

Independent
Monitoring Period
No. **04**

Chicago Police Department Reform Progress Update



SEMIANNUAL JANUARY – JUNE 2021

Message from the Superintendent



Dear Chicagoans,

This report covers the fourth Independent Monitoring Report period (IMR-4) and details the great work the men and women of the Chicago Police Department have done since January 2021 to not simply reform, but transform the way the organization serves and protects the people of Chicago.

The Department made tremendous progress during IMR-3 when we doubled down on our efforts to accelerate compliance, resulting in a tripling of the Department's compliance with the consent decree. We fully expect to surpass that significant achievement.

I recently spent an inspiring evening standing and marching in solidarity with some of our neighbors on the West Side – grandparents and young families, small children and teenagers, faith leaders, elected officials and the entire senior command staff of the Chicago Police Department.

The street on which we gathered in peace and prayer that hot humid night had been touched days before by the terror of gun violence. And so, we delivered our message loud and clear for the whole city to hear. When we work together, the police and the community, we can and will make Chicago safer for all.

When it comes to transforming the Chicago Police Department the same principle applies. We are all in this together, and together there is nothing we cannot accomplish.

To implement lasting and transformative reforms within the Department, it is essential we do so with the goal of rebuilding and strengthening community trust. Trust must be at the forefront of everything we do.

Some of CPD's accomplishments during the IMR-4 period include:

- We expanded the Neighborhood Policing Initiative, which bolsters problem solving and community engagement efforts, to five additional districts.
- We established positions for district-level Affinity Liaison Officers, including a city-wide Religious Minority Outreach Liaison Officer, a Homeless Outreach Liaison Officer, an Immigrant Outreach Liaison Officer, a LGBTQ+ Liaison Officer, and five Area-level LGBTQ+ Liaison Officers.
- We revised the Department's policy governing interactions with Transgender, Intersex, and Gender Non-conforming (TIGN) individuals based on extensive community input.
- We issued the Department's first-ever foot pursuit policy and began community engagement efforts to inform further updates to the policy moving forward.

The progress we have made during our fourth Independent Monitoring Report period reaches every corner of the Department. A lot of dedication and hard work by the men and women of CPD has been poured into meeting requirements of the consent decree, but we still have much more to do for our officers, our residents, and this great and beautiful city.

Sincerely,

A handwritten signature in black ink, appearing to read "D. O. Brown". The signature is fluid and cursive, with a long horizontal stroke at the end.

David O. Brown
Superintendent of Police
Chicago Police Department

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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 its second reform progress report, which provides an overview of the advancements the Department has made since January 2021 in transforming the organization and improving policing services for all Chicagoans. While CPD's reform efforts began in earnest several years ago, the Department is currently operating under a negotiated settlement agreement called a consent decree, which provides a roadmap for a comprehensive reform effort that impacts every aspect of the Department's operations, with particular emphasis in the following ten areas:

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

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

The consent decree took effect on March 1, 2019. In the first year of the consent decree, CPD made significant strides in achieving the reform goals of the agreement, but acknowledged that the pace of reform needed to move faster. The Independent Monitoring Team (IMT) noted this need to accelerate the pace of work in its first and second Independent Monitor Reports (IMR-1 and IMR-2, respectively). In the third reporting period (IMR-3), which ran from March 1, 2020 through December 31, 2020, CPD doubled down on its efforts to accelerate compliance, resulting in a tripling of the Department's compliance with the consent decree. In its IMR-2 report, the IMT found the City to be in some level of compliance with 48 paragraphs; this number jumped to 154 in the IMR-3 report.

In IMR-4, CPD sought to build on this momentum, resulting in the following key accomplishments in the first half of 2021:

- Expanded the Neighborhood Policing Initiative, which bolsters problem solving and community engagement efforts, to five additional districts
- Established positions for district-level Affinity Liaison Officers, as well as a City-wide Religious Minority Outreach Liaison Officer, a Homeless Outreach Liaison Officer, and Immigrant Outreach Liaison Officer, an LGBTQ+ Liaison Officer and 5 Area-level LGBTQ+ Liaison Officers
- Revised the Department's policy governing interactions with Transgender, Intersex, and Gender Non-conforming (TIGN) individuals based on extensive community input
- Continued engagement with the Use of Force Community Working Group, made additional revisions to the Use of Force Policy Suite, and conducted an eLearning for all members on recent changes to Use of Force policies
- Issued the Department's first-ever foot pursuit policy and began community engagement efforts to inform further updates to the policy moving forward
- Improved the Department's ability to respond to hate crimes by revising CPD policies and Civil Rights Unit SOPs and began development of a new eLearning on Hate Crimes for all Department members, and published the 2020 Hate Crimes Annual Report
- Began development of a new suite of Department-wide policies on police accountability, including policies on misconduct investigations and improved transparency regarding the outcomes of investigations
- Finalized and issued a new policy regarding Supervisory Responsibilities

This report contains updates across a multitude of different projects the Department has undertaken to advance its transformation efforts. CPD's approach to change, as directed by the consent decree, is focused largely on a cycle of continuous improvement, as depicted in Figure 1A on the next page. In this reporting period, CPD continued to make substantial progress on each step in the cycle.

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

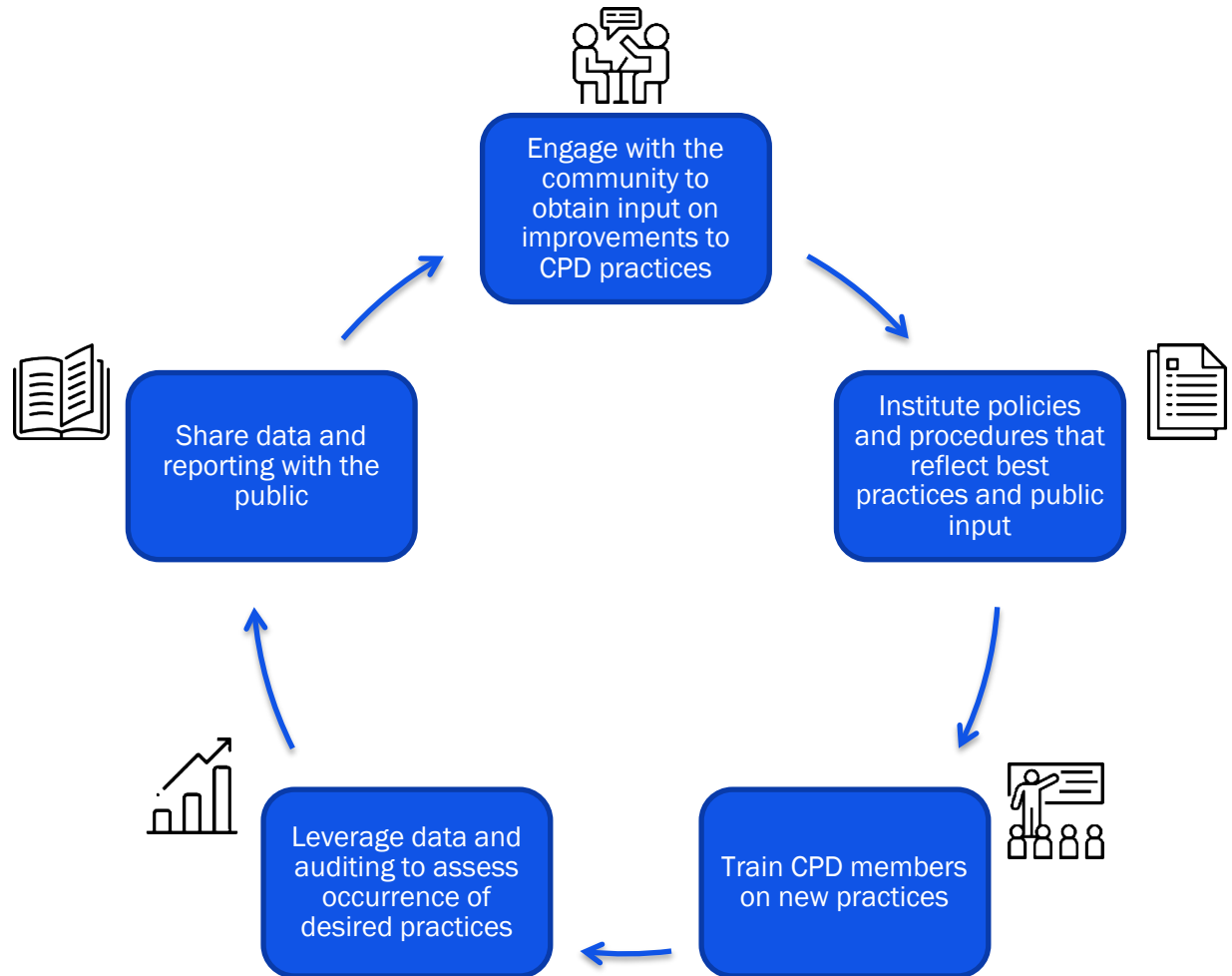
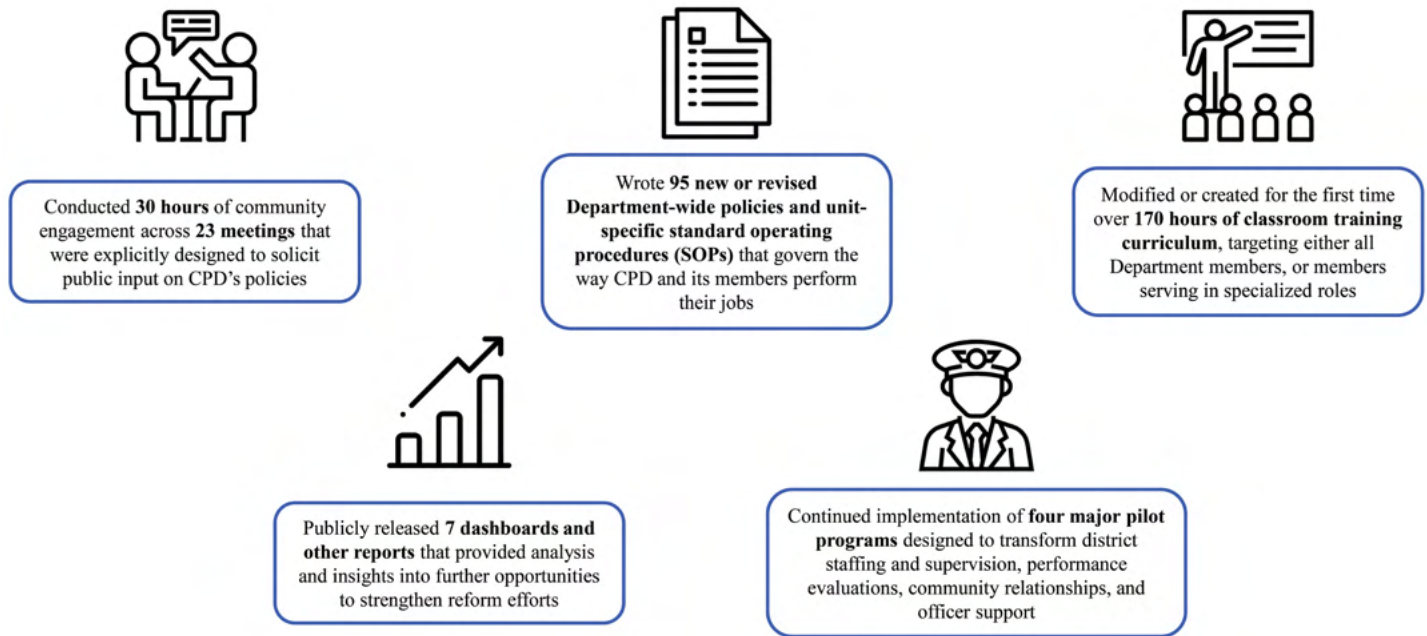


Figure 1B: Key IMR-4 Activities:



Accelerating CPD's Reform Efforts

In IMR-3, CPD undertook major efforts to accelerate the pace of consent decree implementation across the Department through robust project planning, increased resourcing for reform projects, the introduction of internal accountability mechanisms for reform efforts, such as ReformStat meetings, continued collaboration with the IMT/OAG, and expanded efforts to respond to IMT/OAG Requests for Information (RFIs).

In IMR-4, CPD further built on these efforts by creating a new unit for consent decree deliverable “quality control” called the Professional Standards and Compliance Division (PSCD). This team, comprised of a civilian Director, multiple sworn supervisors, and several police officers, reviewed each deliverable before it was sent through CPD and City Legal channels and ultimately, produced to the IMT/OAG. This team also ensured that the Department submitted standardized cover documentation to provide context for how each document or package of documents were intended to contribute to consent decree compliance.

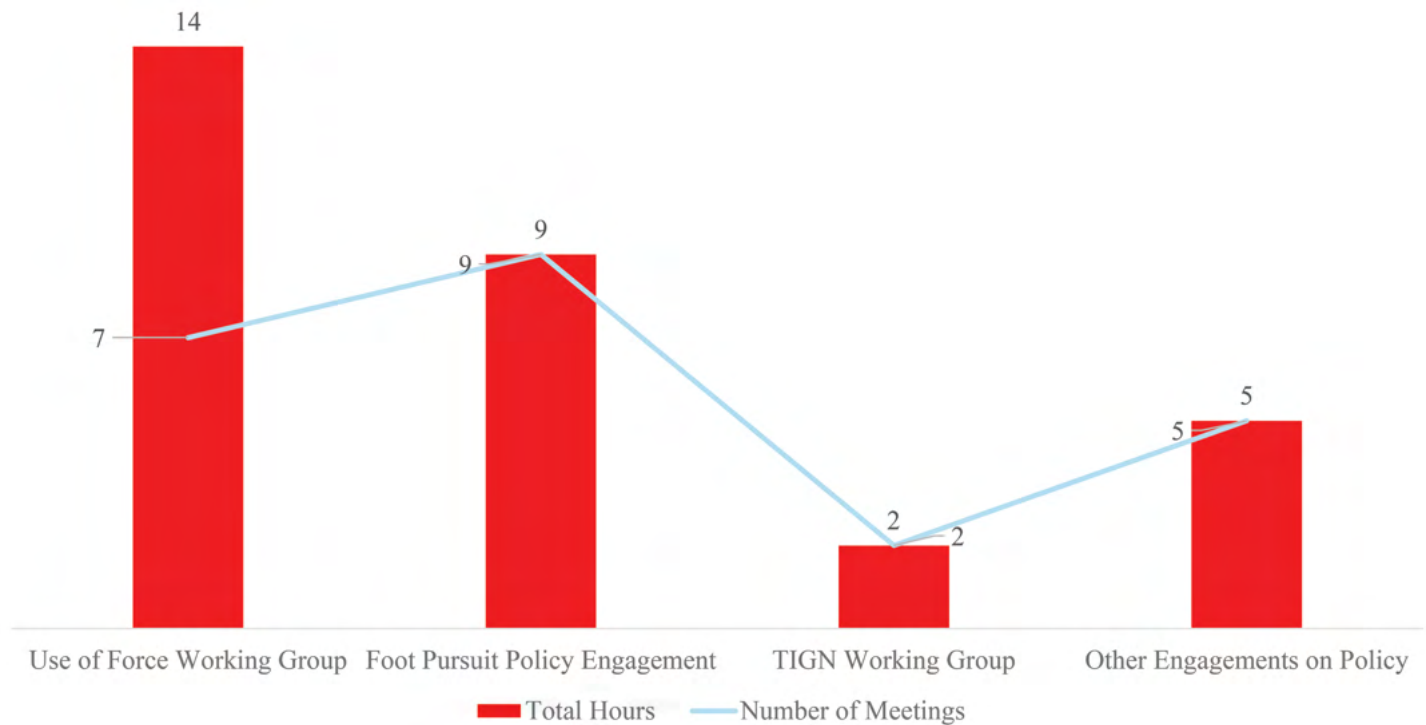
In addition to the creation of this new unit, the Department also debuted a new mechanism for facilitating better collaboration across units in IMR-4. CPD created 11 Cross-Functional Teams (CFTs) focused on 11 reform topic areas. CFTs are led by high-ranking members of the Department and staffed with representation from R&D, Training Division, Audit Division, Strategic Initiatives Division, the Reform Management Group, 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.

Finally, in the IMR-4 period, CPD continued ReformStat meetings as an accountability mechanism to ensure that CFTs were making steady and timely progress in their implementation of reform projects. The Department also continued its ongoing commitment to regular collaboration with the IMT/OAG via biweekly calls with each Associate Monitor, virtual site visit meetings, and other forms of communication throughout the reporting period.

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 to solicit community input as policies are taking shape. In this reporting period, this deeper engagement on policies focused primarily on the Use of Force Policy Suite, the new Foot Pursuit policy, and the Department's new policy on engaging with Transgender, Intersex, and Gender Non-Conforming individuals. In total, CPD conducted approximately 30 hours of dialogue on these policies across 23 meetings with community members and community-based organizations. A breakdown of hours spent on community engagement for these and other policies is shown on the next page in Figure 2.

Figure 2: Community Engagement on Policies:



Use of Force Community Working Group

The Use of Force Community Working Group was created to allow individuals in the community an opportunity to affect change to the Department's Use of Force policies. This opportunity allowed participants to provide recommendations to CPD's upper command staff for review. The Department had never undertaken a community engagement approach of this depth on any policy prior to the formation of this group. The Working Group launched in summer 2020, at the height of protests and calls for police reform, which made it all the more important for the Department to engage authentically with this group as it sought to improve these crucially important set of policies.

During IMR-4, CPD continued meeting with the Use of Force Community Working Group to further progress discussions on topics that were not fully addressed or resolved during the previous year's meetings. Some of these topics included definition of force, de-escalation, and the use of tasers. CPD and the working group met every other week from February through the middle of June. CPD very much appreciates the time and dedication that Working Group members have dedicated to the task of reviewing and providing input on CPD's full suite of Use of Force policies.

Foot Pursuit Policy Engagement Strategy

In IMR-4, CPD issued a temporary policy governing foot pursuits. The interim policy is currently under review by the IMT and OAG, and in parallel, CPD is conducting in-depth community engagement through a variety of channels to ensure that community input is reflected in the final policy. The engagement strategy is the most extensive of its kind for a single CPD policy, and includes 1) a public webinar, 2) publicly posting the policy for comment, 3) an online input form, 4) deliberative dialogues, and 5) community conversations.

Following the public release and implementation of the interim foot pursuit policy, CPD hosted a virtual webinar open to the public that focused primarily on educating and informing the public about the interim policy. During the webinar, CPD explained the policy and the next steps for developments and revisions to the policy, including sharing with the public how they can be involved in the engagement and development of the policy.

CPD proceeded to post the interim policy on its website and invited members of the public to review the policy and provide comments and recommendations. The policy was open for public comment from late May through July 15, 2021.

To increase the public's ability to provide anonymous feedback, CPD also launched a survey, or public input form, with targeted questions about foot pursuits, responses to which will be used to inform the policy. The form will be posted on the public website and remain open throughout the engagement process. The form does not request any personally identifiable information (PII), nor will it track computer IP addresses, so as to ensure complete privacy and anonymity for respondents.

Additionally, CPD has actively begun engaging with residents and community-based organizations in deliberative dialogue on the topic of foot pursuits. This deliberative dialogue is aimed at establishing a framework for mutual understanding and a common purpose that transcends ideas and opinions. While it may not produce consensus, it can produce collective insight and judgment reflecting the thinking of the group as a whole. Through this process, CPD hopes

to work closely with the community to find ways of improving the foot pursuit policy in a manner informed by the community's perspectives. Deliberative dialogues are capped at 15 participants, run for 60 minutes, structured around a standard agenda, and may be facilitated by neutral facilitators from the Center for Conflict Resolution.

Finally, beginning in July 2021, CPD has started to host virtual community conversations, modeled off of the 21st century town hall structure. During these conversations, participants will be divided into small groups of no more than ten and, with the assistance of a neutral facilitator, engage in discussions around various questions and components of the foot pursuit policy. Neutral note takers will help capture feedback from these small groups.

In addition to the above engagements, CPD members will discuss the foot pursuit policy and solicit input at beat meetings and District Advisory Committee meetings throughout the summer.

Engagement on CPD's Policies on Interactions with Transgender, Intersex, and Gender Non-Conforming Individuals

CPD is committed to treating and interacting with individuals who identify as transgender, intersex, non-binary, and gender non-conforming with courtesy, dignity, and respect. To that end, CPD has revised its Transgender, Intersex, and Gender Non-Conforming (TIGN) policies and procedures to include protocols for arrests, pat downs, searches, transportation and detention that respect a TIGN individuals gender-identify and safety preferences.

To inform this policy development, CPD continued to engage with advocates and community members from the LGBTQ+ Coalition throughout IMR-4, with group meetings and conversations conducted in February, March, and April 2021. These efforts built upon extensive engagement with this group over the two years since the consent decree took effect. In IMR-4, the working group signed off on the policy in its latest form. The policy was also posted for public comment and published at the end of the reporting period.

Community Engagement on Impartial Policing Policies

In IMR-4, CPD revised several impartial policing policies based upon the extensive feedback it solicited from community members in IMR-3, including policies regarding response to hate crimes and interactions with individuals with disabilities, individuals with limited English proficiency, and individuals of various religious communities.

Throughout the reporting period, CPD conducted ad hoc engagement on impartial policing policies, including follow-up conversations from focus groups conducted on these topics during IMR-3. The Department also began to develop a robust long-term strategy for continuous engagement on impartial policing policies.

Community Engagement on Training

In IMR-4, CPD began its annual needs assessment for 2022 Department training, which involved soliciting input from a variety of stakeholders, including Department members, collective bargaining units, members of the community, the Force Review Division, the Bureau of Internal Affairs, the Legal Affairs Division, the Labor Relations Division, and oversight entities (Civilian Office of Police Accountability [COPA], the Deputy Inspector General for Public Safety [Deputy PSIG], and the Police Board). Approximately 900 members of the community, representing a wide variety of demographics, participated in the survey.

In addition, the Department took initial steps toward the development of a community-based Training Advisory Committee to provide ongoing input on the Department's training curricula. The Training Advisory Committee will ensure a review of various CPD training materials and opportunities for stakeholders to make recommendations regarding how CPD can develop or enhance curricula, with special attention paid to instructional goals and student learning outcomes, guiding principles, appropriate, respectful, and industry-recognized language, best practices in adult learning, currency in research and resources, and training benchmarks identified for professional law enforcement agencies. Training Advisory Committee participants will be provided opportunities to attend in-service courses to observe and give feedback on training implementation.

Finally, in IMR-4, CPD launched new, mandatory in-service training courses on Community Policing, Officer Wellness, and De-Escalation. The 8-hour Community Policing course was developed with community input over the course of 2020 and early 2021 and features civilian involvement in the delivery of the training.

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 standard operating procedures (SOPs), which govern the work of a specific unit or team within CPD. As

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

In IMR-4, the Department invested a tremendous amount of time and effort into revising a multitude of Department-wide policies; specific units also revised and, in some cases, drafted unit-specific SOPs for the first time.

Department-wide Policies

In IMR-4, CPD's R&D team revised 52 policies that spanned each section of the consent decree. Figure 3 below contains a complete list of the policies that were updated 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-4 reporting period.

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

Community Policing

- S02-03-02 District Strategic Plans
- G01-01 Vision, Mission Statement, and Core Values
- S02-03 The Community Policing Office
- D21-03 Neighborhood Policing Initiative
- G02-03 Community Policing Mission and Vision
- G02-05 Interactions with Youth
- S04-01-02 School Resource Officers and Investigations at Chicago Public Schools

Impartial Policing

- G02-01 Protection of Human Rights
- G02-04 Prohibition Regarding Racial Profiling and Other Bias-Based Policing
- G02-01-05 Religious Interactions
- G02-01-03 Interactions with Transgender, Intersex, and Gender Non-Conforming (TIGN) Individuals
- G08-06 Sexual Misconduct Investigations

- S02-01-01 People with Disabilities
- S02-01-05 Limited English Proficiency

Crisis Intervention

- S05-14 Crisis Intervention Team (CIT) Program
- S04-20 Recognizing and Responding to Individuals in Crisis

Figure 3: Continued on next page

Use of Force

- S03-14 Body-Worn Cameras
- G03-02 De-escalation, Response to Resistance, and Use of Force
- G03-02-01 Force Options
- G03-02-02 Incidents Requiring the Completion of a Tactical Response Report
- G03-02-03 Firearm Discharge Incidents - Authorized Use and Post-Discharge Administrative Procedures
- G03-02-04 Taser Use Incidents
- G03-02-05 Oleoresin Capsicum (OC) Devices and Other Chemical Agent Use Incidents
- G03-02-06 Canine Use Incidents
- G03-02-07 Baton Use Incidents
- G03-02-08 Department Review of Use of Force
- G03-06 Firearms Discharge and Officer-Involved Death and Incident Response Investigations
- G03-07 Foot Pursuits

Recruitment, Hiring, and Promotions

- E05-34 Department Recruitment Selection and Hiring Plan

Training

- S11-10 Department Training
- S11-10-01 Training Notifications and Attendance
- S11-11 Training Oversight Committee
- S11-02 Field Training and Evaluation Program
- S11-02-01 Field Training and Evaluation Review Board
- E04-05 Returning Service Officer

Supervision

- G01-09 Supervisory Responsibilities
- D20-02 Unity of Command and Span of Control Schedule –Pilot Program
- D21-03 Performance Evaluation System –Pilot Program

Officer Wellness

- E06-03 Traumatic Incident Stress Management Program (TISMP)

Accountability and Transparency

- G08-01 Complaint and Disciplinary Procedures
- G08-01-02 Initiative and Assignment of Investigations of Allegation of Misconduct
- G08-01-03 Conflicts of Interest
- S08-01 Complaint and Disciplinary Investigation Procedures
- S08-01-02 Special Situations Involving Allegations of Misconduct
- S08-01-03 Command Channel Review
- S08-01-04 Documenting Complaint Investigations
- S08-01-08 Non-Disciplinary Intervention Program
- G01-03 Department Directives System

Data and Other

- D20-04 Officer Support System Pilot Policy
- S09-01-01 Information Systems Development Group
- S09-03-02 Forms Management System

Unit-Specific SOPs

In addition to these Department-wide policies, individual units wrote or revised many of the SOPs that dictate their work. In this period, 43 such documents were submitted to the IMT for review and approval. Many of these are still currently under review. SOPs are critical for continuity of Department operations, so that a member joining a new unit has a clear foundation for how to approach their new position, ensuring fidelity and consistency with desired practices. Figure 4 lists all the SOPs that were written or revised in this period.

Figure 4: List of New or Revised Consent Decree-Related SOPs by Unit in IMR-4

Office of Community Policing

- Regular Review of Community Policing Policies
- Community Policing District Resource Guide
- LGBTQ+ Liaison: Area
- LGBTQ+ Liaison: Citywide
- District Affinity Liaison Officer
- Homeless Outreach Liaison Officer
- Immigrant Outreach Liaison Officer
- Religious Minority Outreach Liaison Officer
- Annual Public Awareness Campaign
- Assistant Director, Crime Victim Services
- Americans with Disabilities Act Coordinator
- Hate Crimes – Response, Reporting, Investigating, and Outreach

Crisis Intervention Unit

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

Force Review Division

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

Human Resources Division (Public Safety Administration)

- Performance Evaluation System Handbook

Training Division

- Preparation, Submission, Approval, and Use of Instructional Course Lesson Plans
- Recruit Evaluation

Bureau of Patrol

- Field Training and Evaluation
- Pre-Service Supervisory Field Observation Training District Law Enforcement for Sergeants and Lieutenant

Figure 4: Continued on next page

Bureau of Internal Affairs

- Initiation of Log Numbers in the Case Management System
- Assignment of Administrative Log Number Investigations
- BIA Investigators
- Complainant Communication Procedures and Timelines
- Case Management System
- Log Number – Unique Tracking Number
- Administrative Misconduct Investigations
- BIA Investigative Timelines and Benchmarks

- Initial Responsibilities in Assigned Log Number Investigations
- CPD Member Communication Procedures and Timelines
- BIA Training
- Photo Room Policies and Procedures
- Administrative Summary Report
- Requirements of a Complete Investigative File
- Incidents Occurring Five Years Prior to Complaint
- Command Channel Review
- Conflicts of Interest

Critical Incident Response Team (CIRT)

- CIRT SOP

Community Safety Team (CST)

- CST SOP

Training Department Members on New Practices

Updating policies and procedures is the foundation for reform, however it is not enough to create transformational change; CPD members must also be trained on these new practices. The Department strives to offer a robust, broad-based, in-service training curriculum that applies to all CPD officers, 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. In 2020, the consent decree required the Department to deliver at least 32 hours of in-service training to all members; CPD successfully delivered 32 hours of mandatory training to over 95% of in-service members by the March 2021 consent decree deadline. In 2021, this annual training requirement has



increased to 40 hours per member. The 2020 in-service curriculum consisted of courses such as Use of Force, Custodial Escort, LEMART, Officer Wellness, and Procedural Justice 1, 2, and 3. In 2021, the Training Division will roll out new courses on Community Policing, Officer Wellness, and the Fourth Amendment, along with a revised 16-hour 2021 Use of Force training course that will reflect recent updates to CPD's Use of Force policies. The Department concluded its 2020 in-service training year in early March 2021, consistent with the COVID-19 extension granted by the federal judge, and started its 2021 training year in June 2021.

Specialized Training

Various units around the Department create and deliver training to members serving in specialized roles. Examples include Basic and Refresher CIT 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 5 provides the full list of training courses that were newly created and/or formalized with lesson plans and course materials in the IMR-4 period, by section of the consent decree. In total, the Department developed or revised over 170 hours of live training curricula relevant to the consent decree, while also creating a number of self-driven eLearning modules and training bulletins.

Figure 5: List of New or Revised Consent Decree-Related Training Curricula in IMR-4

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

Community Policing

- 2021 Community Policing In-Service Course (8 hours)
- School Resource Officer Annual Refresher Course (8 hours)
- School Resource Officer Initial Training – 8-hour CPD/CPS Supplement to NASRO Training (8 hours)
- Training Bulletin and eLearning on Processing of Juveniles

Impartial Policing

- People with Disabilities Training Bulletins
- Hate Crimes eLearning

Crisis Intervention

- CIT Policy Change eLearning
- Crisis Intervention Recruit Training (10 hours)

Use of Force

- 2021 De-escalation, Response to Resistance, and Use of Force In-Service Course (16 hours)
- Carbine Operators Training (8 hours)
- Force Options Suite for Recruits (4 hours)

- Pre-Service Lieutenants and Above Tactical Response Reports (8 hours)
- Pre-Service Sergeants Tactical Response Reports (8 hours)
- Crime Scene Processing and Protection: Practical (Officer involved shooting) – Lieutenants Pre-Service (2 hours)
- Crime Scene Processing and Protection: Practical (Officer involved shooting) – Sergeants Pre-Service (2 hours)
- OCIC Street Deputy and Officer-Involved Shootings (OIS) Incident Response Team (IRT) Overview (1 hour)
- Use of Force Policy Change eLearning

Supervision

- District Field Supervisor Responsibilities and Observation Day with Debrief (10 hours)
- District Station Supervisor Responsibilities and Observation Day with Debrief (10 hours)
- Watch Operational Lieutenant Observation Day with Debrief (9 hours)

- Watch Operations Lieutenant Duties and Responsibilities (8 hours)
- Performance Evaluation System Supervisory Training Curriculum (2 hours)

Officer Wellness

- 2021 Officer Wellness In-service Course (8 hours)

Accountability and Transparency

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

Accountability and Transparency

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

Data and Other

- Officer Support System Training for Supervisors (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. Some dashboards are made public on the CPD website, some are shared only with the IMT and OAG, and still others are used strictly internally. 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. Some of these reports are made public, while others are utilized solely for internal purposes. The consent decree requires a number of such reports to ensure that the Department is regularly analyzing data to drive continuous improvement.

Figure 6 below lists publicly accessible dashboards and reports that were updated or newly created, by consent decree section, in IMR-4. These are a subset of the many reports, internal audits, and other analyses that the Department developed during this period in support of consent decree requirements.

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

Consent Decree Section	List of New or Revised Dashboards, and Other Reports in IMR-3 <i>Click on any hyperlink to access the dashboard or document</i>
COMMUNITY POLICING	<ul style="list-style-type: none"> • Quarterly Reports for the Community Policing Advisory Panel • Final 2021 District Strategic Plans • Community Survey Data Dashboard
IMPARTIAL POLICING	<ul style="list-style-type: none"> • 2020 Hate Crimes Annual Report
USE OF FORCE	<ul style="list-style-type: none"> • Quarterly Reports of the Force Review Division
RECRUITMENT, HIRING, AND PROMOTIONS	<ul style="list-style-type: none"> • Sworn Job Descriptions and Title Codes
ACCOUNTABILITY AND TRANSPARENCY	<ul style="list-style-type: none"> • Bureau of Internal Affairs Quarterly Reports
OTHER	<ul style="list-style-type: none"> • Consent Decree Compliance Dashboard

Piloting New Initiatives

A final hallmark of the Department's reform efforts in IMR-4 was the preparation, launch, expansion, and evaluation of a number of groundbreaking pilot programs that each have the potential to drive major improvements in the delivery of policing services moving forward. These programs allow the Department to experiment with new approaches to policing, evaluate lessons learned, and roll out systemic improvements in a methodical and measured way. Moving forward, these pilots will be executed in the same set of police districts so that CPD can test them simultaneously and determine how different programs interact with one another. The Department has engaged the Civic Consulting Alliance to support the parallel implementation of these efforts.

Neighborhood Policing Initiative (NPI)

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

During IMR-4, OCP continued expanding the NPI program, launching the model in districts 003, 004, 005, 006, and 007. By the end of June 2021, a total of 10 districts will have implemented the NPI model.

Unity of Command and Span of Control

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

In early 2021, the Department expanded the Unity of Command and Span of Control pilot to two additional districts, 004 and 007, while continuing the model in 006, the original pilot district. The Bureau of Patrol worked closely with other units, such as the Audit Division and Strategic Initiatives, to solicit feedback on the early implementation of the model and identify opportunities to improve data collection and analysis regarding adherence to the requirements of the Unity of Command/Span of Control model.

Performance Evaluations Pilot

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

In the IMR-4 period, CPD and PSA-HR continued to lay the groundwork for the roll-out of the Performance Evaluations pilot in three districts by year-end. This involved further revising relevant Department policy and finalizing the handbook that details the performance evaluations framework. Work also continued on the technology platform that will house and facilitate performance evaluations once the system is launched.



Officer Support Systems Pilot

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

In the IMR-4 period, the Department continued its pilot of the OSS in the 005th district, and in parallel, revised the Department-wide directive on the OSS as well as its training curriculum for supervisors. Upon receiving IMT/OAG approvals for its training curriculum, the Department will continue its expansion of the pilot.

Introduction

What is the Consent Decree?

On March 1, 2019, the City of Chicago entered a negotiated settlement with the Illinois Office of the Attorney General (OAG) that requires the City to enact a series of reforms pertaining to public safety. This agreement is known as the consent decree. While the consent decree requires efforts from a number of agencies, the majority of its requirements impact the Chicago Police Department (CPD, or “the Department”). Other agencies that play a role in consent decree implementation include the Civilian Office of Police Accountability (COPA), the Office of Emergency Management and Communications (OEMC), the Police Board, Chicago Public Schools (CPS), the Department of Human 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 (of which 135 contain specific deadlines), the Chicago consent decree is one of the most extensive of its kind. By way of comparison, the Los Angeles Police Department’s consent decree contained 187 paragraphs with approximately 24 specific deadlines, and Baltimore Police Department’s consent decree contained 511 paragraphs with approximately 12 specific deadlines.

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

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

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

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

- **Preliminary Compliance:** Has the City developed a policy and/or written procedure that conforms to best practices and, where appropriate, incorporates meaningful community input? Has the policy been reviewed, commented on, and approved by both the IMT and OAG?
- **Secondary Compliance:** Has the City developed and implemented acceptable training strategies for policies and procedures? Has a sufficient percentage of the appropriate personnel been trained? Have effective supervisory, managerial, and executive practices been implemented to reinforce policies?
- **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. The IMT officially reports on consent decree compliance every six months. The first Independent Monitor Report (IMR-1) covered the period from March through August 2019; during this time the IMT assessed 70 paragraphs. The second Independent Monitor Report (IMR-2) covered the period from September 2019 through February 2020 and assessed 230 paragraphs. The third Independent Monitor Report (IMR-3) covered the period from March through December 2020 (period was extended due to COVID-19 pandemic) and assessed 315 paragraphs. The current reporting period (IMR-4) covers January through June 2021 and assesses 517 paragraphs.

Overview of This Status Report

This report is intended to provide an overview of CPD's consent decree activities in the IMR-4 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 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. In the first section, we will explain the process improvements CPD has implemented in order to accelerate its reform efforts. From there, we will provide detailed updates on each of the ten consent decree sections, highlighting progress and next steps on these projects moving forward.



CPD's Efforts to Accelerate Reform

In the IMR-3, as the City and CPD grappled with the COVID-19 pandemic, civil unrest, and an uptick in violent crime in Chicago, CPD instituted a number of process improvements designed to accelerate consent decree implementation. These included robust project planning, increased resourcing for reform projects, the introduction of internal accountability mechanisms for reform efforts such as ReformStat meetings, continued collaboration with the IMT/OAG, and expanded efforts to respond to IMT/OAG Requests for Information (RFIs).

In IMR-4, CPD further built on these efforts by creating a new “quality control” unit called the Professional Standards and Compliance Division (PSCD); rolling out new ways of working across units by establishing Cross-Functional Teams (CFTs); continuing ReformStat meetings; and continuing its ongoing collaboration with the IMT/OAG.

Creation of the Professional Standards and Compliance Division (PSCD)

In the IMR-3 period, CPD began to generate work product at a faster rate than in the first two reporting periods. This meant that a significantly larger quantity of documentation was submitted to the IMT and OAG for their compliance reviews. While this was an important step in the right direction, this improvement also highlighted the need for greater quality control on CPD’s consent decree-related deliverables to ensure that submitted documentation was truly aligned with consent decree requirements and the expectations of the Associate Monitors and OAG members.

To ensure that CPD’s deliverables were of the highest possible quality and aligned with the requirements of the consent decree, CPD established a Professional Standards and Compliance Division (PSCD) within the Office of Constitutional Policing and Reform. This team, comprised of a civilian Director, multiple sworn supervisors, and several police officers, reviewed each deliverable before it was sent through CPD and City Legal channels and ultimately, produced to the IMT/OAG. This team also ensured that the Department submitted standardized cover documentation to provide context for how each document or package of documents were intended to contribute to consent decree compliance.

The Department expects that, over time, the work of this unit will help to educate other units involved in reform projects on what is required for compliance, and will reduce the number of draft policy, training and other consent decree-related deliverable iterations the IMT/OAG will need to review prior to providing no objection. This will serve to accelerate CPD’s efforts to achieve compliance with consent decree requirements.

Establishment of Cross-Functional Teams

Another lesson CPD learned from the first three reporting periods is that the Department's command structure does not always lend itself to the seamless cross-unit communication and collaboration required for many reform projects. While different units have, and continue to maintain, strong working relationships with one another, collaboration across units was typically ad hoc and not systematic and centralized in a way that was conducive to regular information sharing for all those who needed it.

As a simple, illustrative example, consider the Department's efforts to reform its Use of Force policies and practices as required by the consent decree. At the core of these efforts is the revision and implementation of new Use of Force policies (a work stream owned by the Research and Development Division). In parallel, this policy suite also requires extensive community and internal input, an effort led by the Office of Community Policing. Additionally, policy changes must be reflected in Department-wide training, a process for which the Training Division is responsible. Finally, there must be mechanisms for data collection, analysis, and review, led by the Force Review Division, as well as opportunities for external publication of dashboards to inform the public of trends in use of force through online dashboards developed by the Strategic Initiatives Division.

As the example above illustrates, effective reform on Use of Force requires a great deal of collaboration and alignment across many different teams within the Department. In the absence of a centralized and structured mechanism to drive this collaboration, progress would likely be slow because different units may not be aware of the progress others are making for the same topic area.

To address this issue, the Department formed topic-oriented Cross-Functional Teams (CFTs). CPD created 11 CFTs focused on 11 reform topic areas. CFTs are led by high-ranking members of the Department and staffed with representation from R&D, Training Division, Audit Division, Strategic Initiatives Division, the Reform Management Group, 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. In the near-term, these teams own specific paragraphs of the consent decree and develop compliance strategies for individual paragraphs. Over the long-term, the Department expects that these teams will develop overarching visions and strategies that will ultimately lead to Operational Compliance in each domain.

The 11 Cross-Functional Teams that were formed in IMR-4 were:

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

Continuation of ReformStat

In IMR-3, Superintendent Brown introduced a “ReformStat” meeting as an accountability mechanism to ensure that units were aware of their required deliverables and on track with project timelines.

At ReformStat, Cross-Functional Teams are expected to come prepared to discuss their reform projects, the timelines they are attempting to meet, any challenges they are facing, and plans to resolve those challenges. All CFT leads attend ReformStat every week, and in IMR-4, command staff from CPD districts were also required to attend; this cross-unit visibility opens up opportunities for teams to collaborate and share information on a regular basis. Furthermore, ReformStat provides an opportunity for CPD’s senior leadership team, including the Superintendent, to hear firsthand of progress and challenges on units are facing in their reform efforts. The IMT and OAG are also invited to attend ReformStat each week.



IMT/OAG Collaboration

Beyond these new process features, CPD resumed its regular cadence of collaboration with the IMT/OAG in July. 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:

- **Biweekly Calls:** every two weeks, 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. In addition, when appropriate, CPD also organized one-off briefings on specific topics that were of interest to a broad group of the Associate Monitors, such as revisions to the Body Worn Camera policy.
- **Site Visits:** during the months of April and May, CPD organized a series of meetings for each Associate Monitor on specific topics requested by the Monitoring Team to provide them additional insight in areas of particular importance to their compliance assessment. Site visit meetings are different than typical biweekly meetings, as they may consist of IMT members observing training sessions, meeting with district personnel, or otherwise meeting with stakeholders who wouldn't typically be involved in day-to-day reform project implementation.
- **Coordination and Planning Meetings:** in addition to the meetings described above, CPD was also regularly engaged with the IMT on general coordination and planning. Meetings of this nature included the monthly meeting of the parties as required by paragraph 668 of the consent decree, biweekly calls designed specifically to review outstanding document requests that CPD owed the IMT and OAG, and other regular check-in meetings to coordinate on upcoming engagements.
- **Internal Preparation Meetings:** As much as possible, CPD members sought to be well-prepared for meetings with the IMT and OAG so that the meetings were as productive as possible. The CFTs 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.

Progress by Consent Decree Section

Community Policing

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

-Deputy Chief Angel Novalez, Office of Community Policing

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

Goal: Build sustainable relationships of trust between police and community

Improving Beat Meetings and District Advisory Committee Meetings

- *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 have beats meet at least 6 times a year. Beat meetings are led by a civilian Beat Facilitator and a member of the District's community policing office. Beat Facilitators are volunteers selected by the District through an application process. They receive specialized training on problem-solving tactics and community-building strategies.

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

During the first half of 2021, OCP created a DAC Improvement Committee, consisting of several DAC Chairs, members, OCP Sergeants, and Community Organizers, tasked with reviewing and improving the DAC by-laws, launching a recruitment campaign for new DAC members, and developing a training for DAC members. The DAC Improvement Committee completed their review and revisions to the DAC by-laws, which implements several important changes to the DACs. Some highlighted improvements include:

1. Selection of new DAC members now done by DAC Membership Subcommittees and not at the sole authority of the District Commander. This empowers community members to determine their own DAC membership.
2. Establishment of a Faith-Based Subcommittee and inclusion of recommended subcommittees, including an Equity Subcommittee.
3. Additional language on the qualifications and composition of DACs to ensure diversity, equity, and inclusivity that represents the neighborhoods it serves.

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 often times, they are the first and only individuals to make contact with victims. Recognizing that law enforcement has unique access to crime victims, police departments across the country have begun developing formal victim services programs.

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

During IMR-4, CPD expanded its pilot program serving victims of non-fatal gun crimes to district 009. The pilot now includes districts 003, 004, 008 and 009. CPD has also continued to work with its Crime Victim Council on a number of initiatives, including reviewing CPD policies and providing feedback for improvements and considering ways to increase support for juvenile victims of crime.

The beginning of 2021 also saw a renewed focus on training, which included the following:

- Youth Liaison Officers received training on healthy teen dating relationships
- Evidence Technicians received training on strangulation and the importance of providing trauma-informed service during the collection of evidence
- District Coordination Officers received a half day advanced training on the psychosocial factors impacting domestic violence, community-based resources and providing a trauma-informed, enhanced police response.

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 previous 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 in Chicago and have historically maintained low levels of trust of CPD. With the upcoming implementation of these new roles, CPD will begin to rebuild its relationships with various communities and improve trust.

Specifically, during the first half of 2021, OCP expanded its Civil Rights Unit and District Community Policing Offices to include new resources to support historically marginalized and underserved communities. As part of this expansion, CPD appointed an Immigrant Outreach Liaison Officer, a Homeless Outreach Liaison Officer, a Religious Minorities Outreach Liaison Officer, a Citywide LGBTQ+ Liaison, and five Area LGBTQ+ Liaisons. Additionally, each District added an Affinity Liaison Officer to their Community Policing Office.

All of these individuals will serve a critical role in building trusting relationships with previously underserved community members. OCP worked with various community groups and organizations during the drafting of the roles and job descriptions for each position. OCP is continuing to work with communities on training the new liaisons and establishing connections.



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 (DACs). YDAC members have formal voting authority on the DAC. Their position on this body also provides them with access to Commanders and other district personnel so that their perspectives are heard.

In IMR-4, CPD continued to advance its efforts to build robust YDACs city-wide. For the third consecutive year, OCP will administer the Summer Leadership Institute for YDAC members. The Institute is comprised of approximately 90 youth in 21 police districts across the City of Chicago. Participating youth are employed through the Department of Family and Support Services' (DFSS) One Summer Chicago employment program.





School Resource Officer (SRO) Program

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

The School Resource Officer (SRO) program places sworn 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 should strive to represent the professionalism and dedication of the entire police department.

During IMR-4, the Bureau of Patrol continued to collaborate with partners to develop meaningful policy that meets or exceeds the requirements of the consent decree. CPD continued its ongoing partnership and regular meetings with CPS to discuss the current state of the SRO program and develop the program to meet CPS's future needs.

The Department's current iteration of S04-01-02 (School Resource Officers and Investigations at Chicago Public Schools) has incorporated many of the comments provided by both the IMT and OAG. To that end, the Department will create an SRO Evaluation Committee comprised of the Bureau of Patrol, Office of Community Policing, SRO Supervisors, Audit Division, CPS and other stakeholders identified by CPD in collaboration with CPS. Furthermore, the Department will leverage its Field Technology and Innovation Section to develop a data collection tool to encompass relevant data portals for effective SRO program evaluation. The Department will also publish an annual report for public review of the SRO Program.

At the end of IMR-4 and early in IMR-5, a class of 22 SRO candidates and 3 School Sergeants will receive, in-person, a 40-hour Basic SRO course taught by the National Association of School Resource Officers (NASRO). The Department has entered into a Training Agreement with NASRO for this course to be taught from June 28 – July 2, 2021 and from July 26 – 30, 2021. NASRO is the world's leader in school-based policing and the gold standard for SRO training. NASRO was the agreed-upon vendor by the Department, IMT, and OAG. In addition to the NASRO training, SROs will also receive additional training in Active Shooter Response and Crisis Intervention Training specifically for Youth. The Department is also developing an 8-hour supplement to NASRO that specifically covers CPD and CPS policies and procedures.

To further improve the SRO selection process, CPD worked with the City of Chicago Department of Human Resources to provide Interview Training to CPS Principals who elected to interview SRO candidates. Several CPS principals took advantage of this opportunity, giving them a voice for their school and the chance to develop a quality relationship with their SRO.

Moving into IMR-5, CPD will continue its training efforts so that SROs are in place at the start of the 2021-22 school year. CPD will also be developing a new Intergovernmental Agreement with CPS to ensure goals and expectations are communicated and understood.

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-3, the Office of Community Policing (OCP) conducted a comprehensive review of the general and special orders that delineate the duties and responsibilities of its office. This review included working with all members of OCP and other units within CPD that play a role in OCP-led programming, and resulted in revisions to 14 different policies.

In IMR-4, OCP and R&D built upon the review of policies from IMR-3 by identifying additional revisions. OCP, in consultation with various bureaus in the Department, sought to solidify the definitions of Positive Community Interactions (PCIs) and Positive Youth Interactions and incorporate these definitions into Department policy. OCP also developed a comprehensive list of Youth Engagement Programs that the Department is currently implementing. The Department added these revisions to General Order “G02-03 Community Policing Mission and Vision”. These policy revisions were reviewed by the IMT/OAG and both provided no objection to the updated order.





OCP also sought to further solidify Department-wide strategies in responding to crime by adding additional language in policy that clearly establishes the Department's commitment to measuring the effectiveness of its crime strategies based on reductions in crime, not on the number of stops, citations, and arrests. The Department solidified this language in Special Order "S02-03-02 District Strategic Plans" and General Order "G01-01 Mission, Mission Statement, and Core Values", both of which have received no objection from the IMT and OAG.

Standard Operating Procedures for the Community Safety Team and Critical Incident Response Team

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

During IMR-4, CPD's two major city-wide teams, the Community Safety Team (CST) and the Critical Incident Response Team (CIRT) drafted standard operating procedures (SOPs) that articulate their purpose and clarify the important role each play in CPD's department-wide community policing approach.

The mission of CIRT is to coordinate and maintain public safety during First Amendment demonstrations, large-scale events, marches, and large gatherings, especially those occurring within the boundaries of the Central Control Group (Districts 001 and 018). The mission of CST is to conduct highly visible deployment opportunities in a manner consistent with the principles of community policing that help reduce crime and address quality-of-life issues.



Both SOPs describe their respective unit's organizational structure, core functions, officer selection criteria, and training requirements, among many other important details pertaining to their operation. Additionally, these SOPs establish a clear expectation that these teams play an active role in assisting - when requested by a district and when appropriate - with the planning and execution of response strategies to high-priority problems districts identify during their annual strategic planning process. Finally, these SOPs reinforce CPD's commitment to measuring its success based on crime reduction and not on numbers of arrests, stops or citations.

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 and that proposed response strategies comport with the principles of community policing. After receiving all necessary approvals and finalizing their plans, districts and bureaus are held accountable for executing their plans throughout the year. Each unit is required to submit four quarterly reports to OCP, which in turn provides written feedback to the districts after each quarterly submission. Progress against strategic plan priorities is also tracked during CompStat and OCP's monthly performance management meetings (described further below).



In the IMR-4 period, OCP continued making updates to the District Strategic Plan special order, district plan template, and quarterly report template. One significant addition to the quarterly report template is a section allowing districts to identify problems and response strategies that may have surfaced or risen in priority after the completion of their annual strategic plan, giving the district more flexibility to address emerging priorities throughout the year. Districts can now document and describe additional strategies used to address problems or increase community engagement that may have been implemented to address unexpected spikes in crime or increased concerns raised by district residents. In this reporting period, the Department finalized all 2021 District Strategic Plans, which can be accessed on the CPD website.

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 \(CPAP\)](https://home.chicagopolice.org/office-of-community-policing/cpap-quarterly-report/). These reports provide a digestible snapshot of the progress being made towards implementing the CPAP's 2017 recommendations, which were accepted in their entirety by former Superintendent Eddie Johnson and subsequently incorporated into Paragraph 13 of the consent decree. While progress on this implementation stalled in the spring of 2020 due to COVID-19-related deployments, OCP made significant strides in the second half of 2020 and first half of 2021. Readers are encouraged to view CPAP Quarterly Reports on CPD's website at <https://home.chicagopolice.org/office-of-community-policing/cpap-quarterly-report/>

Specific progress in this reporting period included publishing the Q4 2020 and Q1 2021 CPAP Quarterly Reports, 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 Community Policing In-service course is 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 will reinforce 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.



Training participants will better understand cultural diversity and how to positively interact with all members of the community, including but not limited to youth, people of color, women, LGBTQ+ individuals, religious minorities, immigrants, individuals with limited English proficiency, the homeless, and individuals with disabilities. They will also learn problem-solving tactics and techniques to utilize when addressing public safety and crime prevention priorities, techniques for positive youth interactions, and effective communication and interpersonal skills. This course was developed in collaboration with the Training and Support Group, the Office of Community Policing, and community partners.

In developing the course, the Training and Support Group worked with OCP to obtain community input on the curriculum. OCP shared the curriculum with the Community Policing Advisory Panel (CPAP), District Advisory Committee (DAC) Chairs, and other community members for review and feedback.

Furthermore, community partners will assist with the instruction of a scenario-based exercise embedded within the training. Community leaders will introduce themselves and state their respective roles within the community. Community leaders will then assist the facilitators in the group exercise to help officers acquire interpersonal skills. Training participants will observe other members and attempt to model their skills.

Training implementation began on June 14, 2021 and the Training and Support Group anticipates it will be completed in IMR-5.

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

Expansion of 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 003, 004, 005, 006, and 007. By the end of June 2021, a total of 10 districts will have implemented the NPI program.

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 regularly, 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.



The OCP performance management team continues to evaluate the performance management structure and process, incorporating feedback from the Independent Monitoring Team and participating districts, making changes when appropriate that improve the impact and value of these meetings for district personnel.

Impartial Policing

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

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

–Mike Milstein, Office of Community Policing

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

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

Building an Americans with Disabilities Act (ADA) Program

- *Relevant Consent Decree Paragraph(s): 68, 69, 70*

While CPD aims to provide accessible and professional police services to all members of the community, the Department has not historically had a specific member designated to serve as a liaison to individuals with disabilities. In August 2020, the Department hired its first ever ADA Liaison. The Liaison's role is to oversee all CPD efforts to comply with the ADA.

During IMR-4, CPD continued making revisions and improvements to its Interactions with People with Disabilities policy. Additionally, consideration of people with disabilities was also included in other policies, including use of force and first amendment rights. CPD continued to work with communities to get input and feedback on its updated policy. Further, CPD's ADA Compliance Officer continued to develop an ADA plan for the Department.

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

During IMR-4, CPD developed its first ever Language Access Plan, which details the background of language access services and regulations currently in practice at CPD. The plan also explains new efforts being taken by CPD to improve its support and services for individuals who are limited English proficient. These efforts include revising CPD’s language access policy, which was done with feedback from the community, and the launching of the InSight app.

By the end of IMR-4, CPD will have launched the InSight app in every district and in various bureaus and units, which will allow members to use their smart phones to connect by phone or camera to a live interpreter. Developed and run by LanguageLine Solutions, this app can connect members to live interpreters who provide communication support in over 200 languages, including American Sign Language (ASL). While CPD believes that a live, in-person interpreter is always the most preferred form of communication, it recognizes that an in-person interpreter will not always be readily available. The InSight app will be used to support unplanned interactions during which interpretation services are needed.

Religious Interactions Policy

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

In IMR-4, the Department continued to study best practices from various law enforcement agencies regarding interacting with people of religious faith in order to create a new policy that addresses community needs. The Department, in consultation with the Council of Religious Leaders of Metropolitan Chicago (CRLMC), drafted a policy that addresses

Department member's conduct in interacting with people of religious faith, as well as proper procedures for conducting pat-downs, searches, and custodial procedures that treat all individuals with respect and courtesy. The Department submitted this draft to the IMT, OAG, and the CRLMC in March 2021 for consultation; all three entities have provided feedback that CPD is currently working to reflect in policy.

To solicit broader community input on this new policy, the Department also conducted an online survey in September 2020 in which members of the community responded to questions regarding interactions with police, community needs for interactions between religious communities and the Department.

The Department revised the previous draft in response to the comments given by the IMT, OAG, and CRLMC. The Department then submitted this updated draft to the IMT, OAG, and the CRLMC for further comment and is currently awaiting responses.

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

- *Relevant Consent Decree Paragraph(s): 61 and 74*

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

CPD continued to engage with advocates and community members from the LGBTQ+ Coalition throughout IMR-4, with working group meetings and conversations conducted in February, March, and April 2021. The results of these collaborative efforts led to a revised policy that met the concerns of the working group and provided CPD members with clear guidance when interacting with members of the transgender community.

The new policy:

- Requires officers to document an individual's name and gender identity as expressed, clarified, or requested by the individual
- Establishes a non-binary gender expression marker on Department reports
- Updates and increases terms and definitions commonly used in the LGBTQ+ and TIGN community
- Requires officers to inform a TIGN individual of their ability to express a preference for a certain gendered officer to conduct a protective pat down
- Ensures the gender of a Department member(s) performing a protective pat down will be the same gender as the gender identity expressed, clarified or requested by the individual
- Ensures arrested TIGN individuals will be transported consistent with their expressed gender identity (male or female transport)
- Provides TIGN arrestees the opportunity to identify a preference for the type of holding facility (male or female) in which they feel safest being held
- Prohibits Department members from publicly disclosing an individual's dead-name, which is a name other than an individual's adopted name and usually a legal name or birth-given name
- Prohibits Department members from publicly disclosing the fact that an individual is transgender unless doing so is necessary for a legitimate law enforcement objective

On June 10, 2021, the draft of G02-01-03 "Interactions with Transgender, Intersex and Gender Nonconforming (TIGN) Individuals" was posted for the 15 day public comment period. CPD will then review the submitted comments and revise the draft as necessary. CPD remains committed to engaging this working group in IMR-5 as it begins to revise training curriculum to reflect the finalized policy.

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*

In IMR-4, CPD revised several impartial policing policies based upon the extensive feedback it solicited from community members in IMR-3, including policies regarding response to hate crimes and interactions with individuals with disabilities, individuals with limited English proficiency, and individuals of various religious communities.

Throughout the reporting period, CPD conducted ad hoc engagement, including follow-up conversations from focus groups help on these topics during IMR-3, on these policies to solicit additional input where needed, share updated drafts of the policies for more in-depth discussion, and began to develop a robust long-term strategy for continuous engagement on impartial policing policies.

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



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

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

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

Procedural Justice 2: A Tactical Mindset (PJ2)

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

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

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

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

CPD prioritized the completion of all three iterations of the Procedural Justice courses in the 2020 training year. Procedural Justice 2 resumed on April 26 and concluded on May 27. As of June 17, 97% of Department members had completed this course. During IMR-5 CPD will continue to work to integrate the concept of Procedural Justice throughout all training for active members.

ADA Training Bulletins

- **Relevant Consent Decree Paragraph(s): 69**

In IMR-4, the Training and Support Group further developed its series of Training Bulletins regarding successful interaction with individuals living with different disabilities. These include training bulletins on the following subjects:

- **Alzheimer's Disease and Related Dementias**
 - This bulletin familiarizes police officers with the characteristics, needs, and presence of persons with Alzheimer's Disease and related mental impairments and advises them on the most effective methods of communication and assistance to promote safe and independent living for these persons. Contact with such individuals is increasing in frequency due to advances in health care and increasing numbers of older persons in the population. Such individuals may be experiencing a crisis situation and need to be approached with caution, respect and empathy.
- **Understanding Diabetes: A Law Enforcement Perspective**
 - This bulletin gives police officers an understanding of an invisible health condition occurring with more frequency in the population, which can impact officers' interactions with community members. This condition can also affect police officers personally. Failure to act appropriately with persons with diabetes can have catastrophic outcomes.
- **Interacting with People with Disabilities Bulletin**
 - This bulletin is intended to teach police officers how to recognize and respond to persons with disabilities. The bulletin gives a synopsis of the Americans with Disabilities Act (ADA) and stresses the importance of non-biased policing. The bulletin also describes the Department's commitment to accommodating persons with disabilities and addressing the various forms of abuse that affect their community. CPD revised the People with Disabilities bulletin in IMR-4 to reflect the comments from the Independent Monitoring Team and community members.

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

Improving CPD's Response to Hate Crimes

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

In IMR-4, CPD continued its efforts to finalize a policy that ensures a dignified and respectful response to incidents of hate. The policy, G04-06 “Hate Crimes and Related Incidents Motivated by Hate”, was revised in IMR-4 to reflect input from community engagement efforts conducted in 2020, as well as IMT/OAG comments. CPD received letters of no objection to the revised policy in IMR-4, and subsequently posted the policy for public comment.

In addition to publishing a revised policy, R&D also developed the 2020 Hate Crime Annual Report. This report provides an overview of crimes fueled by hate or bias. The report covers numerous topics related to hate crimes and bias-motivated incidents, and also provides information to community members regarding what to do if one becomes a victim of a hate crime. The report details the entire process from the initial reporting of the incident to the resolution, or disposition.

This report also provides data, supplied by the Department's Civil Rights Units (CRU), regarding the total number of reported hate crimes and non-criminal incidents motivated by hate, organized by type of crime, classification of bias motivation, and disposition of hate crime investigations in each district. The 2020 Hate Crime Annual Report has been published and is available to the public on CPD's website.

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 units

CIT Program

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

The CIT Program serves to improve CPD's competency and capacity to effectively respond to individuals in crisis, de-escalate crises to reduce the need to use force against individuals in crisis, improve the safety of officers, individuals in crisis, family members, and community members, promote community-oriented solutions to assist individuals in crisis, reduce the need for individuals in crisis to have further involvement with the criminal justice system, and develop, evaluate, and improve CPD's crisis intervention-related policies and trainings to better identify and respond to individuals in crisis.

In addition to training developments in IMR-4 (discussed further below), the Crisis Intervention Unit drove development of the CIT Program by finalizing the five (5) draft unit-level standard operating procedures produced in IMR-3 after incorporating feedback into previous drafts. Also, the Crisis Intervention Unit established two new unit-level standard operating procedures, "Annual Crisis Intervention Team (CIT) Program Policy Review" and "Crisis Intervention Team (CIT) Program Coordinator." Standard operating procedures are critical to ensuring consistent, sustainable processes are in place for the effective administration of the CPD CIT Program.

The CIT Unit further enhanced its suite of crisis intervention policies by updating Department directives “S05-14 Crisis Intervention Team (CIT) Program” and “S04-20 Recognizing and Responding to Individuals in Crisis” with feedback it received to better establish Department protocols.

To further ensure that the CIT Program has sufficient, dedicated district-level resources, consistent with the needs of each district as identified by the District Commander and the CIT Program Coordinator, the CIT District, Operations and Community Support (DOCS) section of the CIT Program coordinated and conducted a needs assessment at each of the Department’s 22 Districts.

In IMR-4, a total of 22 “District-Level Strategy for the CIT Program” meetings were held in which the District Commander and CIT Program Coordinator were presented with trends concerning Certified CIT Officer staffing on each watch; the response ratio of Certified CIT Officers to OEMC-identified CIT events; and CIT reporting-related activities, including mental health transports and CIT Reports. District Commanders and the CIT Program Coordinator worked with the Area CIT DOCS team to establish CIT Program strategies for each district, such as roll call training, recruitment of CIT Officers, and building on partnerships with community-based mental and behavioral health providers. The District-Level Strategy for CIT Program meetings also resulted in a commitment to CIT-specific community engagement strategies, such as CIT presentations at beat meetings, CIT outreach events, and mental health resource fairs.

At the conclusion of the 22 District-Level Strategy meetings, an additional five (5) meetings were coordinated with each Area Deputy Chief in which the CIT Program Coordinator and the District Commanders within each Area discussed each District’s CIT trends and commitments. The District-Level Strategy for the CIT Program reports were submitted to the Chief of the Bureau of Patrol for approval. In IMR-5, the CIT DOCS Area Teams will work on the achievement of each District’s strategy and report progress to the Chief of the Bureau of Patrol, the CIT Program Coordinator and each District Commander.

In IMR-4, the CIT DOCS Area teams conducted 100 roll call trainings to support the expansion of the Narcotics Arrest Diversion Program into Districts 001, 006, 007, 008, and 012. Partners from Thresholds and University of Chicago – Urban Labs participated in roll calls remotely as officers in these five (5) Districts were introduced to the initiative which, since its inception in 011 in 2018, has expanded to a total of nine (9) Districts and successfully diverted approximately 550 individuals to substance use treatment in lieu of charges for select narcotics-related offenses that would bring an individual through the criminal justice system. In IMR-5, the CIT DOCS will continue facilitating program expansion to the remainder of Districts through roll call trainings.

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.

A factor affecting the delivery of Basic CIT Training in 2020 was the onset of the COVID-19 pandemic. In IMR-4, CPD designed an alternative training schedule to address CPD training partners’ safety concerns in order to resume Basic CIT Training. Under the alternative training plan, the Crisis Intervention Unit delivered three (3) of the five (5) days of Basic CIT training with an option for civilian instructors to deliver their presentations using an online video-conferencing platform. In IMR-5, the Crisis Intervention Unit scheduled 12 two-day courses, including panels with persons with lived experience and scenario-based role play training, in order to complete the total five days of training required for CIT Officer certification. As of June 2021, 191 CPD members completed the two-day training and were added as Certified CIT Officers.

The Crisis Intervention Unit also launched CPD’s first ever Refresher CIT course in IMR-4. Refresher CIT is a two-day review of the concepts, techniques, and practices offered in Basic CIT Training, as well as discussion of relevant and emerging topics in law enforcement responses to individuals in crisis, both in general and specific to CPD. CPD Certified CIT Officers trained in Basic CIT on or before 01 April 2021 must complete Refresher CIT training prior to March 31, 2025. At the start of June 2021, 188 CPD Certified CIT Officers have completed the Refresher CIT Training.

In addition to delivering a combined 25 alternative Basic CIT and Refresher CIT courses in IMR-4, the Crisis Intervention Unit submitted the revised 40-hour Basic CIT curriculum, culminating the Basic CIT Curriculum workgroup launched in the IMR-3 to garner the input of community-based partners and subject matter experts, including individuals with lived experience. In late April 2021, CPD received a no objection letter from the Independent Monitoring

Team regarding this revised curriculum. CPD's response to comments received from the OAG on revised content is being finalized. In IMR-5, CPD and its CIT training partners will aim to deliver the expanded, community-informed Basic CIT curriculum.

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.

In IMR-4, an interactive eLearning titled “Recognizing and Responding to Individuals in Crisis: A Review of CIT Policies and the CIT Program,” was developed to ensure all CPD officers, regardless of designation as a Certified CIT Officer, have knowledge of recently revised crisis intervention policies, procedures, and resources so as to effectively respond to incidents involving individuals in crisis.

The 10-hour block of recruit instruction on Mental Illness and Non-Normative Behavior was revamped in IMR-4, incorporating recent policy changes and content on the history of the mental health system. Training participants are taught to recognize and respond to signs and symptoms of mental health conditions, techniques to safely de-escalate a potential crisis situation, and given information on local resources that are available to provide treatment, services, or support to individuals in crisis, among other topics.

Enhancements to recruit instruction on Mental Illness and Non-Normative Behavior also included the addition of several videos and exercises pertinent to effectively responding to individuals in crisis. In IMR-4, curriculum development incorporated [1] a video clip in which an individual with lived experience who has previously encountered police shares her perspective, [2] a classroom exercise in which recruits must complete tasks while experiencing auditory hallucinations, [3] the completion of a petition for involuntary admission after recruits observe a scene in which an individual in crisis meets the criteria for involuntary admission, [4] and participation in active listening exercises where recruits must demonstrate encouragement skills, reflective listening, and summarization skills.

In IMR-5, the Training and Support Group will enroll members in the CIT Policy Change eLearning as a mandatory training requirement that must be completed. Also, recruits will begin to receive instruction in the recently revised 10-hour Mental Illness and Non-Normative Behavior course.

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 Change eLearning ensures all CPD officers, regardless of designation as a Certified CIT Officer, have knowledge of recently revised crisis intervention policies, procedures, and resources in order to effectively respond to incidents involving individuals in crisis. The interactive presentation, titled “Recognizing and Responding to Individuals in Crisis: A Review of CIT Policies and the CIT Program,” includes a post-test and covers the following key areas:

- Outlines the Crisis Intervention Team (CIT) Program, including CIT training, scheduling, and designation as a Certified CIT Officer
- Provides guidelines to assist in recognizing individuals in crisis
- Provides policies and procedures for responding to incidents involving individuals in crisis
- Outlines procedures for:
 - interacting with arrestees in need of mental health evaluation, treatment, or hospitalization
 - interacting with persons requiring involuntary admission to a designated mental health intake facility, including instruction on how to complete a petition for involuntary admission
 - responding to incidents in which an adult has been identified as an inpatient on unauthorized absence from an IDHS state-operated mental health center
- Explains reporting requirements when responding to incidents involving individuals in crisis, including:
 - The new Mental Health Incident Notice (MHIN) as a resource for officers to help redirect individuals in crisis to appropriate resources, including instructions on how to complete it
 - The revised Crisis Intervention (CIT) Report, including instructions on how to complete it
 - The Hospitalization Case Report, in addition to any other case report, required to document an incident involving Department transport for mental health treatment

- Clarifies procedures needed for effective data collection and evaluation, including:
- Utilizing Acknowledge (ACK), Enroute (ENRTE), and On Scene (ONSCENE) on PDT
- Utilizing the “Z – Zebra: Mental Health Related” code at the conclusion of an incident with a mental health component

In IMR-5, the Training and Support Group will enroll members in the CIT Policy Change eLearning as a mandatory training requirement. The CIT Policy Change eLearning will complement in-person roll call trainings that will be delivered by the CIT District, Operations, and Community Support Area teams. It will also reinforce steps taken in IMR-4 to [1] inform members of recent CIT policy changes, such as enrollment of members in mandatory Monthly Directive eLearning, through which revised CIT policy changes were presented, and [2] disseminate reminders of CIT reporting requirements, via the Administrative Message Center and at roll calls.

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

Crisis Intervention Refresher Training Records Application and Dashboard

- ***Relevant Consent Decree Paragraph(s): 105, 106***

The Refresher Training Records Dashboard provides a mechanism for verifying Certified CIT Officers complete the Refresher CIT course within the required time frame. All Certified CIT Officers who completed Basic CIT Training before April 1, 2021 must complete Refresher CIT on or before March 31, 2025. All Certified CIT Officers who complete CIT Training on or after April 1, 2021 must complete Refresher CIT within three years of receiving Basic CIT training.

The Refresher Training Records Dashboard identifies the length of time since each member last received Basic CIT Training. Additionally, the dashboard captures the number of Certified CIT Officers who have successfully completed Refresher CIT Training.



In IMR-5, the Crisis Intervention Unit will continue to develop and monitor the site to ensure the CPD's 3,000-plus Certified CIT Officers continue to receive Refresher CIT. Ultimately, the dashboard will ensure that CPD is positioned to effectively and efficiently inform the Office of Emergency Management and Communications (OEMC) when CPD members are out of compliance with the CIT Refresher training requirement.

Use of Force

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

–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***

The Use of Force Community Working Group was created to allow individuals in the community an opportunity to affect change to the Department's Use of Force policies. This opportunity allowed participants to provide recommendations to CPD's upper command staff for review. The Department had never undertaken a community engagement approach of this depth on any policy prior to the formation of this group. The Working Group launched in summer 2020, at the height of protests and calls for police reform, which made it all the more important for the Department to engage authentically with this group as it sought to improve these crucially important set of policies.

During IMR-4, CPD continued meeting with the Use of Force Community Working Group to further progress discussions on topics that were not fully addressed or resolved during the previous year's meetings. Some of these topics included definition of force, de-escalation, and the use of tasers. CPD and the working group met every other week from February through the middle of June. CPD very much appreciates the time and dedication that Working Group members have dedicated to the task of reviewing and providing input on CPD's full suite of Use of Force policies.

The revisions from the initial IMR-3 engagement with the Working Group are reflected in the Department policies that were made effective and implemented on April 15, 2021. The Training Division created an eLearning training to inform members of the policy changes that took effect on April 15. Policy changes resulting from the dialogue with the Working Group in the first half of 2021 will be reflected in revised Use of Force policies that will take effect in 2022.

Foot Pursuits Policy

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

The Consent Decree requires that CPD members are trained on foot pursuits. CPD published a training bulletin on this topic in early 2020. CPD also collected data on foot pursuits to enable the IMT to analyze CPD's foot pursuits and determine if it believed a new policy was required. In March 2021, the IMT issued a report recommending that CPD adopt a foot pursuit policy.

To inform the development of the new policy, R&D researched and analyzed best practice publications, such as International Association Chiefs of Police (IACP), Commission on Accreditation for Law Enforcement Agencies (CALEA), and other law enforcement agency related policies on foot pursuits. R&D also leveraged Force Review Division data and trend analysis to assist in developing revisions to policy. Additionally, CPD conducted Department-wide focus groups with officers to solicit feedback and comments. Finally, this policy went through rigorous review and comment from the IMT and OAG, resulting in CPD issuing its first ever foot pursuit policy in May 2021 (G03-07 "Foot Pursuits").

G03-07 “Foot Pursuits” was issued on June 11, 2021 as an interim policy. CPD continues to review this policy with the IMT and OAG. CPD has also embarked on a robust community engagement strategy that includes a public webinar, public posting of the policy, on-line survey, community conversations, and deliberative dialogues. CPD will also continue to engage its members on future revisions to this policy. In IMR-5, CPD will look to finalize this policy, ensuring that it reflects all of this additional feedback.

Use of Force In-Service Training

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

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

More than 95% of CPD sworn members received the 2020 Use of Force course as part of the 2020 In-Service Training Program. This training course concluded in March 2021, in line with the COVID-19 extension granted by the federal judge overseeing the consent decree.

The Training and Support Group has also continued the development and implementation plan for the 2021 Two Day De-escalation In-Service course in the first half of 2021. The course was recently approved by the IMT/OAG and will be delivered to all sworn CPD members over the course of IMR-5. Finally, the TSG has also begun initial development of the 2022 in-service course for Use of Force.



Law Enforcement Medical and Rescue Training (LEMART)

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

In addition to Use of Force and Custodial Escort trainings, CPD also requires all sworn members to complete LEMART training so that they are equipped to provide medical aid under a variety of circumstances, including after a use of force incident if required. LEMART is a one-day self and first-aid course that is mandatory for all recruit and in-service Chicago police officers and open to Chicago Fire Department (CFD) personnel as elective training (8 hours of continuing education for CFD). LEMART provides tactical medical capabilities in instances when Emergency Medical Services (EMS) cannot enter an unsafe scene or prior to their arrival. LEMART's primary teaching philosophy utiliz-

es small group teaching and formative assessment techniques to ensure understanding of core building blocks and to build confidence throughout the training day. LEMART combines didactic teaching and hands-on repetition and culminates in positive stress-induced scenario-based training exercises.

The Training and Support Group continued providing LEMART training in IMR-4. As of June 8, 2021, 97% of all sworn in-service Department members had completed the LEMART course.

In IMR-5, the Training and Support Group will continue to deliver LEMART trainings to the remaining 3% of Department members that still need to complete the course. Recruits will continue to receive this training as part of their basic recruit curriculum. In addition, the LEMART Section has created a draft strategic plan to ensure Department members receive a LEMART Refresher course in 2021 and 2022.

Vehicle Pursuits Policies and Training

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

In IMR-3, CPD trained members on updated techniques to minimize risks during a traffic pursuit. Department members completed two eLearning modules: a review of Training Bulletin #20-4 titled Motor Vehicle Pursuits and Eluding Vehicle Incidents and a policy review titled Emergency Vehicle Operations 2020 Program—Eluding and Pursuits. The policy review included a multiple choice test that required a seventy percent passing grade. 99% of in-service members completed the eLearning as of the end of IMR-3.

In IMR-4, the Training and Support Group began revisions to recruit and in-service driving school curricula to reflect recent policy updates and best practices. The Training and Support Group incorporated guiding principles and concepts derived from the vehicle pursuit eLearning that was produced in IMR-3. In IMR-5 the Training and Support Group will seek approval for this course and begin delivering the revised training.

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. More specifically, the form requires the investigating supervisor to answer the following questions:

1. Was the Member engaged in a Level 3 use of force on-duty?
2. Did the incident involve a mental health component?
3. Was medical aid provided?
4. Was a chokehold used?
5. Was a carotid artery restraint used? Note: A carotid artery restraint is a technique that compresses the blood vessels in the neck to inhibit or restrict blood flow to carotid arteries in order to render a person unconscious.
6. Was there an intentional baton strike to the head or neck?
7. Were warning shots fired?
8. Was a firearm discharged at a person who was a threat only to self?
9. Was a firearm discharged solely in defense or protection of property?
10. Was a firearm discharged into a crowd?

11. Was a firearm discharged at or into a building?
12. Was a firearm discharged at or into a moving motor vehicle?
13. Was a firearm discharged from a moving motor vehicle?

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 within the Department and addressing areas of concern. The Department began testing this new form on April 7, 2021. The Force Review Board is responsible for ensuring the proper completion of this form and making recommendations as warranted.

In IMR-5, the Department will monitor the effectiveness of this implementation and begin to analyze data resulting from the use of the new form.

Use of Force Data Dashboard Updates

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

In IMR-4, CPD began the process of revamping and consolidating its Use of Force Dashboard. The goal moving forward will be to provide a single multi-faceted dashboard that provides a central source of data on numerous use of force topics. This will allow the Department to recognize patterns and trends in use of force incidents which will help guide policy, training, tactics and practices. The dashboard will differ from the current Use of Force Dashboard available on the CPD public website. Once completed, parts of the proposed new dashboard can be made available to the public as well.

CPD's Use of Force Cross-Functional Team is currently in the process of validating the data sources required for this dashboard and assembling the personnel to work directly on its creation.

Some of the topics to be encompassed by the new Use of Force Dashboard include de-escalation efforts and Firearm Pointing Incidents. The Firearm Pointing Incident dashboard was made available for IMT review on June 3, 2021. The De-Escalation Dashboard began development during IMR-4. Following several rounds of review the development was paused in order to focus on unifying data for the Use of Force Dashboard. Once this groundwork has been completed, the De-Escalation dashboard will be incorporated into the Use of Force Dashboard.

During IMR-5, the Department will consolidate and validate the data source that will populate the Use of Force dashboard. The Department will also begin designing and developing the dashboard.

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 in the course of effecting a seizure. The Force Review Division (FRD), in accordance with the consent decree and Department Notice D19-01, does not review any firearm pointing incident that does not have either an Investigatory Stop Report or Arrest Report associated with the event.

Firearm Pointing Incident Reviews (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-4, FRD implemented a revision to the Firearm Pointing Incident Review application. This revision allows the supervisor in the District/Unit of occurrence to document corrective action taken at the time an incident occurred. In the previous version, this information was only captured in narrative format. This revision will allow FRD to analyze and report on the frequency of these occurrences. This revision was implemented on May 14, 2021.

FRD worked in close collaboration with the Strategic Initiatives Division to develop and publish a Firearm Pointing Incident dashboard for publication. This dashboard allows CPD members and the Independent Monitoring Team real-time access to the data that FRD presents in its quarterly reports and year-end summaries. On June 3, 2021 this dashboard was made available to the IMT and OAG for their review.

In IMR-5, FRD will continue to analyze its internal practices concerning Firearm Pointing Incident Reviews. FRD will also analyze FPIR data seeking patterns and trends. FRD will also develop a method of providing Districts and Units data in real time, allowing them to address patterns and trends in a more timely fashion. Currently, Districts and Units rely on quarterly and annual reported data to evaluate their commands.

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 (FPIs) during a specific time frame. The information contained in each report is based on reviews conducted by the FRD. It is important to note that the Force Review Division Quarterly Reports are not a summary of findings of the TRRs and FPIRs that were submitted and reported by Department members during a specified quarter.

The Force Review Division collects and tracks data on reportable use of force incidents. FRD recently trained a subset of its members to utilize Tableau, in order to build and analyze data dashboards. This has enabled FRD to conduct preliminary analysis on patterns and trends regarding use of force, not only for involved Department members, but also for supervisors who respond to the scene and investigate use of force incidents. This analysis has resulted in FRD making recommendations for policy changes, as well as adaptations to the [1] Tactical Response Report, [2] Tactical Response Report-Investigation, and [3] Tactical Response Report-Review forms to provide a more comprehensive overview of the application of force mitigation/de-escalation principles and to ensure that the use of force is reasonable, necessary and proportional.

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

In IMR-4, FRD produced the Q4 2020 and Q1 2021 quarterly reports, which are made available to the public on the Chicago Police Department's website. In IMR-5, the FRD will continue producing these reports, evaluating available data and seeking any new patterns or trends that present themselves.

Recruitment, Hiring, and Promotion

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

**-Director Bob 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 Assessment

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

CPD's Recruitment, Selection, and Hiring Plan is designed to ensure that the Department recruits and hires qualified candidates who can perform their roles safely, effectively, in accordance with the law, and in accordance with CPD procedures and policies. The Department seeks to hire candidates that reflect an ethnic, racial, and gender-diverse cross section of the communities the Department serves.

During IMR-4, the Office of Public Safety Administration's Human Resources unit (OPSA-HR) worked to remove the barriers and challenges associated with Police Officer hiring. As of May 2021, the OPSA-HR and the City of Chicago Department of Human Resources (DHR) team had completed an analysis of the police officer job title, thus identifying the core set of characteristics and capabilities associated with the job title. Additionally, OPSA-HR and DHR implemented both a simpler application and online testing for the Police Officer candidate role. In regard to testing, candidates have the following options:

- **Option 1:** Take the DHR examination in a computer-based format via the Pearson VUE network of test centers located in the City of Chicago metro area extending within 25 miles of the city limits.
- **Option 2:** Take the DHR examination in the comfort of home or office via the Pearson VUE Online Proctored solution – known as OnVUE.



Additional resources intended to help facilitate candidate success, led by OPSA-HR, include credit repair workshops, exam prep sessions, ambassador surveys, and implementation of a longer testing period and reinstated work out sessions. Also, to ensure the opportunity to test was communicated to all, OPSA-HR/DHR placed advertisements in local newspapers. Currently, OPSA-HR and CPD are working to implement a recruitment team consisting of sworn CPD members. This team will be devoted solely to police officer recruitment.

To further promote candidate success, OPSA-HR and DHR have begun focusing on the long term success of candidates. OPSA-HR and DHR have created a POWER TEST support process. Specifically, OPSA-HR is working to establish partnerships with recognized police agencies (i.e. NOBLE, Chicago Association of Women in Law Enforcement [CAWLE], etc.), develop a workout regime and create online educational videos that address proper methods associated with yoga, stretching, nutrition, running and endurance, and breathing techniques. All of these resources will be posted to the JoinCPD webpage.

To further assess the needs of the Department including consent decree compliance requirements, OPSA-HR, CPD, and DHR have engaged human resources consultant Troy Coleman. Mr. Coleman will (1) assist the team with assessing its recruitment and hiring processes to ensure both policies and practices align with the law, (2) identify and address methods for consideration of discriminatory and/or biased behavior, as well as barriers and challenges in the application process, (3) provide recommendations for modifications to the current recruitment and hiring process, and (4) devise a feasible plan and timeline for implementation of recommendations

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

Sergeant and Lieutenant Promotions Assessment

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

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

In IMR-3, the City engaged an external consultant to conduct an extensive review of the Department's promotion process, to ensure that its practices are equitable, transparent, and lawful. The independent expert provided recommendations surrounding the identification of core competencies, the frequency of promotional exams, candidate selection methods, strategies for cultural diversity, and the impact of a candidate's disciplinary history on their eligibility for promotion. The external consultant provided 32 improvement recommendations at the end of IMR-3.

Over the course of IMR-4, CPD, the Department of Law, DHR, and OPSA-HR have been working through these recommendations, devising strategies to address and implement them. This process will continue in IMR-5.

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***

As senior leaders in the Department, ensuring that CPD elevates the best qualified individuals to the ranks of Captain and Commander is critical to creating a culture of professionalism, accountability, and respect. To this end, OPSA-HR has worked with an external consultant on developing an evaluation of the Department's promotional practices to identify and make public, internally and externally, the duties, eligibility criteria and selection methods for the ranks of Captain and Commander. The consultant compared CPD's process against the required knowledge, skills, abilities, attributes and selection methods of more than 10 major cities, and ultimately delivered recommendations for how the Department can improve its processes and selection criteria.

In response to these recommendations, DHR, OPSA-HR, and CPD have published the Captain and Commander selection methods to the City of Chicago and CPD websites. Additionally, OPSA-HR and DHR will work to develop an evaluation and debriefing mechanism to ensure that the promotional process and selection methods for the rank of Captain and Commander continues to improve moving forward.



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 ensured that the full catalogue of sworn CPD job descriptions (also known as CPD job specifications) included 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). In alignment with CALEA, DHR and OPSA-HR also developed a “Class Specification Quadrennial Review Project” (i.e. three year standard operating review plan [i.e. SOP]). DHR and OPSA-HR also developed individual detail survey response spreadsheets for each sworn job descriptions/specification.

The Class Specification Quadrennial Review requires the Department to identify subject matter experts (SME) for each job description. DHR and OPSA-HR will work cross functionally with each CPD SME to review the job descriptions, the survey response spreadsheets, any associated documentation, as well as any requested or required modifications to the job description/specification. DHR will update the class specification utilizing classification principles and philosophies to ensure the job descriptions/specifications meet the needs of the Department.

Once DHR/ OPSA-HRD receives approval from the IMT/OAG, the revised job descriptions will be posted to both the City of Chicago and Chicago Police websites in IMR-5.

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

The OIG Awareness project requires the Department to ensure that members are fully aware of the role of the Office of the Inspector General (OIG), and specifically its Diversity, Equality, Inclusion, and Compliance (DEI/C) Section, in overseeing the Department's hiring and promotional process. To do this, HRD collaborated with the Training Division, the Office of the First Deputy Superintendent, and the OIG's DEI/C section to develop an eLearning module. The module explains the impacts of diversity, equity, inclusion and compliance, the role of DEI/C in overseeing adherence to the City of Chicago hiring plans, as well as how to utilize the OIG-DEI/C as a mechanism through which to report fraud, waste, abuse, and hiring plan concerns or violations.

In IMR-4, OPSA-HR submitted documentation to the IMT/OAG demonstrating that 95% of Department members had completed the OIG Awareness e-learning module. Additionally, the OIG Awareness e-learning module has been incorporated into all new hire and newly promoted member training.

Training

“Respect the training process; build a strong foundation; focus on being agents of change within the department; dedicate yourselves to excellence and be proud of the leaders that you are destined to become.”

-Commander Christi Ford, 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

In-Service Training in 2020

- ***Relevant Consent Decree Paragraph(s): 317-329***

All current sworn Department members were required to complete 32 hours of in-service training in 2020. CPD successfully trained over 95% of sworn members in the following in-service training courses:

- Use of Force (2020)(Classroom) - 96%
- Custodial Escort (Classroom) - 96%
- Officer Wellness (Classroom) - 95%
- Trauma Informed Response to Sexual Assault I (eLearning) - 99%
- Trauma Informed Response to Sexual Assault II (eLearning) - 99%

These completion rates were validated by the Audit Division through the following analysis.

Audit of Training Records

- ***Relevant Consent Decree Paragraph(s): 317-329***

Since 2019, the Audit Division has conducted an annual analysis in response to questions raised by the IMT and OAG regarding the extent to which data on members' attendance at classroom-based training courses can be validated by physical signatures, which the Training and Support Group collects via sign-in sheets.

After randomly selecting 390 electronic training records from the IMR-3 reporting period for review, Audit Division personnel were able to reconcile all 390 (100 percent) with corresponding signatures on sign-in sheets collected and stored by the Training and Support Group. These findings represent an improvement over the prior two periods; specifically, the 2018 edition found that 82.7 percent were able to be reconciled and the 2019 edition found 98.1 percent.

2021 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 input from the community, members, and other stakeholders regarding areas in which CPD's training should focus. The final version of the 2021 Training Plan was presented at the April 2021 Training Oversight Committee and was subsequently approved. This was prior to the start of training for the 2021 In-Service Training Program. Significant changes to the plan included:

- Adding the guiding principles as a foundation to the development of the Training plan.
- Adding 2020 training accomplishments
- Adding Training Oversight Committee approvals
- Adding language regarding training evaluation improvements

The 2021 In-Service Training Program outlined in the Training Plan consists of the following courses:

- 2021 Use of Force Training – 16-Hours Classroom Training
 - See Use of Force section of this report for additional detail on this course
- Community Policing – 8-Hours Classroom Training
 - See Community Policing section of this report for additional detail on this course
- Officer Wellness - 8-Hours Classroom Training
 - See Officer Wellness section of this report for additional detail on this course
- Hate Crime Investigation and Law Update – 2-Hours eLearning
 - The Hate Crime Investigation and Law Update course will consist of methods, strategies, and techniques for recognizing and responding to hate crimes, including CPD’s procedures for processing reports and complaints.
- Accountability and Transparency – 2-Hours eLearning
 - This training will be given to all CPD members and will cover COPA’s and CPD’s revised or new policies related to administrative investigations and discipline. To the extent appropriate and necessary, based upon a CPD member’s duties and contact with members of the public and/or individuals in custody, this training will include instruction on identifying and reporting misconduct, the consequences for failing to report misconduct, prohibition on retaliation, including the consequences for retaliating against a person for reporting misconduct or participating in an investigation, and use of the City’s anonymous reporting website. For CPD supervisors, the training will include the proper initiation of the intake process, including providing COPA’s contact information and the consequences for failing to initiate the intake process, as well as techniques for turning the initiation of a complaint into a positive police-community member interaction.
- Fourth Amendment Core Competencies – 4-Hours eLearning
 - The Fourth Amendment – Core Competencies eLearning course will reinforce for all Department members the core principles of the Fourth Amendment, key 4th Amendment Supreme Court and 7th Circuit rulings, and their practical application in community interactions, officer decision-making, and new and revised CPD policies and forms. Instruction will include interactive video-based decision-making scenarios. Curriculum will include pre- and post-training evaluations.



In addition to the overview of the 2021 In-Service Training Program the latest version of the 2021 Training Plan includes information on the development and implementation of the Training Advisory Committee. The Training and Support Group recognizes that stakeholder engagement promotes the highest standard of excellence in training programs and the establishment of the Training Advisory Committee will expand upon earlier efforts to engage the community in training plans. The purpose of the committee will be to ensure that key affinity groups and community stakeholders are regularly providing guidance on CPD's recruit training, field training, in-service training, and pre-service promotional training.

The Training Advisory Committee will ensure a review of various CPD training materials and opportunities for stakeholders to make recommendations regarding how CPD can develop or enhance curricula, with special attention to instructional goals and student performance objectives; guiding principles; appropriate, respectful, and industry-recognized language; best practices in adult learning; currency in research and resources; and training benchmarks identified for professional law enforcement agencies. Training Advisory Committee participants also will be provided opportunities to attend in-service courses to observe and give feedback on course implementation.

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*

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



New instructors complete the Instructors Academy prior to being in front of a class. The Instructors Academy (IA) is a 35-hour foundational course, and it is the first step towards receiving an ILETSB certification. As part of the IA training, participants are walked through the process of submitting an ILETSB instructor approval application. ILETSB will review and approve the application, and will issue an approval if the applicant will be instructing an ILETSB certified course.

In IMR-4, these requirements were memorialized in the revised version of the Department-wide policy, S11-10 Department Training. This revised policy was submitted to the IMT/OAG for feedback.

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

In IMR-4, CPD made revisions to the Field Training and Evaluation Program department policy to reflect recommendations made in the IMT's IMR-3 report. In addition, the Bureau of Patrol's Field Training and Evaluation Section (FTES) developed an SOP to encompass the duties of the section.

During IMR-4, the FTES also continued to explore options for upgrading its online reporting system. At this time CPD is continuing to assess all electronic systems and will work closely with the FTES to address their software upgrades.



Goal: Strengthen internal management and oversight of training execution

Training Oversight Committee

- *Relevant Consent Decree Paragraph(s): 270*

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



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

In IMR-4, a revised version of Department directive S11-11 Training Oversight Committee (TOC) was submitted to the IMT/OAG. In this updated version, requirements for the training needs assessment and the training plan were added. The directive also added the requirement for the Annual Training Summary Report. The Annual Training Summary Report informs the TOC, as well as the Superintendent, of the Department's training accomplishments. The report contains a description of training courses, including their duration, time, location, service category (ie. recruit, in-service, or pre-service promotional training), delivery method (centralized or de-centralized), and requirement status (mandatory or elective). The TOC met every month in IMR-4.

The First Deputy Superintendent's office also began utilizing a training needs form for committee members to fill out as a tool to consistently record Department training needs. The form has been submitted to the IMT/OAG along with TOC meeting minutes.

2022 Needs Assessment

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

The Training and Support Group conducted a needs assessment in 2021 to inform the Department's 2022 Training Plan. This process was conducted under the supervision of the Training Oversight Committee (TOC). The TOC comprises Department senior leadership staff that meet monthly to review and oversee the training program, from discussing specific training proposals to approving long-term plans.

In IMR-4, the Department sought input on in-service training needs from Department members, collective bargaining units, members of the community, the Force Review Division, the Bureau of Internal Affairs, the Legal Affairs Division, the Labor Relations Division, and oversight entities (Civilian Office of Police Accountability [COPA], the Deputy Inspector General for Public Safety [Deputy PSIG], and the Police Board). Approximately 900 members of the community, representing a wide variety of demographics, participated in the survey.

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

The Training Plan for 2022 will be based upon this needs assessment and is on target to be submitted to the TOC in the 3rd quarter of 2021.

Supervision

“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*

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

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

The Span of Control requirement limits the number of officers any one sergeant can supervise on a daily basis. The goal of Span of Control is to create a consistent ratio of 10 officers to 1 sergeant. Ideally, a sergeant will lead his or her specific squad on a daily basis. Because sergeants will have the same day-off group and start time as their subordinates, they should be better equipped to monitor and assist officers under their supervision.



The Unity of Command/Span of Control pilot originally launched in the 006th district in January 2020. On January 7, 2021 the Department issued Department Notice D20-02, which expanded the Unity of Command and Span of Control Schedules to the 004th and 007th Districts. The Bureau of Patrol continued to monitor the pilot program and provide support as needed to identify any trends or concerns.

Throughout the course of IMR-4 the Bureau of Patrol worked with Field and Technology Innovation Section partners to further the development of the UoC/SoC Tableau dashboard. This dashboard is intended to provide a timely and accurate insight into how well the pilot districts are adhering to the Span of Control portion of the pilot. Current challenges include developing uniformity of beats to be captured by the dashboard, preserving historical data of assigned officers and the consistent deployment of Rapid Response units across all watches.

The Bureau of Patrol, along with members of the pilot districts, both supervisory and non-supervisory, met with the IMT/OAG via Teams during virtual site visit meetings in IMR-4. That meeting was intended to provide a “boots on the ground” view of the Span of Control program. Pilot district personnel provided candid feedback about the model in this session, including areas that required improvement.

To further solicit input from pilot district officers, the Audit Division conducted a broad survey of the pilot districts.¹ The Audit Division based their findings on a response rate of 22.9 percent (227 participants of 993 identified members). Over half of the participants identified lack of manpower in their districts as the primary challenge to implementation in their district. However, over one quarter of the participants identified “Consistency” as a positive of the program, meaning that officers generally appreciated having the same supervisor on a regular basis or the same daily assignment.

The Bureau of Patrol also worked with the Audit Division to conduct an analysis of the pilot districts and their adherence to the Span of Control during the 4th police period (April 1 – 28, 2021). Preliminary findings indicate the 006th District, across all watches, is consistently achieving compliance with required 10:1 ratio of police officers to sergeants. The newest additions to the pilot program, Districts 004 and 007, have room for improvement in order to achieve this ratio. In discussions with the Audit Division, it became clear that adjustments must be made to data collection procedures to improve the reliability of the data that feeds into the dashboard. With improved data collection, the dashboards should prove valuable to the Department’s staffing decisions, resulting in increased efficiency in the use of resources and more consistent achievement of the required 10:1 ratio of police officers to sergeants.

¹ Audit Division product titled CD-364.ii-2021—Survey of Department Members Involved in Unity of Command / Span of Control Pilot Project in Districts 004, 006, & 007 (issued 06 May 2021).



Moving forward into IMR-5, the Bureau of Patrol will continue to assess and work toward improvements in the Unity of Command / Span of Control program. Key upcoming milestones will include the completion of the Tableau dashboard and the standardization of data collection from the pilot districts to use as a model for scaling up the program in the future. The Bureau of Patrol will continue to seek feedback from pilot districts to ensure the program is having the desired impact on operations and officers' well-being. Finally, the Bureau of Patrol will be working with the Civic Consulting Alliance in planning for implementation of the pilot in additional districts.

Goal: Set clear responsibilities and expectations for supervisors

Supervisory Policy Updates

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

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

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

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

In the IMR-2 period, CPD developed a matrix of existing policies that outline supervisory responsibilities as well as a draft of the new policy, G01-09, Supervisory Responsibilities. In IMR-3, the Department provided an updated draft to the IMT and OAG for additional review. In IMR-4, CPD received letters of no objection from the IMT/OAG for the new policy, and posted the policy for public comment. Upon completion of the public comment period, CPD finalized and issued the revised policy.

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 2019, CPD engaged the pro bono services of the Civic Consulting Alliance to support an overhaul of the Department's procedures for evaluating the performance of its members. Through this project, CPD has identified newly-defined dimensions of performance upon which to evaluate all sworn officers and their supervisors. This new framework is bolstered by a new performance 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-4, CPD and OPSA-HR identified that the purpose of the PES would be to recognize members' achievements and progress while using PES to identify those members who have potential leadership capabilities. CPD and OPSA-HR also identified that to accomplish these fundamentals, PES will need to align organizational goals and resources, identify individual goals and objectives, improve performance, develop two-way communication methods and set performance standards. PES incorporates key tenants of the consent decree, including procedural justice, de-escalation, impartial policing/constitutional policing, community policing, and problem solving. From a technology perspective, CPD/OPSA-HR is currently working to build PES on a platform that aligns with member knowledge and promotes ease of use.

CPD and OPSA-HR are currently finalizing plans to launch the performance evaluations pilot in Districts 004, 006, and 007 in late 2021.

Officer Wellness

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

–Dr. Robert Sobo; Director, Professional Counseling Division

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

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

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

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

Peer Support members offer immediate on-scene intervention to fellow officers and their families during and after traumatic incidents. Support is not limited to traumatic events 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 in the strictest confidence. The Peer Support Program now consists of over 180 members citywide, and membership information is currently available via the Department's intranet site.

In February 2021, CPD created the Peer Support Leadership Award. This award recognizes Peer Support Members' unique training, dedication to and extraordinary support for their fellow members in times of need.

The Peer Support Program also hosts a Team Leader meeting at least on a quarterly basis. These meetings are conducted to allow leaders to share positive experiences and to develop strategies to further enhance the program. These meetings are conducted by the Peer Support Coordinator, who reports directly to the Director of the Professional Counseling Division.

In IMR-5, the Peer Support Program will develop a refresher course for its membership.





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



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

The TISMP provides supervisors a streamlined mechanism to connect officers who have experienced a variety of tragedy in the field to PCD services. It also flags PCD to follow up if an officer does not make contact first.

In IMR-4, R&D submitted the Employee Resource, E06-03 "The Traumatic Incident Stress Management Program (TISMP)" for final IMT/OAG review. This directive requires that Department members who experience a duty-related traumatic incident attend mandatory counseling. The directive also introduces a new mechanism for tracking referrals. The Directive received approval from the IMT/OAG, was posted for public comment, and was finalized and published in IMR-4.

In parallel, the Training and Support Group is in the process of developing a training curriculum for the Traumatic Incident Stress Management Program. This training curriculum is meant to provide guidance to command personnel regarding their responsibilities within the updated policy, as well as to sworn personnel on the TISMP more broadly. This training will consist of an e-learning and will also be included in the supervisor training that is conducted for newly promoted personnel.

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*

In IMR-4, CPD began to develop a comprehensive communications strategy to better 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. During the next reporting period, Professional Counseling Division will develop a plan and timeline for the implementation and promotion of the various campaigns.

Officer Wellness In-Service

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

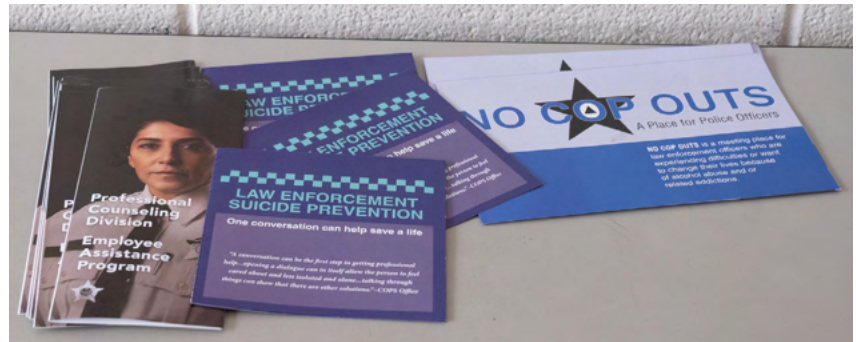
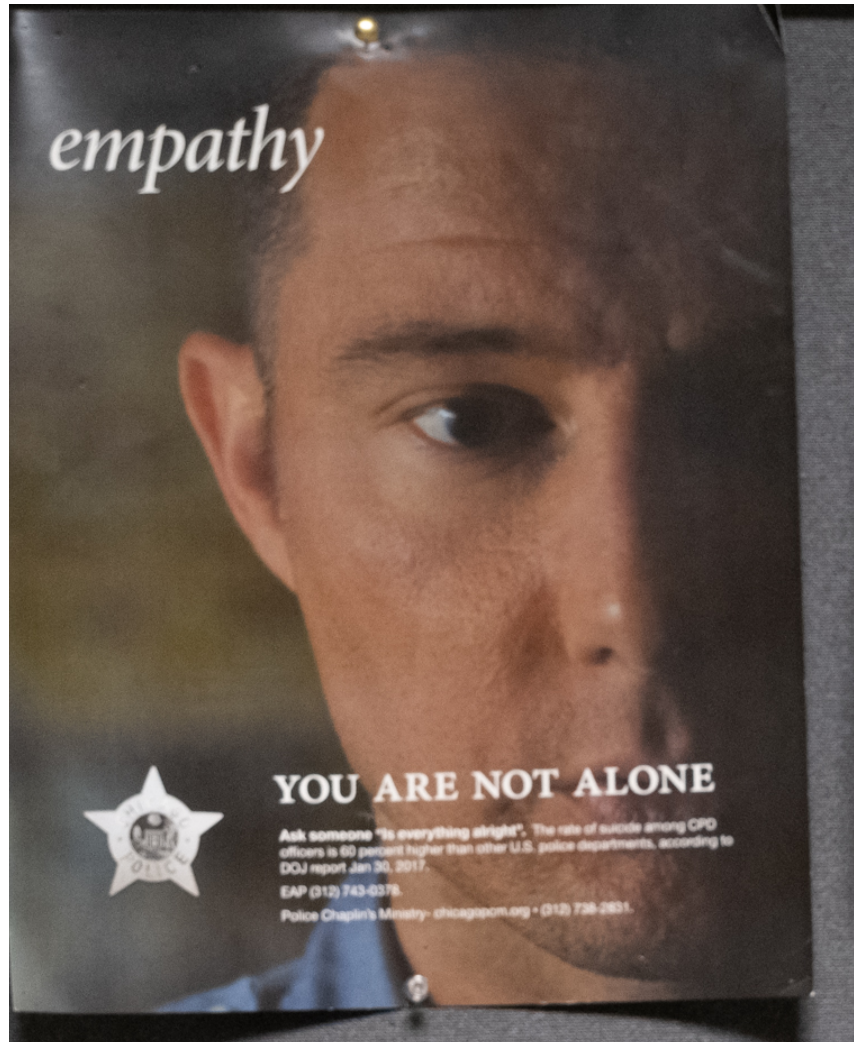
In IMR-4, CPD launched a new 8-hour in-service course focused exclusively on Officer Wellness. The course is taught by Department members and is required for all in-service sworn members. There is growing recognition that psychological and emotional wellness is critical to officers' health, relationships, job performance, and safety. To address these needs, the In-service Officer Wellness course conveys the importance of emotional, mental, physical, and spiritual resilience and provides strategies and tools for developing resilience to survive and thrive throughout a career in law enforcement. Recognizing that financial distress is often a contributing factor affecting officers' psychological and emotional well-being, the course also reinforces the importance of financial wellness and provides financial literacy awareness. The course addresses common health conditions affecting police officers, strategies for improving physical health, and demonstrates tools for processing stress. This training consists of a combination of lecture, individual and group table-top exercises, physical demonstrations, and experiential application practices. There are pre and post-tests, a course evaluation, and an instructor evaluation.

This course was launched in June of 2021. The Department expects that all members will have completed the course by the end of IMR-5.

Clinician Staffing and Certifications Update

- **Relevant Consent Decree Paragraph(s): 400**

The Professional Counseling Division (PCD) currently retains 13 clinicians on staff. The 13 clinicians include the Director and Assistant Director of Professional Counseling Division and two clinicians that were newly hired in January 2021. PCD is required by the consent decree to expand its capacity to provide counseling services to CPD members. To demonstrate this expansion of clinical staff, CPD submitted clinician biographies and licensing information to the IMT to demonstrate that clinicians possessed expertise in at least one of the following areas: post-traumatic stress disorder, domestic violence, substance use disorders, anger management, depression, and anxiety. PCD is currently working on hiring additional clinical personnel to better adhere to best practices.



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

Professional Counseling Division Annual Report to the Superintendent

- *Relevant Consent Decree Paragraph(s): 384, 389*

The Professional Counseling Division's 2021 Report to Superintendent was presented to Superintendent David Brown on April 30, 2021. The report contains resources, training, and policy recommendations that will help ensure that the support services available to CPD members reasonably address their identified needs and comply with the Officer Support Plan. The report is a summary of the current state of Professional Counseling Division's officer wellness initiatives.

During the fourth quarter of 2020 and the first quarter of 2021, the Department conducted 10 wellness-oriented focus groups with 197 total individuals. The Report to the Superintendent contains a summary of the responses provided from the focus group. These focus groups consisted of members across ranks from Police Officer to Captain. Topics that emerged from the focus groups included public narrative and media perception, work/ life balance, relationships with supervisors, and overall officer wellness.

The report also includes an assessment based on the Wellness Council of America's workplace checklist tool. This tool helps the Department assess its performance across different issues consisting of a benchmark system versus seven key factors, including consistent communications of wellness programs and development and expansion of a wellness unit.

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*

In the IMR-4 period, Research and Development began revisions of the Department-wide directive governing body-worn camera usage (S03-14 Body Worn Cameras). The policy will ensure that members follow proper procedures for use of the body worn camera and retention of BWC videos. The policy further delineates that Department members can be photographed and videotaped by the public during the course of members duties and ensures new procedures for the Watch Operations Lieutenant to randomly view a member's BWC video once per tour of duty.

According to the revised policy, all CPD members who are regularly assigned to patrol or field duties will be assigned and utilize a BWC. This includes the following units, all of which have been issued BWC's:

- District Law Enforcement, Bureau of Patrol
- Critical Incident Response Team
- Community Safety Team
- Crisis Intervention Teams
- Public Transportation Division
- Traffic Section
- Detached Services – Uniformed Support Division

The Department submitted its revised policy to the IMT/OAG in IMR-4 and received comments, which it will work to respond to in the upcoming period. The policy will take effect only after it has gone through the requisite review process and a public comment period.

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 ¶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 (16 Sep 2020)
- SPEC-J-2020 – Survey of Supervisors RE: Audits of BWC & ICC Footage (25 Nov 2020)
- SPEC-I-2021 – Review of In-Car Camera (ICC) Video & Related Arrest Reports (11 Jan 2021)
- SPEC-A-2021 – Review of Body-Worn Camera Video & Investigatory Stop Reports (25 Mar 2021)
- SPEC-B-2021 – Review of In-Car Camera Footage & Documented Transports (04 May 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.

In addition to completing the above written reports, the Audit Division began work with multiple stakeholders to create an updated ‘Video Review Report’ form, intended to replace the current ‘Body Worn Camera Video Review Report’ (form CPD-21.130). To facilitate the eventual shift from the current iteration of this paper-based form used by Watch Operations Lieutenants (WOLs) to conduct random BWC recording audits to an electronic application, the Audit Division has begun soliciting internal input on a new version. Once piloted, finalized, and implemented, use of this form across units will not only result in compliance with ¶576, but will also allow the Department to assess compliance with many other consent decree paragraphs and related directives.

Accountability & Transparency

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

- Chief Karen Konow, Bureau of Internal Affairs

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

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

Brochure and Poster

- *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.” (§§420, 421) CPD’s policy is to welcome and accept all complaints. However, this policy is meaningless if the public is not aware of it and individuals do not know how to access 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.

The creation and distribution of BIA’s accountability brochure is a critical tool in improving that communication. As a CPD-branded product, it demonstrates ownership of and commitment to the accountability process. It walks members of the public through the complaint and investigation process, emphasizes the core values of the Department and BIA, and assures them their concerns will be taken seriously. Because some members of the public may be reluctant to engage with the Department directly, the brochure also provides information regarding making complaints directly to

COPA. Finally, the brochure includes a location for a supervisor or member of the public to record a specific, unique Log Number that documents a complaint that has been made. This unique tracking number remains the same throughout the investigative process and allows the person making the complaint to track its progress.

BIA conducted stage two of its poster and brochure distribution in December of 2020. This involved a formal distribution of hard copies of the BIA poster and brochure to all districts, detective areas, and other department facilities regularly visited by the public. A department-wide AMC message was issued directing district personnel to display the printed materials in the front desk and community areas of their facilities. Early in the IMR-4 reporting period BIA conducted random district checks to ensure compliance with the aforementioned distribution plan. BIA members visited the 001st, 009th, 010th, 011th and 012th Districts and observed BIA posters and brochures posted and available in the district facilities. BIA took photographs during these random site visits to document compliance.

Between January and June of 2021, BIA made a number of enhancements to its printed informational poster and brochure. Early in the reporting period both were translated into Chinese, an inclusive addition to the English, Polish and Spanish versions. BIA also developed a QR code for use on printed material. When a member of the public scans the QR code with their smartphone, the user is taken directly to BIA's public website. Specifically, the user is taken straight to BIA's public facing webpage containing direct links for filing a complaint against a Department Member, checking on the status of their log number, or submitting a compliment for a member. BIA coordinated with CPD's Graphic Arts section to incorporate the QR code onto the multi-lingual posters and brochure designs. Once the QR code was successfully integrated into the poster and brochure designs, the Office of Communications posted copies of each to the AskCPD website and distributed the updated designs across their social media channels.

To further promote the availability of this information, BIA Sergeants conducted four Community Beat Meeting Presentations during the IMR-4 reporting period. The purpose of these presentations was to increase transparency into BIA's operations by explaining the role of the Bureau of Internal Affairs in the disciplinary process to members of the community. The slide deck used by the presenters contained visual representations of the poster and brochure as well as instructions as to where the materials could be located in their local district stations.

Looking ahead, BIA plans to implement a physical distribution plan to ensure that all districts have a freshly updated supply of posters and brochures available at the front desk and areas readily accessible to members of the community. BIA will enlist the help of district Accountability Sergeants to photographically document and ensure proper display of these pleasingly designed and informative materials.

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***

In prior reporting periods and throughout IMR-4, the Bureau of Internal Affairs spent a significant amount of time developing unit-level standard operating procedures (“unit directives”) that documented the very detailed, step-by-step process for complaint investigations and other unit activities.

In IMR-4, the Department began the process of creating Department-wide policies that reflect much of this information and will be more readily accessible to and enforceable for all Department members, rather than just BIA. These policies will also be subject to public comment, enabling community input on how CPD carries out such investigations.

The Research and Development Division either continued to draft or created for the first time Department-wide policies on the following topics.

- G08-01 Complaint and Disciplinary Procedures
- G08-01-02 Initiation and Assignment of Investigations of Allegations of Misconduct
- G08-01-03 Conflicts of Interest
- S08-01 Complaint and Disciplinary Investigation Procedures
- S08-01-02 Special Situations Involving Allegations of Misconduct
- S08-01-03 Command Channel Review
- S08-01-04 Documenting Complaint Investigations
- S08-01-08 Non-Disciplinary Intervention Program



In the next reporting period, CPD will continue to work through the IMT/OAG review process for these policies, will post them for public comment, and will issue the policies upon the completion of this process.

Command Channel Review

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

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

exempt-level supervisor review during Command Channel Review is advisory and is not binding. Command Channel Review gives exempt-level reviewers an opportunity to advise the Superintendent or the Chief of the Bureau of Internal Affairs on the final disciplinary decision. A culture of accountability requires engagement by all ranks of the Chicago Police Department. Command Channel Review is a process to ensure that exempt-level Supervisors monitor compliance levels of their personnel based on allegations from the community.

During the IMR-4 reporting period BIA continued to conduct Command Channel Review (CCR) training for exempt members and maintained the established training level as the command staff roster evolved. BIA also continued CCR development work in the Case Management System with Column Case Management. Some of these developments included modifying the email to exempt command staff that “deem concur[rence]” with the findings and penalties of an investigation, and creating an ad hoc report within CMS to track future compliance. BIA worked to ensure that any issues within the CCR module in CMS were addressed and that any development updates were recorded in the “click by click” guide used in training. Many of BIA’s efforts with “Conflict of Interest” development within CMS had an effect on the CCR module. Exempt command staff reviewing members are now able to complete the conflict of interest certification automatically during the CCR review. In March of 2021, Chief Karen Konow sent a reminder email to all exempt members reinforcing the requirement to conduct each level of command channel review within 15 calendar days. Additionally, the importance of CCR is regularly reinforced by Chief Konow at Compstat and command staff meetings. As a result of these efforts, BIA has noticed a positive trend in the timeliness of the completion of command channel review.

Moving forward into the IMR-5 reporting period, BIA will continue to maintain the training level of exempt members as necessary. BIA will utilize the CMS ad hoc report to track compliance and identify any members that may require further attention or training in the Command Channel Review process. BIA will continue to update the CCR module in CMS if any issues are identified and ensure that training guides and materials are up to date.

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 pol-

icies; a narrative summary of the alleged misconduct; a narrative summary of the investigation; the findings and conclusions for each allegation of misconduct; and 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 call up all available ASRs via a public index.

Prior to the IMR-4 reporting period, BIA spent months compiling an ASR template that would present a summary of oftentimes complicated misconduct investigations in a straightforward and concise manner. Most importantly, BIA sought to ensure that the ASR would be easily understood by members of the public. Under the advice and guidance of the IMT, BIA drafted a standalone ASR unit directive to accompany the template. IMT issued a no objection letter on the final version of BIA's ASR form and unit directive on January 7, 2021. In March 2021, BIA began working more closely with its Case Management System (CMS) vendor on the technological capabilities needed to support ASRs.

Since late March 2021, BIA has ensured that over 600 ASRs dating back to February 2019 have been generated, reviewed, redacted, approved and electronically published to our public-facing website. This significant undertaking was achieved by BIA members in coordination with Column Case Management, the Office of Legal Affairs, and the Strategic Initiatives Division. These electronically-published ASRs can be found on the BIA Accountability Dashboard at <https://home.chicagopolice.org/administrative-summary-report-index/>. In late April the Superintendent released a Pax 501 communication on the CPD intranet page notifying department members of the ASR requirements and impending publication. Additionally, affected Department Members and their unions were emailed a copy of the ASR prior to publication.

Moving in the direction of full ASR automation, the ASR Module of the Case Management System went live for BIA Investigators and Accountability Sergeants on June 4, 2021. This means that all misconduct investigations meeting ASR requirements submitted from that date will automatically generate an ASR that will be completed by the investigator.

During the IMR-5 reporting period, BIA looks forward to establishing a fluid workflow within the Bureau to ensure the timely publication and dissemination of ASRs. To that end, BIA has created an ASR training development plan, requested redaction software from the Department and scheduled FOIA redaction training for selected ASR Approval Team Members. The ASR Approval Team within BIA will be responsible for ultimate approval and dissemination of ASRs within 60 days of the final disciplinary decision. BIA will continue to work closely with Column Case Management to fine-tune the automated ASR rollout in CMS.

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

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

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

During the IMR-4 reporting period, BIA conducted two BIA Investigator and Accountability Sergeant onboarding training sessions. BIA was able to conduct a three-day "onboarding" training session in March of 2021 with a higher classroom capacity as vaccination rates increased and previous health emergency restrictions were relaxed. BIA then

conducted the full five-day “onboarding” course, expanded at the suggestion of the IMT, in April of 2021. The IMT and OAG observed (both in-person and virtually) parts of the five-day session, which included lecture, scenario-based learning, and hands-on CMS instruction. BIA looks forward to hearing IMT/OAG feedback from these sessions. Additionally during this reporting period, BIA continued to update training materials as the CMS underwent enhancement and change. BIA also revised slide decks for the onboarding training in line with IMT feedback.

For the IMR-5 reporting period, BIA has reserved space to conduct one five-day onboarding training session per month for the remainder of 2021. Department-wide summertime emergency mobilizations and deployments presented a challenge for class attendance in May and June, but BIA plans to complete further training in the Fall and Winter seasons. BIA continues to assemble tentative class rosters in anticipation of future classes. Additionally BIA continues to maintain a current list of Accountability Sergeants in order to ensure that they are approved by the Chief of BIA and receive onboard training as soon as logistically possible.

Annual Refresher training for BIA members / Accountability Sergeants

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

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

During the IMR-4 reporting period, BIA received comments on the Annual Refresher training for BIA Members and Accountability Sergeants. BIA has elected to push the priority of this specific training block into IMR-5 so that there is ample time to comprehensively evaluate the comments and make constructive improvement. Research is underway to improve and inform topics as identified by the IMT.

Looking forward to IMR-5, BIA hopes to utilize some of the training dates set aside for the remainder of 2021 to conduct annual refresher training for BIA Members and Accountability Sergeants as soon as aforementioned issues are resolved. Additionally, BIA intends to coordinate with COPA to offer COPA's Sexual Harassment training to BIA Investigators, as recommended by the IMT.

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,**

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

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.

Between the dates of January and June of 2021, BIA and Column (the vendor for CMS) have worked together to bring various improvements and enhancements to CMS. Of considerable note and mention are improvements to the Investigative Status deadlines whereby color-coding was embedded (blue: "in-progress/re-opened", green: "due soon", yellow/orange: "due now", red: "overdue", gray: "not-compliant"), facilitating case statuses, thereby enabling supervising personnel to monitor and review case progressions and case extension requests.

Additionally, the implementation of the Administrative Summary Report (ASR) functionality was created and made a requirement for every investigation in which a signed Sworn Affidavit was obtained, a Sworn Affidavit Override was approved, or a Sworn Affidavit was not required. The ASR includes several informative elements of the investigation

which, after proper creation, review, final case disciplinary decision, and approval, are then forwarded to the respective Reporting Parties, Accused Members, Accused Members' supervisors, respective Collective Bargaining Unions, and ultimately posted on a CPD public-facing-website.

The Advocate Section has additionally seen various improvement and enhancements to CMS. Of considerable note and mention is greater access to various modules, such as the Investigative Console, and Department Members history search related to current open Log Number investigations.

Looking ahead to IMR-5, there are several items to be implemented within CMS. Of considerable note and mention is the creation of a new Advocate Console for use by Advocate Section members to work from. Additionally, allegation categorization keyword search functionality which would facilitate commonality reports to be generated as it relates to specific types of misconduct allegations, is pending both for Investigations and Advocate sections.

BIA Quarterly Reports

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

The Bureau of Internal Affairs (BIA) Quarterly and Annual Reports are central to the transparency of BIA operations. These reports are required by ¶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 an abundance of data, including the following: current statuses of all complaints received by BIA, aggregate data on the classifications of allegations, self-reported complainant demographic information and complaints received from anonymous and third party complainants, aggregate data on complaints received by the public, specified by district/unit of assignment 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, and 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.

BIA's initial quarterly report (Q2 2020) was produced to the IMT and OAG in December of 2020. An updated Accountability Dashboard and the Q2 2020 quarterly report went live on the public facing website in March of 2021 after a lengthy, coordinated effort between BIA and the Strategic Initiatives Division to ensure consistency of data between the two reports. BIA published the Q3 2020 report electronically in April of 2021. BIA intends to have the Q4 2020 and 2020 Annual Report electronically published before the end of the IMR-4 reporting period or very early in the IMR-5 period.

Looking ahead to IMR-5, BIA anticipates a faster turnaround for the Q1 and Q2 2021 quarterly reports as BIA's newly assigned data analyst acclimates to BIA's data processes. Additionally, BIA's new data analyst has control over publication to our public-facing dashboard, which will help to streamline the process. During the reporting period, BIA will also continue working with Column Case Management to ensure that CD ¶550 required data is adequately captured by CMS.

CPD Annual Report

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

The Department has published [annual statistical reports since as early as 1965](#). The earliest available annual reports most often presented statistical information with little context or insight into Department operations, programs, and changes. The 2020 Annual Report continues a more-recent trend of providing the public with overviews of both challenges faced by the Department and highlights of the past year, alongside statistical information about crime, police activity, and calls for service.

Between January and June of this year, Strategy Division assessed past CPD Annual Reports, reviewed other cities' annual reports, engaged leaders across the Department for input, drafted and designed the 2020 Annual Report, and made multiple revisions based on internal feedback.

Looking ahead to IMR-5, the Department will finalize the 2020 annual report and publish it for public consumption.

Data Collection, Analysis, and Management

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

–Commander 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.

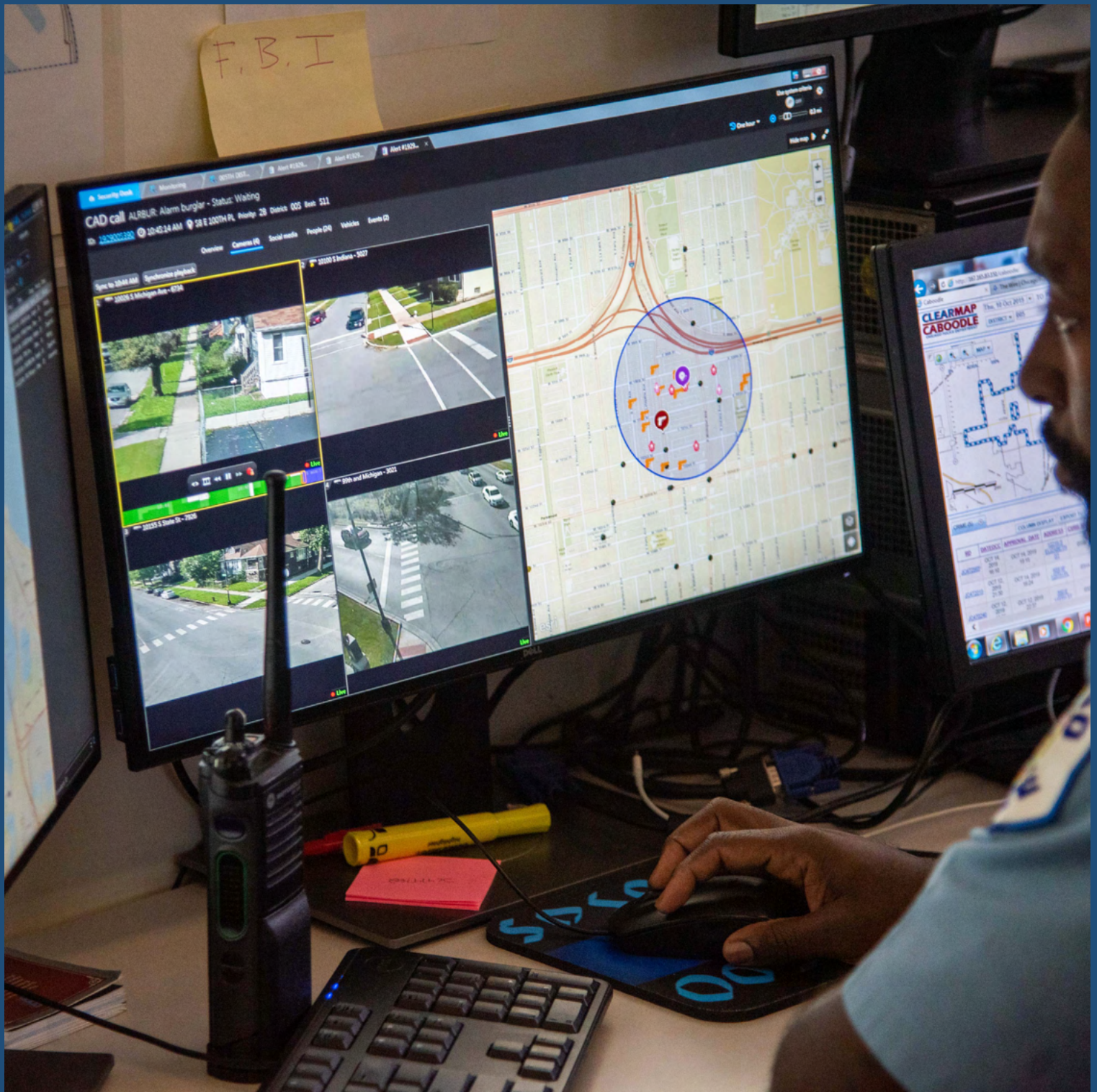
Goal: Proactively identify at-risk officers to ensure that they receive the support, guidance, or other intervention they require

Officer Support System (OSS) Pilot

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

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

In the IMR-4 period, the Department continued its pilot of the OSS in the 005th district, and in parallel, revised the Department-wide directive on the OSS as well as its training curriculum for supervisors. Upon receiving IMT/OAG approvals for its training curriculum, the Department will continue its expansion of the pilot.



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*

In the IMR-4 period, the City contracted with Gartner, a leading technology consultancy, 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 identify disparate data systems and identify opportunities to streamline or reconcile them as need to ensure that the Department is equipped to more seamlessly collect and report on key metrics related to reform and police activity.

In this reporting period, Gartner initiated its project and began its assessment of data systems. This specifically involved 1) confirming assessment criteria and format based on consent decree requirements and Gartner's proprietary framework for police data systems, 2) conducting assessment workshops with relevant stakeholders from across CPD's various units to better understand data collection systems, data completeness and accuracy, associated processes and improvement opportunities, 3) conducting follow-up interviews as required, and beginning to draft the assessment report.

In the next reporting period, Gartner will finalize its assessment and begin to identify key initiatives that will help to rectify any gaps that were identified in their assessment. Finally, the City will begin to develop a response plan based on this assessment, as required in paragraph 607 of the consent decree.



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