police agencies across the country to learn more about pre-service training programs that have been successful. CPD's goal is to have revamped sergeant and lieutenant curriculum written and implemented by the end of 2018.
- **Increase Review of Use of Force Cases:** In a directive issued late last year, CPD now requires specific supervisors to review and approve TRRs. Depending on the level and circumstances of the use of force, either a lieutenant, captain, or the exempt-level incident commander is required to review and approve the TRR.
- **Publish Bureau of Internal Affairs (BIA) Standard Operating Procedures (SOPs):** In 2018 BIA will finalize and publish newly revised SOPs. Due to the sensitive nature of the contents of BIA's SOPs, BIA is developing a tailored version of its SOPs for public release that are consistent with best practice transparency standards for internal affairs bureaus across the country.

Revised Use of Force Policies and Procedures.

The sanctity of human life, both of the residents of Chicago's communities and the women and men of CPD who serve them, is the Department's highest priority. Recognizing the critical importance of that principle to constitutional and effective policing, as well as public safety, CPD strives to ensure its policies and training related to uses of force are current and incorporate constitutional standards and best practices.

As part of the 2017 Next Steps for Reform framework, CPD completed the following major reform efforts regarding use of force:

- **Revised and Released of Use of Force Policies:** Starting in 2016 and continuing throughout 2017, CPD conducted a comprehensive review and revision of its use of force policies to incorporate best practices, provide clear direction for officers, and prioritize the sanctity of human life. CPD's policy review included public comments, community perspectives, and officer input. In October of 2017, CPD formally issued its revised general order on the use of force ([General Order G03-02](#)), along with several other directives related to the use of force.
- **Created of a Force Review Unit (FRU):** In April 2017, CPD created the Force Review Unit (FRU) to review certain specified uses of force. The FRU's role is to conduct a non-disciplinary review uses of force and provide feedback to officers and CPD to address training and tactics. The FRU will review uses of force other than those that result in death or that result in a complaint, because those matters are within the jurisdiction of the Civilian Office of Police Accountability.
- **Revised Tactical Response Report (TRR):** In 2017, CPD issued its newly revised TRR form for use of force reporting. The TRR requires 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.

Building on these steps, CPD aims to complete the following initiatives in 2018 related to Use of Force:

- **16-Hour Force Mitigation Course:** As a part of this in-service training program, in 2018 the Department will deliver a 16-hour course in Force Mitigation to approximately 9,000 officers. Force Mitigation uses classroom instruction to teach the history of the mental health system, signs, and symptoms of mental illness, and appropriate ways to handle potentially violent situations using de-escalation techniques, the four principles of force mitigation, and the least amount of force that is reasonable and necessary.
- **8-Hour Use of Force Training:** CPD's Training Division will also develop an 8-hour scenario-based training course to provide additional training on the Department's use of force policies. This training course will be administered to all sworn members who were trained in Force Mitigation before 2018, to ensure that all members have annual training on use of force and de-escalation. CPD will roll out this 8-hour module in 2018 and train the approximately 3,000 officers who have already completed Force Mitigation.
- **Ensure the Force Review Unit (FRU) is Fully Operational:** By the summer of 2018, the FRU will provide data and analysis to CPD leadership on relevant Department-wide use of force issues, such as tactics, training needs, and potential equipment improvements.

Officer Support and Wellness

As part of its reform efforts, CPD is committed to improving supports to help its officers manage stress and be mentally and emotionally equipped to carry out their duties. In 2017 and 2018, the Department has focused on strengthening its existing Employee Assistance Program (EAP) and developing an Early Intervention System (EIS).

CPD completed the following items related to Officer wellness in 2017:

- **Continued Development on Early Intervention System (EIS):** During 2017, CPD continued collaboration with the University of Chicago Crime Lab to develop an Early Intervention System. The EIS is designed to identify officers in need of supplemental training or support, including a range of non-disciplinary interventions. In 2017, CPD, working with the Crime Lab, researched EIS programs in other cities to understand best practices, held sessions to introduce the concept to CPD's collective bargaining units and answer questions, created a National Advisory Council of EIS administrators from departments across the country, and held focus groups across all ranks to identify potential supports the system could recommend.
- **Conducted a Needs Assessment of Department Members:** In August 2017, CPD provided an online survey for Department members regarding (1) what they know about EAP-offered services; (2) what their experience was regarding the receipt of EAP services; and (3) what EAP services Department members would like to be made available. Approximately 800 Department members participated in this survey. CPD has analyzed the results and will use this data to assess current and future EAP service offerings.

Building on these steps, CPD aims to complete the following initiatives in 2018 related to Officer Wellness:

- **Develop Employee Assistance Program (EAP) Strategic Plan:** In 2018, CPD will develop a strategic plan which will lay out goals and steps to increase EAP's utilization and effectiveness. The strategic plan will include developing a robust communication plan to inform Department members about EAP services, SOP for the Professional Counseling Division/EAP, expanding EAP services based on results from the 2017 EAP survey, and increasing the number of clinicians on staff.
 - **Revitalize Peer Support Program:** CPD is working to revitalize EAP's Peer Support Program (a peer-to-peer employee assistance support system) in 2018. These resources provide critical front-lines support to officers struggling with a wide array of emotional or mental challenges. As part of this project, EAP will develop and start delivering a mandatory training curriculum for peer support members.
- Continue Development of Early Intervention System (EIS):** CPD will continue working on its goal of delivering EIS technology for beta testing in 2018. CPD will solicit input throughout 2018 regarding issues appropriate to consider as behavioral flags and treatments for the EIS. CPD's Bureau of Organizational Development is continuing to partner with the University of Chicago Crime Lab and other field experts to develop the EIS. CPD's goal is to have the EIS launched in 2019. Once available, the EIS will replace CPD's existing Behavioral Intervention System and the Personnel Concerns Program.

"Yesterday I had the opportunity to review the CPD's 2018 Next Steps for Reform document and provide feedback on the Department's plans to advance reform," said Alexa James, Executive Director of the National Alliance on Mental Illness - Chicago. "I appreciated the opportunity both to share my thoughts on work in CIT and Employee Assistance programming and hear about the Department's progress in reform in a number of other areas. While there is much work to do, I am confident the report reflects a thoughtful plan for the future and a genuine dedication by the Department to do the work necessary to become a model department in the country. I look forward to partnering with the CPD in the coming year to ensure its CIT work reflects national best practices and addresses the concerns of all Chicagoans--especially those struggling with mental illnesses."

In addition to the reforms laid out in the framework, CPD will continue to implement innovative technology and intelligence-driven tactics to reduce crime in Chicago. This includes the use of predictive data analytics, gunshot detection technology, cameras, and mobile phones to officers on beat patrol, which has been implemented in half of all police districts and led to thirteen consecutive months of gun violence reductions. Additionally, CPD will continue to add 970 new sworn positions as part of its comprehensive hiring plan. These new officers and supervisors will play a significant role in the Department's efforts to reduce crime and build trust in 2018 and beyond.

Read the full 2018 Next Steps for Reform framework here: <https://policy.chicagopolice.org/cpds-next-steps-for-reform/>

###