



# CPD

## Strategic Plan



ENSURING SAFETY, BUILDING TRUST, AND SUPPORTING  
A WORLD CLASS POLICE DEPARTMENT

A close-up, profile view of Rahm Emanuel speaking into a microphone. He has grey hair and is wearing a dark blue suit jacket over a light blue shirt. The background is blurred. There are decorative diagonal lines in red and blue across the top left and bottom right of the image.

# Rahm Emanuel

Mayor of the City





# Letter from the Mayor

Just over two years ago, the City of Chicago faced a turning point. Standing together, we refused to accept the escalating level of violence that was hurting lives and families throughout the City. Instead, we made a commitment to reverse the trend, and recognized that every one of us would need to play a vital role in fighting back crime and improving our neighborhoods.

Over this time, under the leadership of Superintendent Eddie T. Johnson, the Chicago Police Department began a significant and challenging path to improve the safety, security, and public trust of all Chicagoans. In order to bring meaningful and sustainable reductions in violence, I committed to Superintendent Johnson that the City would make historic investments into CPD's staffing, training capacity, and technological infrastructure.

Superintendent Johnson pledged that CPD would use these investments to ensure proactive and constitutional policing, transparency, accountability, and an overall commitment to professionalism among its officers. Critically, the Department's strategy to address violence and reform would ***align with the values and expectations of Chicago families and residents in every neighborhood across the city.***

The following document outlines the Chicago Police Department's strategic plan into 2022. This document does not replace or undermine the significance of the work CPD has already done to build community partnerships and reduce violence. Rather, it recognizes these accomplishments, and demonstrates the Department's continued objective to achieve the highest standard of excellence, reduce crime, and build trust. As the City's and CPD's revamped public safety mission unfolds, we continue to see a sustainable decline in gun violence and homicides. I also have a vision for Chicago on the other side of CPD's reform and anti-violence strategies, where we stop measuring public safety success only with a drop in shooting incidents and victims and start counting the number of college admissions, successful mentorships, and new block clubs. This vision would no longer measure a police district's outputs only with arrests and convictions, but will give equal value to the number of organizing, problem solving, and community engagement activities in our neighborhoods.

**I am incredibly proud of CPD, and the persistence and dedication of so many officers during times of great adversity. I thank you in advance for joining the Chicago Police Department in advancing this Strategic Plan, both now and into the future.**

Sincerely,



*Rahm Emanuel*  
Rahm Emanuel





# Eddie T. Johnson

Superintendent of Police





# A Message from the Superintendent

It is with humility and great excitement that I share with you the Chicago Police Department's (CPD) first publicly-available Strategic Plan in many years. This document reflects a long and robust process that engaged many of CPD's most important stakeholders—from Department chiefs and frontline officers to residents, city leaders, and national experts in policing. What you'll find described in the subsequent pages outlines the Department's vision for the next three years.

*This Plan embraces the challenges to policing in Chicago and the country, and reflects our promise to the City that CPD will become a model police agency for the nation.*

The Plan builds on almost three years of momentum as we have worked to foster trust and modernize the Department. Together we've equipped our officers with the best in technology, including our nationally-recognized Strategic Decision Support Centers and Department-wide implementation of body-worn cameras. With the help of our Mayor and other city leaders, we have hired hundreds of new officers, trained thousands of personnel through the Department's historic in-service training requirement, and promoted hundreds within our organization to ensure our employees have proper leadership and guidance at every rank.

*Let there be no mistake, the women and men of CPD are working hard every day to earn the trust that residents give us to serve and protect their communities.*

But there is more to be done. While gun violence is down significantly over the past two years, we have more work to do. Trust in many areas of the city still needs to be improved, and CPD must play a role in improving these relationships. Also, in the coming months the City and Department will enter into a consent decree with the Illinois Attorney General. This agreement will require that the Department undergo substantial reform, but the work will build on change efforts already underway because we know this change is necessary to increase public safety in a way that improves public trust.

Ultimately, this Strategic Plan represents a roadmap to reform. It is a commitment to modernize how we address crime, reinvigorate community policing, update our policies and the way we train our officers, and comply with the requirements of the consent decree. I'm convinced that executing on this promise is more than keeping our word: it will make our communities safer, build a stronger CPD, and strengthen trust in our officers.

The road to change is not easy, and CPD will face many challenges in the coming years. But as this Plan shows, we know we are on the pathway to success. And please understand that as we move forward together—as a Department and community—I promise to do everything in my power to make the Chicago Police Department the best it can be. Chicagoans—including our officers—deserve no less.

Sincerely,



A handwritten signature in black ink that reads "Eddie T. Johnson".

Superintendent Eddie T. Johnson

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# ABOUT CPD

CPD BY THE NUMBERS

# CPD AT A GLANCE



## CALLS FOR SERVICE

2017

2,647,935

2018

2,925,974



## GUN RECOVERIES

2017

8,834

2018

9,822



## NUMBER OF BUDGETED OFFICERS

TITLE	2017	2018
Captain	33	33
Lieutenant	271	271
Sergeant	1,219	1,294
P.O. Assigned as Detective	1,092	1,192
P.O. Assigned as Field Training Officer	222	322
Police Officer	9,897	10,147
Other Sworn Titles	376	372
<b>Total</b>	<b>13,110</b>	<b>13,631</b>

1,280

Number of probationary police officers (PPOs) hired in 2018

82

Number of civilians hired in 2018

563

Sworn promotions and assignments in 2018

*26 Lieutenants*

*150 Sergeants*

*234 Detectives*

*145 Field Training Officers (FTOs)*

*8 Captains*



## Overall Crime

2018

27,330

86,596

2017

29,764

89,041

Violent Crime

Property Crime







# CPD IN 2019

A NEW VISION FOR CPD



# Progress On The Road To Change

CPD has made great strides in the past two years in each of the four areas of the Strategic Plan, yet much work remains. **Some highlights of the Department's progress over the past two years:**



## PUBLIC SAFETY

Established Strategic Decision Support Centers (SDSCs) in 13 of the city's 22 policing districts—integrating gunshot detection systems, expanded camera coverage, enhanced predictive technology, embedded crime analysts, and improved strategic planning to rapidly respond to crime. Plans now include expanding to 20 districts by the end of 2019.

Expanded coverage of ShotSpotter gunshot acoustic technology—which allows the Department to detect gunshots without 911 calls—to cover 100 square miles of Chicago.

Achieved sustained drops in shootings and homicides over two years by combining place-based tactics with real-time responses to chronic offenders.

Equipped all regular beat patrol officers with body-worn cameras—the largest application in the country.



## PROFESSIONAL DEVELOPMENT

Revamped the Department's in-service training program from the ground up, including a review of national best practices and a commitment to deliver 40 hours of annual in-service training to every member by 2021. Delivered to every member 4 hours of such training in 2017 and 16 hours in 2018.

Revamped use of force policy, which included two rounds of public comment.



## COMMUNITY TRUST

Adopted the Community Policing Advisory Panel's Report summarizing months of conversations with community members and policing experts. At its core, the Report challenges CPD to reimagine community policing in Chicago.

Published the Department's Next Steps for Reform framework, which outlines plans for reform in advance of the consent decree. Entered an agreed outline with the Illinois Attorney General to finalize a court-enforced consent decree by early 2019.

Achieved year-over-year decreases in complaints (down 5% from 4,350 in 2017 to 4,143 in 2018), officer-involved shootings (down 4% from 45 in 2017 to 43 in 2018) and uses of force (down 11% from 5,302 in 2017 to 4,703 in 2018).



## OPERATIONAL EXCELLENCE

Promoted 563 members to new positions.

Reinvigorated the Watch Operations Lieutenant structure in the Bureau of Patrol to improve district performance.

Established the Force Review Unit to improve review of uses of force incidents across the Department.



# WHY DO A STRATEGIC PLAN NOW?

Meeting the challenges of addressing violent crime, responding to the consent decree, hiring thousands of new officers, and fostering community trust in the Department while building a foundation for the future will require CPD personnel to have a clear understanding of our own long-term goals and priorities.

This Plan represents the Department's own agenda for action and change in the next three years, and articulates our priorities for change to create a more effective, efficient, and proactive CPD for the future.





# VISION. MISSION. VALUES.

As the Department began the work of developing its Strategic Plan, it became clear that as CPD was undergoing sweeping change, it also needed to refresh and redefine the principles that supported its work. The Department's mission statement had not been updated since the 1990s and the Department never produced an accompanying vision statement. Creating a vision statement lets all of Chicago know how the city would appear if the Department succeeded in its work. Refreshing the mission and values statements (last updated in 2008) also allows the Department to create more streamlined and memorable statements of purpose that can guide

efforts across the Department during the next three years and beyond.

Over 900 members provided insight, including the majority of command staff and significant numbers of members from each rank and bureau.

Ultimately, the final set of principles and statements were determined in conversation with CPD members and align with the Superintendent's goals for the Department.



# VISION

All Chicagoans are safe,  
supported, and proud of  
the Chicago Police  
Department





# MISSION

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



# VALUES

Professionalism  
Integrity  
Courage  
Dedication  
Respect







# STRATEGIC PLAN

CREATING A MODEL DEPARTMENT



# The strategies of the Strategic Plan are unified by the reimagined mission and vision

## VISION:

All Chicagoans are safe, supported, and proud of the Chicago Police Department.



GOALS



STRATEGIES

## MISSION:

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

### Public Safety

Protect the city and its residents with proactive, focused crime-fighting strategies

- Reduce violent crime
- Address community concerns
- Strengthen safety partnerships
- Improve clearance rates

### Community Trust

Strengthen community relationships to build trust and respect

- Prioritize sanctity of life
- Invigorate community policing philosophy
- Foster cooperation with community
- Grow community outreach
- Ensure fair accountability systems

### Professional Development

Give officers and staff the skills, training, and support they need

- Improve member training and education
- Enhance officer support
- Develop effective leaders
- Recruit the right people for the right roles

### Operational Excellence

Implement best business practices to provide efficient and effective services

- Improve internal communications
- Expand performance management
- Build better financial management
- Optimize structure & staffing
- Enhance technology capabilities
- Establish risk mitigation strategies

EVIDENCE-BASED DECISION MAKING

CULTURE OF ACCOUNTABILITY



# Executive Summary

To achieve our vision, CPD's members will need to manage organizational change and offer clear, consistent messaging to frontline officers, to Chicago's communities, and to CPD's criminal justice partners. The Strategic Plan assesses where CPD is today and where it needs to change in order for the organization's vision to become a reality. The plan is focused on four primary areas of commitment:

- **Public Safety**
- **Community Trust**
- **Professional Development**
- **Operational Excellence**

After a summary of each goal and the strategies designed to reach the goal in the following pages, you will find grids that detail the various projects to achieve each strategy. The projects are further categorized by timing (year one, year two, or year three) and owner within the Department.

Policing in a city like Chicago requires constant adjustments to respond to the ever-changing municipal landscape. Therefore, the plan is a living document where projects and approaches will change throughout the next three years to reflect the needs and challenges in the United States' third largest urban population.





# PUBLIC SAFETY

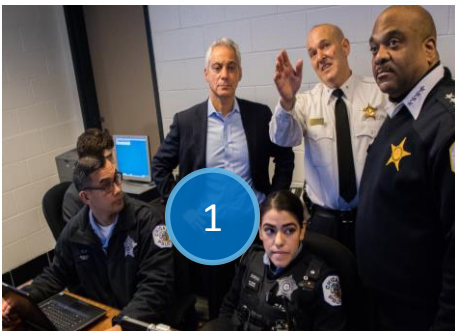


# Public Safety

Protecting the City and its residents with proactive, focused crime-fighting strategies and innovative technology

Ensuring public safety is the core mission of any police department. As such, CPD has invested in technological infrastructure exemplified by the Strategic Decision Support Centers (SDSCs), which gives officers the tools they need to succeed in the field. But technology must be accompanied by smart policing approaches on the ground. The Department will continue to invest in proven and promising approaches to reducing crime, including place-based, network-focused, and problem-oriented policing techniques. Combining these efforts and partnering with communities across the city, the Department will leverage the best practices in policing to ensure the safety of all residents.

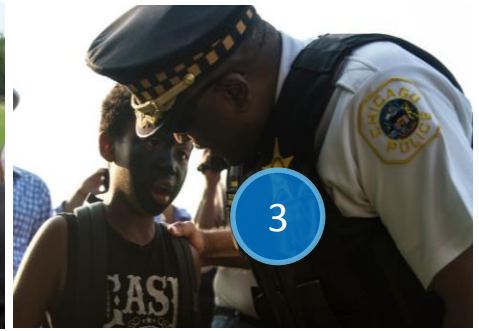
## Core Strategies:



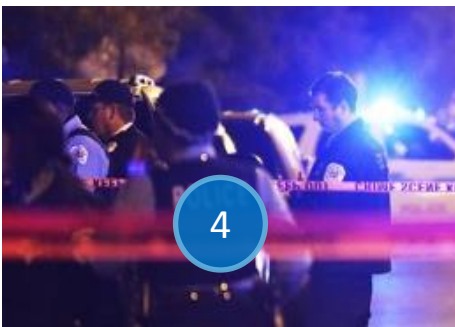
Invest in proven and promising approaches to violent crime reduction



Align crime response with local community concerns



Strengthen partnerships for integrated crime response



Improve clearance rates



**Metrics for success:**  
reduction in shootings, homicides, and other violent and property crimes; improved community sentiment; and improved clearance rate.

# Invest in proven and promising approaches to reduce violent crime

CPD will focus on the following projects to drive down crime, reduce violence, and improve security.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Increase the role of technology and data analytics in crime fighting</b>	Build up internal CPD data analytics capabilities	Ongoing	Bureau of Technical Services
<b>Continue roll out of SDSCs, incorporating best practices when identified</b>	Continue roll out of SDSCs to better reduce crime through deployment of new technology and data analytics	Ongoing	Bureau of Patrol, Bureau of Technical Services
<b>Improve effectiveness of Juvenile Intervention Support Center (JISC) in youth diversion</b>	Invest in the JISC to increase identification and diversion of at-risk youth when appropriate. Focus on youth and parental participation and buy-in	Year 1	Bureau of Detectives
<b>Devote attention to chronic, high-impact offenders to prevent and reduce violent crimes</b>	Invest in a social network approach to crime fighting and crime prevention to combine with the SDSC, place-based model	Year 1	Bureau of Patrol



# Align crime response to community concerns

CPD will continue to develop systemic approaches to identifying community needs and priorities allowing the Department to align its focus with community interests, concentrate resources, and increase impact across all Chicago neighborhoods.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Develop a collaborative problem solving platform</b>	Create user-friendly platform for community and law enforcement members to share suggestions, comments, and concerns to facilitate collaborative problem solving	Year 2	Bureau of Technical Services, Office of Community Policing
<b>Define and implement standard operating procedures for community concern follow-ups</b>	Create systematic process whereby community concerns are directed to the appropriate officers on the ground and addressed accordingly	Year 2	Office of Community Policing
<b>Identify and address community concerns with local businesses</b>	Engage community members to work with business owners to strengthen safety of their businesses and neighborhoods	Ongoing	Office of Community Policing
<b>Establish more action-oriented community beat meetings</b>	Redesign community beat meetings to be more outcome-oriented	Year 1	Office of Community Policing
<b>Develop and implement Neighborhood Policing pilot</b>	Create community policing structure that provides accountability, problem-solving capabilities, and increases positive social contacts between officers and neighborhood residents	Ongoing	Office of Community Policing

# Strengthen partnerships for integrated crime response

Improved partnerships with and among local, state, and federal partners will build better cases and improved responses.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Create dedicated briefings for cross-Bureau intelligence sharing in all districts</b>	Ensure open lines of communication, crime fighting planning, intelligence sharing between all bureaus	Year 1	Bureau of Patrol
<b>Embed State's Attorney's Office personnel in existing SDSCs</b>	Ensure personnel from the State's Attorney's Office is present at SDSC briefings to increase coordination between State's Attorney's Office and CPD	Year 1	Bureau of Patrol
<b>Partner with State's Attorney's Office to systematically establish with patrol officers and Detectives the characteristics of quality cases</b>	Systematically offer recurring training sessions for patrol officers and Detectives on best practices in building high quality cases	Year 2	Bureau of Organizational Development
<b>Partner with State's Attorney's Office to create feedback loop for cases not charged</b>	Create system for State's Attorney's Office to provide explanation for cases not charged to help officers understand expectations and build trust	Year 2	Bureau of Patrol



# Strengthen partnerships for integrated crime response (cont'd)

Improved partnerships with and among local, state, and federal partners will build better cases and improved responses.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Increase collaboration with Business Affairs and Consumer Protection (BACP)</b>	Continue to partner with BACP to target crimes and crack down on local businesses believed to contribute to crime	Ongoing	Bureau of Organized Crime
<b>Strengthen Area-level National Integrated Ballistics Identification Network (NIBIN) teams for more coordinated crime fighting efforts</b>	Collaborate with NIBIN teams to bring about integrated crime response through strong partnerships across Bureaus and law enforcement agencies	Ongoing	Bureau of Organized Crime
<b>Increase communication between Bureau of Patrol and Bureau of Organized Crime</b>	Institute systematic lines of communication between Bureau of Organized Crime and Patrol districts to ensure basic information sharing	Year 1	Bureau of Organized Crime

# Improve clearance rates

Leverage technology, analysis, and improved responses to crime to solve more cases.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Develop Area Tech centers for Detectives</b>	Provide dedicated locations in each Area for detectives to collect, process, and analyze video and other evidence	Ongoing	Bureau of Detectives, Bureau of Technical Services
<b>Ensure all Detectives are equipped with smart phones to improve communications</b>	Purchase and rollout smartphones in each area	Ongoing	Bureau of Detectives
<b>Hire and train additional detectives</b>	Work with the Department of Human Resources to promote and train new detectives to bring unit back to full strength. Using checklists and training programs, ensure all detectives are brought on board quickly	Ongoing	Bureau of Detectives
<b>Implement trend review using data dashboards to improve case processing and time to clearance</b>	Use data analysts to uncover trends for training to improve the quality of cases and resolution speed	Ongoing	Bureau of Detectives
<b>Better integrate detectives into the SDSCs</b>	Explore ways of integrating detectives into each of the SDSCs to attend daily briefings to improve information sharing	Ongoing	Bureau of Patrol, Bureau of Technical Services
<b>Partner with local and national experts to review case processing procedures to align with national best practices</b>	Partner with the U.S. Bureau of Justice Assistance, Police Executive Research Forum, and University of Chicago Crime Lab to review processing of cases	Year 1	Bureau of Detectives





# COMMUNITY TRUST



# Community Trust

Strengthening community relationships  
to build trust & respect

CPD cannot succeed in safeguarding Chicago's neighborhoods without the trust and support of the communities we serve and protect. The Department understands that there is a need to foster—and even create—relationships with many of the city's most disadvantaged populations. By building a new structure for programming and tracking mechanisms in community policing, the Department aims to strengthen its bonds across the city and ensure that community policing is a Department-wide philosophy and not just a program.

## Core Strategies:

1

Support policies that promote the sanctity of life

2

Implement community policing philosophy through the Community Policing Advisory Panel (CPAP) recommendations

3

Foster understanding and cooperation between CPD and community members

4

Prioritize community communications and outreach

5

Ensure clear and fair accountability systems

**Metrics for success:**  
officers trained in crisis intervention, increased community-focused programming, improved community sentiment, decreased timelines to completion in accountability structures.



## Support policies that prioritize the sanctity of life

The Department will focus on the sanctity of life by ensuring policy changes, building better training, and implementing new programming.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Establish Crisis Intervention Team (CIT) Program in Bureau of Patrol</b>	Identify and advance steps to ensure CIT Program operations are integrated fully into Department Bureau structure	Year 1	Bureau of Patrol
<b>Revise, enhance, and expand CIT Program training</b>	Revise basic CIT training and ensure development roadmap for future improvements	Year 1	Bureau of Patrol
<b>Institute District Mental Health Resource Officer (MHRO) role</b>	Develop selection process for district level-MHRO Position. Determine high priority districts that would derive the greatest benefit from the assignment of a MHRO	Year 1	Bureau of Patrol
<b>Establish collaborative partnerships to support and enhance CPD's mental health response</b>	Develop strategy to engage other City agencies, criminal justice agencies, courts, community organizations, mental health experts, healthcare institutions and other key stakeholders	Ongoing	Bureau of Patrol
<b>Improve CIT incident reporting and data collection strategy to enhance CPD's mental health response</b>	Determine best practices in compiling data for CIT program	Year 2	Bureau of Patrol

# Implement community policing philosophy

Using the Community Policing Advisory Panel (CPAP) Report as a guide, CPD will implement community policing strategies and track success throughout the Department, including utilizing unique district-focused approaches.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Update Department-wide community policing strategies</b>	Develop and implement updated community policing strategies	Year 1	Office of Community Policing
<b>Update district-level community policing strategies</b>	Develop and implement updated district-level community policing strategies	Ongoing	Office of Community Policing
<b>Develop partnerships and collaborations with the community</b>	Facilitate the establishment of CPAP bylaws and mission statement, and fully outline and promote the role of CPAP within CPD	Year 1	Office of Community Policing
<b>Update community policing training</b>	Create a Community Policing Working Group to provide guidance, feedback, and support on all training milestones related to community policing	Year 2	Bureau of Organizational Development, Office of Community Policing
<b>Evaluate community policing initiative effectiveness</b>	Identify and establish performance measures/evaluation components for all the community policing initiatives	Year 3	Office of Community Policing



# Foster understanding and cooperation

CPD will create an environment of new and expanded community partnerships across the Department including with youth and victims.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Partner with community to expand and strengthen victim services and support</b>	Identify and assign manager to victim services at CPD and explore potential staff additions to expand capacity for CPD victim services	Year 2	Office of Community Policing
<b>Increase procedural justice and implicit bias training</b>	Work with external subject matter experts to review curriculum and determine best practices in training	Ongoing	Bureau of Organizational Development
<b>Create and grow restorative justice mechanisms</b>	Review national best practices in restorative justice processes and implement approaches internally	Ongoing	Office of Community Policing
<b>Facilitate relationships with youth and emerging adults</b>	Build youth relationships and continue working with schools	Ongoing	Office of Community Policing
<b>Expand Citizens Academy</b>	Review and revise current program to ensure it provides a representative and educational experience for community members	Year 2	Office of Community Policing
<b>Expand recruit community immersion</b>	Review and revise current recruit community policing training to identify gaps and areas to improve	Year 1	Office of Community Policing

# Prioritize community communications and outreach

The Department will increase the capacity to communicate with, and obtain feedback from, residents while tracking changes in community sentiment about police.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Increase accessibility of Department data to officers and the public</b>	Develop standard operating procedure (SOP) and timeline for periodic reporting of crime data and other Department statistics	Year 1	Bureau of Technical Services, Office of Strategy
<b>Gather data on community sentiment toward CPD</b>	Revamp and reimagine how CPD gauges community sentiment	Year 1	Office of Community Policing, Office of Strategy



# Ensure clear and fair accountability systems

Ensure accountability systems within the Department are firm, fair, and transparent.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Increase transparency of complaint process and follow-up mechanisms</b>	Partner with Civilian Office of Police Accountability (COPA) and Police Board to educate community on misconduct reporting and processes	Year 2	Bureau of Internal Affairs
<b>Ensure Bureau of Internal Affairs aligns with national best practices</b>	Conduct national best practice research for internal affairs	Ongoing	Bureau of Internal Affairs
<b>Produce standard operating procedures (SOPs) for Bureau of Internal Affairs</b>	Review best practices in reporting from around country. Determine data to share publicly and create SOPs to produce consistent reporting system	Year 1	Bureau of Internal Affairs



# PROFESSIONAL DEVELOPMENT





# Professional Development

Giving Members the knowledge, skills, training, and support they need

CPD must give members the knowledge, skills, training, and support they need to ensure success. The Department has committed to ramp up its annual in-service training requirement from four (4) hours in 2017 to forty (40) hours by 2021. CPD will also focus on developing quality leaders and providing employment assistance to support its greatest asset—its members.

## Core Strategies:



1

Improve member training and education



2

Build professional and peer support systems




3

Develop effective leaders



4

Recruit the right people for the right roles



**Metrics for success:**  
training effectiveness, hiring success, and improved support for officers.

# Improve member training and education

The Department will enhance the quality, quantity, and diversity of training courses to ensure that all members are equipped with the knowledge and skills to succeed.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Improve quality of recruit training program</b>	Ensure alignment with Department goals and state standards, including review of current program, creation of new courses, etc.	Year 1	Bureau of Organizational Development
<b>Improve quality of Field Training Officer (FTO) training and evaluation</b>	Review current training program, courses, and evaluation of Probationary Police Officers (PPO) upon completion of FTO cycle	Year 1	Bureau of Organizational Development
<b>Improve quality of pre-service promotional training program</b>	Improve the pre-service promotional training program and provision of ongoing leadership training program to ensure alignment with Department goals and state standards	Year 2	Bureau of Organizational Development
<b>Launch decentralized training program</b>	Establish a decentralized training program, including selection of trainers and identification of training topics	Ongoing	Bureau of Organizational Development
<b>Institute annual in-service training program</b>	Establish an in-service training program, including ramp-up to 40 annual hours of training	Ongoing	Bureau of Organizational Development
<b>Deliver Force Mitigation training</b>	Deliver Force Mitigation training to all Department members	Ongoing	Bureau of Organizational Development

# Improve member training and education (cont'd)

The Department will enhance the quality, quantity, and diversity of training courses to ensure that all members are equipped with the knowledge and skills to succeed.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Partner with City leadership to ensure completion of new training academy</b>	Collaborate to ensure creation of new training academy, including development of training venues suitable for classroom, scenario-based, and tactical training	Ongoing	Office of Superintendent
<b>Launch learning management system</b>	Create a learning management system to enable scheduling, store training materials, host online courses, and maintain training records	Year 1	Bureau of Technical Services
<b>Gather internal and external feedback on training program</b>	Formalize feedback loops regarding training topics and delivery from internal stakeholders	Year 1	Bureau of Organizational Development
<b>Enhance instructor selection, training, and evaluation</b>	Establish systems to better attract members to the Academy, select high-quality instructors, equip teaching staff with key skills, and continually evaluate instructor performance	Year 1	Bureau of Organizational Development



# Build professional and peer support systems

Support and expand employee assistance programs while proactively ensuring officers know help is available.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Establish Officer Support System (OSS)</b>	Develop, test, and implement an OSS for the Department	Ongoing	Bureau of Organizational Development
<b>Increase awareness of Employee Assistance Program (EAP)</b>	Increase awareness and use of EAP across all Bureaus	Year 1	Bureau of Organizational Development
<b>Develop a Peer Support training program for Peer Support members</b>	Revise existing framework for ongoing training and checkpoints for volunteer peer support officers	Year 1	Bureau of Organizational Development
<b>Invest in physical health of officers</b>	Invest in maintaining and building the physical health of officers by developing a schedule for members to work out on-duty and upgrading facilities	Year 3	Bureau of Organizational Development
<b>Invest in spiritual health of officers</b>	Invest in maintaining and building the spiritual health of members by expanding the capacity of the Chaplain unit.	Year 3	Bureau of Organizational Development

# Develop effective leaders

The Department will improve the identification, development, and support of Department leadership and enhance the systemic evaluation and mentorship of leaders to ensure supervisors are prepared to lead and advance.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Create leadership training program and increase opportunities for networking and learning</b>	Create robust leadership training program for emerging leaders	Ongoing	Bureau of Organizational Development
<b>Establish formal sergeant mentorship program</b>	Establish formal sergeant mentorship program to improve team relations and membership development	Year 2	Bureau of Patrol
<b>Revamp performance evaluation system</b>	Improve performance evaluation system to ensure evaluation of all members across key criteria	Year 2	Bureau of Organizational Development
<b>Increase transparency and effectiveness of promotion system and clarify career pathways for all members</b>	Improve promotion system to ensure advancement of qualified members and increase transparency of career advancement within the Department	Ongoing	Bureau of Organizational Development, Bureau of Detectives

# Recruit the right people for the right roles

CPD will ensure there are qualified applicants at every rank throughout the Department.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Recruit new officers</b>	Continue to recruit new applicants, focusing on diversity and quality. Anticipate hiring 500 new officers in 2019	Ongoing	Bureau of Organizational Development
<b>Designate and train Field Training Officers (FTO)</b>	Continue to keep FTO ranks at capacity to ensure quality training for our officers (including filling 25 current vacancies)	Ongoing	Bureau of Organizational Development
<b>Designate and train detectives</b>	Promote and train new detectives to keep ranks at capacity while maintaining diversity and quality of promotion pool. Hire 23 new evidence techs to support processing cases	Ongoing	Bureau of Organizational Development





# OPERATIONAL EXCELLENCE

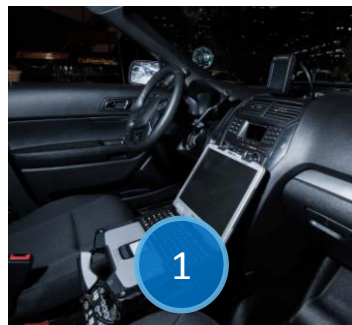


# Operational Excellence

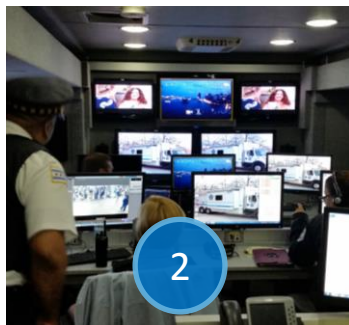
Implementing best business practices to provide efficient and effective services

A world class \$1.5 billion organization must have the best and most efficient systems to operate its core functions. CPD aims to leverage modern technology and improvements in operational programming—including an expanded version of its crime management program, CompStat—to advance the Department among public bodies in Chicago, and national policing organizations. Key areas of focus include communications, technology and data, finances, and risk management.

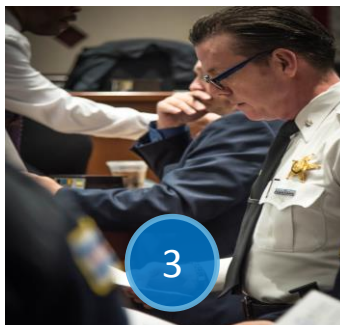
## Core Strategies:



Strengthen internal communications



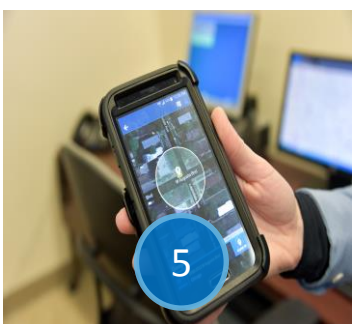
Establish performance management system



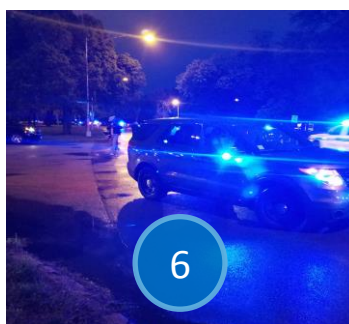
Improve financial management



Optimize organizational structure and staffing



Enhance technology capabilities



Develop risk management strategies



**Metrics for success:**  
e-mail utilization,  
grant funding,  
overtime spending,  
risk exposure (liability  
expenditure).

# Strengthen internal communications

CPD will ensure that the Department can effectively communicate within the organization and utilize the best systems to create an effective dialogue with officers in the field.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Expand functionality of cell phones and mobile computers in squad cars</b>	Equip cell phones and mobile computers in squad cars in the SDSC districts with improved technology to match developments in the SDSC rooms	Year 2	Bureau of Technical Services
<b>Develop an internal communications strategic plan</b>	Develop a robust plan to strategically approach communications within the Department to improve overall operations	Year 1	Office of Communications
<b>Expand use of email, social media, and other channels to communicate with officers</b>	Revise policies to ensure officers respond to official communications from the Department and develop a more consistent strategy for information that is communicated internally	Year 1	Office of Communications



# Establish performance management system

Expand the CompStat process for managing crime control to a broad array of performance management areas.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Refine CompStat measures and analysis</b>	Further improve CPD's crime control CompStat system by drawing on national best practices	Year 1	Office of the First Deputy
<b>Establish Bureau of Detectives CompStat to define metrics</b>	Establish CompStat meetings to emulate the success of Crime Control CompStat by delving deeper into Detective-specific metrics	Year 3	Office of the First Deputy
<b>Establish Organized Crime CompStat to define metrics</b>	Establish Bureau of Organized Crime CompStat meetings to delve deeper into specific metrics	Year 3	Office of the First Deputy
<b>Establish Area CompStat meetings and define administration metrics to track progress</b>	Establish Area CompStat meetings to emulate the success of Crime Control CompStat by delving deeper into Area-specific metrics related to administration and spending	Year 2	Office of the First Deputy
<b>Establish Logistics and Support CompStat and define metrics to track</b>	Establish a performance management system for the Bureau of Organizational Development, which will focus on HR, Finance, R&D, and Education and Training	Year 2	Office of the First Deputy
<b>Standardize process and accountability mechanisms across all performance management meetings</b>	Standardize reporting processes and follow-up mechanisms through the CompStat central office	Year 2	Office of the First Deputy

# Improve financial management

CPD will enhance management of the annual budget to ensure maximum resource availability and return on investment in safety and trust.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Equip district and unit commanders with training and tools to manage budgetary decisions</b>	Enable commanders and other responsible staff to make better budgetary decisions at the district level	Year 1	Bureau of Organizational Development
<b>Build grant capability</b>	Be more proactive in identifying federal, state and private grants	Year 1	Bureau of Organizational Development
<b>Create accountability for overtime spending</b>	Keep overtime spending within budget and free up resources for other key initiatives	Year 1	Bureau of Patrol

# Optimize organizational structure & staffing

The Department will implement the right structure and staffing models to clarify decision rights and ensure smooth hand-offs between units.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Assess staffing needs and right-size span of control</b>	Establish appropriate span of control between P.O.s and Sergeants in district law enforcement	Ongoing	Office of the Superintendent
<b>Civilianize appropriate roles in administrative units</b>	Maximize staffing capabilities in the various Bureaus and recruit effectively from the pool of civilian talent	Year 2	Office of the Superintendent
<b>Create position descriptions for new senior leadership roles</b>	Establish role clarity and strategic priorities for command staff	Year 1	Office of the Superintendent
<b>Complete full organizational staffing needs assessment</b>	Meet requirements for Commission on Accreditation for Law Enforcement Agencies (CALEA) certification and support civilianization efforts and future recruiting drives with a complete understanding of staffing needs	Year 2	Office of the Superintendent



# Enhance technology capabilities

The Department will improve data management processes and capacity feeding into core functions.

PROJECT	DESCRIPTION	TIMING	OWNER
<b>Develop integrated talent management system</b>	Create an integrated talent management system that covers performance, training, and compensation management	Year 1	Bureau of Technical Services
<b>Develop case management system</b>	Develop and implement a case management system to manage investigations more efficiently	Year 1	Bureau of Technical Services
<b>Develop unified front end system</b>	Develop a unified front end system which will be used to track force reports, stop reports, and other data generated and used by officers in the field	Ongoing	Bureau of Technical Services
<b>Ensure National Incident-Based Reporting System (NIBRS) compliance</b>	Ensure that technology and reporting structures are sufficient to meet NIBRS requirements when the Department transitions to new reporting system	Year 2	Bureau of Technical Services
<b>Expand and institutionalize the use of data dashboards to improve Department performance</b>	Using data visualization programs, institutionalize the use of Department data to improve performance across all sections of the Strategic Plan	Ongoing	Office of Strategy

# Develop risk mitigation strategies

Coordinate approaches to risk to decrease financial liability and improve officer performance.

PROJECT	DESCRIPTION	TIMING	OWNER
Create a centralized, dedicated risk management unit in the General Counsel's office	Reduce organizational, personal, and financial harms impacting CPD and staff	Year 1	Office of the General Counsel
Conduct after-action briefings on civil lawsuits	Build organizational capacity to learn from police misconduct claims, cut down on civil litigation expense, and build community trust by demonstrating CPD's capacity to address these issues	Year 2	Office of the General Counsel
Streamline internal processes in response to excessive force allegations	Support reviews of civil lawsuits with timely and complete analysis of settlements, and integrate the newly established Force Review Unit and Risk Mitigation offices into existing work of the Bureau of Internal Affairs	Year 1	Office of the General Counsel

# Organization Chart



**Eddie T. Johnson**  
Superintendent  
of Police



**Robert Boik**  
Chief of Staff



**Anthony J. Riccio**  
First Deputy  
Superintendent



**Chief  
Fred L. Waller**  
Bureau of Patrol



**Chief  
Melissa A. Staples**  
Bureau of Detectives



**Chief Keith  
Calloway**  
Bureau of Internal  
Affairs



**General Counsel  
Charise Valente**  
Office of the  
General Counsel



**Deputy Chief  
Dwayne Betts**  
Office of  
Community  
Policing



**Chief  
Barbara West**  
Bureau of Organizational  
Development



**Chief  
Noel Sanchez**  
Bureau of  
Organized Crime



**Chief  
Jonathan H. Lewin**  
Bureau of Technical  
Services



**Chief  
Communications  
Officer  
Anthony Guglielmi**  
Office of  
Communications



**Director Christina  
Anderson**  
Office of Reform  
Management



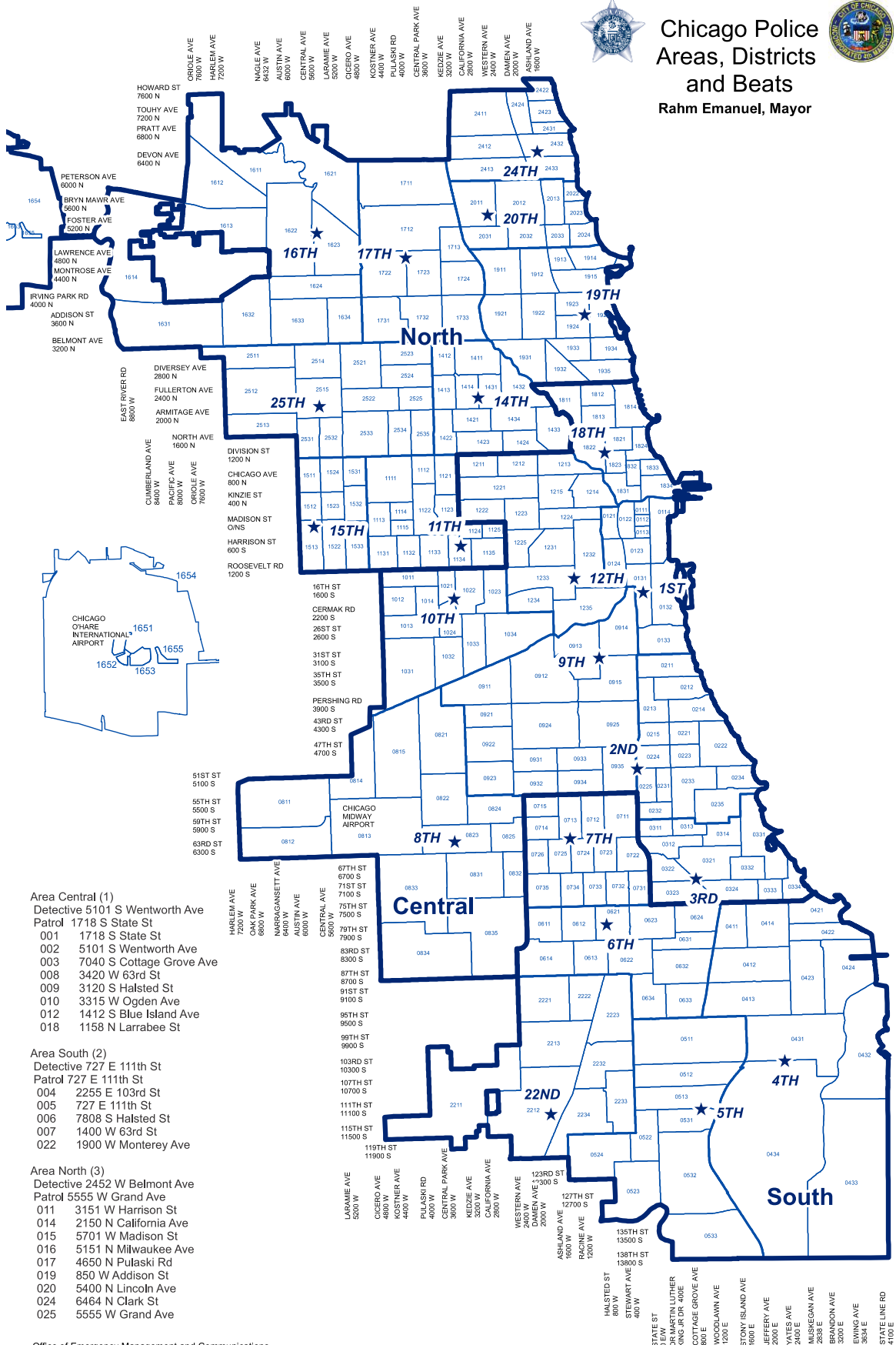
**Director  
Maurice Classen**  
Office of Strategy





# Chicago Police Areas, Districts and Beats

Rahm Emanuel, Mayor



# Contact Us



**WEBSITE:**  
[home.chicagopolice.org](http://home.chicagopolice.org)



**SOCIAL CHANNELS:**  
Twitter: [www.twitter.com/Chicago\\_Police](https://www.twitter.com/Chicago_Police)  
Facebook: [www.facebook.com/ChicagoPoliceDepartment/](https://www.facebook.com/ChicagoPoliceDepartment/)





THANK YOU,  
CHICAGO

