

Independent  
Monitoring Period  
No.

06

# Chicago Police Department Reform Progress Update





# Message from the Superintendent



Dear Chicagoans,

This report covers the sixth Independent Monitoring Report period (IMR-6) and details the work being done across the Chicago Police Department to implement lasting and transformative reforms. This work is rooted in our commitment to serving and protecting the people of Chicago through constitutional policing.

During IMR-6, we continued to build on the foundation that has been established to continuously improve the Department and strengthen trust within all of our communities. We made significant progress to equip our officers with the resources they need to do their job fairly and effectively.

We also continued to work closely with community members citywide to establish policies and practices in which we all have a stake. It is essential that the voices of our residents are represented in our reform efforts. The improvements we implemented during IMR-6 were made through extensive conversation and collaboration with community members.

Some notable accomplishments during IMR-6 include:

- After extensive engagement with community members, the Independent Monitoring Team and the Office of the Attorney General, released a permanent foot pursuit policy that emphasizes safety for officers and members of the public. The policy also enables improved data collection about foot pursuits through the establishment of specific forms that will be used to document the occurrence of foot pursuits and supervisory reviews of these incidents.

- Completed the 40-hour in-service training program for the 2021 training year, delivering training to more than 95% of members on key topics like officer wellness, community policing, de-escalation, and use of force.
- Continued efforts to implement the Department's Unity of Command and Span of Control pilot program to allow for greater geographic familiarity and high-quality supervision in the 6th District.
- Continued the Tactical Review and Evaluation Division's reviews of investigatory stops and use of force incidents, along with associated data analysis and public reporting.
- Completed a third-party assessment of the Department's recruitment and hiring procedures, including recommendations for improvement.

While we are continuing to make progress in our reform efforts, we still have more work to do. We will be steadfast in our efforts to improve the Department and create positive change for not only the brave men and women of CPD, but for all people of Chicago.

Sincerely,

A handwritten signature in black ink, appearing to read 'D.O. Brown', with a long horizontal flourish extending to the right.

David O. Brown  
Superintendent of Police  
Chicago Police Department

# Contents

<b>Message from the Superintendent</b> .....	<b>3</b>
<b>Executive Summary</b> .....	<b>7</b>
Accelerating CPD’s Reform Efforts .....	11
CPD’s Efforts to Address Challenges .....	12
Engaging the Community in CPD’s Reform Efforts .....	13
Revising CPD Policies and Procedures .....	14
Training Department Members on New Practices .....	17
Leveraging Data to Drive Transparency and Continuous Improvement .....	19
Piloting New Initiatives .....	20
<b>Introduction</b> .....	<b>22</b>
What is the Consent Decree? .....	23
Overview of This Status Report .....	27
<b>CPD’s Efforts to Accelerate Reform</b> .....	<b>28</b>
Addressing Challenges Highlighted by the IMT .....	29
Continuation of Project Accountability Mechanisms .....	31
IMT/OAG Collaboration.....	31
Roadmap to Operational Compliance .....	32



<b>Progress by Consent Decree Section</b> .....	<b>34</b>
Community Policing.....	35
Impartial Policing.....	51
Crisis Intervention .....	59
Use of Force.....	67
Recruitment, Hiring, and Promotion .....	79
Training.....	86
Supervision .....	95
Officer Wellness .....	101
Accountability & Transparency.....	118
Data Collection, Analysis, and Management .....	131

# Executive Summary

Note: All photos in this report that depict Chicago Police Department members with or without face coverings were compliant with the COVID-19 pandemic masking guidelines of the time period in which they were taken.

The Chicago Police Department (CPD, or the Department) is proud to release this reform progress report, which provides an overview of the advancements the Department has made since January 2022 in transforming the organization and improving policing services for all Chicagoans. While CPD's reform efforts began in earnest several years ago, the Department is currently operating under a negotiated settlement agreement called a consent decree, which provides a roadmap for a comprehensive reform effort that impacts every aspect of the Department's operations, with particular emphasis in the following ten areas:

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

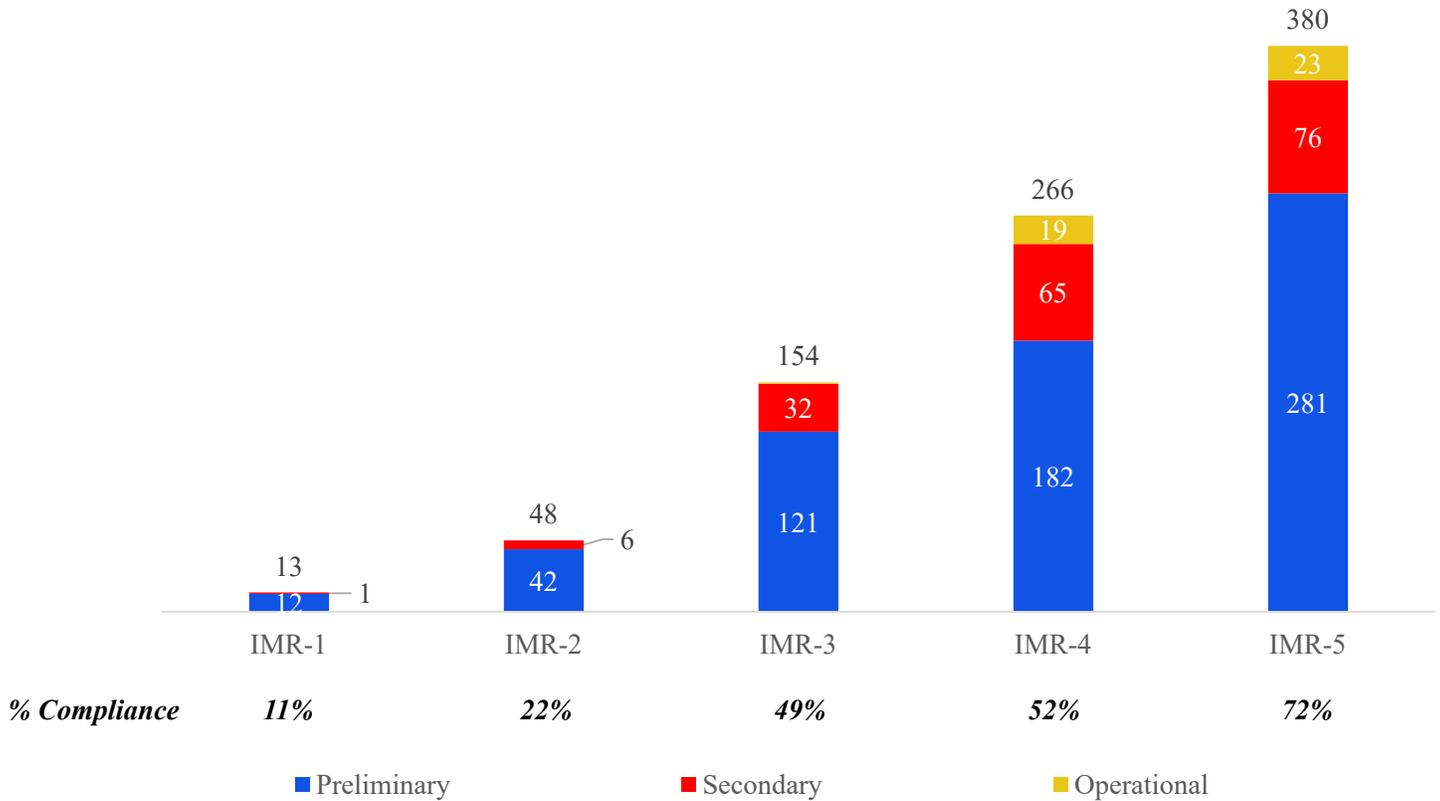
Executing reform through a consent decree means that CPD's efforts are overseen and assessed by a federal judge, Robert Dow, and a court-appointed Independent Monitor, Maggie Hickey. The Illinois Office of the Attorney General (OAG) also plays a major role in overseeing CPD's reforms. The Department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

The consent decree took effect on March 1, 2019. In the first year of the consent decree, CPD made significant strides in achieving the reform goals of the agreement, but acknowledged that the pace of reform needed to move faster. The Independent Monitoring Team (IMT) noted this need to accelerate the pace of work in its first and second Independent Monitor Reports (IMR-1 and IMR-2, respectively).

In the third, fourth, and fifth reporting periods (IMR-3, IMR-4, and IMR-5, respectively), CPD doubled down on its efforts to accelerate compliance. In IMR-5, the City achieved compliance with an additional 114 paragraphs, marking three straight reporting periods in which the number of paragraphs obtaining some level of compliance increased by more than 100. As of IMR-5, the City has achieved some level of compliance with 380 paragraphs, or over 70% of the

assessable paragraphs in the consent decree. In IMR-5, CPD also undertook additional efforts to take a strategic and change management-oriented approach to organizing its reform efforts by developing its Roadmap to Operational Compliance. This Roadmap establishes a framework for culture change at CPD and was published on the Department’s website in IMR-6.

Figure 1: Number of Paragraphs Achieving Any Level of Compliance by Reporting Period<sup>1</sup>



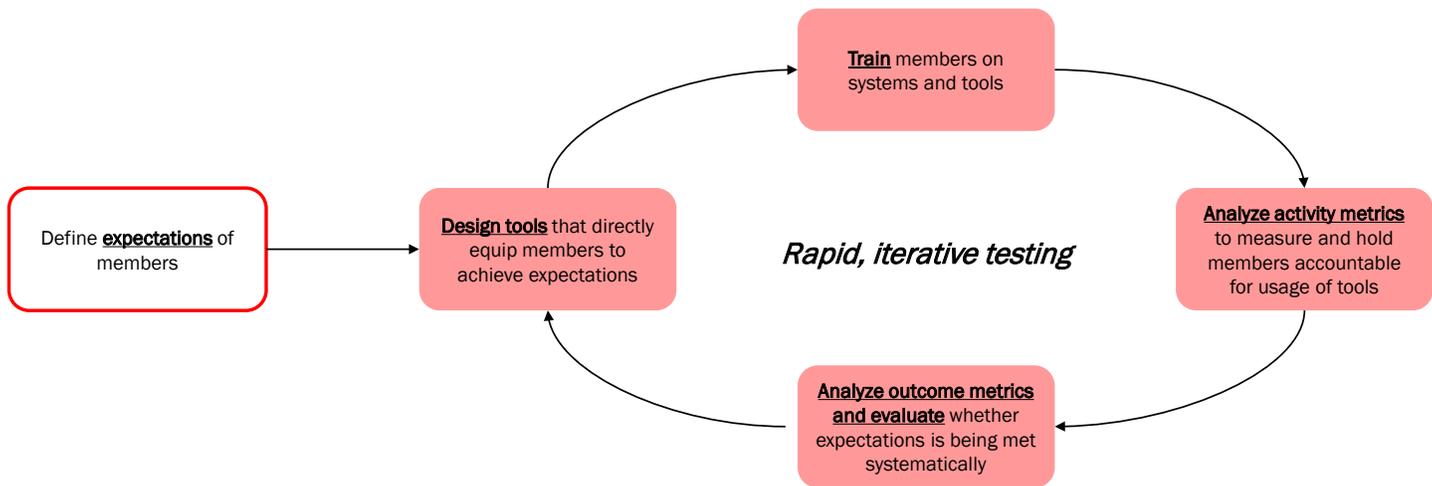
<sup>1</sup>Includes paragraphs that pertain to City agencies other than CPD.

In IMR-6, CPD sought to build on this momentum, resulting in the following key accomplishments in the first half of 2022:

- After extensive engagement with community members and the Independent Monitoring Team and Office of the Attorney General, released a permanent foot pursuit policy that emphasizes safety for officers and members of the public; the policy also enables improved data collection about foot pursuits through the establishment of specific forms that will be used to document the occurrence of foot pursuits and supervisory reviews of these incidents.
- Completed the 40-hour in-service training program for the 2021 training year, delivering training to more than 95% of members on key topics like officer wellness, community policing, de-escalation, and use of force
- Revised or drafted new policies related to other key reform topics, including accountability and disciplinary procedures and crisis intervention
- Continued efforts to implement the Department's Unity of Command and Span of Control pilot program to allow for greater geographic familiarity and high-quality supervision in the 006th district
- Conducted a training needs assessment that leverages extensive input from community members, CPD members, and other key stakeholders to determine training priorities for 2023
- Continued the Tactical Review and Evaluation Division's reviews of investigatory stops and use of force incidents, along with associated data analysis and public reporting
- Completed a third-party assessment of the Department's recruitment and hiring procedures, including recommendations for improvement

This report contains updates across a multitude of projects the Department has undertaken to advance its transformation efforts. CPD's approach to change, as directed by the consent decree, is focused largely on a cycle of continuous improvement, as depicted in Figure 2 on page 11. By framing its work in this manner, the Department can become a true learning organization and one that is capable of identifying and self-correcting issues and challenges, as described in its Roadmap to Operational Compliance.

Figure 2: The Chicago Police Department's Reform Cycle



In March 2022, the parties to the consent decree agreed to a stipulation that resulted in specific changes to the consent decree agreement. First, the parties agreed that search warrants are covered under consent decree paragraphs 53, 54, and 55. As a result of this change, the Department submitted its Search Warrants policy and associated community engagement materials to the Independent Monitoring Team for review and comment in IMR-6. Second, the parties agreed to extend the timeline for the City's full and effective compliance with the consent decree to a minimum of eight years, rather than the original five years. This aspect of the stipulation acknowledges that the City and the Department will require a significant amount of time to ensure that the requirements of the agreement are fully and sustainably implemented.

## Accelerating CPD's Reform Efforts

In IMR-5, CPD undertook continued efforts to maintain the accelerated pace of consent decree implementation across the Department by integrating the CPD's compliance and project management functions under a single unit (Professional Standards and Compliance Division), establishing new procedures to maximize the efficacy of ongoing meetings with the IMT and OAG, and continuing supervisory oversight and accountability for project owners to ensure reform projects were advancing with a sense of urgency. The Department also developed a framework for culture change called Roadmap to Operational Compliance, which was released publicly in early 2022.

In IMR-6, CPD continued and built upon this progress by 1) continuing daily executive-level meetings and weekly cross-functional working meetings to monitor and drive progress on key deliverables, 2) organizing in-person site visits for members of the IMT and OAG for the first time since the COVID-19 pandemic began, and 3) creating additional materials to further support implementation of the Department's Roadmap to Operational Compliance.

Specifically, the Department undertook specific action to address the overarching challenges that the Independent Monitoring Team identified in its IMR-5 report, which was published in April 2022. CPD's activities to address these issues are identified below.

## CPD Efforts in IMR-6 to Address Challenges Identified by IMT

### ***Community Engagement***

In IMR-6, the Department requested technical assistance from the Independent Monitoring Team to further bolster its efforts to engage the community in the development of policies and training materials. To initiate this process, CPD submitted a draft of a proposed policy to govern community engagement efforts (G01-03-01 Community Engagement in Policy Development), along with the Department's long-term plan for continuously engaging the community on various CPD policy and training over the coming years. CPD conducted an initial meeting to review these materials and looks forward to continuing to collaborate with the IMT to further enhance these plans.

### ***Overarching Philosophy of Community Policing***

In its IMR-5 report, the IMT expressed concern that the Department lacks an overall, cohesive vision for prioritizing community policing and embedding this philosophy into day-to-day policework. To begin to develop this framework, CPD drafted a "Roadmap to Improved Community Trust" that is based on the Department's Roadmap to Operational Compliance. This document was submitted for technical assistance to the IMT and provides a detailed plan for how CPD can incorporate the concepts of community policing and community engagement into the fabric of day-to-day policing in Chicago.

The document: 1) outlines a comprehensive philosophy and vision for community policing at CPD, 2) defines key terms like community policing and community engagement, 3) identifies the main tools, trainings, metrics, and evaluation mechanisms that will be implemented to support officers in their day-to-day efforts to improve community trust,

4) identifies in detail how each of these tools, trainings, and evaluations support compliance with specific consent decree paragraphs, and 5) includes a “gap analysis” that examines the extent to which the Department is currently positioned to capture and analyze the metrics that it seeks to track as it implements this plan.

### ***Data Collection and Analysis***

In IMR-5, CPD informed the IMT of issues related to its data collection and tracking of foot pursuit incidents. The IMT expressed concern about data reliability in its IMR-5 report. In response to these concerns, the Department took steps early in IMR-6 to a more rigorous internal review process for consent decree deliverables that involve data reporting and analysis. Specifically, CPD’s Research & Development Division (R&D) collaborated with the Strategic Initiatives Division to align on which types of deliverables would require an additional level of cross-unit peer review. The Department instituted this process in IMR-6 and conducted internal reviews of over 20 data-related deliverables during the reporting period.

To address the IMT’s specific concerns around foot pursuit data, the Department prepared and submitted a detailed “Foot Pursuit Data Plan” early in IMR-6, which introduced the concrete actions the Department would take to improve its data collection and reporting related to foot pursuits. It was this plan that recommended the creation of a new “Foot Pursuit Event Log” form that was publicly announced in June 2022. The Department expects that this new form will vastly improve its ability to collect and report reliable data about foot pursuits, their outcomes, and the circumstances that lead to them.

## **Engaging the Community in CPD’s Reform Efforts**

CPD remains committed to engaging with the community as it develops and revises Department policies. In addition to the public comments on policies that the Department solicits via its public website, CPD has also undertaken significant efforts to engage in deeper and more authentic dialogue with the community to solicit input as policies are taking shape. To demonstrate this commitment to community engagement, CPD recently hired 4 dedicated civilian members to form a new community input team within the Office of Community Policing (OCP). This team will coordinate all deliberative dialogues, community conversations, webinars and other community input mechanisms moving forward. In addition, the Department has developed a draft policy that delineates roles, responsibility, and processes for community engagement on policy.

In this reporting period, CPD's community engagement focused primarily on its various impartial policing and foot pursuit policies. During IMR-6, OCP completed its community engagement on CPD's Protection of Human Rights policy and its Prohibition of Racial Profiling and Other Bias-Based Policing policy. OCP conducted extensive community engagement on these policies by hosting a public webinar, two public community conversations, and a series of dialogues with over thirty community-based organizations and groups about the policy. OCP also concluded the development of its Interactions with Religious Communities policy, a brand new policy for CPD that was developed in collaboration with the Council of Religious Leaders of Metropolitan Chicago.

As the Department finalized its permanent foot pursuit policy in the first half of 2022, it also continued to consult with community groups such as the Illinois Latino Agenda and the Coalition, and internal focus groups consisting of CPD members of various ranks. The Department posted these and many other policies on its website for public comment as well.

## Revising CPD Policies and Procedures

A key component of reform is instituting new practices that will result in improved policing services across the Department. New practices are introduced through formal policies, which govern the work of the Department as a whole and assign specific responsibilities and procedures to specific units within the Department. As such, in order to begin the reform process, CPD must provide written direction to all Department members that is grounded in best practices and community input, while maintaining consistency with applicable laws and the requirements of the consent decree and the Commission on Accreditation for Law Enforcement Agencies (CALEA).

In IMR-6, the Department invested a tremendous amount of time and effort into revising a multitude of Department-wide policies.

## Department-wide Policies

In IMR-6, CPD's Research & Development Division submitted 49 policies to the IMT spanning each section of the consent decree. Figure 3 below contains a complete list of the policies that were submitted during this reporting period. While many of these policies are currently awaiting review and approval by the IMT/OAG, others were finalized and approved within the IMR-6 reporting period. Finalized policies are italicized in the table below.

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

### Community Policing

- *S02-03-15 Positive Community Interactions*
- *S02-03-02 District Strategic Plans*
- *S04-02-01 School Resource Officers and Investigations at Chicago Public Schools*

### Impartial Policing

- G01-03-01 Community Engagement in Policy Development
- *G02-01 Protection of Human Rights*
- *G02-01-05 Religious Interactions*
- G02-02 The First Amendment and Police Actions
- G02-04 Prohibition Regarding Racial Profiling and Other Bias-Based Policing
- S04-19 Search Warrants

### Crisis Intervention

- *S05-14 Crisis Intervention Team (CIT) Program*
- S04-20 Recognizing and Responding to Individuals in Crisis
- S04-20-04 Mental Health Transport and Related Duties Matrix

### Use of Force

- G03-02 De-escalation, Response to Resistance, and Use of Force
- G03-02-01 Response to Resistance and Force Options
- G03-02-02 Incidents Requiring the Completion of a Tactical Response Report
- G03-02-03 Firearm Discharge Incidents - Authorized Use and Post-Discharge Administrative Procedures
- G03-02-04 Taser Use Incidents

- G03-02-05 Oleoresin Capsicum (OC) Devices and Other Chemical Agent Use Incidents
- G03-02-06 Canine Use Incidents
- G03-02-07 Baton Use Incidents
- G03-02-08 Department Review of Use of Force
- G03-06 Firearm Discharge and Officer-Involved Death Incident Response and Investigation
- *G03-07 Foot Pursuits*
- G03-07-01 Department Review of Foot Pursuits

### Recruitment, Hiring, and Promotions

- E05-04 Promotional Process for Captain
- E05-05 Promotional Process for Commander
- *E05-34 Department Recruitment, Selection and Hiring Plan*

Figure 3: *Continued*

### **Training**

- *S11-10 Department Training*
- *S11-10-01 Recruit Training*
- *S11-10-02 Pre-Service Training*
- *S11-10-03 In-Service Training*
- *S11-02 Field Training and Evaluation Program*
- *S11-02-01 Field Training and Evaluation Review Board*

### **Supervision**

- *D21-09 Performance Evaluation System Pilot Program*
- *D20-02 Unity of Command and Span of Control Schedule – Pilot Program*
- *G01-09 Supervisory Responsibilities*

### **Accountability and Transparency**

- *S08-01-01 Log Number Case Management System*
- *S08-01-02 Investigation Timelines and Benchmarks*
- *S08-01-03 Communication Procedures and Timelines*
- *S08-01-04 Initial Investigatory Responsibilities in Log Number Investigations*
- *S08-01-05 Conducting Log Number Investigations*
- *S08-01-06 Supervisor Responsibilities in Log Number Investigations*
- *S08-01-07 Command Channel Review*

- *S08-01-08 Post-Investigation Log Number Procedures*
- *S08-01-09 Requirements of a Complete Log Number Investigative File*
- *G08-06 Prohibition of Sexual Misconduct*
- *G08-01-05 Department Member Bill of Rights*

### **Data and Other**

- *S03-14 Body-Worn Cameras*
- *D20-04 Officer Support System Pilot Program*

# Training Department Members on New Practices

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

## *Department-Wide Training*

One of the most important provisions of the consent decree is the requirement that the Department create a formal in-service training curriculum for all officers. Starting in 2021, the consent decree required the Department to deliver at least 40 hours of in-service training to all members; CPD successfully delivered 40 hours of mandatory training to over 95% of in-service members by the March 2022 consent decree deadline. This 40 hour requirement will remain in place moving forward. The Department expects to conclude the 2022 in-service training year by early March 2023, consistent with the COVID-19 extension granted by the federal judge.

## *Specialized Training*

Various units around the Department create and deliver training to members serving in specialized roles. Examples include Basic and Refresher Crisis Intervention Training, initial and refresher training for School Resource Officers, unique curriculum for individuals serving as Accountability Sergeants and/or BIA investigators, and specific training modules for Force Review Division reviewers.

Figure 4 on page 18 provides the full list of training courses that were newly created and/or formalized with lesson plans and course materials in the IMR-6 period, by section of the consent decree. In total, the Department developed or revised 70 hours of live training curricula relevant to the consent decree, while also creating or revising six self-driven eLearning modules.

Figure 4: List of New or Revised Consent Decree-Related Training Curricula in IMR-6

## List of New or Revised Training Curricula (Includes Unit-Specific and Department-Wide Courses)

### Impartial Policing

- Hate Crimes eLearning
- Gender-Based Violence In-Service Training (8 hours)
- First Amendment eLearning
- Constitutional Policing In-Service Course (8 hours)

### Crisis Intervention

- CIT Policy Changes eLearning
- Crisis Intervention In-Service Training (8 hours)

### Officer Wellness

- Traumatic Incident Stress Management Program eLearning
- Employee Assistance Program – Recruit Training (1 hour)

### Use of Force

- 2022 De-Escalation, Response to Resistance, and Use of Force Training (8 hours)
- Active Bystandership for Law Enforcement (ABLE) Training (8 hours)
- Foot Pursuits eLearning
- Foot Pursuits for Lieutenants (1 hour)
- Emergency Vehicle Operations In-Service Course (4 hours)
- Recruit Force Options Suite Training (4 hours)

### Training

- 2022 Annual In-Service Field Training Officer Training (16 hours)

### Accountability

- Accountability eLearning

### Data and Other

- Officer Support System Supervisor Training (4 hours)

## Leveraging Data to Drive Transparency and Continuous Improvement

The use of data is another core pillar of CPD's approach to reform. The Department seeks to utilize real-time data and interactive dashboards as much as possible to drive decision-making and make rapid improvements to the Department's operations. The Strategic Initiatives Division leads efforts to develop these dashboards. Over time, the Department intends to continue to augment and publicly release additional dashboards to provide transparency to the public on the data that informs CPD's decision-making.

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

Finally, individual units also prepare reports that cover specific topics. The consent decree requires several such reports to ensure that the Department is regularly analyzing data to drive continuous improvement.

Figure 5 on page 20 lists publicly accessible dashboards and reports that were updated or newly created, by consent decree section, in IMR-5. These are a subset of the many reports, audits, and other analyses that the Department developed during this period in support of consent decree requirements.

Figure 5: List of New or Revised Public Dashboards and Other Reports in IMR-5

<b>Consent Decree Section</b>	<b>List of New or Revised Dashboards, and Other Reports in IMR-5</b> <i>Click on any hyperlink to access the dashboard or document</i>
<b>COMMUNITY POLICING</b>	<ul style="list-style-type: none"> <li>• <a href="#">Quarterly Reports for the Community Policing Advisory Panel</a></li> </ul>
<b>IMPARTIAL POLICING</b>	<ul style="list-style-type: none"> <li>• <a href="#">Hate Crimes Dashboard</a></li> </ul>
<b>USE OF FORCE</b>	<ul style="list-style-type: none"> <li>• <a href="#">Quarterly Reports of the Force Review Division</a></li> <li>• <a href="#">Use of Force Dashboard</a></li> </ul>
<b>ACCOUNTABILITY AND TRANSPARENCY</b>	<ul style="list-style-type: none"> <li>• <a href="#">Bureau of Internal Affairs Quarterly Reports</a></li> <li>• <a href="#">Accountability Dashboards</a></li> </ul>
<b>OTHER</b>	<ul style="list-style-type: none"> <li>• <a href="#">Consent Decree Compliance Dashboard</a></li> </ul>

## Piloting New Initiatives

In the IMR-6 reporting period, CPD made additional efforts to implement and merge several key pilot programs. First, the Department sought technical assistance from the Independent Monitoring Team on its Unity of Command and Span of Control (UoC/SoC) pilot. This program, operating in the 006th district, is intended to strengthen supervision by redefining the staffing model of the district to maximize the amount of time that a given officer spends with a consistent Sergeant (unity of command), while simultaneously ensuring that no Sergeant oversees more than 10 officers on a given shift (span of control). While the Department had made significant progress in measuring its ability to maintain unity of command and span of control, the mechanics of assigning and scheduling officers such that they

spent maximal time with a single Sergeant proved to be highly complex, due largely to the challenge of managing absences for planned furlough or training days, or unplanned sick time or injuries on duty. The constant rotation of personnel day-to-day proved to be difficult to navigate.

Upon consultation with the IMT, the Department proposed a revised UoC/SoC staffing model that emphasized geographic familiarity for a given pool of Sergeants and Police Officers. This proposed model will increase the amount of time most members in the 006th district spend in a four-beat radius called a sector. With the same Sergeants and POs assigned to a single geography whenever they are on duty, the Department will be able to maintain unity of command and span of control, while simplifying scheduling logistics by not requiring the same officer to be assigned to the same exact Sergeant on each tour of duty.

This new approach to unity of command and span of control is also promising because it more seamlessly aligns with the Department's other key pilot initiatives. For example, the proposed sector integrity structure enables the District Coordination Officers assigned under the Neighborhood Policing Initiative to act as a member of the "sector team" that operates in a particular sector. The DCOs are responsible for working with community members, community organizations, City agencies, and other CPD units to implement sustainable problem-solving strategies to mitigate chronic crime issues the community might be facing. Having the DCOs as part of the sector team will allow for greater collaboration between beat officers and community members, since the DCOs will be responsible for ensuring their sector team is familiar with the chronic crime issues that require intervention.

The sector integrity model will also support the Department's Performance Evaluation System and Officer Support System pilots. Both of these programs equip supervisors to better coach, mentor, and manage their subordinates. The Performance Evaluation System pilot revamps the performance dimensions against which CPD members are evaluated, and the Officer Support System leverages data analytics to identify members who may be at risk of an adverse outcome. By creating sector teams and pre-assigning Police Officers to the Sergeants who will conduct their performance evaluation, the proposed model will help to ensure that there is sufficient consistency of supervision to maximize the impact of these two pilot programs.

The Department proposed this model to the IMT at the end of IMR-6 and is currently refining an implementation plan to re-launch the pilot in 006.

# Introduction

## What is the Consent Decree?

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

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

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

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

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

The IMT's methodology for assessing the City's compliance with consent decree requirements consists of assessing three "levels of compliance" for each consent decree paragraph. The levels of compliance follow the general methodologies below for most, though not all, paragraphs:

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

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

To demonstrate compliance with consent decree paragraphs, CPD and other City agencies are required to formally provide supporting documentation to the IMT and OAG on an ongoing basis, and the IMT officially reports on consent decree compliance every six months. Figure 6 below lists the number of consent decree paragraphs that the IMT has assessed by reporting period. The IMT determines which paragraphs will be assessed in its annual Monitoring Plans. Figure 1 reflects the number of paragraphs with which the City had achieved any level of compliance through IMR-5.

Figure 6: Number of Paragraphs Assessed in Each Reporting Period

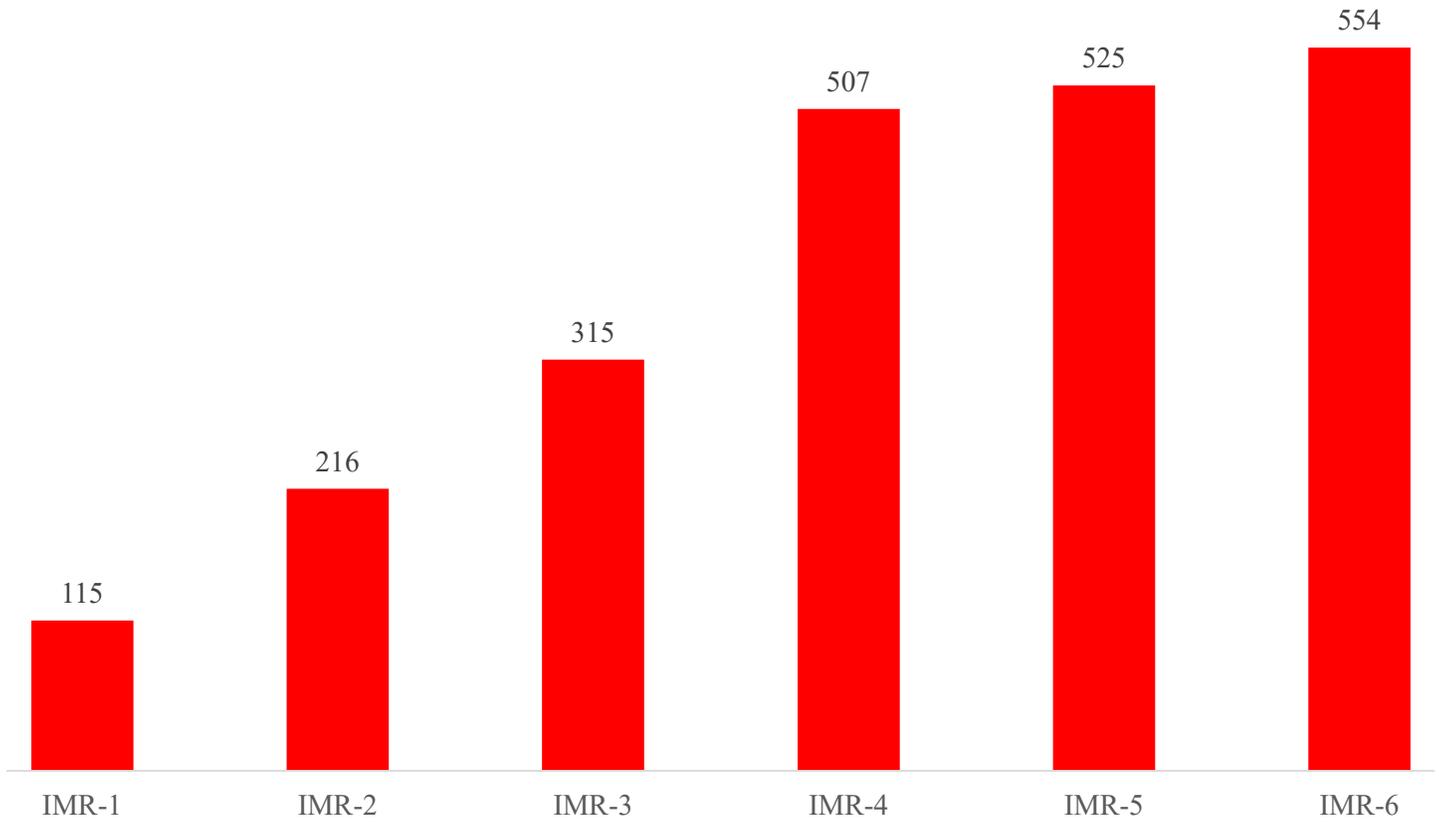
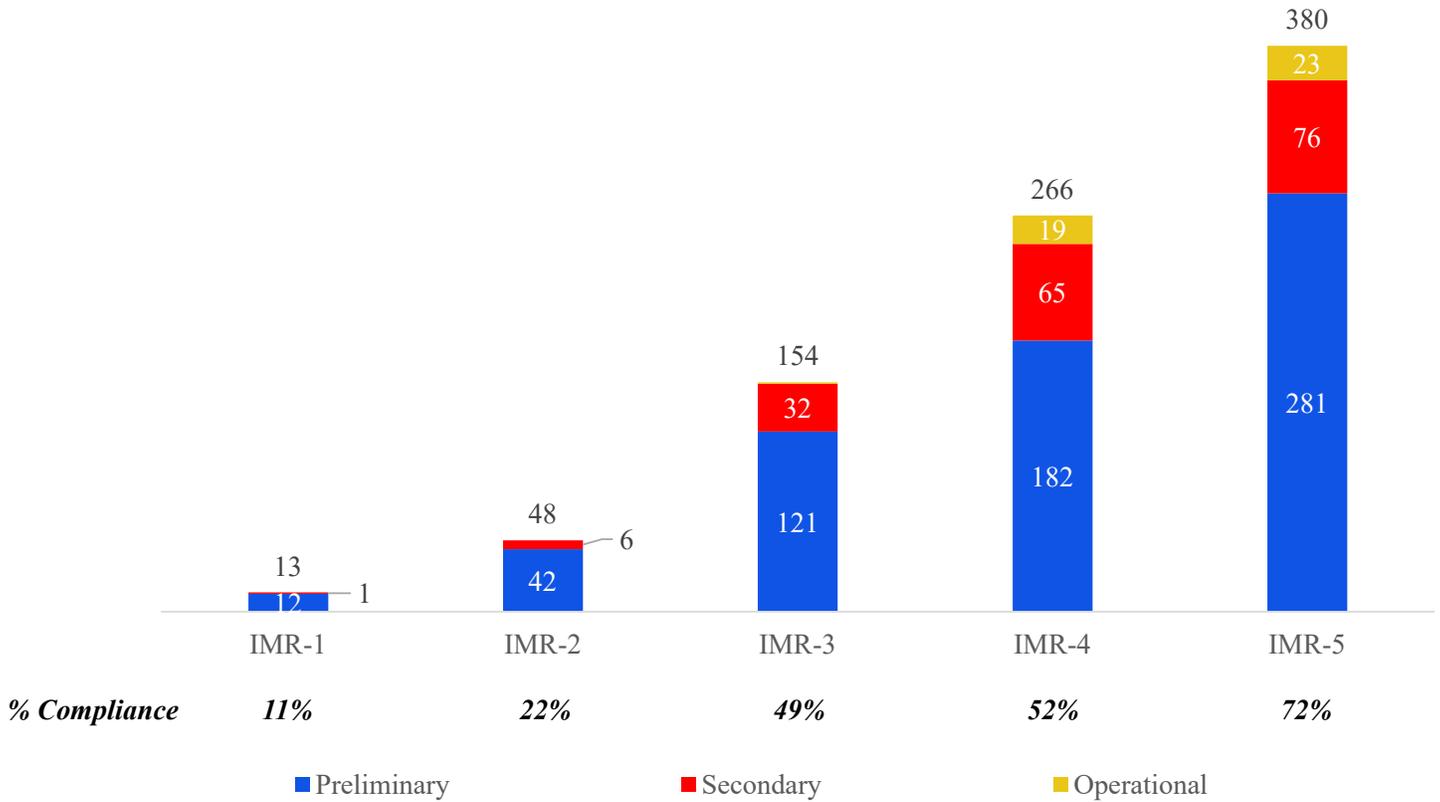


Figure 1: Number of Paragraphs Achieving Any Level of Compliance by Reporting Period<sup>1</sup>



<sup>1</sup>Includes paragraphs that pertain to City agencies other than CPD.  
 (For ease of reference this figure is repeated from page 9.)

In March 2022, the parties to the consent decree agreed to a stipulation that resulted in specific changes to the consent decree agreement. First, the parties agreed that search warrants are covered under consent decree paragraphs 53, 54, and 55. As a result of this change, the Department submitted its Search Warrants policy and associated community engagement materials to the Independent Monitoring Team for review and comment in IMR-6. Second, the parties agreed to extend the timeline for the City's full and effective compliance with the consent decree to a minimum of eight years, rather than the original five years. This aspect of the stipulation acknowledges that the City and the Department will require a significant amount of time to ensure that the requirements of the agreement are fully and sustainably implemented.

## Overview of This Status Report

This report is intended to provide an overview of CPD's consent decree activities in the IMR-6 period and does not cover the many additional reform efforts in areas beyond the scope of the consent decree. CPD intends to publish a status report like this one every six months moving forward so as to be as transparent as possible with the community and other relevant stakeholders regarding the work it is undertaking to improve policing in Chicago.

This report is broken into several sections. The first section explains the process improvements CPD has implemented to accelerate its reform efforts. The remainder of the report then provides updates on each of the ten consent decree sections, highlighting progress and next steps on these projects moving forward.

# CPD's Efforts to Accelerate Reform

In IMR-5, CPD undertook continued efforts to maintain the accelerated pace of consent decree implementation across the Department by integrating the CPD's compliance and project management functions under a single unit (Professional Standards and Compliance Division), establishing new procedures to maximize the efficacy of ongoing meetings with the IMT and OAG, and continuing supervisory oversight and accountability for project owners to ensure reform projects were advancing with a sense of urgency. The Department also developed a framework for culture change called Roadmap to Operational Compliance, which was released publicly in early 2022.

In IMR-6, CPD maintained and built upon these initiatives, and undertook specific actions to address challenges highlighted by the IMT in its IMR-5 report.

## Addressing Challenges Highlighted by the IMT

In IMR-6, CPD took specific efforts to improve in areas that the IMT identified.

### ***Community Engagement***

In IMR-6, the Department requested technical assistance from the Independent Monitoring Team to further bolster its efforts to engage the community in the development of policies and training materials. To initiate this process, CPD submitted a draft of a proposed policy to govern community engagement efforts (G01-03-01 Community Engagement in Policy Development), along with the Department's long-term plan for continuously engaging the community on various CPD policy and training over the coming years. CPD conducted an initial meeting to review these materials and looks forward to continuing to collaborate with the IMT to further enhance these plans.

### ***Overarching Philosophy of Community Policing***

In its IMR-5 report, the IMT expressed concern that the Department lacks an overall, cohesive vision for prioritizing community policing and embedding this philosophy into day-to-day policework. To begin to develop this framework, CPD drafted a "Roadmap to Improved Community Trust" that is based on the Department's Roadmap to Operational Compliance. This document was submitted for technical assistance to the IMT and provides a detailed plan for how CPD can incorporate the concepts of community policing and community engagement into the fabric of day-to-day policing in Chicago.

The document: 1) outlines a comprehensive philosophy and vision for community policing at CPD, 2) defines key terms like community policing and community engagement, 3) identifies the main tools, trainings, metrics, and evaluation mechanisms that will be implemented to support officers in their day-to-day efforts to improve community trust, 4) identifies in detail how each of these tools, trainings, and evaluations support compliance with specific consent decree paragraphs, and 5) includes a “gap analysis” that examines the extent to which the Department is currently positioned to capture and analyze the metrics that it seeks to track as it implements this plan.

### ***Data Collection and Analysis***

In IMR-5, CPD informed the IMT of issues related to its data collection and tracking of foot pursuit incidents. The IMT expressed concern about data reliability in its IMR-5 report. In response to these concerns, the Department took steps early in IMR-6 to a more rigorous internal review process for consent decree deliverables that involve data reporting and analysis. Specifically, CPD’s Research & Development Division (R&D) collaborated with the Strategic Initiatives Division to align on which types of deliverables would require an additional level of cross-unit peer review. The Department instituted this process in IMR-6 and conducted internal reviews of over 20 data-related deliverables during the reporting period.

To address the IMT’s specific concerns around foot pursuit data, the Department prepared and submitted a detailed “Foot Pursuit Data Plan” early in IMR-6, which introduced the concrete actions the Department would take to improve its data collection and reporting related to foot pursuits. It was this plan that recommended the creation of a new “Foot Pursuit Event Log” form that was publicly announced in June 2022. The Department expects that this new form will vastly improve its ability to collect and report reliable data about foot pursuits, their outcomes, and the circumstances that lead to them.

## Continuation of Project Accountability Mechanisms

With the volume of work that the Department is undertaking to drive reform, it is imperative to hold various units and cross-functional teams accountable for continued and timely progress on key projects. To support this in this reporting period, the Department convened regular “Executive Check-ins” for each consent decree topic. Daily, one group of cross-functional stakeholders who work on a particular consent decree area (e.g., use of force) checked in with the Executive Director and Chief of the Office of Constitutional Policing and Reform. Because there were 10 such cross-functional teams, each group conducted an Executive Check-in every other week. This process ensured a regular cadence of briefings for the most senior leaders in the Office of Constitutional Policing and Reform and served as a natural check point to ensure that progress was continuing across all relevant projects.

Regular meetings of the cross-functional teams further bolstered ongoing project accountability. The Department formed topic-oriented Cross-Functional Teams in IMR-4 to breakdown communication siloes between units that needed to collaborate. CFTs are led by high-ranking members of the Department and staffed with representation from R&D, Training Division, Professional Standards and Compliance Division, and other relevant units to ensure ongoing collaboration across the consent decree’s key topics. These teams continue to meet once per week and serve as an information sharing and alignment hub for their respective topic areas.

## IMT/OAG Collaboration

In this reporting period, CPD continued its regular cadence of collaboration with the IMT/OAG. The Parties to the consent decree met on a regular basis during this reporting period. Communications take on many forms, including but not limited to the following types of meetings:

- **Monthly Meetings:** once a month, CPD members met with the Associate Monitor for each consent decree section to share early drafts of deliverables, review IMT/OAG comments and feedback on deliverables, and engage in other substantive discussions on reform projects. The Department made considerable efforts in this reporting period to strengthen the quality of these meetings. Specifically, Reform Management Group (RMG) facilitated the creation of specific presentation materials to support each meeting and worked to forecast upcoming meetings, site visits, agenda topics as far in advance as possible to provide the IMT and OAG with visibility into future calls.

- **Site Visits:** in IMR-6, CPD, the IMT, and the OAG resumed in-person site visits for the first time since the COVID-19 pandemic. These site visits involved a series of meetings for specific Associate Monitors to provide them additional insight in areas of particular importance to their compliance assessment. Site visit meetings are different than typical monthly meetings, as they may consist of IMT members observing training sessions, meeting with Department personnel, or otherwise meeting with stakeholders who wouldn't typically be involved in day-to-day reform project implementation. The parties also continued to convene many virtual site visits in IMR-6.
- **Coordination and Planning Meetings:** in addition to the meetings described above, CPD was also regularly engaged with the IMT on general coordination and planning. Meetings of this nature included the monthly meeting of the parties as required by paragraph 668 of the consent decree and other regular check-in meetings to coordinate on upcoming engagements.

As much as possible, CPD members sought to be well-prepared for meetings with the IMT and OAG so that the meetings were as productive as possible. Cross-functional teams (CFT's), which consist of members of various Bureaus who jointly implement consent decree projects related to specific topic areas, used their weekly meetings to prepare for and recap any meetings taking place with the IMT and OAG.

CPD appreciates and welcomes this spirit of collaboration, and the feedback that IMT and OAG members provided throughout the reporting period.

## Roadmap to Operational Compliance

In 2021, the Department developed a long-term "Roadmap to Operational Compliance" that introduces a framework for how operational compliance can be demonstrated across sections of the consent decree. Specifically, this roadmap identifies key standard practices that the Department will expect out of its members, such as prioritizing de-escalation or engaging with community members. The plan then enumerates the various systems and tools, trainings, metrics, and evaluation mechanisms that it will use to support officers in their efforts to implement these practices. Many of these process changes, training updates, and evaluation mechanisms are called for explicitly in the consent decree, while others may be new ideas that could help to ensure that these standard practices become routine.

CPD published a report summarizing the framework and the elements of the Roadmap on its public facing website in March 2022. Over the remainder of the reporting period, the Department continued to build on this starting point by creating more detailed materials related to parts of the plan. Specifically, in collaboration with several other units, the Office of Constitutional Policing and Reform began to conduct a “gap analysis” that analyzes the extent to which CPD currently has the capabilities in place to collect, report on, and analyze data related to each of the metrics enumerated in the Roadmap to Operational Compliance. The focus of this gap analysis in IMR-6 was on metrics related to community and impartial policing, as described in the “Roadmap to Improved Community Trust” described above. Initial findings from this exercise reveal that there continue to be several areas in which the Department will need to invest in streamlined and technology-enabled data collection in order to demonstrate operational compliance with consent decree requirements. The Department expects to continue this metrics gap analysis for other consent decree topics in IMR-7 and complete the exercise by the end of 2022.



# Progress by Consent Decree Section

# Community Policing

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

**–Chief Angel Novalez, Office of Constitutional Policing and Reform**

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

Goal: Build sustainable relationships of trust between police and community.

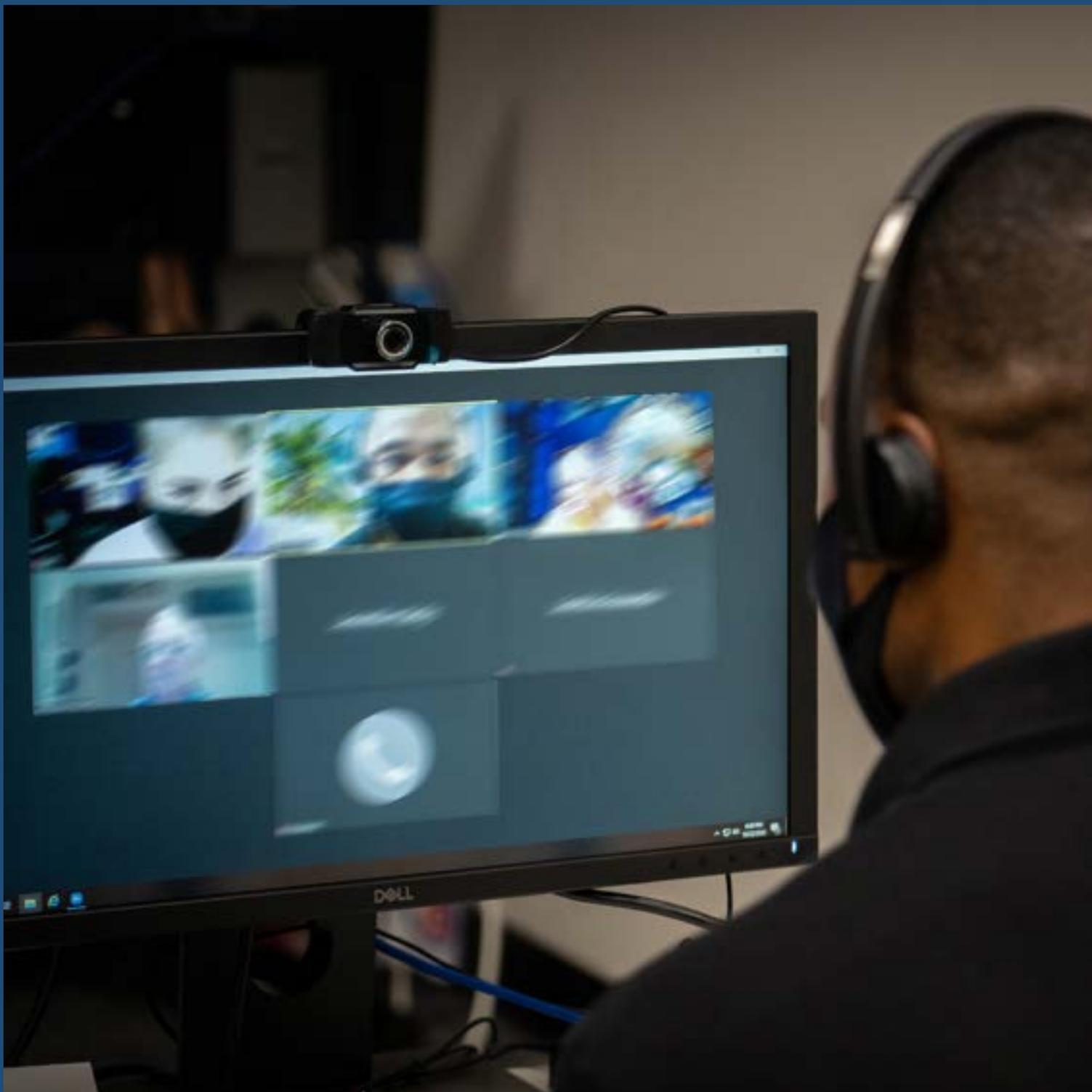
## *Improving Beat Meetings and District Advisory Committee (DAC) Meetings*

- *Relevant Consent Decree Paragraph(s): 25*

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

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

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



Beat and DAC meetings continued to take place at least every other month during IMR-6. Many meetings have returned to in-person or a hybrid (in-person and virtual) as restrictions from the COVID-19 pandemic have been lifted. The Department also recently updated bylaws that govern the structure and role of the DAC; the latest bylaws took effect on January 1, 2022.

## *Victim Services*

- *Relevant Consent Decree Paragraph(s): 26, 29, 62, 63*

Victims of crime are a diverse group with diverse needs. Some crime victims may need extensive support, resources and services while others may not want or need such services. Law enforcement is in a unique situation to assess and provide services to victims of crime, as officers are often the first and only individuals to contact victims. The Department recognizes its unique access to crime victims, and like other police departments across the country, CPD has begun to develop formal victim services programs.

For decades, CPD has employed recognized best practices when serving victims of domestic violence. CPD is currently positioned to expand services to victims of crimes other than domestic violence also, leveraging its history of building successful programming bolstered by grant-funded initiatives.

In IMR-6, the Office of Community Policing (OCP) hired one new Domestic Violence Advocate to now be fully staffed with 5 Domestic Violence Advocates. The Crime Victim Advocacy and Support pilot program continues, and the Crime Victim Services program has recently expanded the pilot to now provide advocacy to victims of non-fatal shootings in nine districts, an increase from the pilot's original three districts.

## Affinity Liaisons

- ***Relevant Consent Decree Paragraph(s): 26, 45***

The Office of Community Policing's Civil Rights Unit and District Community Policing Offices are currently undergoing a significant expansion that will provide Department-level and District-level resources to many communities that have experienced challenges with access to police services. With this new structure and creation of new roles, CPD will increase its outreach, collaboration, and support to communities that have typically been underserved and have historically maintained low levels of trust of CPD. With the implementation of these new roles, CPD will begin to rebuild its relationships with various communities and improve trust.

As of IMR-5, all 22 police Districts had an assigned Affinity Liaison Officer. New Community Liaisons and Affinity Liaisons Officers received specialized training for their new role. This training includes cultural competency, community policing, victim services, and hate crimes.

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

## Youth District Advisory Councils (YDAC)

- ***Relevant Consent Decree Paragraph(s): 23, 24, 27***

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

During IMR-6, OCP completed the hiring of its Youth Coordination team, which now includes six civilian members dedicated to supporting youth programming, including YDAC. They have begun developing plans to revamp the YDAC, including recruitment of new young people to participate. They also launched the annual Youth Summer Leadership Institute, a collaboration with One Summer Chicago, in summer 2022.



## *Police Athletic and Arts League*

- ***Relevant Consent Decree Paragraph(s): 22, 23***

The Police Athletic and Arts League (PAAL) is a program operated by the National Police Athletic Activities League. The program aims to prevent juvenile crime and violence by providing mentorship, civic, service, athletic, recreational, enrichment and educational opportunities to young people involved in the program. Through PAALs, youth ages 5-18 spend a portion of the program being mentored by various stakeholders from a wide range of backgrounds. Youth also participate in sport and art activities with police officers.

During IMR-6, PAALs continued to engage young people through various sporting activities, primarily on the south and west sides of the City. PAALs coordinated a basketball and baseball league, and launched a boxing program. Moving forward, the PAALS program will continue to identify opportunities to expand its reach, including by adding more artistic programs to attract more youth participants.

## *School Resource Officer (SRO) Program*

- ***Relevant Consent Decree Paragraph(s): 38, 39, 40, 41, 42, 43, 44***

The School Resource Officer (SRO) program places officers into certain high schools selected by Chicago Public Schools (CPS). SROs provide protection for students, teachers, and administrators against external threats and criminal activity within schools. They serve as a deterrent to those who would seek to do harm. On a day-to-day basis, SROs aim to foster a safe environment for students and strive to represent CPD's professionalism and dedication. Special Order S04-01-02 School Resource Officers and Investigations at Chicago Public Schools was revised in IMR-5 and took effect on December 17, 2021.

During IMR-6, the Bureau of Patrol (BOP) continued to communicate and work with its partners at CPS in coordinating the SRO program. Bi-weekly meetings with CPS Chief of Safety and Security allow for information sharing regarding SRO schools and other issues brought forward by CPS.



BOP posted Notices of Job Opportunity to recruit additional SROs for staffing CPS schools. In addition, BOP has attempted to fill SRO vacancies by seeking volunteers from Districts where there is no longer a need for SROs, and from Districts that may have a surplus of trained SROs assigned to them. BOP continually assesses any vacancies and offers support to those schools from District resources.

Moving forward, the Department and CPS will continue to work collaboratively on developing a new Inter-Governmental Agreement (IGA) that defines the roles and responsibilities of both parties. BOP is also finalizing an annual report for the SRO program. The goal of this reporting will be to use relevant data to evaluate and improve upon the effectiveness of the SRO program. In addition, the report will increase public transparency about the SRO program.

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

## *Community Policing Policy Updates*

- *Relevant Consent Decree Paragraph(s): 14, 17*

In IMR-6, the Department's Research & Development Division (R&D) has collaborated with the Office of Community Policing on reviewing the Department's policy on District Strategic Plans and creating two new policies.

First, Community Engagement in Policy Development (G01-03-01) is a brand-new policy that sets forth the Chicago Police Department's guidelines, procedures, and responsibilities for engaging members of the community and CPD members in the development of policy. The directive establishes multiple methods and mechanisms to meaningfully engage with the community. The input received from those engagements are then utilized to develop and revise policy. The OAG and IMT provided feedback on the policy, and the policy remains under internal review. Once approved by the relevant internal and external parties, it will be posted for public comment.

A second new policy, Community Partnerships (S02-03-16), outlines the definitions, documentation, responsibilities, and regular review of community partnerships between the Chicago Police Department and the community they serve. This policy has not yet been submitted to the IMT and OAG for review, as it remains under internal review.

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

## *District and Bureau Strategic Plans*

- *Relevant Consent Decree Paragraph(s): 15, 45, 46*

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

The process for developing District strategic plans is designed explicitly around community input and involvement. Each District convenes two community conversations each fall to drive their strategic planning effort. Once plans have been drafted, OCP, along with other high-ranking Department command staff, provide input on each District's draft to ensure that identified problem-solving strategies will effectively address community concerns. They also ensure proposed response strategies align with the principles of community policing. After receiving all necessary approvals and finalizing their plans, Districts and bureaus are held accountable for executing their plans throughout the year. Each unit is required to submit quarterly reports to OCP, which in turn provides written feedback to the Districts after each submission. Progress against strategic plan priorities is also tracked during CompStat and OCP's monthly performance management meetings (described further below).

Following successful community conversations held at the end of IMR-5, which drew over 2,000 residents, all 22 districts published their 2022 District Strategic Plans in early IMR-6. Almost half of all top priorities across the districts included addressing issues of violent crimes. Other common priorities included property crimes and issues of

quality of life. OCP will continue to evaluate progress of the strategic plans through its quarterly reporting process and is looking at making several improvements to the process and timelines as it prepares for the 2023 strategic planning cycle.

## *Quarterly Reports to the Community Policing Advisory Panel (CPAP)*

- ***Relevant Consent Decree Paragraph(s): 13***

Throughout this reporting period, CPD continued its practice of publishing [quarterly reports to the Community Policing Advisory Panel \(CPAP\)](#). These reports provide a snapshot of the progress being made towards implementing the CPAP's 2017 recommendations, which were accepted in their entirety by the Department and subsequently incorporated into Paragraph 13 of the consent decree. Readers are encouraged to view CPAP Quarterly Reports on CPD's website at the link above.

Specific progress in this reporting period included publishing the Q4 2021 Quarterly Report and the Q1 2022 Quarterly Report, and continuing to make progress on implementing the recommendations originally made by the Panel.

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

## *Community Policing In-Service Course*

- ***Relevant Consent Decree Paragraph(s): 37***

The 2021 Community Policing In-service course was a new 8-hour training required for all sworn members as part of the Department's 2021 40-hour In-Service Training Program. The Community Policing course reinforced the philosophy and principles of community policing: trust and legitimacy, community engagement, community partnerships, problem-solving, and cooperating with other city agencies to promote public safety in every community.



The Training and Support Group began to instruct the in-service Community Policing course in June 2021 and continued to do so in IMR-6. As of mid-February 2022, over 95% of Department members had been trained. In IMR-6, the Training and Support Group reviewed course evaluations in order to judge the effectiveness of the course and identify areas that need to be reinforced.

In 2022, the Department will provide a mandatory course called Active Bystandership for Law Enforcement (ABLE) to all in-service members. This course was developed by Georgetown Law Center for Innovations in Community Safety to prepare officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer intervention. The benefits of this training include reduced unnecessary harm to civilians and officers, improved police-community relations, and increased officer health and wellness. The course is slated to begin in June 2022. CPD will host the ABLE team for a dedicated train-the-trainer and hold executive sessions early in IMR-7 to reinforce top-down buy-in.

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

## *The Neighborhood Policing Initiative*

- *Relevant Consent Decree Paragraph(s): 13, 19, 21, 22*

The Neighborhood Policing Initiative (NPI) is an inclusive crime-fighting strategy that relies on improved communication and collaboration between community stakeholders, patrol personnel, detectives, specialized units, interdepartmental units, and external agencies. The primary goal of the NPI is to foster relationships and build trust. To achieve these goals, CPD members will work alongside members of the community to create sustainable solutions to pervasive problems using collaborative efforts and community-based resources. The model specifically centers around District Coordination Officers (DCOs) who are trained to develop problem solving strategies and are equipped with mobile phones, tablets, and business cards so that community members in their assigned beats can reach them directly with concerns or issues. The model also involves community members serving as Ambassadors to support problem solving efforts in their neighborhoods.



NPI was introduced in January 2019 in the 025th District and in December 2019 in the 015th District. The model demonstrated strong initial success in its first year in the 025th District, reducing calls for service and building higher levels of community trust, based on survey data available to CPD. Given these promising initial results, NPI was expanded to the 009th, 010th, and 011th Districts in October 2020. During IMR-4, OCP continued to expand NPI, introducing the initiative in Districts 003rd, 004th, 005th, 006th, and 007th Districts. By the end of June 2021, a total of 10 Districts had implemented the NPI program.

In January 2022, OCP launched a pilot in the 006th district in which the District Community Policing Office and the Neighborhood Policing Initiative (NPI) merged and now report to a single Lieutenant in the district. This approach is intended to better align the community policing strategy, including how Community Policing Officers and District Coordinator Officers work together. Moving forward, OCP will evaluate the pilot and develop plans for expansion to additional districts.

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

## *Community Policing Performance Management*

- *Relevant Consent Decree Paragraph(s): 47*

CPD continues to conduct regular, monthly community policing performance management meetings with two Districts each month. The goals of these meetings are to encourage District personnel to broaden their perspective on community policing metrics and to disseminate community policing best practices across all Districts.

A major component of the performance management system is the incorporation of data collected by ZenCity (previously ELUCD), a third-party vendor that conducts monthly surveys of residents in all 22 Districts via digital advertising. The survey asks respondents to score how safe they feel within their neighborhood and how much trust they have in police. The survey also asks residents to list their top crime concerns and top community engagement priorities. This information is shared with District Commanders and Community Policing Offices to help

inform strategies and community engagement efforts moving forward. OCP also analyzes other community policing metrics and shares this analysis during meetings, including the number of community engagements conducted by each District, attendance at engagements, and progress against District strategic plans.

Performance management meetings continued on a monthly basis in IMR-6. OCP continued to work with Zencity to explore more areas where OCP can collect more data and feedback from the community and is looking into adding more questions to the community survey in IMR-7.



# Impartial Policing

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

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

**-Deputy Director Mike Milstein, Office of Community Policing**

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

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

## *Building a Language Access Program*

- *Relevant Consent Decree Paragraph(s): 64, 65, 67*

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

In IMR-6, CPD continues its implementation of the Insight mobile phone application. This solution, developed by a vendor called LanguageLine, allows users to connect to video and audio interpreters in dozens of languages. The Office of Community Policing installed the app on several hundred additional phones, as well assisted in any tech support as needed. Through this pilot initiative, the Department hopes to improve its services for individuals with limited English proficiency.

## *Religious Interactions Policy*

- ***Relevant Consent Decree Paragraph(s): 60***

The Department has been developing a policy guiding Department members' interactions with religious communities including interacting and searching individuals with garments or coverings of religious significance. Research for this policy included looking at best practices from Departments around the country and conducting community engagement with the Council of Religious Leaders of Metropolitan of Chicago (CRLMC). The CRLMC reviewed and provided feedback on the religious interactions policies, and the Department posted the policy for public comment on its website.

During IMR-6, the Department continued discussions with the IMT, OAG and the CRLMC community group in order to finalize the policy. The policy was posted for public comment in April and May 2022, and finalized by the end of the IMR-6 reporting period.

## *Search Warrants and Human Rights Policies*

- ***Relevant Consent Decree Paragraph(s): 53, 54, 55***

In IMR-6, the parties to the consent decree agreed to a stipulation that brought search warrants into the scope of the consent decree based on the language of paragraphs 53, 54, and 55. Based on this development, the Department submitted its existing policy on search warrants (S04-19 Search Warrants) to the Independent Monitoring Team and Office of the Attorney General for review and comment. This policy was developed in 2021 and took effect in October 2021. The policy development process for the Department's current Search Warrants policy involved community engagement in the form of a community working group as well as a public comment period. The working group met over the course of January 2021, and the Department submitted evidence of this community engagement effort alongside the policy itself in IMR-6.

The Department has also revised other policies in connection with paragraphs 53, 54, and 55, including G02-01 Protection of Human Rights and G02-04 Prohibition Regarding Racial Profiling and Other Bias-Based Policing. The Department also submitted revised versions of these policies in IMR-6. The IMT and OAG provided their approval on these policies, and the Department finalized both policies in IMR-6.

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

## *Community Engagement on Impartial Policing Policies*

- *Relevant Consent Decree Paragraph(s): 52, 60, 61, 62, 63, 64, 68, 76*

CPD remains committed to soliciting authentic community input on its impartial policing policies, as well as other policy topics covered by the consent decree.

During IMR-6, OCP completed its community engagement on CPD's Protection of Human Rights policy and its Prohibition of Racial Profiling and Other Bias-Based Policing policy. OCP conducted extensive community engagement on these policies by hosting a public webinar, two public community conversations, and a series of dialogues with over thirty community-based organizations and groups about the policy. OCP also concluded the development of its Interactions with Religious Communities policy, a brand new policy for CPD that was developed in collaboration with the Council of Religious Leaders of Metropolitan Chicago.



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

## *Procedural Justice Training*

- *Relevant Consent Decree Paragraph(s): 56, 72, 73, 74*

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

- Procedural Justice Part 1: Procedural Justice and Police Legitimacy (PJ1)
- Procedural Justice Part 2: A Tactical Mindset (PJ2)
- Procedural Justice Part 3: Managing Implicit Bias (PJ3)

Procedural Justice is premised on the idea that people care about both the process and the outcome of any given situation. Officers need to employ the four pillars of procedural justice (giving others a voice, neutrality in decision making, treating everyone with respect, and being trustworthy) for their authority as police officers to be seen as legitimate.

The first two courses (PJ1 and PJ2) are now complete with more than 99% complete of sworn Department members trained. However, at the start of the IMR-6, only approximately 88% of CPD was trained in PJ3.

Beginning in late 2018 and concluding in early 2021, ADL partnered with CPD to provide Procedural Justice 3 training program to all CPD sworn personnel. In the IMR-6, the ADL and CPD partnered to ensure ongoing Procedural Justice 3 for the remainder of personnel to achieve training objectives.

To train the last members who needed to complete PJ3, the Anti-Defamation League (ADL) created a new version of the course (Procedural Justice 3 – 2021-2022). Lessons learned from the ADL's previous survey of Chicago area residents and facilitated focus groups, where local perspectives on law enforcement were ascertained, were incorporated into the 2021-2022 version of the PJ3 course.

The course began training on January 31, 2022 and ran 45 sessions. The course concluded on May 5. As a result of training in IMR-6, 98% of available in-service members were trained in PJ3.

In IMR-7, members who were not eligible to attend Procedural 3 training during the original cycle will be scheduled to attend Procedural Justice 3 – 2021-2022 until the next iteration of in-service procedural justice is offered as part of the in-service training plan.

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

## *Hate Crimes eLearning*

- *Relevant Consent Decree Paragraph(s): 76, 77, 78*

In IMR-6, CPD continued its development of an eLearning course dedicated to hate crimes. The Hate Crimes eLearning will instruct all sworn officers on how to identify, investigate, and document hate crimes. During IMR-6, the Department solicited further community input through the Chicago Commission on Human Relations and the Hate Crime Coalition. The Training and Support Group then made changes to the Hate Crimes eLearning curriculum based upon those recommendations, as well as based on comments made by the IMT and OAG.

The Training and Support Group submitted the revised eLearning for additional IMT and OAG review in June 2022. If the IMT and OAG approve this version of the training, the Department will administer the course to all members in IMR-7.

## *Hate Crimes Annual Report*

- ***Relevant Consent Decree Paragraph(s): 78***

The Research and Development Division Analysis Team (RDAT) has been working from March to June 2022 to complete a first draft of the Annual Hate Crimes Report. Between March and May 2022, RDAT worked with the Civil Rights Unit (CRU) on the quantitative portion of the report. The Civil Rights Unit is responsible for collecting and inputting hate crime data throughout the year. RDAT and CRU streamlined the hate crime data collection process to ensure victim, offender, and bias motivation data is collected completely and accurately prior to inclusion in the report. RDAT completed a first draft of the qualitative portion of the Annual Hate Crime Report in May, while in parallel continuing to validate the data that will be reported quantitatively throughout the report. Once drafted, RDAT will send the report out for internal review prior to publishing.

Over time, the Department will implement opportunities for community members to provide ongoing feedback on the report, once published. Specifically, the Research and Development Division created a plan to create an online community feedback form to be published along with the report. This will be modeled after the electronic form utilized to collect community feedback on CPD policy.

# Crisis Intervention

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

**–Deputy Chief Antoinette Ursitti, Training and Support Group**

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

**Goal: Strengthen oversight and administrative support for the Department's Crisis Intervention Unit.**

## *CIT Policy Updates*

- *Relevant Consent Decree Paragraph(s): 133, 134, 135, 136, 137*

The Research & Development Division (R&D) began its annual review of the suite of policies that govern the work of the Crisis Intervention Team (CIT) program. The annual review period included engagement with the Chicago Council on Mental Health Equity (CCMHE), which provided comments on Special Order S04-20 Recognizing and Responding to Individuals in Crisis, Special Order S05-14 Crisis Intervention Team Program, and the Crisis Intervention Report form used to document response to crisis intervention calls.

In IMR-7, R&D will finish its annual review of existing CIT policies and publish updated versions.

## CIT Program

- ***Relevant Consent Decree Paragraph(s): 87, 88, 89, 90 91,117, 121***

The CIT Program seeks to improve CPD's competency and capacity in effectively responding to individuals in crisis; de-escalating crises to reduce the need to use force against individuals in crisis; and improving the safety of officers, individuals in crisis, family members, and community members. At the same time, the program promotes community-oriented solutions to assist individuals in crisis; reduces the need for individuals in crisis to have further involvement with the criminal justice system; and develops, evaluates, and improves CPD's crisis intervention-related policies and trainings to better identify and respond to individuals in crisis.

CPD's Special Order S05-14 Crisis Intervention Team Program was submitted to the IMT and OAG for review and the Chicago Council on Mental Health Equity for community input. After receiving comments, CPD made changes to S05-14 based on these stakeholders' recommendations; the changes were approved by the IMT and OAG. As discussed above, the Department also continues to modify S20-04 Recognizing and Responding to Individuals in Crisis and other related policies in the suite.

In addition, the Crisis Intervention Unit's Crisis Intervention Team District, Operations, and Community Support (CIT DOCS) teams worked on executing the priorities and goals of the 22 District Level Strategies for the CIT Program that were developed in IMR-4. Efforts include attendance at roll call trainings and beat meetings as well as proactive outreach and community engagement events. Finally, the Department is currently in the process of hiring a new Community Outreach Coordinator to support the CIT program.

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

## *Certified CIT Officer Designation*

- *Relevant Consent Decree Paragraph(s): 87, 92, 93, 94, 95, 96, 97, 99, 100, 101, 102, 103, 104, 105*

The “Certified CIT Officer Designation” project is dedicated to ensuring that a well-trained complement of Crisis Intervention Team (CIT) Officers is available and prioritized to handle calls for service involving individuals in crisis. Certified CIT Officers have received specialized training in responding to individuals in crisis.

As of May 30, 2022, the CIT Program had conducted a total of 14 Basic CIT courses since the beginning of the year. Those classes trained a total of 296 CPD Officers and 11 Non-CPD members. During this time period, the CIT Program also conducted a total of 12 Refresher courses during this reporting period. A total of 264 CPD officers attended these 16-hour refresher classes. CPD provided the Chicago Council on Mental Health Equity (CCMHE) dates that Basic CIT and Refresher CIT would be held in the IMR-6 in order to welcome their observation and input.

In total, as of a May 31, 2022, the Department has a total of 3,538 Certified CIT Officers.

## *Non-CIT Crisis Intervention Training*

- *Relevant Consent Decree Paragraph(s): 126, 127*

The “Non-CIT Crisis Intervention Training” project is dedicated to ensuring the development and delivery of crisis intervention training that is adequate in quality, quantity, and scope for all officers, including recruits and non-Certified CIT Officers, to effectively respond to individuals in crisis. This training is distinct from the specialized 40-hour Basic CIT course that sworn members attend in furtherance of designation as a Certified CIT Officer.

With the passage of the SAFE-T Act and HB 3443 SA 5, the Illinois Law Enforcement Training and Standards Board (ILETSB) moved to incorporate “crisis intervention” as part of the Basic Law Enforcement (BLE) curriculum. Since then, the CPD Training and Support Group (TSG) has worked closely with the ILETSB to ensure a successful and effective inclusion of the new course into recruit training. On March 22, 2022, TSG sent an instructional cadre to participate in a train-the-trainer session officially sponsored by the ILETSB. This session was held at the Suburban Law Enforcement Academy at the College of DuPage and was led by a pair of instructors / mental health professionals recognized by the ILETSB as subject matter experts in the field of mental health.

Since the train-the-trainer session, the Instructional Design and Quality Control (IDQC) section of the TSG has worked closely with the CPD’s Crisis Intervention Team (CIT) training unit to ensure that both the curriculum and instruction for the new course is appropriately readied for implementation. Members of the instructional cadre from TSG have observed both Basic CIT and CIT Refresher training to prepare for the delivery of key concepts and the debriefing of scenarios. Additionally, the cadre will be partaking in community and department resource site visits to ensure that they possess sufficient context to best deliver the material from the new course.

The curriculum for the new course was developed by the ILETSB and officially incorporated as part of the BLE at ILETSB’s quarterly Board meeting on June 1, 2022. In IMR-7, CPD expects to implement the new “CIT Concepts” (8-hour) unit of instruction for CPD and Metropolitan recruits.

In parallel, the Department is also developing a 2022 In-Service Crisis Intervention course, which will be delivered to all in-service members as part of the Department’s mandatory 40-hour training program for 2022. The Department submitted this course for IMT and OAG in review in IMR-6 and expects to start delivering training in IMR-7. In preparation for course launch, TSG began instructor development for the 2022 In-Service Crisis Intervention course in February, which includes teach backs, site visits to community resources, and train-the-trainer sessions.

## *eLearning on CIT Policy Changes*

- ***Relevant Consent Decree Paragraph(s): 88, 89, 91, 92, 94, 104, 106, 114, 117, 118, 120, 133, 134, 135, 136, 141***

The CIT Policy eLearning was developed to ensure that all CPD officers, regardless of designation as a Certified CIT Officer, have knowledge of crisis intervention policies, procedures, and resources. In 2022, the CPD continued community engagement on its CIT-related trainings through meetings with the Chicago Council on Mental Health Equity (CCMHE). In May 2022, a revised draft of Special Order S05-14 Crisis Intervention (CIT) Program was submitted to address CCMHE input and IMT and OAG feedback. Following submission of the revised CIT Program policy, CPD also submitted a revised CIT Policy eLearning. In June 2022, the CPD received comments from the OAG regarding the revised CIT Policy eLearning. The CPD addressed the sole OAG comment and awaits a response from the IMT.

## *Audit of Certified CIT Officer Eligibility*

- ***Relevant Consent Decree Paragraph(s): 95***

The Audit Division finalized its “Audit of CIT Eligibility” in May 2022. This audit assessed the degree to which the Department’s Crisis Intervention Team (CIT) certified officers meet the criteria required to acquire and maintain CIT certification in line with consent decree paragraphs 93 and 95. While the Audit Division made a series of recommendations to assist the Department in strengthening the CIT program, the Audit concluded that 99.5% of the Department’s CIT certified members met the Department’s, and the consent decree’s, requirements.

During IMR-7, the Audit Division will coordinate with the relevant Department stakeholders to develop a plan to implement the audit’s recommendations. The Audit Division will follow up and report on the Department’s progress toward implementing this plan in future IMR periods.

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

## *Crisis Intervention Dashboards*

- ***Relevant Consent Decree Paragraph(s): 107, 120***

CPD must assign a sufficient number of data analysts to collect and analyze data related to the CIT Program and CPD's response to incidents involving individuals in crisis. These analysts create real-time dashboards to enable the Department to monitor trends and patterns related to its response to crisis intervention incidents. During IMR-6, a new Data Analyst was detailed to the Crisis Intervention unit to create and maintain CIT Dashboards.

## *CIT Officer Implementation Plan*

- ***Relevant Consent Decree Paragraph(s): 108-110***

CPD will maintain enough Certified CIT Officers on duty on every watch in each District to help ensure that a Certified CIT Officer is available to respond in a timely manner to each incident identified as involving an individual in crisis, absent extraordinary circumstances.

The CIT Officer Implementation Plan identifies the number of Certified CIT Officers necessary, absent extraordinary circumstances, to ensure that Certified CIT Officers are available on every watch in each District to timely respond to at least 75% of the calls for service identified as involving individuals in crisis. The CIT Officer Implementation Plan also includes the steps, strategies, methods, and actions CPD will implement to make progress to achieve and maintain response ratio targets.



In IMR-6, the Crisis Intervention Unit continued to work on key issues related to completing the CIT Officer Implementation Plan, including efforts to discern response times in police agencies across the country in order to determine the parameters of a timely response for CIT service calls in Chicago.

Moving into IMR-7, the Crisis Intervention Unit will work with a dedicated analyst on the collection and analysis of data necessary to support the completion of the CIT Officer Implementation Plan and overall evaluation of the CIT Program.

# Use of Force

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

**–Deputy Chief Eve Gushes, Office of Constitutional Policing and Reform**

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

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

## *Use of Force Community Working Group and Policy Revisions*

- ***Relevant Consent Decree Paragraph(s): 153-155; 159; 160; 161-166; 168-169; 173; 175-187; 197-235; 488-492; 568-569; 571-572; 574-575; 577-580***

CPD's current use of force policies took effect in April 2021. Since that time, the Department has consistently engaged with members of the Coalition of parties that have enforcement rights under the consent decree ("the Coalition"), including the American Civil Liberties Union, on further potential revisions to the suite. In IMR-6, these discussions centered on the use of Oleoresin Capsicum (OC) Spray and Tasers.

In addition to these conversations, the next version of the use of force policy suite will include additional revisions related to the Illinois SAFE T-Act. The Department continues to work with the IMT, OAG, and other parties to finalize these revisions, and aims to publish a new suite of Use of Force policies in January 2023.

## *Foot Pursuits Policy*

- ***Relevant Consent Decree Paragraph(s): 172***

The Department has continued to engage with the IMT/OAG and Judge Dow on finalizing a New Foot Pursuit Policy in IMR-6. The process of developing a finalized policy also involved extensive stakeholder input, including from community groups such as the Illinois Latino Agenda and the Coalition, and internal focus groups consisting of CPD members of various ranks. The policies were also posted to the CPD website for public comment. As part of the finalized policy, CPD has introduced multiple Foot Pursuit reporting documents, enhanced supervision requirements involving sergeants and lieutenants, and a robust review of all foot pursuit incidents by the Tactical Review and Evaluation Division (TRED).

In IMR-6, the Department officially received approval on and finalized the following policies, forms, and trainings related to foot pursuits:

- G03-07 Foot Pursuits
- G03-07-01 Department Review of Foot Pursuits
- Foot/Bicycle Pursuit Event Log Form, which will be used by any officer engaged in a foot pursuit to document the initiating circumstances and resolution of the pursuit
- Foot/Bicycle Pursuit Review Form, which will be completed by the Watch Operations Lieutenant in relation to any foot pursuit incident that concludes in an arrest or a use of force
- Foot Pursuit eLearning, which was administered to all members in late IMR-6 and early IMR-7



In addition to these approved documents, the Department continues to make progress in its efforts to ensure the new policy takes effect without issue on August 29. These projects include receiving approval on and delivering a foot pursuit training curriculum specifically for members at the rank of Lieutenant and digitizing and beta testing the relevant forms. This digitization of the forms will be critical to providing reliable data regarding the circumstances that result in the imitation and termination of foot pursuits by Department members, as well as ensuring that supervisors are carrying out their responsibilities as delineated in G03-07 and G03-07-01. All of this will enable CPD to address prior issues with its data collection and reporting on foot pursuit incidents, which the Department and IMT had identified in IMR-5. After the foot pursuit policies and forms take effect, the Department will further reinforce these policy requirements through its mandatory in-service training program. One portion of the 2022 Constitutional Policing In-Service course will be dedicated to foot pursuits.

Through the above initiatives, Department members will be well-equipped to implement the requirements of the finalized foot pursuit policies and CPD will be positioned to monitor key metrics associated with foot pursuits based on thorough and reliable data.

## *Use of Force In-Service Training*

- ***Relevant Consent Decree Paragraph(s): 56, 72, 74, 153, 170, 190, 243-246***

All sworn Department members receive use of force training each year as part of the Department's in-service training curriculum.

As of mid-February 2022, over 95% of Department members required to be trained as part of the 2021 mandatory in-service training program had been trained in 2021 De-escalation, Response to Resistance and Use of Force – Procedures and 2021 De-escalation, Response to Resistance and Use of Force -Communication. In IMR-6, the Training and Support Group reviewed course evaluations in order to judge the effectiveness of courses and identify areas that need to be reinforced.

In IMR-6, the Training and Support Group began training Department members in a full-day course on De-Escalation, Response to Resistance, and Use of Force as part of the 2022 in-service training program.

The 2022 De-escalation, Response to Resistance, and Use of Force course was designed to provide training to Department members in a structured, interactive training environment, using hands on-scenarios where officers learn appropriate techniques involving Procedural Justice, Managing Implicit Bias, force-mitigation, de-escalation, 4th amendment, imminent threat, and peer intervention.

Members will learn to apply the five steps of the critical decision-making model and how to identify and avoid thinking traps. Members will review minimum and proportional force as well as excessive force and deadly force as a last resort. Members will demonstrate tactics and duties of contact and cover officers and will demonstrate cover and concealment as well as threat assessment and transitioning drills. Using hands-on scenarios, members must justify circumstances necessitating the level of force or de-escalation, the officer's individual response, providing first aid, duty to intervene, and the specific types and levels of applied force. Participants are trained to de-escalate situations while transitioning to less-lethal options.

In addition to delivering the 2022 in-service course outlined above, the Training and Support Group completed the annual needs assessment in IMR-6 and identified training needs related to de-escalation and use of force. In IMR-7, the Training and Support Group will submit its Training Plan outlining use of force training goals for 2023.

## *Law Enforcement Medical and Rescue Training (LEMART)*

- *Relevant Consent Decree Paragraph(s): 174*

In IMR-6, the Training and Support Group continued to train Department members on LEMART. A review of records showed that 2,341 members were trained in LEMART in 2021. A further audit demonstrated a 99.91% compliance with members trained in 2021 receiving a Mini First Aid Kit (MFAK). This data was submitted for compliance review in IMR-6. In addition, during this reporting period, CPD received approval for its LEMART lesson plan for limited duty officers.

At the end of May 2022, the LEMART team trained 1,260 in-service Department members in the 8-hour Refresher LEMART course. The initial 8-hour LEMART course was provided to 117 CPD recruits and 46 Metro recruits. In IMR-7 CPD will continue to train Department members and issue MFAKs. At the beginning of IMR-8, the CPD will do another audit of 2022 training and MFAK distribution.



## *Vehicle Pursuits Policies and Training*

- *Relevant Consent Decree Paragraph(s): 167*

In IMR-6, the newly designed Emergency Vehicle Operations Course (E.V.O.C.) In-service course was submitted for approval from the IMT/OAG. This new 4-hour simulator-based training will be required for all sworn members as part of the Department's 2023 40-hour In-Service Training Program. The E.V.O.C. course reinforces the philosophy, policy and principles of eluding, pursuits, safe driving techniques, legal liabilities and driving with due regard in order to promote public safety in every community.

Training participants will better understand safer driving techniques and how to positively respond to emergency response incidents with the goal of lowering the number of accidents, property damage, injuries and deaths. They will also learn accident-avoidance tactics and techniques to utilize when addressing or responding in an emergency response capacity.

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

## *Use of Force Data Collection*

- *Relevant Consent Decree Paragraph(s): 569*

Data collection regarding uses of force is critical to enabling CPD to identify trends and analyze areas for improvement. In addition to existing Tactical Response Report forms, which are used to document all use of force incidents, the Department created the Level 3 Reportable Use of Force Incident Supplemental form in IMR-4 to track specific information related to Level 3 uses of force. Level 3 uses of force include deadly force (e.g., firearm discharge, impact

weapon to the head or neck, chokehold, or carotid artery restraint), force resulting in a hospital admission, and force causing death to any person. The investigating supervisor for a Level 3 use of force incident is required to complete this supplemental form at the conclusion of their use of force investigation.

Department policy provides direction to Department members on the above issues, and the Supplemental form allows the Department to track the frequency of their occurrence. Tracking this data is essential to understanding deadly force incidents and addressing areas of concern. The Department began using this new form in IMR-4. The Force Review Board is responsible for ensuring the proper completion of this form and making recommendations as warranted.

In IMR-6, the Tactical Review and Evaluation Division (TRED) reported on all the data that has been collected since the inception of this form. This data was published in the 2021 Year End Review. In IMR-7, TRED will continue to report on the analysis of this data.

TRED finalized and submitted revisions to both the TRR-R and Firearm Pointing Incident Review (FPIR) applications in this reporting period. These applications will now provide more comprehensive data on foot pursuits that are associated with use of force and firearm pointing incidents. TRED also incorporated data requests from the IMT and OAG into this revision. This data will be reported in future TRED reports.

In addition, TRED began to develop a Unified TRED Review application. This application will combine the existing TRR and FPIR reviews as well as the upcoming review of all foot pursuits into a single, consolidated TRED review form. The purpose of this application is to review incidents as a whole and provide training recommendations to Department members based on the entirety of an incident instead of compartmentalizing the different actions of the member into separate reviews. TRED will continue development of this application in IMR-7.

## *Use of Force Data Dashboard Updates*

- ***Relevant Consent Decree Paragraph(s): 157, 581, 582***

In IMR-6, the Department continued to maintain and update its public use of force dashboard. This dashboard provides summary metrics related to uses of force by Department members, such as the number of use of force incidents, the locations of these incidents, force options used, and many others.

In this reporting period, CPD prioritized efforts to enhance usability of the dashboard for members of the public. The Department added a “User Guide” to the dashboard that provides more detailed background about the metrics covered and how users can leverage filters and other mechanisms to drill down to the specific data they are interested in. In addition, the Department added a feedback form below the dashboard so that members of the public can provide input on how the dashboard could be better designed or made more comprehensive. The Department welcomes any such feedback and encourages users to provide input so that the dashboard can be improved over time.

## *Firearms Pointing Incident Reviews*

- ***Relevant Consent Decree Paragraph(s): 190, 192***

CPD is required to routinely review and audit documentation and information collected from all investigatory stop and arrest occurrences in which a CPD officer pointed a firearm at a person while effecting a seizure. Firearm Pointing Incident Reviews (FPIRs) provide a checks-and-balances system to monitor Department compliance with the Fourth Amendment. Firearm Pointing Incident Reviews further ensure that Department members do not unnecessarily expose themselves to situations in which death or great bodily harm may result.

In IMR-6, the Tactical Review and Evaluation Division continued to review and analyze all firearm pointing incidents. These findings were published during IMR-6 in both the 2021 Q4 Report as well as the 2021 Year End Summary.

Additionally, as noted above, TRED finalized and submitted revisions to the FPIR application in this reporting period. These updates will provide comprehensive data on foot pursuits that are associated with firearm pointing incidents. This data will be reported in future TRED reports. The alignment of revised FPIR application with changes to the Tactical Response Report reviews will provide a larger data set of foot pursuit incidents and provide a solid foundation for the Unified TRED Review application currently in development.

## *Force Review Division Quarterly Reporting*

- ***Relevant Consent Decree Paragraph(s): 190, 192***

[Force Review Division Quarterly Reports](#) are summary documents that provide an overview of FRD accomplishments and recommendations, based upon the analysis of Tactical Response Reports (TRRs) and Firearm Pointing Incidents during a specific time frame. It is important to note that the Force Review Division Quarterly Reports are not a summary of the TRR and FPIR reviews submitted and reported by Department members during a specified quarter; rather they are a summary of the reviews FRD conducted during that specified quarter. Although the Force Review Division was renamed the Tactical Review and Evaluation Division during IMR-6, the reports produced during IMR-6 were based on 2021 data and thus titled under the Force Review Division.

In IMR-6, TRED produced the Q4 2021 Report and 2021 Year End Report, which are made available to the public on the Chicago Police Department's website. In IMR-7, TRED will continue producing these reports, evaluating available data and seeking any new patterns or trends that present themselves.

## *Use of Force Annual Report*

- ***Relevant Consent Decree Paragraph(s): 159***

The Research and Development Division Analysis Team (RDAT) worked in IMR-6 to develop a first draft of an inaugural Annual Use of Force Report. This report will be the first time that the Department produces a comprehensive report on all use of force incidents in the prior year, so the team has been working to create a replicable process for the development of the report as well.

RDAT completed a first draft of the qualitative portion of the report in May 2022 and a query of use of force data in April 2022. CPD also met with members of the Independent Monitoring Team and the Office of the Illinois Attorney General at the end of May for the purposes of soliciting feedback on the project plan and outline for the report. As of the end of IMR-6, the queries of use of force data tables were undergoing CPD's internal data verification process to ensure accuracy. Once verification is completed, RDAT will produce a complete first draft for internal review, prior to being published.

The Research and Development Division created a plan to create an online community feedback form to be published along with the report. This will be modeled after the electronic form utilized to collect community feedback on CPD policy.

As with the Department's Annual Report and Annual Hate Crimes Report, the Department expects to implement opportunities for community members to provide ongoing feedback on the Annual Use of Force Report, once published. Specifically, the Research and Development Division created a plan to create an online community feedback form to be published along with the report. This will be modeled after the electronic form utilized to collect community feedback on CPD policy.

# Recruitment, Hiring, and Promotion

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

**-Managing Deputy Director Robert Landowski, Human Resources  
(Office of Public Safety Administration)**

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

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

## *Recruitment and Hiring Updates*

- *Relevant Consent Decree Paragraph(s): 249, 250, 251, 253, 254, 256, and 257*

To further address CPD's recruitment and hiring needs, the Office of Public Safety Administration's Human Resources unit (OPSA-HR), CPD, and the City's Department of Human Resources (DHR) have engaged independent human resources consultant Troy Coleman and Associates to research and provide assessments and recommendations regarding the Department's: 1) recruitment and hiring processes, 2) methods for screening candidates to address possible disparate impact in the hiring process, 3) application process challenges, and human resources technology.

During IMR-6, Coleman and Associates completed their assessment of the Department's recruitment and hiring process. This assessment included a review of OPSA-HR's application and screening criteria, overall human resources processes, and technology needs of the Department and OPSA-HR. Both the Department and OPSA-HR anticipate the consultant's final report in IMR-7.





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

## *Sergeant and Lieutenant Promotions Updates*

- *Relevant Consent Decree Paragraph(s): 261, 262*

As front-line managers, Sergeants and Lieutenants are among the most valuable members of the Department. They provide members under their command with real-time guidance and leadership on Department policy and procedures. The Department remains committed to ensuring the process to promote the best qualified individuals to these roles is equitable and transparent.

During IMR-6, CPD and OPSA worked diligently to increase transparency around candidate selection methods. The Department promoted 100 candidates to the rank of Sergeant, of which 29 were promoted meritoriously. CPD and OPSA also hosted the Lieutenant rank promotional exam in IMR-6.

In parallel, OPSA also continued to work to identify the most equitable way to 1) develop a process through which an assessment and implementation plan or policy regarding Sergeant and Lieutenant promotions will occur every three years, 2) create a policy to ensure the process is maintained, 3) develop an implementation plan with the support of an external consultant, and 4) implement the needed changes. This work will continue in IMR-7.

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

## *Captain and Commander Promotions Assessment and Transparency Plan*

- ***Relevant Consent Decree Paragraph(s): 263, 264***

The ranks of Captain and Commander are critical to instilling a culture of accountability, transparency, professionalism and respect. During IMR-4, DHR, OPSA-HR, and CPD published the Captain and Commander job descriptions to the City of Chicago and CPD websites. During IMR-5, the Department, OPSA-HR, DHR, and the Department of Law worked to develop a policy statement that incorporates the criteria for promotion, and implementation of a fully executed strategic communication plan.

During IMR-6, the Department, OPSA-HR, DHR, and the Department of Law worked to develop a policy statement that incorporates the criteria for promotion, and implementation of a fully executed strategic communication plan.



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

## *Job Descriptions for Sworn Positions*

- *Relevant Consent Decree Paragraph(s): 255*

During IMR-4, DHR and OPSA-HR published the full catalogue of sworn CPD job descriptions (also known as CPD job specifications), including job requirements that focused on the tenets of the consent decree (i.e. procedural justice, de-escalation, impartial policing/constitutional policing, community policing, and problem solving).

During IMR-5, DHR conducted additional analysis of the job descriptions to ensure that they meet the needs of the Department, the consent decree, and CALEA. Additionally, DHR, OPSA-HR and Law developed a policy that requires a three-year periodic review of the job descriptions, in alignment with CALEA requirements. .



In IMR-6, analysis of the sworn job descriptions was completed. Additionally, all sworn job descriptions were published to both the City of Chicago and Chicago Police Department websites. In IMR-7, OPSA-HR and DHR will conduct similar analysis for CPD's civilian job descriptions to ensure alignment with the needs of the Department, the consent decree and CALEA.

# Training

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*“21st century law enforcement education must be built on penetrating the hearts and minds of front-line officers in the act of service. Concentration on service will be a bridge to officer wellness, which will produce a more restorative justice.”*

**–Commander Ralph Cruz, Training Division**

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

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

## *2022 Training Needs Assessment*

- *Relevant Consent Decree Paragraph(s): 271*

The Training & Support Group (TSG) began to work on its 2022 Needs Assessment to inform the 2023 Training Plan in January 2022. TSG sought input from diverse sources to ensure a current, relevant, and comprehensive plan that accounts for different perspectives. The stakeholders and resources solicited for input into the training needs assessment process included the following:

- Department members of all ranks and their respective collective bargaining units, if applicable
- Members of the community, via an online survey that was posted on CPD's website for 14 days and was promoted by the Department's Office of Community Policing.

- Oversight Agencies including: Civilian Office of Police Accountability (COPA), Chicago Deputy Inspector General of Public Safety, the City of Chicago Police Board, the Training Oversight Committee (TOC), the Cook County State’s Attorney’s Office, and the Department of Law
- Information collected annually from use of force reviews, discipline and civilian complaints, and reports of officer safety issues
- Changes in the State of Illinois and City of Chicago laws and Illinois Law Enforcement Training and Standards Board (ILETSB) requirements
- Court decisions and litigation
- Research reflecting evidence-based research and best practices in training and law enforcement
- Results from evaluations of training courses, instructors, and the Field Training Program
- Department members’ reactions to and satisfaction with Department training

TSG reviewed the information provided through surveys, input letters, and reports to determine several areas of instructional focus in 2023. The TSG submitted the Needs Assessment for IMT / OAG review in June 2022. The Needs Assessment report summarizes the findings of stakeholder input and will be used to develop the 2023 Annual Training Plan.

## 2023 Training Plan

- ***Relevant Consent Decree Paragraph(s): 37, 42, 271, 272, 273, 274, 277, 278, 282, 283, 284, 287, 303, 317, 319, 320, 321, 322, 323, 331, 332, 333, 337, 338, 412***

Each year, the Department is required to develop a Training Plan based upon a Needs Assessment that accounts for legal mandates and input from the community, CPD members, and other stakeholders regarding areas in which CPD’s training should focus. The Training and Support Group started designing the 2023 Training Plan during IMR-6. Significant changes to this year’s Training Plan document include:

- Additional discussion of training evaluation improvements
- Additional explanation of community engagement
- Greater detail on each in-service course
- Schedules

The 2023 Training Plan will be submitted in IMR-7 and will address the following topic identified in the needs assessment: accountability and officer conduct, basic first aid, communication skills, community policing and relations, criminal investigations, crisis intervention, cultural competency, de-escalation techniques, fourth amendment, impartial policing, interactions with young people, leadership, legal and policy updates, officer safety and field tactics, officer wellness, report writing, technology, searching of people and vehicles, technology, and use of force.

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

## *Training Academy Instructor Development*

- *Relevant Consent Decree Paragraph(s): 282-285, 287*

TSG continues its commitment to require that all new and current instructors and curriculum developers are certified by the Illinois Law Enforcement Training and Standards Board (ILETSB) and, as appropriate to their roles, receive initial and annual refresher training on subjects including, but not limited to, effective teaching, adult-learning techniques, and curriculum development. To this end, TSG conducted the following trainings in IMR-6:

- **Instructor's Academy** (35-hour course) – 7 sessions were conducted during this reporting period, which started on the following dates, respectively: January 24, January 31, February 28, March 21, March 28, May 11, and May 23. Additionally, TSG's Instructional Design and Quality Control section is currently revising all lesson plans associated with the program to incorporate comments received from outside experts.
- **Lesson Plan Design and Development** (4-hour course) - One session of this ILETSB-certified course was held on February 1 for current curriculum developers as annual refresher training appropriate to their specific role.



TSG further requires that instructors are trained in the specific subject matter they are assigned to teach and are also cross-trained in other related subjects so that they are equipped to deliver effective interdisciplinary instruction.

The following instructor development (i.e., cross-training) course was provided to the entire TSG staff:

- Field Force Operations (FFO) Reinforcement – five sessions held from May 23-27

The following instructor development courses (i.e., cross training) were provided to Recruit Training staff and led by respective subject matter experts:

- Tactical Training Unit (TTU) Refresher– January 17
- Control Tactics Refresher – February 21
- Integrated Exercises / Scenario-based Training Refresher – February 21
- Homeroom Instructor (HRI) Symposium – March 7
- Integrated Exercises Train-the-Trainer – March 7

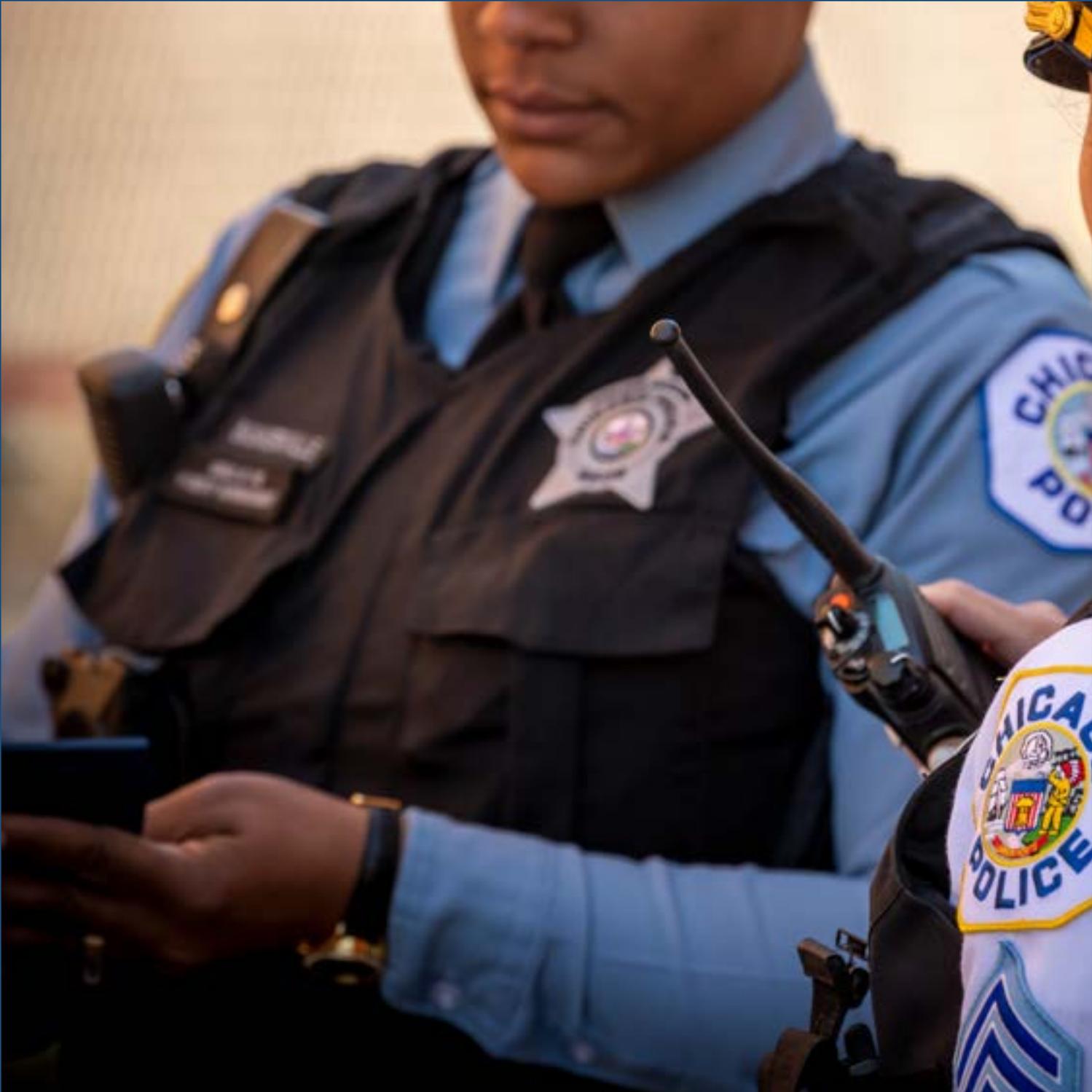
The following course was provided to select Recruit Training staff by ILETSB subject matter experts in preparation for a new State-mandated course:

- CIT Concepts for Recruits – March 22

Additionally, the following in-service training cadres (i.e., mandatory 40-hour courses) conducted (or are currently conducting) extensive instructor development in the following areas:

- De-escalation, Response to Resistance and Use of Force 2022
- CIT / Officer Wellness
- Active Bystandership for Law Enforcement (ABLE)

Looking ahead to IMR-7, TSG anticipates offering multiple sessions for both the Instructor's Academy and the Lesson Plan Design and Development courses. The TSG will continually seek opportunities to provide instructor development and cross-training for instructors.



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

## *Field Training and Evaluation Program (FTEP)*

- *Relevant Consent Decree Paragraph(s): 303, 313, 315, 316*

The primary objectives of the Field Training and Evaluation Program (FTEP) are: 1) to ensure that all Probationary Police Officers (PPOs, or officers who have recently graduated from the Training Academy but are not Field Qualified) receive optimal field training, and 2) to ensure that the most competent, motivated individuals become CPD officers. This process is completed through field training cycles and evaluation of PPOs by Field Training Officers (FTOs) in various competencies, including vehicle operations, arrest procedures, attitude and demeanor, and de-escalation. The FTEP is a partnership between the Training and Support Group and the Bureau of Patrol.

The Field Training and Evaluation Program in IMR-6 continued its practice of administering quarterly surveys to PPOs and FTOs. In IMR-6, these surveys were administered in Q1 and Q2. The surveys provide the Department with direct feedback on the FTEP from both FTOs and the PPOs they supervise. The Bureau of Patrol now utilizes a Tableau dashboard to track the responses and shares those responses with the Training and Support Group on a monthly basis.

In addition, the Research and Development (R&D) Division submitted a revised version of the Department's FTEP policy (S11-02 Field Training and Evaluation Program) in IMR-6 for the IMT's approval. Based on the feedback given by the IMT, R&D, and FTEP personnel discussed a plan moving forward to ensure that the Daily Observation Report, Cycle Summary and Final Summary grading of PPOs is consistent with IMT/OAG expectations. CPD expects more progress in IMR-7 once the directive is approved.

Goal: Strengthen internal management and oversight of training execution.

## *Training Policy Updates*

- ***Relevant Consent Decree Paragraph(s): 42, 62, 72, 74, 77, 95, 98, 100, 102, 126, 243, 282-85, 287, 289, 295-297, 303, 324, 326, 327, 329, 333, and 334***

At the beginning of IMR-5, R&D began the process of researching and developing three new training policies to address the three main areas of training: recruit, pre-service, and in-service training. R&D used existing standard operating procedures, manuals, and consent decree requirements to craft the new policies and worked closely with the Training and Support Group to ensure alignment with the draft policies and existing and future procedures. The creation of the three new policies allowed CPD to be much more specific within each policy to address specific training requirements of each training category. The Department had also previously submitted a revised policy, S11-10 Department Training, that describes procedures related to training more generally.

The four draft policies were submitted to the IMT/OAG for review and comment in October 2021. CPD received comments back from the IMT and OAG and has revised the policies based on these comments.

During the IMR-6 period, after revising the draft policies and receiving “No Objection” letters from both the IMT and the OAG, R&D published all four of the updated training policies. Looking ahead to the IMR-7 period, R&D will work with the Training and Support Group to update the training suite of directives as necessary.

# Supervision

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

**–Chief Brian McDermott, Bureau of Patrol**

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

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

## *Unity of Command / Span of Control Pilot Program*

- *Relevant Consent Decree Paragraph(s): 356-368*

In the IMR-6 period, the Department sought technical assistance from the Independent Monitoring Team on its Unity of Command and Span of Control (UoC/SoC) pilot. This program, operating in the 006th district, is intended to strengthen supervision by redefining the staffing model of the district to maximize the amount of time that a given officer spends with a consistent Sergeant (unity of command), while simultaneously ensuring that no Sergeant oversees more than 10 officers on a given shift (span of control). While the Department had made significant progress in measuring its ability to maintain unity of command and span of control, the mechanics of assigning and scheduling officers such that they spent maximal time with a single Sergeant proved to be highly complex, due largely to the challenge of managing absences for planned furlough or training days, or unplanned sick time or injuries on duty. The constant rotation of personnel day-to-day proved to be difficult to navigate.

Upon consultation with the IMT, the Department proposed a revised UoC/SoC staffing model that emphasized geographic familiarity for a given pool of Sergeants and Police Officers. This proposed model will increase the amount of time most members in the 006th district spend in a four-beat radius called a sector. With the same Sergeants and POs assigned to a single geography whenever they are on duty, the Department will be able to maintain unity of command and span of control, while simplifying scheduling logistics by not requiring the same officer to be assigned to the same exact Sergeant on each tour of duty.

This new approach to unity of command and span of control is also promising because it more seamlessly aligns with the Department's other key pilot initiatives. For example, the proposed sector integrity structure enables the District Coordination Officers assigned under the Neighborhood Policing Initiative to act as a member of the "sector team" that operates in a particular sector. The DCOs are responsible for working with community members, community organizations, City agencies, and other CPD units to implement sustainable problem-solving strategies to mitigate chronic crime issues the community might be facing. Having the DCOs as part of the sector team will allow for greater collaboration between beat officers and community members, since the DCOs will be responsible for ensuring their sector team is familiar with the chronic crime issues that require intervention.

The sector integrity model will also support the Department's Performance Evaluation System and Officer Support System pilots. Both of these programs equip supervisors to better coach, mentor, and manage their subordinates. The Performance Evaluation System pilot revamps the performance dimensions against which CPD members are evaluated, and the Officer Support System leverages data analytics to identify members who may be at risk of an adverse outcome. By creating sector teams and pre-assigning Police Officers to the Sergeants who will conduct their performance evaluation, the proposed model will help to ensure that there is sufficient consistency of supervision to maximize the impact of these two pilot programs.

The Department proposed this model to the IMT at the end of IMR-6 and is currently refining an implementation plan to re-launch the pilot in 006.

Goal: Set clear responsibilities and expectations for supervisors.

## *Supervisory Pre-Service and Annual In-Service Training*

- *Relevant Consent Decree Paragraph(s): 347-355*

CPD recognizes the need for providing appropriate and effective training to its personnel on an ongoing basis, including supervisors.



In IMR-6, the Training & Support Group began re-drafting its supervisory training materials that relate to De-Escalation, Response to Resistance, and Use of Force. The re-drafting is in response to comments from the Office of the Attorney General, changes to policy, classroom feedback during instruction of the In-Service Supervisors Training, and survey results from pre-service promotional classes requesting additional training on Use of Force and related topics.

TSG lesson plan writers worked directly with the Tactical Review and Evaluation Division (TRED) on revising the material. The training consists of lectures, classroom computer training, and an Officer Involved Shooting (OIS) scenario. The classroom portion of training now includes a “participant guide” with worksheets for scenarios, relevant Department directives, and a guide to the new “TRR Debriefing Dashboard.” The material consists of several classes adding up to over 20 hours of instruction. TSG designed the class to be instructed by TRED supervisory personnel.

In addition to use of force curriculum for supervisors, TSG is currently delivering the In-Service Supervisors Training to supervisors. The training was updated to include changes to the law as well as to CPD policy. For instance, the training now includes instruction on the Traumatic Incident Stress Management Program (TISMP), behavioral intervention, personnel concerns, interpersonal skills, wellness issues, use of force related topics, and other topics of interest to supervisors. TSG resubmitted the In-Service Supervisors Training for review by the IMT/OAG and received no objection letters from both entities. TSG had instructed 1,530 supervisors in the class as of early June 2022.

To further enhance onboarding for newly promoted supervisors, the Department conducts “field observation days” as part of their pre-service training curriculum. TSG lesson plan writers are currently revising the curriculum for these observation days. To increase learning outcomes, TSG created a duties and responsibilities class for each observation day and debriefing class for each day. TSG did this to enhance the trainees’ learning experience and improve information retention, while providing structure to each observation day.

The TSG is also researching and planning command staff-specific training regarding use of force and reporting. In addition to the above, TSG currently has numerous other pre-service classes under development for all ranks (command staff, pre-service sergeant, lieutenant, and captain). Finally, the TSG is revising and updating the Annotated Curriculums (“Course Lists”) for all four ranks of promotional training.

The TSG hopes to have all the listed items completed and approved at the end of IMR-7.

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

## *Performance Evaluations Revamp*

- *Relevant Consent Decree Paragraph(s): 370-376*

In the performance evaluations revamp, CPD has identified newly defined dimensions of performance upon which to evaluate all sworn officers and their supervisors. This new framework is bolstered by a new performance evaluation application in which users will input evaluation information, learn of changes to CPD policy, and access training materials intended to teach supervisors and officers about the new model.

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

During IMR-6, both OPSA and CPD continued to redesign, revamp and revise the Performance Evaluation System. As part of the redesign, OPSA-HR continued to revise and improve training materials. Additional focus was given to transparency, accountability, surveys, role playing, and the Performance Evaluation System IT application. The revised training also further emphasizes the importance of quality performance evaluations and how those performance evaluations can serve as a tool for behavioral change.

# Officer Wellness

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

**–Dr. Robert Sobo; Director, Professional Counseling Division**

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

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

## *Peer Support Program*

- *Relevant Consent Decree Paragraph(s): 404*

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

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

Peer Support members offer immediate on-scene intervention to fellow officers and their families during and after



traumatic incidents. Support is not limited to traumatic events and is available to all officers and their families whenever needed. This can include, but is not limited to: the death of a family member, friend, or peer, as well as marital, child, or job-related difficulties. Those seeking support have the right to reach out in a safe and private manner. All communications between Department members, their families, and the Peer Support representatives are kept strictly confidential. The Peer Support Program now consists of over 180 members citywide, and membership information is currently available via the Department's intranet site.

The Peer Support program has enjoyed a year characterized by milestones and unprecedented growth. Interest in becoming a Peer Support member continues to grow, indicating a desire for Department members to support each other in times of need. The Peer Support team continues to interview interested applicants and hold 40-hour

certification courses to meet the Department members' growing needs. In addition, the newly created 8-hour Peer Support refresher course seeks to aid Peers by maintaining best practices and staying up-to-date with resources related to providing Peer services. Of the over 180 Peer Support members, approximately 100 active and retired Peers have been trained in this course.

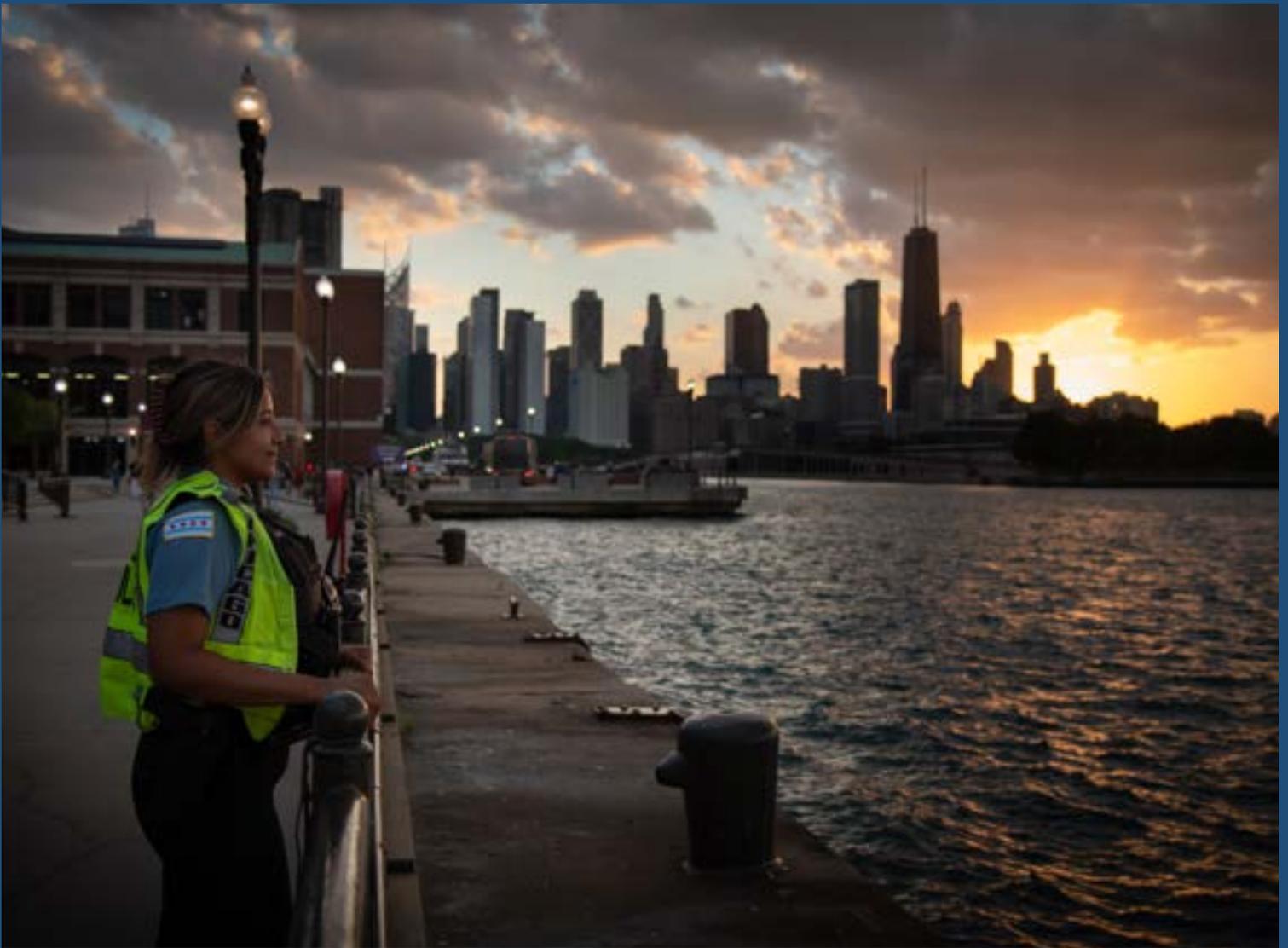
Peer Support hosted its first annual Awards and Recognition Meeting on February 24, 2022 to recognize the efforts of certified volunteer Peer Support Members. Peer Support Team Leader meetings continue to be fruitful in discussing day-to-day needs and issues of Team Leaders and members of their teams. Additionally, Team Leaders recently conducted a site visit with the Independent Monitoring Team to discuss Peer Support's strengths and areas for improvement. The Peer Support program continues to drive outreach efforts by participating in support groups and offering a newly designed Peer Support Dashboard which grants Department employees direct access to a list of active Peer Members 24 hours per day. Looking forward, Peer Support aims to continue growing, enhancing outreach, and supporting the opening of PCD's satellite offices in 2023.

## *Traumatic Incident Stress Management Program*

- ***Relevant Consent Decree Paragraph(s): 407-411***

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

PCD receives referrals when a Department member is determined to have been in a traumatic incident. It is the Department's obligation to ensure that members who experience a traumatic incident contact PCD, attend debriefing sessions with a licensed mental health professional, and complete the Traumatic Incident Stress Management Program (TISMP). Referrals to the TISMP are made for on- and off-duty incidents. The referral is recorded by the TISMP Notification form (CPD-62.480). The Department member is advised of available services through PCD and that their attendance at a debriefing held by PCD under the Traumatic Incident Stress Management Program is mandatory. Referred members must initiate contact within 24 hours of the traumatic incident. Failure to do so will result in PCD



contacting a Department member's unit commanding officer in a manner consistent with the City of Chicago HIPAA Privacy Policies and Procedures. Components of the TISMP debriefing sessions may include Peer Support discussion or other debriefing components determined necessary by PCD. Notifications are made to the Department member's unit commanding officer when PCD releases the member from the TISMP. PCD also performs six-month follow-ups to ensure that members are aware of additional support services.



The TISMP Employe Resource, EO6-03, was published in February 25, 2022. Additionally, the Professional Counseling Division continued utilizing the digital notification system in IMR-6. The system allows the Watch Operations Lieutenant or higher-ranking members to refer individuals in their District or unit for trauma debriefings. In parallel, the TISMP eLearning received no objections from the IMT and OAG, and the Training and Support Group enrolled all sworn and civilian members in the training on May 4, 2022. This training is meant to not only cover the responsibilities of command staff with regards to traumatic incidents, but also foster a greater understanding for sworn and civilian staff on what can be considered a traumatic incident. On May 31, 2022, the Audit Division's regular audit of the TISMP was finalized and sent to internal partners for review (see further information below).

In IMR-7, PCD looks forward to amending the Employee Resource, E06-03, to include consideration for severe car accidents, brutal incidents involving children, and incidents that garner media attention. PCD also aims to provide digital documentation of the TISMP system to the IMT and OAG as evidence of operational compliance with consent decree requirements.

## *Audit of the Traumatic Incident Stress Management Program*

- ***Relevant Consent Decree Paragraph(s): 407, 408***

The Audit Division finalized its “Audit of the Traumatic Incident Stress Management Program” in May 2022. This audit assessed the Department’s compliance with requirements outlined in paragraphs 407 and 408 of the consent decree, as well as with relevant Department directives. Though the Audit Division found that nearly 100% of referred members completed the program, the report included several recommendations on how the Department should strengthen the program in order to better serve CPD members.

During IMR-7, the Audit Division will coordinate with the relevant Department stakeholders to develop a plan to implement the audit’s recommendations. The Audit Division will follow up, and report on, the Department’s progress toward implementing this plan in future IMR periods.

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

## *Comprehensive Communication Strategy*

- ***Relevant Consent Decree Paragraph(s): 385-386***

PCD’s comprehensive communications strategy serves to inform members regarding wellness resources available to them. The strategy describes methods of outreach, including posters located throughout Department facilities, email,



push alerts and AMC messages. The communications strategy demonstrates CPD's continued commitment to mitigating misinformation regarding mental health assistance and FOID Card requirements. Finally, the strategy also includes support for retirees and guidance for newer officers to help them navigate their long-term careers and goals.

Successful implementation of the communications strategy requires planning, dedicated stakeholders, and a thorough review of the strategy and its implementation. The Professional Counseling Division has recommended that a single individual serve as a wellness communications officer to ensure proper planning, preparation, execution, and oversight of the year-long strategy, including the audit phase. Additionally, designating a point-person for wellness communications will ensure continuity of messaging and delivery while supporting PCD's commitment to members'

mental, physical, emotional, spiritual and financial health with the goal of providing the City of Chicago with the best police Department possible.

In IMR-6, PCD worked with the IMT to review the communications strategy in its infancy stages and began implementation. PCD provided evidence of implementation to the IMT indicating functionality and sustainability. In particular, PCD presented an overview of the communications calendar and database that houses past communications for reference, offers a visual representation of communications for the calendar year, and automatically schedules notifications for future communications.

Looking forward, PCD anticipates continued use of the communications calendar and database followed by a review and audit of the communications strategy.

## *Officer Wellness In-Service Training*

- ***Relevant Consent Decree Paragraph(s): 381, 414***

All sworn Department members receive Officer Wellness training each year as part of the Department's in-service training curriculum. In IMR-5, the Training and Support Group began training Department members in a full-day course on Officer Wellness as part of the 2021 in-service training program. The course consisted of resilience training, mitigating health risks, and stress management. The 2021 training year concluded in early 2022, pursuant to the COVID-19 extensions granted under the consent decree.

In the 2022 in-service training program, officer wellness concepts will be integrated throughout the 8-hour 2022 Crisis Intervention course, with a dedicated one-hour block exclusively on officer wellness. The training covers dimensions of wellness, organized and operational stress outcomes, trauma and traumatic incidents, mindful policing, the traumatic stress management program (TISMP), the Professional Counseling Division, Firearms Owners Identification and mental health treatment, and other mental health services. The CIT in-service training was submitted for approval in IMR-6. The Training and Support Group looks forward to teaching this in IMR-7.

In addition to the in-service program for all sworn members, the Training & Support Group is also currently instructing the In-Service Supervisors Training for members at the rank of Sergeant and above. This training

was updated to include changes to the law as well as to CPD policy. For instance, the training now includes the Traumatic Incident Stress Management Program (TISMP), behavioral intervention, personnel concerns, instruction on interpersonal skills, wellness issues, use of force related topics, and other topics of interest to supervisors. In IMR-7, TSG will schedule additional classes to deliver the course to the remaining supervisors.

## *Suicide Prevention Plan*

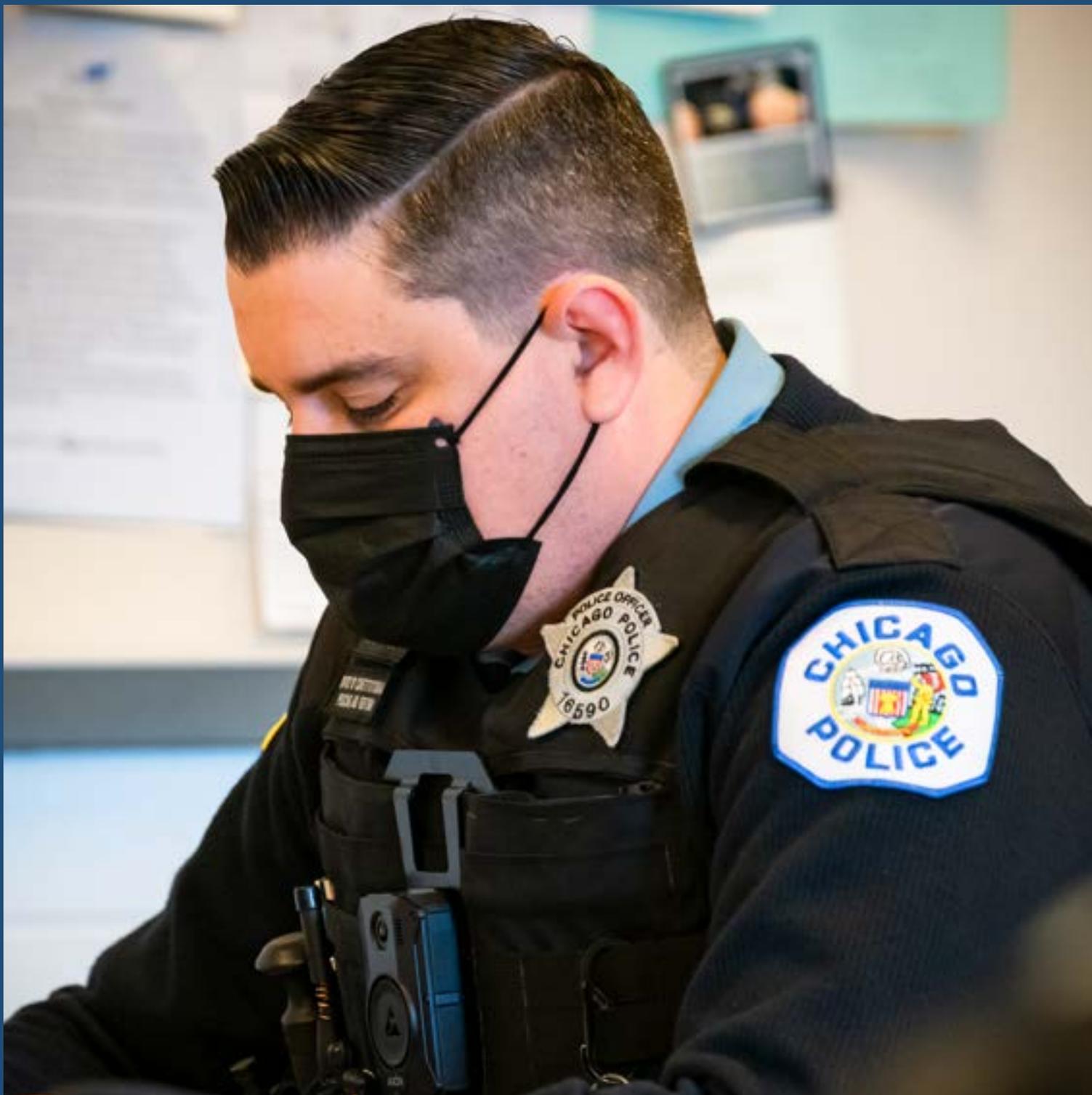
- *Relevant Consent Decree Paragraph(s): 388*

PCD has implemented a holistic approach to suicide prevention by providing a variety of services, training, and direct consultation that addresses Department members' overall wellness. Officer wellness is addressed through programs and trainings with components of mental health, physical wellbeing, spirituality, stress management, and other components of holistic practices. With a diverse staff made up of various ethnicities, cultures, religions, backgrounds, and expertise, PCD is responsible for reaching out to all subgroups in order to ensure the programs reflect their needs.

The Suicide Prevention Initiative's purpose is to bring transparency to CPD's commitment to officer mental health and wellbeing. The plan explains the cohesion of existing programs while strengthening, formalizing, and expanding suicide prevention efforts. With the Suicide Prevention Initiative, PCD aims to bring Department members to a place of wellness with stress management tools and coping strategies when their wellbeing is compromised.

In IMR-6, the Suicide Prevention Initiative was submitted and received no objection from the IMT. Additionally, PCD received and responded to the OAG's comments. Because the communications strategy is a vital component of the Suicide Prevention Initiative, the comprehensive communications strategy described above directly supports the Suicide Prevention Initiative. Additionally, each of PCD's programs (clinicians, Substance Use and Alcohol counselors, Peer Support, and Chaplains) contribute to the progress of PCD's Suicide Prevention Initiative. In other words, as suicide prevention is characterized by treatment of the whole person, the development and integration of each of PCD's programs will also support PCD's Suicide Prevention Initiative.

In IMR-7, PCD will continue disseminating communications regarding wellness in the forms of emails, administrative messages, and emails tackling misinformation, stigma, and available mental health resources. Additionally, efforts attributed to each of PCD's individual programs in IMR-7 and subsequent periods amass the whole of PCD's suicide prevention work.



Goal: Bolster staffing and resourcing allocated to wellness programs.

## *Clinician Staffing and Facilities*

- ***Relevant Consent Decree Paragraph(s): 383, 389, 390, 391, 400***

In IMR-6, CPD conducted interviews with eligible candidates for clinician positions and extended conditional offers of employment to two applicants. During IMR-7, PCD and the City of Chicago will continue to post and publicize the job vacancy for clinician vacancies. PCD intends to actively continue its search for qualified professionals.

CPD's plans for expansion include the addition of two satellite offices on the north- and south-sides of the City. This project serves several purposes: 1) to meet members' identified needs, such as more availability of resources, 2) to increase access to treatment, 3) to remove obstacles in the way of seeking treatment, such as far distances from the current office at 1759 W. Adams St., and 4) to accommodate additional staffing associated with PCD's growth.

The Department expects to open offices at north side and south side locations in the spring of 2023, pending City Council voting, contracting and leasing, construction, and other procedural steps. In the meantime, PCD has worked with the City to access, furnish, and open a temporary location at 900 E. 103rd St. to meet members' immediate needs. During IMR-7, PCD looks forward to the City's next steps in leasing spaces on the north- and south-sides.

## *Professional Counseling Division Technology Implementation*

- ***Relevant Consent Decree Paragraph(s): 389***

During IMR-6, PCD made strides in procuring and developing a software system to aid in data collection and analysis. After receiving a quote and assessing compliance with various privacy standards particular to the mental health industry, CPD procured iCarol, a software solution to support PCD's analytical operations. iCarol enables anonymous, digital tracking of patient/clinician/counselor/Peer/Chaplain contact, TISMP participation, and trends. Previously, PCD was manually tracking data. However, PCD will now be able to aggregate, assess, and analyze data using technology to automate these processes. The collaboration between PCD and the HIPPA compliant software solution marks new possibilities in the way of tracking trends, progress, and areas of improvement for PCD.

The development phase of iCarol usage is now complete and during IMR-7, PCD will begin a ‘soft launch’ of the software within the unit. This includes a training and trial-usage period among a small number of unit members who will assess and review the product. After a review period and modifications as needed, PCD will then fully launch the use of the software for all PCD clinicians, counselors, Peer managers, chaplains, and administrators for daily use. Data will be collected weekly and will be further aggregated and reported in the Annual Report to the Superintendent. A full launch of the product is expected by the end of 2022.

## *Professional Counseling Division Annual Report to the Superintendent*

- *Relevant Consent Decree Paragraph(s): 389*

The Annual Report to the Superintendent is a written report that includes anonymized data regarding the quality and availability of support services. The report also tracks progress, notes barriers, and offers recommendations regarding resources, training, policy, and other mental health and wellness related issues to ensure that support services reasonably address members’ identified needs.

Historically, PCD’s largest barrier to meeting this decree requirement has been lack of tracked data. For privacy reasons, PCD has not kept formal records of client/clinician interactions. PCD has recently made strides towards anonymizing client data that can then be aggregated and analyzed. In 2021, PCD recorded anonymous data on a weekly basis. That data was then collected for a yearly review. Once collected, data was formatted for analysts who created a visual representation of 2021’s work. The data, a progress report, and recommendations will be presented to the Superintendent during IMR-7.

Goal: Ensure CPD members are provided reliable and readily available equipment and technology to support their job duties and wellness needs.

## *Body-Worn Cameras (BWC)*

- ***Relevant Consent Decree Paragraph(s): 236-241, 576***

The Department has continued to revise and update its body-worn camera policy (S03-14 Body-Worn Cameras) to include Illinois SAFE-T Act provisions, enhanced supervisor roles, random video review, language from labor negotiations related to discipline, and feedback from the IMT and OAG on prior versions of the policy. CPD resubmitted the BWC policy for IMT/OAG review in IMR-6.

## *Audits of Body-Worn Cameras and In-Car Cameras*

- ***Relevant Consent Decree Paragraph(s): 236-241, 576***

After discussing its plan with members of the IMT and OAG, the Audit Division has completed a series of efforts—rather than a single audit—related to paragraph 576 of the consent decree. Listed below are the five written products that have been completed during recent reporting periods – two during IMR-3 and three more during IMR-4.

- SPEC-H-2020 – Review of Body Worn Camera Video & Related Arrest Reports (September 16, 2020)
- SPEC-J-2020 – Survey of Supervisors RE: Audits of BWC & ICC Footage (November 25, 2020)
- SPEC-I-2020 – Review of In-Car Camera (ICC) Video & Related Arrest Reports (January 11, 2021)
- SPEC-A-2021 – Review of Body-Worn Camera Video & Related Investigatory Stop Reports (March 25, 2021)
- SPEC-B-2021 – Review of In-Car Camera Footage & Documented Transports (May 04, 2021)



These written products have resulted in seven recommendations related to the Department's collection of information related to BWC/ICC footage, the implementation of which would allow for improvements in the understanding of the extent to which such footage is available for incidents, the reasons why some incidents may lack footage, and the extent to which supervisors have reviewed footage.

Additionally, the Audit Division shared guidance for revising the current Body Worn Camera Video Review Report (form CPD-21.130) to aid the Department in properly assessing compliance with paragraph 576. The Audit Division participated in several meetings with Department leadership to review each report, corresponding recommendations and BWC Video Review Report enhancements between September 2020 and August 2021. The Audit Division handed off further development of the form to the Department's Research and Development Division.

The Audit Division is also tracking the Department's progress implementing each of the seven recommendations identified in prior audits. As part of this effort, the Audit Division plans to conduct a thorough analysis of BWC activation rates across districts. Unlike previous BWC audits that focused on incidents occurring on a single day, this project will sample incidents from a longer time period and will allow for comparisons across districts. This audit will be launched in IMR-7; however, due to the more complex analysis, the Audit Division anticipates completing the project in IMR-8.

## *Equipment and Technology Audit*

- ***Relevant Consent Decree Paragraph(s): 415, 416***

The purpose of the Equipment and Technology Audit required by paragraph 415 is to create a full and transparent inventory of the Department's IT and other assets. This includes office computers, field computers like police data terminals (PDTs), body worn cameras, and radios. The Office of Public Safety Administration completed an audit of IT and exercise equipment in IMR-6, which was submitted to the IMT and OAG.



Paragraph 416 of the consent decree also requires a recurring audit of inventory to ensure that officers have properly functioning equipment. This recurring audit process will commence once the approach and methodology undertaken for the preliminary audit required by paragraph 415 is accepted. The Department's Information Systems Development Group (ISDG) voted to establish a committee that will be responsible for ensuring the completion of an annual audit, which aligns with the ISDG's stated goal of "assessing and identifying users' needs."

# Accountability & Transparency

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*“True reform can only be accomplished by gaining the trust of the community that we serve by providing transparency into the process of misconduct investigations and their outcomes. Department members need to know what is expected of them, and members of the community need to see how seriously their complaints are taken by this organization.”*

**- Chief Yolanda Talley, Bureau of Internal Affairs**

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

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

## *Public Awareness Efforts*

- *Relevant Consent Decree Paragraph(s): 425, 426, 428*

A critical component of a “robust and well-functioning” accountability system is open access “for all individuals who wish to file complaints.” (paragraphs 420, 421). CPD's policy is to welcome and accept all complaints. It is therefore critical for the public to be aware of how to access the complaint system. For this reason, the consent decree places particular emphasis on improving CPD's communication with the general public from start to finish—from how to make a complaint, through the stages of investigation, to the final disposition.

In early 2021, the Bureau of Internal Affairs developed a QR code for use in printed and online material. The QR code has been included in BIA's quarterly reports, as well as printed and digital copies of our informational posters and brochures. When scanned with a smartphone, this QR code links a user to the CPD home page, where links to BIA resources are prominently featured. From that point, a user can navigate to the BIA website, which includes data dashboards, links to file a complaint, the administrative summary report search, quarterly and annual report hub, and the new community engagement tab. Looking ahead to 2022, BIA will be exploring options to improve the look and function of its outward-facing website, as well as continuing to explore development and expansion of the QR code.



In October 2021 Bureau of Internal Affairs (BIA) added a [“Community Engagement” tab](#) to its public-facing website. In addition, new links for community engagement on Accountability policies were added, as well as a thumbnail link of the community engagement webinar held on October 5, 2021. BIA has been diligent in ensuring that all policy or community-oriented material posted elsewhere on the Department’s website is replicated on its website. This has been done to ensure that community members that utilize the QR code are able to see the full suite of BIA-related information available to the public in one place. The Department has also added functionality to BIA’s public-facing website that allows community members to [check the status of a log number investigation](#).

All these features are still available on CPD’s website, enabling community members to check the status of a log number investigation. The webpage also allows users to access current BIA directives.

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

## *Accountability Policies*

- ***Relevant Consent Decree Paragraph(s): 425, 426, 427, 428, 432, 434, 435, 436, 439, 446, 448, 452, 454, 455, 456, 457, 461, 467, 469, 471, 472, 474, 478, 479, 481, 486, 493, 494, 496, 497, 499, 500, 502, 504, 507, 515, 518, 526, 527, 528, 553***

R&D has developed a new suite of accountability directives regarding log number investigations. Throughout this process, R&D and BIA have been in constant communication with the IMT and OAG on the development of the suite and the necessary content of each directive.

Throughout the IMR-6 period, R&D has continued to develop a comprehensive suite of directives governing log number investigations, including:

- G08-01-01 Complaint and Disciplinary Definitions
- S08-01-01 Log Number Case Management System
- S08-01-02 Investigative Timelines and Benchmarks
- S08-01-03 Communication Timelines and Procedures
- S08-01-04 Initial Investigatory Responsibilities in Log Number Investigations
- S08-01-05 Conducting Log Number Investigations
- S08-01-06 Supervisory Responsibilities in Log Number Investigations
- S08-01-07 Command Channel Review
- S08-01-08 Post-investigation Log Number Procedures
- S08-01-09 Requirements of Complete Log Number Investigative File

R&D posted several of the policies in this suite to the CPD website for another public comment opportunity in IMR-6.

## Sexual Misconduct Policy

- **Relevant Consent Decree Paragraph(s): 63, 443**

The Prohibition of Sexual Misconduct policy was created to foster a healthy work environment, in which all individuals are treated with respect and dignity and to provide procedures for reporting, investigating, and resolving complaints of sexual misconduct involving Department members. The Department recognizes that reports of any sexual misconduct involving a Department member require great sensitivity and care to ensure a thorough, constitutional, and evidence-based investigation. This is accomplished through a thorough and consistent response to reports of sexual misconduct, holding Department members accountable, and preventing abuses of power.

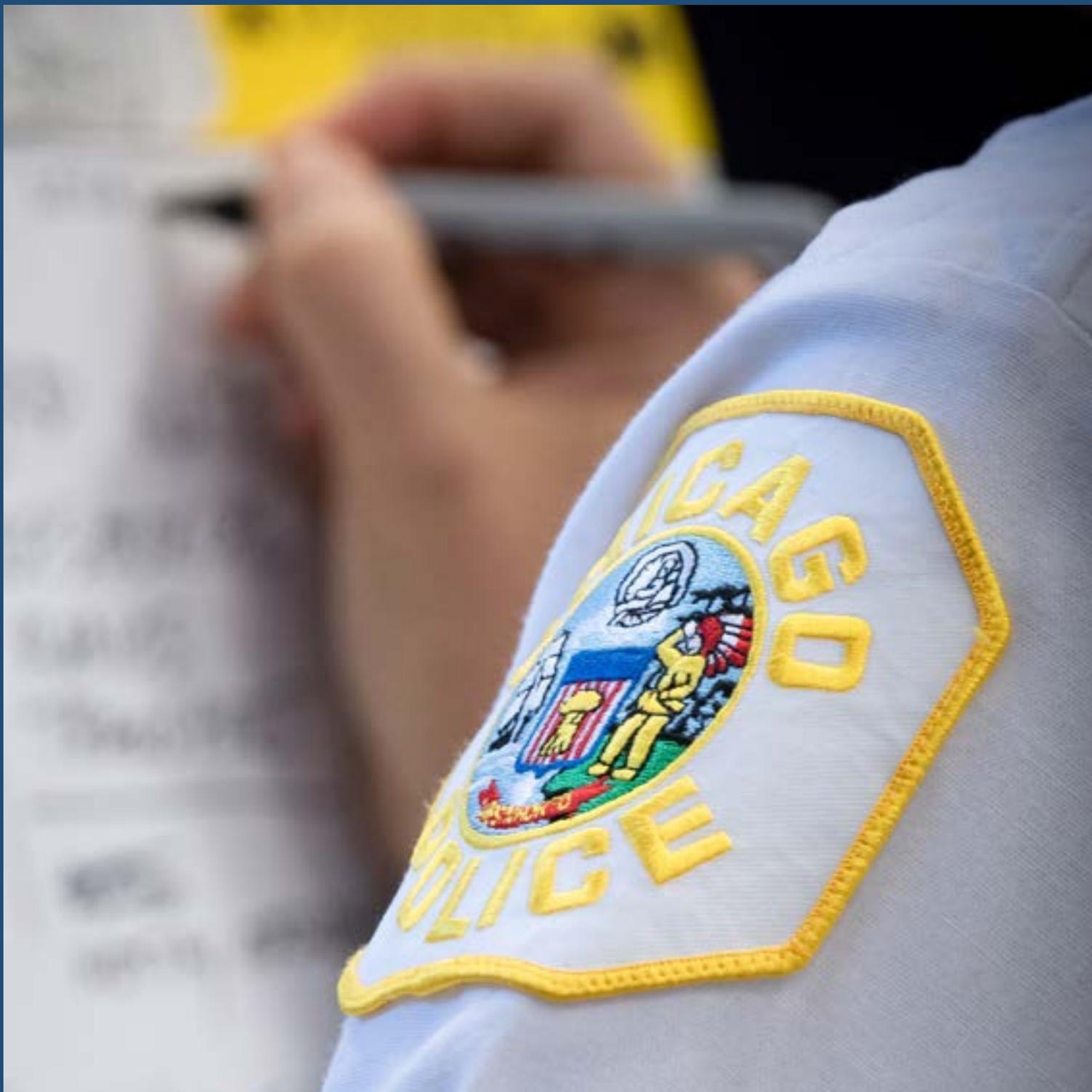
Between January 2022 and June 2022, the draft policy went through significant revisions and has received feedback from the IMT, the OAG, subject matter expert Tom Tremblay, and the Mayor's Office. The Department also received feedback from an advocacy community-based organization, Chicago Alliance Against Sexual Exploitation (CAASE). Finally, the draft policy has also been revised to incorporate the new City Council-approved definition of sexual misconduct and investigation procedures, which is now handled by COPA.

Research and Development will continue to work with its subject matter expert, community members, and Department members to ensure the policy is completed and approved by the IMT/OAG. Recommendations have been incorporated into the draft policy.

## Command Channel Review

- **Relevant Consent Decree Paragraph(s): 498**

Command Channel Review (CCR) is a process in which senior command staff ("exempt" members) are notified of a completed complaint investigation into an allegation against a member under their command. The reviewing exempt-level supervisor can concur or not concur with the allegation finding(s) and/or the recommended penalty. The exempt-level supervisor review during CCR is advisory and is not binding. CCR gives exempt-level reviewers an



opportunity to advise the Superintendent or the Chief of BIA on the final disciplinary decision. A culture of accountability requires engagement by all ranks of CPD. CCR is a process to ensure that exempt-level supervisors monitor compliance levels of their personnel based on allegations from the community.

In IMR-6, BIA submitted an Excel spreadsheet that details the exempt members trained in CCR and the Case Management System (CMS) as of April 7, 2022. Training for Exempt members in Command Channel Review and the Case Management System continues as needed when identified by either the Training & Support Group or by the BIA Advocate Section. As of June 2022, BIA had provided CCR & CMS training to 83 Exempt members.

## *Administrative Summary Reports*

- ***Relevant Consent Decree Paragraph(s): 446, 499, 500, 502, 504***

The Administrative Summary Report (ASR) is a key component of the Chicago Police Department's transparency efforts. The ASR is a public facing document that provides the details of BIA misconduct investigations and findings upon final disciplinary decision. The ASR contains:

- A description of the CPD members and individuals involved in the alleged misconduct
- The date, time and location of the alleged misconduct
- A description of all allegations and applicable policies
- A narrative summary of the alleged misconduct
- A narrative summary of the investigation
- The findings and conclusions for each allegation of misconduct
- Any recommended discipline

Information contained in the ASR that is legally exempt from disclosure for privacy or other purposes will be redacted prior to electronic publication. The report is provided to the accused member, their union, the member's commander and immediate supervisor, the complainant, and the public. Once the system is successfully automated, all Administrative Summary reports will be electronically published to BIA's public-facing website within 60 days of the final disciplinary decision. Members of the community will have the ability to search for ASRs by a specific log number or retrieve all available ASRs via a public index.

As of IMR-6, the digital [repository for published administrative summary reports](#) remains available, including 76 reports for 2022 as of early June.

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

## *Initial Onboard training for BIA members / Accountability Sergeants*

- *Relevant Consent Decree Paragraph(s): 526, 528, 530*

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

Significant progress has been made in developing a comprehensive five-day onboarding training curriculum. CPD has received input from outside consultants as well as from the Training & Support Group. The Department expects to submit this curriculum for IMT and OAG review early in IMR-7.

## *Annual Refresher training for BIA members / Accountability Sergeants*

- *Relevant Consent Decree Paragraph(s): 527, 528*

In addition to onboarding training for all new BIA investigators and Accountability Sergeants, BIA members will receive at minimum 8 hours of annual refresher training per year. BIA suspended work on this project in IMR-5, instead turning its attention entirely to policy development and working with CPD's Research and Development Division to revise the Department-wide accountability suite of directives. The Department expects to resume work on this effort in the coming months, upon finalization of the relevant policies.

## *BIA Staffing and Equipment Needs Assessment*

- *Relevant Consent Decree Paragraph(s): 522, 523, 524*

During IMR-5, BIA undertook a comprehensive staffing and equipment needs assessment. This top-to-bottom assessment examined all eleven sections within BIA and the BIA command staff. In addition, because BIA oversees the investigations conducted by Accountability Sergeants and is responsible for their training, the staffing and equipment needs assessment includes an analysis of District and unit Accountability Sergeant staffing and investigation-related equipment. The methodology included both qualitative and quantitative elements such as interviews, caseload analysis, and gap analysis. BIA then developed a "rolling" staffing implementation plan timeline that establishes a regular cadence of monitoring, maintaining, and increasing personnel. Finally, BIA developed a multi-tiered implementation plan timeline for the equipment needs with monthly, quarterly, and annual benchmarks. BIA will conduct the assessment at least annually.

As of IMR-6, BIA is prepared to conduct this needs assessment on an annual basis and is incorporating the findings into ongoing improvement efforts. BIA also provides a monthly update about staffing and training to the IMT and OAG during regularly scheduled monthly calls. For example, the IMT and OAG conduct site visits in IMR-6 with Accountability Sergeants and BIA Investigators at which equipment needs and responsibilities are a topic of discussion.

## *Audit of BIA Investigator and Accountability Sergeant Eligibility*

- ***Relevant Consent Decree Paragraph(s): 522, 523, 524***

The Audit Division finalized its “Audit of BIA Investigator and Accountability Sergeant Eligibility” in May 2022. This audit assessed the extent to which BIA investigators and accountability sergeants met the eligibility requirements set in Department directives. Due to reasons identified in the report, the Audit Division was unable to definitively calculate how many investigators and accountability sergeants met all eligibility criteria. However, the Audit Division did identify 2 BIA investigators and 8 accountability sergeants who did not meet the current years-in-grade criteria and 1 accountability sergeant who did not meet the Department’s disciplinary criteria. BIA is currently working with relevant stakeholders to address the findings.

During IMR-7, the Audit Division will coordinate with the relevant Department stakeholders to develop a plan to implement the audit’s recommendations. The Audit Division will follow up and report on the Department’s progress toward implementing this plan in future IMR periods.

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

## *Case Management System*

- ***Relevant Consent Decree Paragraph(s): 423, 438, 469, 479, 486, 505-507, 509, 515, 550, 551***

BIA investigates complaints of misconduct made against CPD members. The Case Management System (CMS) is a system used by BIA to document the process for investigating allegations of police misconduct. CMS manages the life cycle of a case from the initial intake to completion.

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

BIA continues to participate in weekly meetings with its CMS vendor to ensure the system meets BIA's evolving technological needs. These meetings also help to ensure that modifications to the system support efforts to advance consent decree compliance.

## *BIA Quarterly Reports*

- *Relevant Consent Decree Paragraph(s): 550, 551*

The Bureau of Internal Affairs Quarterly and Annual Reports are central to the transparency of BIA operations. These reports are required by paragraphs 550 and 551 of the consent decree and are electronically published to CPD's public facing website to be easily accessible to members of the community.

BIA's quarterly and annual reports include an executive summary, authored by the Chief of BIA, highlighting data trends and achievements observed in the given time frame. The quarterly and annual reports also include a glossary of terms, a thorough discussion of investigations conducted by BIA, the structure of the Bureau, and instructions on how a complaint may be filed and tracked through its investigation (by BIA or COPA). Additionally, the quarterly and annual reports outline complaint intake, investigative practices, findings in misconduct investigations, and the path of an investigation once it is submitted.

The quarterly and annual reports contain several data points, including the following:

- current statuses of all complaints received by BIA
- aggregate data on the classifications of allegations
- self-reported complainant demographic information
- complaints received from anonymous and third-party complainants
- aggregate data on complaints received by the public, specified by District/unit of assignment and subcategorized by classification of allegations

- aggregate data on the processing of investigations
- aggregate data on the outcomes of administrative investigations
- aggregate data on discipline
- aggregate data on grievance proceedings
- aggregate data on the outcomes of misconduct investigations by classification of allegations, broken down by self-reported demographics of the complainant and CPD member
- aggregate data on CPD members subject to multiple misconduct investigations in the previous year
- aggregate data on CPD members who have been the subject of more than two complaints in the category of discriminatory policing, excessive force or unlawful stops

In IMR-6, BIA created its quarterly reports for Q3 and Q4 2021, as well as its year-end report for the full year 2021. All of these reports have undergone internal review and verification and are expected to be published to the CPD website early in IMR-7.

## *BIA Audit*

- *Relevant Consent Decree Paragraph(s): 553*

The Audit Division began its 2022 annually required BIA audit in June. This year's audit will focus on consent decree paragraph 486a-h to assess BIA's maintenance of "thorough and complete administrative files." The Audit Division plans to finalize this audit in IMR-7.

In addition, the Audit Division is concurrently following-up on its 2021 553 Audit, "Audit of 2020 Investigation Timeframe Requirements." The follow-up will result in a stand-alone report, which the Audit Division plans to finalize in IMR-7.

## *CPD Annual Report*

- *Relevant Consent Decree Paragraph(s): 546, 547*

The Research and Development Division Analysis Team (RDAT) completed a first draft of the CPD Annual Report in June 2022. To compile the report RDAT collected information from many units around the Department regarding their 2021 objectives, community engagement, successes, challenges, data, and future plans. In addition, RDAT queried crime, Department activity, and use of force data for inclusion in the report. Early in IMR-7, the first draft of the Annual Report was submitted to the IMT and OAG for technical assistance, ahead of planned publication in August 2022.

As with the Department's Annual Use of Force Report and Annual Hate Crimes Report, the Department expects to implement opportunities for community members to provide ongoing feedback on its 2021 Annual Report, once published. Specifically, the Research and Development Division created a plan to develop an online community feedback form to be published along with the report. This will be modeled after the electronic form utilized to collect community feedback on CPD policy.

# Data Collection, Analysis, and Management

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*“A core element of reform is leveraging data to inform strategies, decisions, and continuous improvement in all aspects of our work.”*

**–Deputy Chief Stephen Chung, Strategic Initiatives Division**

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

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

## *Officer Support System (OSS) Pilot*

- ***Relevant Consent Decree Paragraph(s): 389, 583-597, 600-605***

The Officer Support System (OSS) is designed to assist supervisors in proactively supporting sworn members of the Chicago Police Department who are at a statistically increased risk of being involved in a future adverse event in a non-disciplinary manner. The OSS application uses an advanced algorithm, based on internal Department data, to identify members who are at a statistically heightened risk of experiencing one or more of the following:

1. a future sustained excessive force complaint;
2. a future Department suspension;
3. a future off-duty complaint; and
4. a future domestic abuse or substance abuse complaint.



The OSS pilot continued in the 005th district in IMR-6. During this time period, the Officer Support Unit (OSU) also created a comprehensive evaluation plan for the OSS to determine the extent to which the program is meeting its intended objectives. The evaluation plan consists of several components, some of which will be implemented in the near term and others over a longer time horizon. In the near term, the OSU will primarily work to ensure that the basic process steps and timeliness benchmarks required under the OSS program are being followed (e.g., supervisors must meet with a member who received a work item within 14 days of receipt). OSU will also establish a repeatable process by which it can regularly survey CPD members who receive a work item and their supervisors to determine the extent to which the program is adding value for them. Over the longer-term, CPD will conduct more robust evaluations of other process components, such as the process by which data is ingested into OSS algorithms.

In addition to this evaluation plan, the Department also submitted a revised version of supervisors' training on the OSS for IMT and OAG review in IMR-6. As the Department continues its efforts to enhance and revamp its Unity of Command and Span of Control pilot program in the 006th district (see Supervision section of this report), it intends to expand the OSS pilot to 006 as well.

**Goal: Improve and streamline the systems and software that support the collection and management of data.**

## *CPD Data Systems Assessment*

- ***Relevant Consent Decree Paragraph(s): 606-607***

During the IMR-4 period, the City contracted with Gartner, a leading technology consulting firm, to conduct an in-depth assessment of CPD data systems, as required by paragraph 606 of the consent decree. The goal of this assessment is to review disparate data systems and identify opportunities to streamline or reconcile them as needed to ensure that the Department is equipped to more seamlessly collect and report on key metrics related to reform and police activity.

The Gartner report was reviewed, finalized, and submitted to the IMT/OAG in IMR-5, but did not achieve any level of compliance as the IMT and OAG indicated that it did not sufficiently address some of the subparagraphs of paragraph 606. In IMR-6, the Office of Public Safety Administration (OPSA) worked with CPD to identify all relevant applications that the Department currently uses to gather data. CPD then integrated the Roadmap for Operational Compliance into the data assessment to accurately identify gaps in the data gathering process. This approach was applied to specific areas of the consent decree and the resulting analysis was welcomed by the IMT and OAG. Future analysis will be done in the upcoming reporting period.

## *Data Analysis Input Verification Process*

- ***Relevant Consent Decree Paragraph(s): 581, 606***

CPD recognizes the critical importance of ensuring that the data it uses internally and provides to the public is fully accurate, and it acknowledges that it faces a variety of challenges in managing and reporting on the immense volume of data that the Department maintains. In its IMR-5 report, for example, the IMT highlighted challenges that the Department encountered in measuring foot pursuit incidents.

To address these challenges in all areas of reform, the Office of Constitutional Policing and Reform, in close consultation with the Research and Development Analysis Team (RDAT) and the Strategic Initiatives Division (SID), established a more comprehensive process for verifying data analysis across the Department. Because RDAT and SID are both involved in generating and reporting on data in various contexts, including in ways that may potentially overlap, it is critical that these two units verify one another's work. Similarly, other units such as the Tactical Review and Evaluation Division (TRED) and Bureau of Internal Affairs (BIA) create many of their own data-intensive deliverables for IMT, OAG, and public consumption. All of these items necessitate stronger internal data governance and controls prior to publication.

To that end, in IMR-6, OCPR, RDA, and SID jointly developed and implemented a more systematic and robust process for ensuring peer review of data analysis-related deliverables across units. The process that was instituted better defines which deliverables will be subject to this additional layer of review and creates a simple intake form to streamline tracking and follow-up of outstanding verifications. The Department expects that this new process will 1) strengthen the quality and accuracy of its data analysis, and 2) increase collaboration across units that deal with various data sources.

## *Information Systems Development Group (ISDG)*

- ***Relevant Consent Decree Paragraph(s): 608***

The Information Systems Development Group (ISDG) has met quarterly since Q2 2021 with senior members of the Office of Public Safety Administration and high-ranking members of CPD's command staff. The group is responsible for:

- Overseeing police field IT operations
- Managing data, technology, and information systems
- Ensuring CPD's information collection systems and data management technologies are in the best long-term interests of the Department
- Recommending strategies to promote development, sharing and reporting of relevant information to the Superintendent, the public and other organizations

Since its reconstitution in Q2 2021, the ISDG has developed and approved an ISDG Meeting Resource Guide and voted to form a sub-committee to review Records Management System upgrades. The ISDG will continue to meet on a quarterly basis moving forward.









POLICE

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