

Independent
Monitoring Period
No. **05**

Chicago Police Department Reform Progress Update



Message from the Superintendent



Dear Chicagoans,

This report covers the fifth Independent Monitoring Report period (IMR-5) and offers additional insight into the crucial work the men and women of the Chicago Police Department have done in making and sustaining true reform. Over the course of 2021, we have made real progress in implementing vital reform measures aimed at not only improving the Department, but building trust within every neighborhood we serve.

During the second half of 2021, the Chicago Police Department marked several key milestones within IMR-5. We built on the momentum from previous reporting periods and continued doubling down on the effort to accelerate widespread compliance and improve community engagement.

This monitoring period saw the Department hold numerous meetings with residents and community leaders concerning policies and issues including foot pursuits, accountability and disciplinary procedures. We realize that building a culture of transformation begins with conversation and collaboration not only internally, but externally. The community remains the most important stakeholder in every single one of our efforts.

CPD also created its first ever Recruitment and Retention Unit, which focuses solely on enhancing our efforts to attract and retain a large and diverse pool of applicants. Diversity in our ranks is more important than ever as changing demographics across our city underscore the need for a Department that reflects the communities we serve.

Additionally, we are continuing to put systems in place to ensure officers have the resources they need to do their job. During this reporting period, we built on reforms with a 40-hour minimum of in-service training for all officers.

Some of CPD's notable accomplishments during the IMR-5 period include:

- Conducting extensive community engagement on several key policy topics, including foot pursuits, accountability and disciplinary procedures, and the Department's prohibition on racial profiling
- Conducting 44 community conversations (2 per police district) to develop the Department's 2022 District strategic plans, which reflect the community's crime reduction and police-community engagement priorities
- Establishing the Training Community Advisory Committee to systematically incorporate community input into the Department's training curricula
- Continuing to execute the consent decree's 40-hour in-service training requirements, delivering training to more than 95% of members on key topics like officer wellness, community policing, and de-escalation
- Launching a new body-worn camera video review system that requires Lieutenants in each police District to review body-worn camera footage every day for potential policy violations or other debriefing opportunities

From investing in every officer to being intentional with every community, it is clear that transforming CPD requires innovation and effort. We are committed to being a model for change and we will keep doing this work because the City of Chicago and its residents depend on it.

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 this reform progress report, which provides an overview of the advancements the Department has made since July 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 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 and fourth reporting periods (IMR-3 and IMR-4, respectively), CPD doubled down on its efforts to accelerate compliance. In IMR-4, the City achieved another record increase in the number of paragraphs achieving some level of compliance, with 112 paragraphs entering some level of compliance for the first time. In total, the City has

now achieved some level of compliance with 266 paragraphs, over a 5x increase from its compliance level at the end of IMR-2 (48 paragraphs).

In IMR-5, CPD sought to build on this momentum, resulting in the following key accomplishments in the second half of 2021:

- Conducted extensive community engagement on several key policy topics, including foot pursuits, accountability and disciplinary procedures, and the Department's prohibition on racial profiling
- Revised or drafted new policies related to key reform topics, including accountability and disciplinary procedures, Department training, crisis intervention, and foot pursuits; these directives also raised the minimum qualifications and disciplinary history standards for members seeking specialized roles like training instructor and complaint investigator
- Established a dedicated, full-time recruitment team to drive CPD's efforts to enhance the quantity and diversity of police officer candidates
- Conducted 44 community conversations (2 per police District) to develop the Department's 2022 District strategic plans, which reflect the community's crime reduction and police-community engagement priorities
- Established the Training Community Advisory Committee to systematically incorporate community input into the Department's training curricula
- Continued to execute the consent decree's 40-hour in-service training requirements, delivering training to more than 95% of members on key topics like officer wellness, community policing, de-escalation, and use of force
- Developed a "Roadmap to Operational Compliance", a strategic plan that will be used to guide the Department's long-term transformation effort
- Launched a new body-worn camera video review system that requires Lieutenants in each police District to review body-worn camera footage every day for potential policy violations or other debriefing opportunities
- Completed an in-depth assessment of the Department's IT systems, in collaboration with external IT consultants
- Continued the Force Review Division's reviews of investigatory stops and use of force incidents, along with associated data analysis and public reporting

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

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

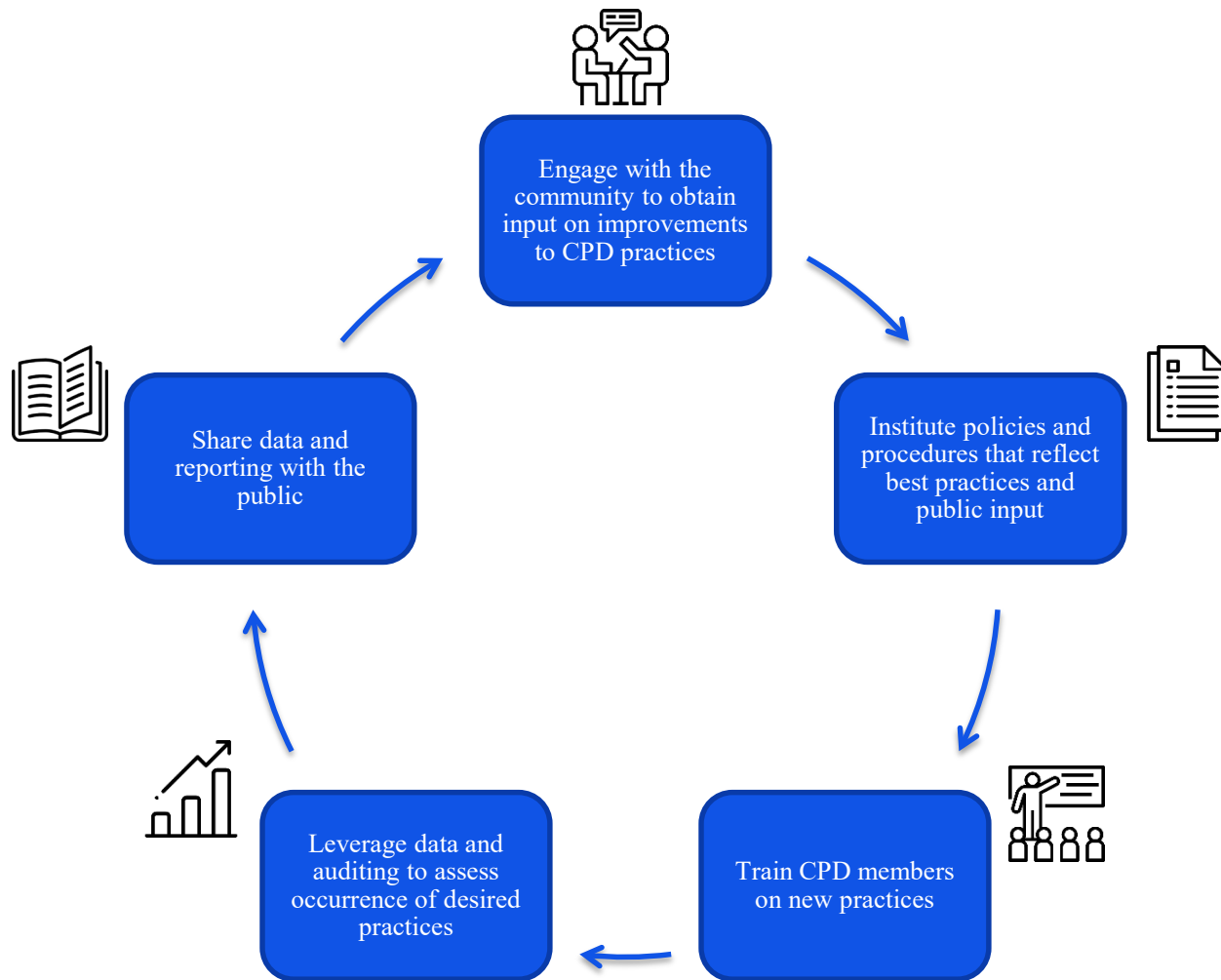


Figure 1B: Key IMR-5 Activities:



Conducted **117 hours** of community engagement across **62 meetings** that were specifically designed to solicit public input on CPD's policies, trainings, and crime reduction strategies



Wrote **30 new or revised Department-wide policies** that govern the way CPD and its members perform their jobs



Modified or created for the first time over **160 hours of classroom training curriculum**, targeting either all Department members, or members serving in specialized roles



Publicly released **6 dashboards and other reports** that provided analysis and insights into further opportunities to strengthen reform efforts



Continued implementation of **four major pilot programs** designed to transform district staffing, supervision, and community relationships

Accelerating CPD's Reform Efforts

In IMR-4, CPD undertook major efforts to continue the accelerated pace of consent decree implementation across the Department by creating a new unit for deliverable “quality control” called the Professional Standards & Compliance Division (PSCD), establishing new cross-functional collaboration mechanisms, and continuing internal accountability meetings to ensure that key projects were moving forward.

In IMR-5, CPD further built on these efforts by integrating PSCD and the Reform Management Group (RMG), which functions as the Department's project management apparatus and drives the development of key consent decree deliverables. By integrating these two teams, CPD brought together related functions to allow for a more seamless compliance submission process, starting with compliance strategy and project planning and continuing through compliance deliverable submission, internal review, and production to the IMT and OAG.

In addition to the creation of this new unit, the Department also made efforts to further enhance the quality of its ongoing collaboration with the IMT and OAG. Since the inception of the consent decree, CPD has conducted biweekly calls with the Associate Monitor and OAG subject matter expert responsible for each consent decree section. The Department made considerable efforts in this reporting period to strengthen the quality of these meetings. Specifically, RMG facilitated the creation of standardized presentation materials to support each biweekly meeting and forecasted upcoming agenda topics, enabling more organized and structured conversations between the parties.

CPD leadership also continued to hold units and cross-functional teams accountable for continued and timely progress on key projects. To support this, the Department convened regular “Executive Check-ins” for each consent decree topic. Daily, one group of cross-functional stakeholders who work on a particular consent decree area (e.g., use of force) checked in with the Executive Director and Deputy Chief of the Office of Constitutional Policing and Reform to ensure that progress was continuing across all relevant projects.

Finally, in IMR-5, the Department developed a long-term “Roadmap to Operational Compliance” that introduces a framework for how operational compliance can be demonstrated across sections of the consent decree. The Department expects to release a public version of this roadmap in the coming months. The roadmap identifies key norms and standard practices that will define the future-state culture of the Department, such as prioritizing de-escalation or engaging with community members. The plan then enumerates the various systems, tools, trainings, metrics, and evaluation mechanisms that it will use to institutionalize and reinforce these behaviors. Many of these items are called for explicitly in the consent decree, while others may be new ideas that will ensure that the desired behaviors become routine.

Ultimately, the Roadmap to Operational Compliance will serve as a blueprint for culture change within CPD. It is intended to strengthen the way that officers perform their duties and ensure that the norms and behaviors are woven into the fabric of the Department. In this reporting period, CPD socialized this proposed framework with key stakeholders, including members of the IMT and OAG, and solicited more detailed feedback from subject matter experts from the parties.

Engaging the Community in CPD's Reform Efforts

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

In this reporting period, CPD's community engagement focused primarily on the following topics:

- New Foot Pursuit policy
- Suite of Accountability policies, which outline complaint intake, misconduct investigations, and other related processes governing CPD's disciplinary system
- Human Rights policy
- Prohibition of Racial Profiling policy
- Establishment of the Training Community Advisory Committee
- The Department's 22 District Strategic Plans, as well as Bureau Strategic Plans, for the year ahead

In total, CPD conducted approximately 117 hours of dialogue on the topics above, spanning 62 meetings with community members and community-based organizations.

Foot Pursuit Policy Engagement Strategy

In 2021, CPD issued a temporary policy governing foot pursuits, while in parallel conducting an extensive community engagement effort to solicit input on the policy. The engagement strategy was the most extensive of its kind for a single CPD policy, and included 1) a public webinar, 2) publicly posting the policy for comment, 3) an online input form, 4) deliberative dialogues, and 5) community conversations.

To launch the community engagement process, in early June 2021, CPD held a virtual webinar open to the public. This webinar allowed the community to learn more about the policy, how to provide feedback, and ask questions directly to CPD.

Between June 1, 2021 and July 15, 2021, OCP conducted 7 deliberative dialogues and 2 follow-up dialogues with community organizations around the interim Foot Pursuit policy. A public sign-up was available for any community group in Chicago to engage with CPD through a deliberative dialogue. CPD also conducted two virtual community conversations, open to the general public, focused on obtaining feedback on the policy.

Additionally, CPD posted the interim policy online for public comments and offered an online public form where individuals could pose specific questions about the policy and anonymously provide open-ended feedback.

Engagement on CPD's Accountability Policies

Over the past several reporting periods, CPD's Research & Development Division (R&D) and Bureau of Internal Affairs have collaborated extensively on the development of new and revised Department-wide policies that outline CPD's complaint and disciplinary system including complaint initiation, log number investigations, and the responsibilities of disciplinary investigators. To support the development of these policies, the Department also conducted extensive community engagement, consisting of 1) an educational webinar, 2) a community conversation regarding the draft directives, and 3) an educational webinar to explain the contents of the draft policies. Each of these engagements resulted in feedback on the draft policies, which R&D reviewed and made corresponding revisions as appropriate.

Community Engagement on Impartial Policing Policies

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

To build CPD's capacity to better engage the community, OCP hired a community engagement team consisting of four Community Outreach Coordinators. The new Coordinators will support CPD's long-term community engagement efforts on various policies and reforms. OCP continued engagement throughout IMR-5 by soliciting additional input on the Prohibition of Sexual Misconduct policy, continuing to develop the Interactions with Religious

Communities policy in collaboration with the Council of Religious Leaders of Metropolitan Chicago, and launching a new engagement effort on the Human Rights and Prohibition of Profiling policies.

District Strategic Plans

In 2019, CPD undertook a new, community-oriented strategic planning process in each of its 22 police Districts, as well as in each Bureau in the Department. By developing these strategic plans, the Department aims to prioritize the work to be done at the neighborhood level in terms of both crime reduction and improving police-community engagement through problem-solving efforts.

The process for developing these strategic plans is designed explicitly around community input and involvement. To that end, each of CPD's 22 police Districts hosted two community conversations over the course of October and November to drive this strategic planning effort. Due to the COVID-19 pandemic, all 44 community conversations for the 2022 planning process were held virtually, with over 3,000 attendees taking part in shaping the District strategic plans.

The strategic plans that were developed through this community engagement process will define each District's crime reduction, problem solving, and community engagement activities over the course of 2022.

Community Engagement on Training

In IMR-5, CPD completed 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 800 members of the community, representing a wide variety of demographics, participated in a survey. The results of this survey, and a corresponding internal survey of Department members, informed the Department's 2022 Training Plan, which identifies the key training topics that CPD plans to emphasize for its members.

In addition, the Training and Support Group (TSG), in collaboration with the Office of Community Policing (OCP), created the Training Community Advisory Committee (TCAC) to ensure a sustainable process to engage community partners, promote ongoing dialogue, and encourage participation in training development and delivery. The TCAC is a volunteer group of diverse stakeholders from community groups that convenes regularly to provide expertise and lived experiences to enhance the quality and effectiveness of the Chicago Police Department's training programs. TCAC members are also invited to observe trainings they review once implemented to provide additional input.

In September 2021, a meeting was hosted by the TSG and OCP to provide a welcome and overview of the TCAC, including the fall framework for the group. Throughout September and October, seven meetings were convened to review and discuss the CPD's 40-hour suite of courses for the 2022 In-Service Training Program. In November, the TSG hosted a meeting to highlight changes that were incorporated into curriculum based on the group's recommendations and elicit the group's input on the CPD's draft policy on training, S-11-10 "Department Training." The following organizations participated in meetings in 2021. The group will reconvene in 2022.

- Access Living
- Anti-Defamation League
- ARC of Illinois
- Bobby Wright Comprehensive Behavioral Health Center
- BUILD Inc.
- Center on Halsted
- Community Policing Advisory Panel
- Ignite Chicago
- Metropolitan Family Service
- Mujeres Latinas en Accion
- NAMI Chicago
- Thresholds
- Westside Association for Community Action for Youth

Revising CPD Policies and Procedures

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

In IMR-5, the Department invested a tremendous amount of time and effort into revising a multitude of Department-wide policies.

Department-wide Policies

In IMR-5, CPD's Research & Development unit revised 30 policies that spanned each section of the consent decree. Figure 2 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-5 reporting period.

Figure 2: List of New and Revised CPD Policies Relevant to Consent Decree Requirements

Community Policing

- G02-03 Community Policing Mission and Vision
- S02-03-02 District Strategic Plans
- S04-01-02, School Resource Officers and Investigations at Chicago Public Schools
- G01-03-01 Community Engagement in Policy Development

Impartial Policing

- G04-06 Hate Crimes and Related Incidents Motivated by Bias or Hate
- G08-05 Prohibition on Sexual Misconduct
- G02-02 The First Amendment and Police Actions
- G02-01-05 Religious Interactions

Crisis Intervention

- S05-14 Crisis Intervention Team (CIT) Program

Use of Force

- U06-02-23, Individual First Aid Kit (IFAK) and Mini First Aid Kit (MFAK)
- G03-07 Foot Pursuits.

Training

- S11-10 Department Training
- S11-10-01 Recruit Training
- S11-10-02 Pre-Service Training
- S11-10-03 In-Service Training
- S11-02 Field Training and Evaluation Program
- S11-02-01 Field Training and Evaluation Review Board
- S11-11 Training Oversight Committee
- E04-05 Returning Service Officer

Supervision

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

Accountability and Transparency

- G08-01 Complaint and Disciplinary System
- G08-01-02 Complaint Initiation and Log Number Investigation Assignment
- G08-01-03 Conflict of Interest
- S08-01 Complaint and Disciplinary Investigators and Investigations
- S08-01-01 Conducting Log Number Investigations
- S08-01-04 Documenting Log Number Investigations and Post-Investigation Procedures

Data and Other

- D20-04 Officer Support System (OSS) --Pilot Program
- E05-02 Performance Recognition System
- S09-12-01 Data Analysis and Communication

Training Department Members on New Practices

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

Department-Wide Training

One of the most important provisions of the consent decree is the requirement that the Department create a formal in-service training curriculum for all officers. 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 Department expects to conclude this in-service training year by early March 2022, consistent with the COVID-19 extension granted by the federal judge.

Specialized Training

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

Figure 3 below provides the full list of training courses that were newly created and/or formalized with lesson plans and course materials in the IMR-5 period, by section of the consent decree. In total, the Department developed or revised over 160 hours of live training curricula relevant to the consent decree, while also creating several self-driven eLearning modules.

Figure 3: List of New or Revised Consent Decree-Related Training Curricula in IMR-5

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

Community Policing

- School Resource Officer Initial Training – Supplement to 40-Hour Training Delivered by National Association of School Resource Officers (8 hours)
- Psychology of Domestic Violence eLearning

Impartial Policing

- Hate Crimes eLearning

Crisis Intervention

- CIT Policy Change eLearning

Training

- Field Training Officers' Annual Refresher Training (16 hours)
- Instructors Academy Training (35 hours)

Use of Force

- 2022 De-Escalation, Response to Resistance, and Use of Force Training (8 hours)
- Force Options Suite for Recruits (4 hours)
- Law Enforcement Medical and Rescue Training (LEMART) (8 hours)
- Recruit Traffic Safety Training (32 hours)
- In-Service Traffic Safety Training (8 hours)

Officer Wellness

- Peer Support Member Refresher Training (8 hours)
- Employee Assistance Program Pre-Service Promotional Training (4 hours)

Supervision

- Watch Operations Lieutenant Observation Day (8 hours)
- District Field Supervisor Observation Day (8 hours)
- District Station Supervisor Observation Day (8 hours)
- Annual Supervisor In-service Training 2022 (8 hours)
- Performance Evaluation System Training for Supervisors (3 hours)
- Performance Evaluation System eLearning (3 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. Over time, the Department intends to continue to augment and publicly release additional dashboards to provide transparency to the public on the data that informs CPD's decision-making.

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

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

The Department acknowledges that it has faced challenges validating the accuracy of certain data points, including some that had been made public and informed the development of the new foot pursuit policy. These issues were identified and addressed promptly. Early in IMR-5, CPD self-identified several of these data issues and brought them to the attention of the IMT, OAG, and other relevant stakeholders. Importantly, the Department then put in place specific procedures and collaborative efforts between the Strategic Initiatives Division and Research & Development to ensure that there was sufficient review of any new data that is being analyzed internally or released publicly. To memorialize this procedure, the Department created a draft policy addressing data verification and submitted it to the IMT and OAG in late 2021 for technical assistance. The Department remains committed to ensuring transparency and providing accurate data to all relevant stakeholders.

Figure 4 below lists publicly accessible dashboards and reports that were updated or newly created, by consent decree section, in IMR-5. These are a subset of the many reports, audits, and other analyses that the Department developed during this period in support of consent decree requirements.

Figure 4: List of New or Revised Public Dashboards and Other Reports in IMR-5

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
IMPARTIAL POLICING	<ul style="list-style-type: none"> • Hate Crimes Dashboard
USE OF FORCE	<ul style="list-style-type: none"> • Quarterly Reports of the Force Review Division
ACCOUNTABILITY AND TRANSPARENCY	<ul style="list-style-type: none"> • Bureau of Internal Affairs Quarterly Reports • CPD 2020 Annual Report
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-5 was the continued preparation, launch, expansion, and evaluation of a number of groundbreaking pilot programs. Each of these pilot programs seek to empower supervisors to better manage and mentor their subordinates, and the Neighborhood Policing Initiative (NPI) provides additional resources and support for community engagement and problem solving activities. The Department is simultaneously piloting these initiatives in select districts to ensure the pilot programs are achieving their desired objectives prior to a broader expansion. The Department has engaged the Civic Consulting Alliance (CCA) 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 also 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. Throughout IMR-5, NPI operated in 10 police Districts.

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 officer supervision.

In IMR-5, the Bureau of Patrol (BOP) worked to develop statistical data collection to ensure Span of Control can be achieved. To that end, the Department has allocated sufficient Sergeant manpower to the 006th District so the model can be tested more thoroughly. BOP is also working to collect data to support the Unity of Command component of the program. Finally, BOP is also working with internal and external partners to develop a Watch Application system that will allow for standardization of resource assignments across the Department.

Performance Evaluations Pilot

The performance evaluations pilot 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 Superintendent¹, will participate in a formal performance 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 and access other resources related to the new performance evaluation model.

In IMR-5, CPD and PSA-HR continued to lay the groundwork for the roll-out of the Performance Evaluations pilot early in 2022. This involved further refining performance dimensions, improving the technology platform, and beta testing the new system with select users prior to a broader roll-out.

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, and is currently being piloted in the 005th District. 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 support options based on their needs. This will ultimately ensure that officers are at their best when serving and protecting the community. The goal of this system is to reduce the occurrence of adverse events that may harm officers, Chicagoans and/or the public's trust in the Department.

In the IMR-5 period, the Department continued to refine the Department directives and training curricula related to the OSS pilot ahead of anticipated future expansion beyond the 005th District.

¹*The Superintendent will be evaluated by the newly-created Community Commission on Public Safety and Accountability.*

Introduction

What is the Consent Decree?

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

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

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

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

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

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

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

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

To demonstrate compliance with consent decree paragraphs, CPD and other City agencies are required to formally provide supporting documentation to the IMT and OAG on an ongoing basis, and the IMT officially reports on consent decree compliance every six months. Figure 5A below lists the number of consent decree paragraphs that the IMT has assessed by reporting period. The IMT determines which paragraphs will be assessed in its annual Monitoring Plans. Figure 5B reflects the number of paragraphs with which the City had achieved any level of compliance through IMR-4.

Figure 5A: Number of Paragraphs Assessed in Each Reporting Period

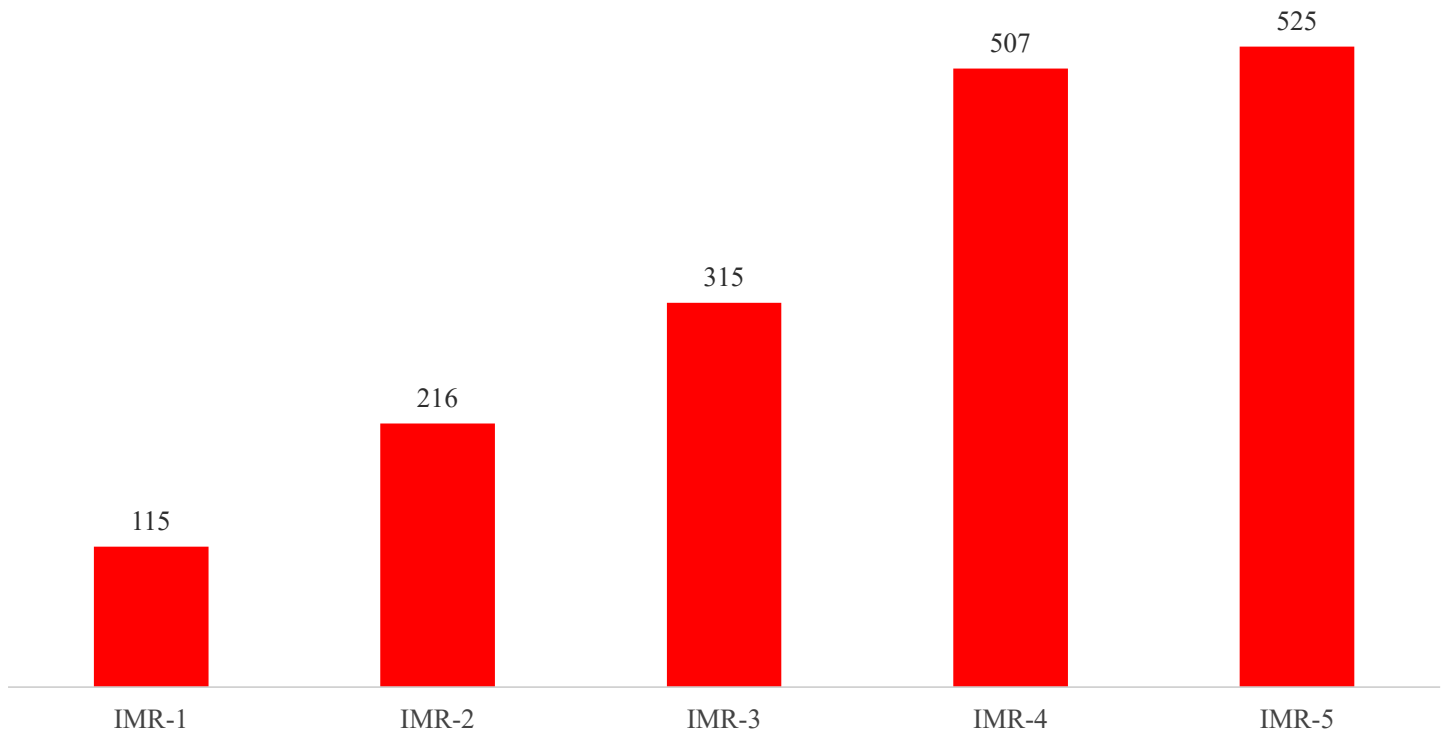
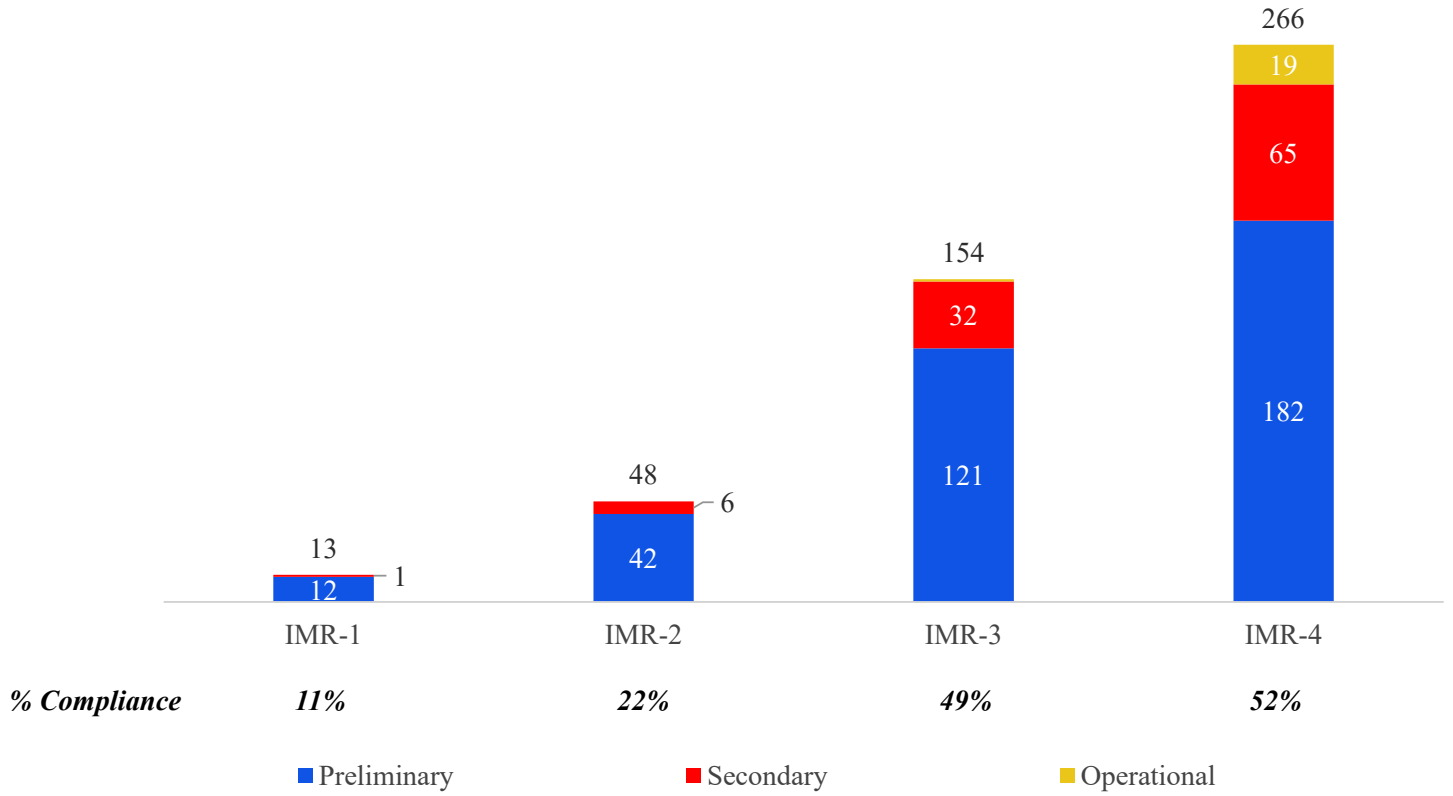


Figure 5B: Number of Paragraphs Achieving Any Level of Compliance by Reporting Period²



²Includes paragraphs that pertain to City agencies other than CPD

Overview of This Status Report

This report is intended to provide an overview of CPD's consent decree activities in the IMR-5 period and does not cover the many additional reform efforts in areas beyond the scope of the consent decree. CPD intends to publish a status report like this one every six months moving forward so as to be as transparent as possible with the community and other relevant stakeholders regarding the work it is undertaking to improve policing in Chicago.

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

CPD's Efforts to Accelerate Reform

In IMR-4, CPD instituted several new process improvements designed to accelerate the pace of reform, including creating a new “quality control” unit called the Professional Standards and Compliance Division (PSCD), rolling out new ways of collaborating across various units, and continuing accountability mechanisms to ensure that key projects were advancing in a timely manner.

In IMR-5, CPD built on these efforts by integrating PSCD with the Reform Management Group (RMG) in an effort to streamline processes carried out by these two units, continuing to improve its collaboration with the IMT/OAG, introducing new project accountability mechanisms, and developing a longer-term roadmap for achieving operational compliance.

Integration of PSCD and RMG

In IMR-4, 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 within the Office of Constitutional Policing and Reform. This team, comprised of a civilian Director, sworn supervisors, and police officers, reviewed each deliverable before legal review and ultimately, production to the IMT/OAG. PSCD also ensured that the Department submitted standardized documentation to provide context for how each document or package of documents were intended to contribute to demonstration of consent decree compliance.

In IMR-5, the Department expanded PSCD’s scope of work to include project management for deliverables by integrating PSCD with the Reform Management Group. This enabled full consolidation of the end-to-end compliance process, from compliance strategy and project planning to document submission and internal review, within a single unit. CPD expects that this consolidation will improve collaboration and increase efficiency between members involved in these closely related functions.

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. The Department made considerable efforts in this reporting period to strengthen the quality of these meetings. Specifically, RMG facilitated the creation of specific presentation materials to support each meeting and worked to forecast upcoming agenda topics for these meetings as far in advance as possible to provide the IMT and OAG with visibility into future calls.
- **Site Visits:** during the months of October and November, CPD organized a series of meetings for each Associate Monitor on specific topics 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 Department personnel, or other wise meeting with stakeholders who wouldn't typically be involved in day-to-day reform project implementation. In total, the Department organized over 40 virtual site visits in this reporting period.³
- **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, briefings on the operational compliance plan described below, and other regular check-in meetings to coordinate on upcoming engagements.

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

³*In-person site visits were limited by COVID-19 related travel protocols and restrictions.*

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

Continuation of Project Accountability Mechanisms

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

Regular meetings of the cross-functional teams further bolstered ongoing project accountability. The Department formed topic-oriented Cross-Functional Teams in IMR-4 to breakdown communication siloes between units that needed to collaborate. CFTs are led by high-ranking members of the Department and staffed with representation from R&D, Training Division, Audit Division, Strategic Initiatives Division, RMG, 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:

Roadmap to Operational Compliance

Through four reporting periods, CPD has made great strides in achieving preliminary and secondary compliance with an increasing number of paragraphs. Moving forward, however, the Department will need to be able to systematically demonstrate that these new policies and trainings are being followed in day-to-day practice by CPD members across the city in order to achieve operational compliance.

In IMR-5, the Department developed a long-term “Roadmap to Operational Compliance” that introduces a framework for how operational compliance can be demonstrated across sections of the consent decree. Specifically, this roadmap identifies key standard practices that the Department will expect out of its members, such as prioritizing de-escalation or engaging with community members. The plan then enumerates the various systems and tools, trainings, metrics, and evaluation mechanisms that it will use to institutionalize and help officers implement these practices. Many of these reinforcement mechanisms are called for explicitly in the consent decree, while others may be new ideas that could help to ensure that these standard practices become routine.

Ultimately, this roadmap to operational compliance will serve as a blueprint for culture change within CPD. It is intended to strengthen the way that officers perform their duties and ensure that the desired behaviors are woven into the fabric of the Department. In this reporting period, CPD socialized this proposed framework with key stakeholders, including members of the IMT and OAG, and solicited more detailed feedback from subject matter experts from each party. The Department expects to release a public version of this roadmap in the coming months.

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.”

–Chief Angel Novalez, Office of Constitutional Policing and Reform

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

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

Improving Beat Meetings and District Advisory Committee Meetings

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

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

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

District Advisory Committees (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.

Beat and DAC meetings continued during IMR-5. The DAC Improvement Committee completed its work of revising the DAC by-laws which are being implemented.

Victim Services

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

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

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

In IMR-5, OCP hired two new Domestic Violence Advocates and one Crime Victim Advocate to fill vacancies in its Victim Services section. It also continued its existing Crime Victim Advocacy and Support pilot program.

Affinity Liaisons

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

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



As of IMR-5, all 22 police Districts have an assigned Affinity Liaison Officer. New Community Liaisons and Affinity Liaisons Officers received specialized training for their new role. This training included cultural competency, community policing, victim services, and hate crimes. Each District was tasked with engaging different affinity groups during the community engagement phase of the development of District strategic plans.

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

Youth District Advisory Councils (YDAC)

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

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

For the third consecutive year, OCP administered the Summer Leadership Institute for YDAC members. The Institute is comprised of approximately 90 youth in 21 police Districts. Participating youth are employed through the Department of Family and Support Services' (DFSS) One Summer Chicago employment program.

Police Athletic and Arts League

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

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

The PAAL program launched at the beginning of the summer and held 8 Baseball camps, in partnership with the Chicago Park District, at Hamilton Park, Garfield Park, Humboldt Park, West Pullman Park, Foster Park and Columbus Park. OCP also partnered with community members and The Chicago Knights Baseball Team, which conducted the camps. Many members of this team are CPD members themselves. The program aimed to teach baseball and associated



skills such as dedication and discipline, to participating youth. This fall, the program launched a flag football camp in West Pullman Park. Both girls and boys participated in drills, formations, and techniques and played in timed matches. During the winter, PAAL started its basketball cycle, which is open to all young people citywide.

School Resource Officer (SRO) Program

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

The School Resource Officer (SRO) program places officers into certain high schools selected by Chicago Public Schools (CPS). SROs provide protection for students, teachers, and administrators against external threats and criminal activity within schools. They serve as a deterrent to those who would seek to do harm. On a day-to-day basis, SROs aim to foster a safe environment for students and strive to represent CPD's professionalism and dedication.

During IMR-5, the Bureau of Patrol (BOP) continued to communicate and work with its partners at CPS in coordinating the SRO Program. Bi-weekly meetings with CPS Chief of Safety and Security allow for information sharing regarding SRO schools and other issues brought forward by CPS.

BOP posted Notices of Job Opportunity to recruit additional SROs for staffing CPS schools. BOP has sought volunteers to staff SRO schools from Districts where there is no longer a need for SROs, or from Districts that may have a surplus of SROs assigned to them.

In IMR-6, CPD and CPS will jointly produce a video to use as part of the SRO training program. The intent of the video is to show CPS students' points of view regarding the SRO program and what they would like SROs to be for them. BOP also expects to develop a process for annual reporting on the SRO Program during IMR-6. The goal of this reporting will be to use relevant CPS data to evaluate and improve upon the effectiveness of the SRO Program.



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

Community Policing Policy Updates

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

The Department has undertaken an extensive review of community policing policies since the consent decree took effect. This process has included revising multiple Department policies, defining positive interactions between the Department and the community, and defining the affinity liaison program in policy. During IMR-5, the Department

incorporated the annual “Know Your Rights” public awareness campaign required by paragraph 28 of the consent decree into policy. The Department has also been finalizing a comprehensive review process for District Strategic Plans to ensure the Department is able to assess the effectiveness of these strategic plans.

During IMR-6, the Department will seek to finalize the District Strategic Plan review process and will conduct its biannual review of the community policing policies.

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

District and Bureau Strategic Plans

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

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

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



Strategic planning for 2022 began in September when all Districts were trained on the process for how to engage with the community and develop their Districts strategic plan. Slight improvements were made to the strategic plan form to provide more clarity, but overall, the structure remained very similar to 2021. One new addition was the requirement that each District engage with an affinity organization during the community conversation phase to ensure minority and marginalized communities have greater access to providing input on the strategic plan. The 2022 District and Bureau Strategic Plans will be completed by the end of December 2021 and published on the CPD website in early 2022.

Quarterly Reports to the Community Policing Advisory Panel (CPAP)

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

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

Specific progress in this reporting period included publishing the Q2 2021 Quarterly Report and continuing to make progress on implementing the recommendations originally made by the Panel.

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

Community Policing In-Service Course

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

The 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 reinforces 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 better understand cultural diversity and how to positively interact with members of the community. They 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 (TSG), the Office of Community Policing, and the community. Community members are also involved in delivery of the course.

The Training and Support Group began to instruct the in-service Community Policing course in June 2021 and continued to do so in IMR-5. As of mid-January 2022, 10,922 Department members had been trained, which accounts for 95% of those in the pool for the in-service training program.

In IMR-6, TSG will evaluate the course to judge its effectiveness and identify areas that need to be reinforced through additional trainings.

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

The Neighborhood Policing Initiative

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

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

NPI was introduced in January 2019 in the 025th District and in December 2019 in the 015th District. The model demonstrated strong initial success in its first year in the 025th District, reducing calls for service and building higher levels of community trust, based on survey data available to CPD. Given these promising initial results, NPI was expanded to the 009th, 010th, and 011th Districts in October 2020. During IMR-4, OCP continued to expand NPI, introducing the initiative in Districts 003rd, 004th, 005th, 006th, and 007th Districts. By the end of June 2021, a total of 10 Districts had implemented the NPI program. Due to staffing and resource constraints, no additional expansion of NPI occurred in IMR-5..

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.

Performance management meetings continued in IMR-5. Schedule adjustments were made during the summer months to account for summer deployments; meetings resumed in the fall and continue monthly.

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.”

-Deputy Director Mike Milstein, Office of Community Policing

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

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

Building a Language Access Program

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

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

During IMR-5, OCP implemented the LanguageLine InSight app, an app which can connect members to live interpreters who provide communication support in over 200 languages, including American Sign Language (ASL), throughout the Department and installed the app on over 2,000 phones. Currently, all Districts and Department units have access to the app on phones, tablets, or computers that have the app installed. CPD will continue to install the app and train more members on its usage throughout 2022.

Religious Interactions Policy

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

The Department has been developing a policy to guide Department members' interactions with religious communities. This policy establishes protocols for searching individuals with garments or coverings of religious significance. Research for this policy included looking at best practices from Departments around the country and conducting community engagement in partnership with the Council of Religious Leaders of Metropolitan of Chicago (CRLMC). During IMR-5, the Department continued discussions with the IMT, OAG and the CRLMC in order to finalize the policy.

During IMR-6, the Department is seeking to finalize the policy and begin training Department members.

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

Community Engagement on Impartial Policing Policies

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

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

To build its capacity to solicit such input, OCP hired a community engagement team consisting of 4 Community Outreach Coordinators, who started in fall 2021. The new Coordinators will support CPD's long-term community engagement efforts on various policies and reforms. OCP continued ad hoc engagement throughout IMR-5 and did further engagement on the Prohibition of Sexual Misconduct policy, finalized the Interactions with Religious Communities policy in collaboration with the Council of Religious Leaders of Metropolitan Chicago, and launched a new engagement effort on the Human Rights policy and Prohibition of Profiling policy.



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

Procedural Justice Training

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

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

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

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

The first two courses are now complete, with more than 99% of sworn Department members trained. The third course (Procedural Justice 3: Managing Implicit Bias) ended with 88% trained. To train the last members who needed to complete PJ3, the Anti-Defamation League (ADL) created a new version of the course, which was submitted to the IMT and OAG in IMR-5. Lessons learned from the ADL's previous survey of Chicago area residents and facilitated focus groups, where local perspectives on law enforcement were ascertained, were incorporated into the 2021-2022 version of the PJ3 course.

The 2021-2022 PJ3 course has been approved and will be taught in IMR-6.

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

Hate Crimes eLearning

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

The Hate Crimes eLearning will demonstrate laws and case reporting to assist officers in completing preliminary investigations and proper documentation of hate crime incidents. Additionally, the eLearning addresses how these crimes impact communities and issues to bring about awareness so officers may be more sensitive to cultural concerns with which they may or may not be familiar. The lessons include victim impact statements from both individuals and a religious community.

In IMR-6, in collaboration with the Office of Community Policing and community organizations, the Training and Support Group will seek additional community engagement to further inform the eLearning. An updated draft of the curriculum will then be resubmitted for IMT/OAG sign off.

Crisis Intervention

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

–Deputy Chief Antoinette Ursitti, Training and Support Group

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

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

CIT 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; and improve the safety of officers, individuals in crisis, family members, and community members. At the same time, the Program promotes community-oriented solutions to assist individuals in crisis; reduces the need for individuals in crisis to have further involvement with the criminal justice system; and develops, evaluates, and improves CPD's crisis intervention-related policies and trainings to better identify and respond to individuals in crisis.

In IMR-5, CPD submitted six crisis intervention policies and five unit-level standard operating procedures from the Crisis Intervention Unit to the Chicago Council on Mental Health Equity for community input. CPD also provided a draft of the 2022 Crisis Intervention in-service curriculum to the Training Community Advisory Committee (TCAC) for feedback.

In addition, the Crisis Intervention Unit's Crisis Intervention Team District, Operations, and Community Support (CIT DOCS) teams worked on executing the priorities and goals of the 22 District Level Strategies for the CIT Program

that were developed in IMR-4. Efforts include attendance at roll call trainings and beat meetings as well as proactive outreach and community engagement events. In IMR-6, the CIT DOCS team will initiate the District Level Strategy for the CIT Program process for 2022.

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.

In IMR-5, the Crisis Intervention Unit delivered 15 Basic CIT courses in partnership with civilian CIT training partners, including mental health subject matter experts and individuals and families with lived experience. At the end of November 2021, 495 CPD members had completed Basic CIT training throughout the year and were added as Certified CIT Officers.

The Crisis Intervention Unit also delivered 16 Refresher CIT courses in IMR-5, which ensures members who were previously trained in Basic CIT are kept up to date on relevant and emerging topics in law enforcement responses to individuals in crisis, both in general and specific to CPD. To maintain the certified CIT Officer designation, Department members must receive CIT Refresher Training and maintain the eligibility requirements established by the CIT Program. A total of 510 CIT-trained members completed the two-day Refresher CIT training as of the end of November 2021.

Community partners, including mental health subject matter experts and families and individuals with lived experience continued to participate in the delivery of CPD’s CIT courses. Community members from the Chicago Council on Mental Health Equity (CCMHE) observed the Basic and Refresher CIT courses.



Youth CIT training is a five-day course designed to help law enforcement officers recognize the signs and symptoms of youth mental health conditions; assess the risk of harm a young person poses to self or others; apply appropriate crisis intervention techniques to de-escalate situations involving youth in crisis; and increase awareness of community-based resources for young people and Department policies and procedures related to intervening with youth in crisis. In IMR-5, Youth CIT training culminated for the year, with 73 CIT officers, including School Resource Officers, trained over the course of three Youth CIT classes.

Basic, Refresher, and Youth CIT courses will continue to be delivered in IMR-6.

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-5, the Training and Support Group developed a draft 8-hour curriculum, Crisis Intervention, as part of the 2022 In-Service Training Program. The 2022 Crisis Intervention course will provide participants with knowledge of various mental and behavioral health conditions and trauma-informed responses and effective communication skills to avoid escalation during an encounter with an individual in crisis. Officers will also be equipped with a better understanding of the mental health system, including its history and current community-based resources and mental health-related laws and policies, to assist officers in the deflection and diversion of individuals from the criminal justice system. Participants also will consider strategies, challenges, and resources related to officer wellness. The TCAC reviewed the 2022 Crisis Intervention course in IMR-5 and provided input on its development.

In IMR-6, CPD anticipates the implementation of the 2022 Crisis Intervention course as part of its 40-hour mandatory In-Service Training Program.

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. In IMR-5, CPD revised the eLearning in response to comments received from the Independent Monitoring Team. In IMR-6, CPD anticipates enrolling all sworn members in the CIT Policy Change eLearning. The eLearning will further support the delivery of an 8-hour in-person course on Crisis Intervention as part of the 2022 In-Service Training Program.

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

Crisis Intervention Dashboards

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

CPD will identify and assign enough data analysts to collect and analyze data related to the CIT Program and CPD's response to incidents involving individuals in crisis. CIT Dashboards are the platform on which data collection is displayed to enable analysis and evaluation of trends.

In IMR-5, CPD continued to maintain its "CIT Readiness Dashboard" and "CIT District Level Strategy Dashboard." CPD also identified a dedicated analyst for the Crisis Intervention Unit to replace the previous member who was assigned to this position.

In IMR-6, the CPD anticipates development of dashboards to support the Department's CIT Officer Implementation Plan and City's Crisis Intervention Plan.

CIT Officer Implementation Plan

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

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

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

Moving into IMR-6, the Crisis Intervention Unit will work with a dedicated analyst on the collection and analysis of data necessary to support the completion of the CIT Officer Implementation Plan and overall evaluation of the CIT Program.

Use of Force

“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***

Between the summer of 2020 and the summer of 2021, CPD conducted extensive community engagement on its Use of Force policy suite through its collaboration with the Use of Force Community Working Group. During IMR-4, CPD continued to meet 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 use of chokeholds. 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.

Since the conclusion of these regular meetings, CPD has been working with the IMT and OAG further revisions to the Use of Force Policies based on their feedback and the working group's. CPD looks forward to continuing to enhance the Use of Force Policy suite for 2022 and 2023.

Foot Pursuits Policy

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

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 has gone through rigorous review and comment from the IMT and OAG.

G03-07 "Foot Pursuits" was issued on June 11, 2021 as an interim policy. Since its issuance, CPD has conducted numerous community engagements to solicit input on the policy. These public engagements ranged from large community conversations where members of the community were able to comment on the Foot Pursuit policy to smaller "deliberative dialogue" sessions with specific advocate groups. The Department conducted such dialogues with the American Civil Liberties Union (ACLU), the Coalition, Illinois Latino Agenda, and the Lawndale Christian Legal Center, and several others. The draft foot pursuit policy was also posted both internally and externally on the CPD website for feedback from both the public and Department members.

In parallel with these engagement efforts, the Department has continued to engage with the IMT, OAG, and Judge Dow on developing a final version of the policy.

Use of Force In-Service Training

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

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

In IMR-5, the Training and Support Group began training Department members in two full-day courses on De-Escalation, Response to Resistance, and Use of Force as part of the 2022 in-service training program. One course is subtitled "Communications," the other "Procedures." During IMR-5, members of the Use of Force Working Group were able to attend and observe some of the current in-service training, and TSG will review their feedback to inform future training.

Use of Force Communications is designed to provide scenario-based training to Department members in a structured, multi-modal environment, using hands-on scenarios. This class incorporates communications relative to de-escalation, use of force, and force mitigation, including the use of body-worn cameras, application of the S.A.F.E.R. five-part threat assessment, use of less-lethal force, required Department notifications, and ability to render aid, the VirTra Force Options Simulator (FOS), and decision-based training regarding foot pursuits. An evaluation rubric is completed for each participant. The completion of an eLearning pre-test and post-test is required of all attendees. As of mid-January 2022, 10,945 Department members had been trained in the "Communications" course, which accounts for 95% of those in the pool for the in-service training program.

Use of Force Procedures is designed to provide training to Department members in a structured, interactive training environment, using hands-on scenarios where officers learn appropriate techniques involving Procedural Justice, Managing Implicit Bias, force-mitigation, de-escalation, 4th amendment, imminent threat, and peer intervention. Using hands-on scenarios, members must justify circumstances necessitating the level of force or de-escalation, the officer's individual response, and the specific types and levels of applied force. Participants are trained to de-escalate situations while transitioning to less-lethal options. Officers are assessed on the S.A.F.E.R. five-part threat assessment, utilization of de-escalation techniques, and force mitigation principles. Officers receive training in the use of verbal and observational skills, decision-making, tactics, use of force progression, and accuracy in weapons application. As of



mid-January 2022, 10,954 Department members had been trained in the “Procedures” course, which accounts for 95% of those in the pool for the in-service training program. In IMR-6, TSG will evaluate the course in order to judge its effectiveness and identify areas that need to be reinforced.

In addition to delivering the 2021 in-service courses outlined above, the Training and Support Group also developed in IMR-5 a one-day course on De-Escalation, Response to Resistance, and Use of Force for 2022. This draft curriculum was reviewed by the Training Community Advisory Committee, whose comments resulted in numerous changes or additions to the training prior to its submission. The 2022 curriculum is currently under review by the IMT and OAG, and following their approval, the Department plans to begin instruction during IMR-6.

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 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 utilizes 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.

TSG continued providing LEMART training in IMR-5. As of late November 2021, 98% of all sworn in-service Department members had completed the LEMART course. TSG also updated the LEMART curriculum to outline accommodations for limited duty, in-service personnel in this reporting period.



In IMR-6, TSG will continue to deliver LEMART trainings to the remaining 2% of Department members that still need to complete the course. Recruits will continue to receive this training as part of the Basic Law Enforcement (BLE) curriculum. In addition, the LEMART Section has created a draft plan to ensure Department members begin receiving a LEMART Refresher course in 2022.

Vehicle Pursuits Policies and Training

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

Training and Support Group submitted both the Recruit four-day and In-Service Driving / Peak Performance lesson plans and resources for IMT/OAG compliance review IMR-5. The Recruit four-day class introduces recruits to safe operating procedures while driving squad cars and squadrols, reviews the dynamics of safe driving strategies and develops driving skills and accident-avoidance techniques.

The training program is designed to reinforce safe driving strategies, skills and accident avoidance.

The In-Service Driving / Peak Performance class reinforces techniques originally demonstrated in the Recruit Training and other driver training programs. Practical exercises are designed to demonstrate driver and vehicle limitations. Additional emphasis is placed on the mental aspect of driving, as well as the benefits and necessity of the occupant restraint systems.

In IMR-5, TSG updated and reviewed the material to ensure that it adheres to current policy, laws, and best practices.



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 and addressing areas of concern. The Department began using this new form in IMR-4. The Force Review Board is responsible for ensuring the proper completion of this form and making recommendations as warranted.

In IMR-5, the Department began reporting on the data collected from this report. This data was included in the Force Review Division's (FRD's) Q2 2021 and Q3 2021 reports. In direct response to the IMT's IMR-4 report, FRD is submitting revisions for the TRR-R which will capture data regarding whether Department members justified multiple applications of Taser and OC discharges in their TRR narratives.

FRD is also submitting revisions to the Tactical Response Report Review and Firearm Pointing Incident Review forms to mimic debriefing points from the upcoming Foot Pursuit Review report. This will create consistency across all of FRD's reporting mechanisms.

In IMR-6, the Department will continue reporting on this data in FRD's quarterly and annual reports.

Use of Force Data Dashboard Updates

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

In IMR-5, CPD continued 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 will 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 that will be included in 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 in June 2021. The De-Escalation Dashboard is also currently under development. 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-6, the Department will consolidate and validate the data sources 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 while effecting a seizure. Firearm Pointing Incident Reviews (FPIRs) provide a checks-and-balances system to monitor Department compliance with the Fourth Amendment. Firearm Pointing Incident Reviews further ensure that Department members do not unnecessarily expose themselves to situations in which death or great bodily harm may result.

In IMR-5, FRD began reviewing all FPIRs, even those that did not satisfy the requirements of having an associated Arrest or Investigatory Stop Report. This was done in direct response to comments from the Independent Monitoring Team that were documented in its IMR-3 and IMR-4 reports. FRD reported on this data in its Q2 2021 and Q3 2021 reports.

In IMR-6, FRD will continue to analyze its internal practices concerning Firearm Pointing Incident Reviews. FRD will also analyze FPIR data to identify any specific 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 timelier 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 during a specific time frame. It is important to note that the Force Review Division Quarterly Reports are not a summary of the TRR and FPIR reviews submitted and reported by Department members during a specified quarter; rather they are a summary of the reviews FRD conducted during that specified quarter.

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 1) the Tactical Response Report form, 2) the Tactical Response Report-Investigation form, and 3) the Tactical Response Report-Review form 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-5, FRD produced the Q2 2021 and Q3 2021 quarterly reports, which are made available to the public on the Chicago Police Department's website. In IMR-6, the FRD will continue producing these reports, evaluating available data and seeking any new patterns or trends that present themselves.

Use of Force Annual Report

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

To further advance efforts to comprehensively report on use of force, the Department will aim to publish a 2021 Annual Use of Force Report during 2022. This report will report on uses of force based on data from several sources, including:

- Research and Development Division
- Office of Community Policing
- Strategic Initiatives Division
- Training & Support Group
- Force Review Division
- Audit Division
- Bureau of Internal Affairs
- Civilian Office of Police Accountability (COPA)
- Office of Public Safety Administration
- Police Board

The Research and Development Division will compile the use of force data from these sources and provide data validation and analysis to ensure that the final written report is understandable to the general public. The Department expects to complete the 2021 Annual Use of Force Report in the second half of 2022.

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 continues to seek candidates for police officer that reflect a diverse cross section of the communities the Department serves. To ensure that the Department attracts and hires qualified applicants that reflect a broad cross-section of the Chicago community, the Department created a full-time Recruitment and Retention unit in August 2021. As of November, the unit consisted of 12 police officers serving as full-time Police Recruiters. The members of this new team received position-specific training in September 2021.

Since the unit's inception, the Recruiters attended over 150 college and community hiring events, including at Historically Black Colleges and Universities (HBCUs). The Department has also formed partnerships with organizations that have committed to assisting the Department with its recruitment efforts. These partnerships include: the Theta Zeta Chapter of Kappa Alpha Psi, the Most Worshipful Prince Hall Grand Lodge, the Chicago Association of Women in Law Enforcement, Blue Cross Blue Shield of IL, the Communities of Woodlawn, Build, the Westside Health Authorities, and several members of the faith-based community.



The Office of Public Safety Administration's Human Resources unit (OPSA-HR) and City's Department of Human Resources (DHR) have in parallel worked to improve the ease and flexibility of the testing process for interested candidates. Candidates now have the following testing 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.
- **Option 3:** Walk-in (no appointment or reservation required), in person application and testing at all City Colleges of Chicago.

To ensure testing were was communicated broadly, OPSA-HR and DHR placed advertisements in local newspapers, with the Chicago Transit Authority (CTA), and with FOX media during major nationwide professional and college sporting events, including before and after Chicago Bears games. To promote relatability with the community, OPSA-HR and CPD created market content to highlight the personal traits and community orientation of CPD officers.

The City has also continued to work to reduce barriers to application for the police officer position. For example, OPSA-HR maintains programs to support prospective candidates with the required fitness component of the application process, known as the POWER Test. OPSA-HR is developing a workout regimen and online educational videos on yoga, stretching, nutrition, running and endurance, and breathing techniques. All these resources will be posted to the JoinCPD webpage.

To further address the recruitment and hiring needs of the Department, OPSA-HR, CPD, and DHR have engaged independent human resources consultant Troy Coleman and Associates to research and provide assessments and recommendations regarding the Department's: 1) recruitment and hiring processes, 2) methods for screening candidates to address possible disparate impact in the hiring process, 3) application process challenges, and 3) and human resources technology. This work will continue in IMR 6.

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*

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

During IMR-5, CPD extensively reviewed consultant recommendations surrounding the identification of core competencies, the frequency of promotional exams, candidate selection methods, strategies for increasing diversity, and the impact of a candidate's disciplinary history on their eligibility for promotion. The Department of Law, DHR, and OPSA-HR are working to identify the most equitable way to 1) develop a process through which an assessment and implementation plan or policy will occur every three years, 2) create a policy to ensure the process is maintained, 3) develop an implementation plan with the support of an external consultant, and 4) implement the needed changes. This work will continue in IMR-6.

Additionally, CPD, DHR, and OPSA-HR are working to develop a process through which an assessment and implementation policy or plan will occur every four years. This process will continue in IMR-6.

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

Captain and Commander Promotions Assessment and Transparency Plan

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

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

OPSA-HR continues to work with CPD, DHR, and Law on these efforts to improve the promotional process and selection methods for the rank of Captain and Commander continue. This work will continue in IMR-6.

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

Job Descriptions for Sworn Positions

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

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



During IMR-5, DHR conducted additional analysis of the job descriptions to ensure that they meet the needs of the Department, the consent decree, and CALEA. Additionally, DHR, OPISA-HR and Law developed a policy that requires a three-year periodic review of the job descriptions, in alignment with CALEA requirements. Once DHR/ OPISA-HRD receives approval from the IMT/OAG, the revised job descriptions will be posted to both the City of Chicago and Chicago Police websites. This work will continue in IMR 6.

Training

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

–Commander Ralph Cruz, Training Division

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

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

2022 Training Plan

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

Each year, the Department is required to develop a Training Plan based upon a Needs Assessment that accounts for legal mandates and input from the community, CPD members, and other stakeholders regarding areas in which CPD's training should focus. The 2022 annual Training Plan was presented at the November 2021 Training Oversight Committee and was subsequently approved. Significant changes to this year's Training Plan document included:

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

The 2022 Training Plan was submitted to the IMT/OAG for feedback in IMR-5. The Training and Support Group plans to begin implementing the plan in IMR-6 upon IMT/OAG approval.

The 2022 In-Service Training Program outlined in the Training Plan consists of the following courses.

De-Escalation, Response to Resistance and Use of Force

The De-Escalation, Response to Resistance and Use of Force course is designed to reinforce knowledge, skills, and effective techniques for officers to identify, reduce, or eliminate the need to use force. The course emphasizes the core ideal of the sanctity of human life by equipping participants with de-escalation strategies to slow down situations and create additional options to safely achieve resolution.

Participants will demonstrate sound tactics, conflict avoidance, and de-escalation techniques and engage in adaptive decision-making to determine when force is reasonable, necessary, and proportional under the totality of the circumstances. Guiding principles of procedural justice, de-escalation, impartial policing, and community policing are integrated throughout the curriculum. Specifically, the curriculum includes a framework for problem-solving under the SARA model; critical thinking rooted in ethics, values, and mission at the core of the Critical Decision-Making (CDM) Model; and practical exercises and drills to recognize and mitigate biases, promote police legitimacy, and apply de-escalation tactics.

Crisis Intervention

Officers often serve as first responders to individuals experiencing a mental or behavioral health crisis. The Crisis Intervention course provides participants with knowledge of various mental and behavioral health conditions, trauma-informed responses, and effective communication skills to avoid escalation during an encounter with an individual in crisis. Officers will be equipped with a better understanding of the mental health system, including its history, current community-based resources, and mental health-related laws and policies. This will assist officers in the deflection and diversion of individuals from the criminal justice system. Participants also will consider strategies, challenges, and resources related to officer wellness.

This course is designed to engage interpersonal, technical, tactical, critical-thinking, and problem-solving skills and demonstrate an officer's ability to effectively respond to individuals in crisis. The course reinforces the guiding principles of procedural justice, de-escalation, impartial policing, and community policing by integrating activities and concepts related to cultural competency, identification and reduction of stigma, community partnerships, and active listening and communication skills.

Constitutional Policing

The Constitutional Policing course will cover the letter and spirit of the law and Department policy as it pertains to First Amendment, Fourth Amendment, foot pursuits, and recent legal updates affecting peace officers in the State of Illinois. The goal of this training is to increase procedural justice and police legitimacy, thereby promoting community trust, by ensuring that Department members perform their duties in a manner that fully complies with the Constitution and laws of the United States and the State of Illinois

Gender-Based Violence

The Gender-Based Violence course is designed to enhance CPD's response to allegations of sexual assault, stalking, and domestic violence, including how to effectively recognize and investigate such incidents and collect information necessary for successful investigations. The course emphasizes the application of principles of trauma-informed policing to interactions with victims of sexual assault and domestic violence to promote empathetic and productive response, as well as procedures for referring and connecting victims to local resources.

Participants will apply principles of procedural justice, impartial policing, community policing, and de-escalation by completing exercises simulating gender-based violence scenarios.

Active Bystandership for Law Enforcement (ABLE)

ABLE training aims to prepare officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer intervention. ABLE training is based on a professionally designed curriculum that draws on decades of social science research and uses adult-based learning methods to deliver learning effectively. ABLE employs evidence-based practices to give officers the tools and skills they need to perform an intervention. ABLE also teaches the science behind the skills, so that officers have a better understanding of why ABLE works and thus can use it more effectively.

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

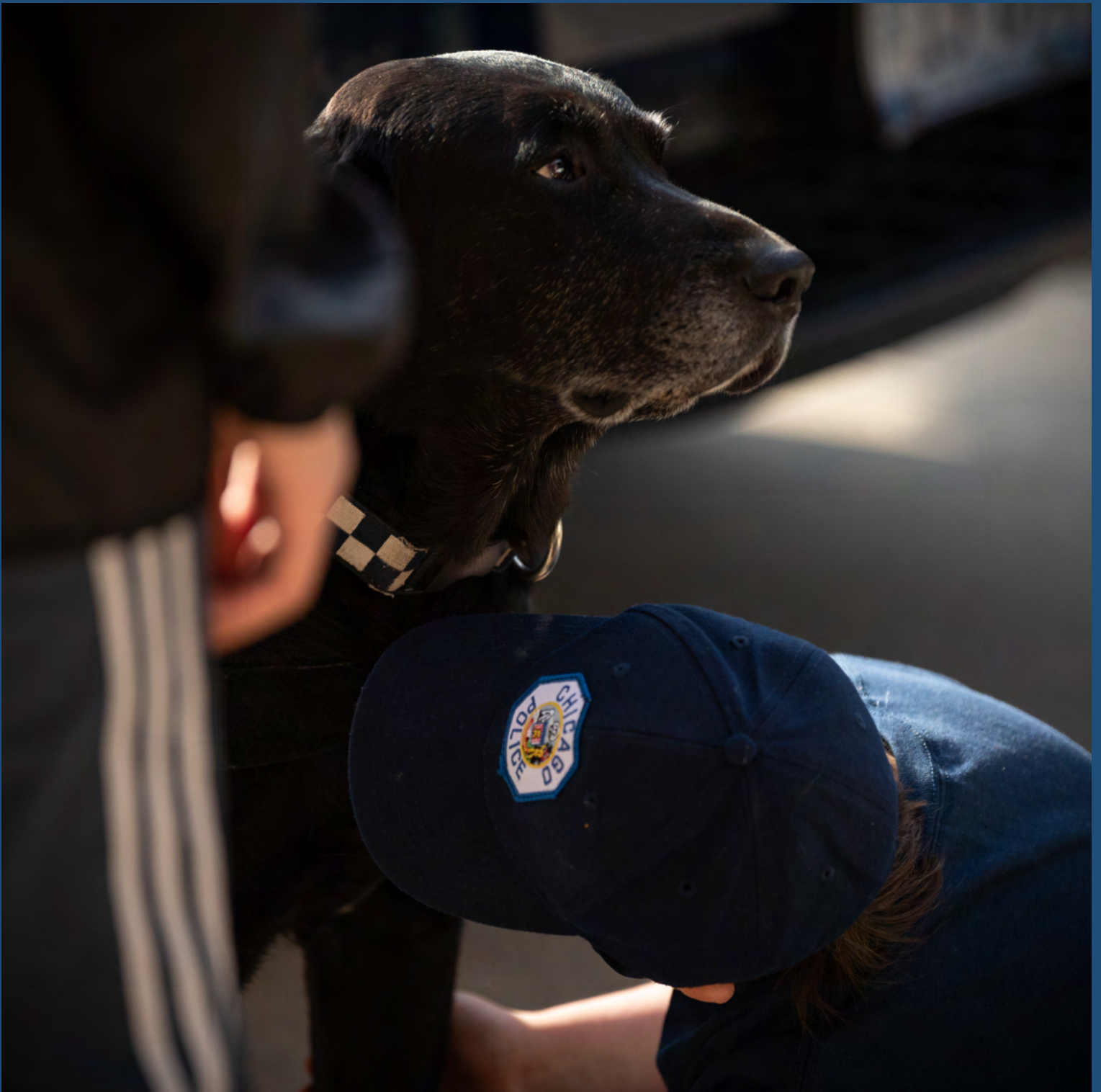
- *Relevant Consent Decree Paragraph(s): 282-285, 287*

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 increased 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 approval to instruct ILETSB certified courses. As part of the IA training, participants learn 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.

TSG continues to update and revise its foundational IA program to ensure that it reflects best practice in the field of training and education and meets the standards set forth by ILETSB, the Commission on Accreditation of Law Enforcement Agencies (CALEA), and the consent decree.

In IMR-5, the entire program was reviewed and revised. Specifically, all lesson plans were updated to reflect the most current CPD Standardized Lesson Plan (CPD-63.120) template. Additionally, the incorporation of the CPD's guiding principles within all IA instructional materials provides TSG instructors with further guidance on how to make the critical connections between de-escalation, procedural justice, impartial policing, and community policing and the various topics being taught.



In IMR-5, two IA sessions were hosted by the TSG to ensure that all new instructors received the course and fulfilled the requirement to submit an instructor approval application to the ILETSB.

Looking ahead to IMR-6, TSG will continue to host regularly scheduled IA sessions to fulfill its requirement to have all new and current instructors successfully complete the IA. Upon approval from the IMT/OAG, the newly revised IA curriculum will be utilized for 2022 IA sessions. Updated IA lesson plans and instructional materials were sent for review by external subject matter experts, including outside consultants. Feedback and recommendations will be evaluated and incorporated by TSG as appropriate.

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

Field Training and Evaluation Program (FTEP)

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

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

The Field Training and Evaluation Program in IMR-5 administered the FTO/PPO Quarterly Surveys for Q2-Q4 2021. These surveys provide the Department with direct feedback on the FTEP from both FTOs and the PPOs they supervise. The Bureau of Patrol now utilizes a Tableau dashboard to track the responses and shares those responses with the Training and Support Group on a monthly basis.

The Research and Development (R&D) Division submitted a revised version of the Department's FTEP policy (S11-02 Field Training and Evaluation Program) in IMR-5 for the IMT's approval. Based on the feedback given by the IMT, R&D and FTEP personnel discussed a plan moving forward to ensure that the Daily Observation Report and Cycle Summary grading of PPOs is consistent with IMT/OAG expectations. CPD expects more progress in IMR-6 once the directive is approved.

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 programs. 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 TSG committed to presenting new or revised lesson plans (recruit, in-service, pre-service) to the TOC at the monthly meetings in 2022.

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

In IMR-5, the Department revised and re-published S11-11 Training Oversight Committee, the Department policy governing the work of the Committee. The TOC met every month in IMR-5, and meeting minutes were provided to the IMT/OAG.



Training Policy Updates

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

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

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

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 (UoC/SoC) program is comprised of two equally important facets that help improve supervision. The first allows the same supervisor to monitor and mentor the same group of officers every day and the second limits the number of officers any one sergeant will supervise.

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 and day-off group, and will patrol the same geographic location each day. In this way, sergeants and their officers are assigned to a specific team (a “squad”). This allows for stability while also providing sergeants the chance to get to know their squad better. This strategy will allow the squad sergeant to 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 daily. 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 daily. 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.

In IMR-5, the Department received assistance from the Civic Consulting Alliance (CCA) to develop a scalable version of the UoC/SoC model. CCA and the Bureau of Patrol worked together to identify data analysis approaches to ensuring that Span of Control can be achieved. The Department also allocated sufficient sergeant manpower to the 006th District to support model implementation. CCA and BOP are also working to collect data to support the Unity of Command component of the program.

BOP is also working internally with the Field Technology and Innovation Section (FTIS) to develop a Watch Application system that will allow for standardization of resource assignments across the Department. The Watch Application system will also allow for data collection to support the UoC/SoC dashboards that will be instrumental to gauge program implementation. Toward the end of IMR-5, FTIS and BOP also partnered with an external technology consulting firm, Slalom Consulting, which will assist FTIS in developing and ensuring a successful implementation of the Watch Application system.

Moving into IMR-6, BOP will work with 006th District staff to position its members for success in 2022. BOP will schedule regular meetings and conduct independent analysis to identify issues with the program. BOP will recommend adjustments as necessary to support continued scaling of the program in the future.

Goal: Set clear responsibilities and expectations for supervisors.

Supervisory Policy Updates

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

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

TSG is currently re-drafting the materials that relate to De-Escalation, Response to Resistance, and Use of Force, which consist of rank and command-specific training. TSG is working with the Force Review Division on revising the material based upon feedback and comments from the OAG and IMT. The training consists of lectures, classroom computer training, and a practical scenario. The material consists of several classes adding up to over 20 hours of instruction. TSG is also researching and planning command staff-specific training regarding use of force and reporting.



TSG has also resubmitted the In-Service Supervisors Training to the IMT/OAG, after revising the training in response to comments received. The training was updated to include changes to the law as well as to CPD policy. For instance, the training now includes the Traumatic Incident Stress Management Program (TISMP). TSG resubmitted the In-Service Supervisors Training for review by the IMT/OAG.

Additionally, TSG has submitted materials for the “Field Observation Days” (paragraphs 335-336) and associated classes. To increase learning outcomes, TSG created a duties and responsibilities class for each observation day and debriefing class for each day. TSG did this to enhance the trainees’ learning experience and improve information retention, while providing structure to each observation day.

Use of Force, Tactical Response Reports, Tactical Response Reports Investigations, and Body Worn Cameras (BWC) are addressed, or will be addressed, in both the use of force materials and the Field Observation Days. TSG is exploring increasing the Watch Operations Lieutenants Duties class to a full 8-hour day.

In addition to the above, TSG currently has numerous other pre-service classes under development for all ranks (command staff, pre-service sergeant, lieutenant, and captain).

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

Performance Evaluations Revamp

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

In the performance evaluations revamp, CPD has identified newly-defined dimensions of performance upon which to evaluate all sworn officers and their supervisors. This new framework is bolstered by a new performance evaluation application in which users will input evaluation information and access training 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 Superintendent⁴, 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-5, the Office of Public Safety Administration's Human Resources unit (OPSA-HR) and CPD have worked to refine the newly developed performance dimensions and ensure that members understand the purpose of the new performance evaluation process. In addition, the Department redesigned the performance evaluation system (PES) that will document and record performance evaluations. The new application allows users to access the system directly from the Department's Talent Management System, which is located on CPD's intranet site. The new application will allow users to input evaluation information, learn of changes to CPD policy and procedures, access training materials, and promote a greater awareness and acceptance of accountability and transparency. To ensure ease of use, OPSA-HR and CPD hosted a beta test of the new system towards the end of IMR-5.

CPD and OPSA-HR are currently finalizing plans to launch the performance evaluations pilot in the 006th District in early 2022.

⁴*The Superintendent will be evaluated by the newly created Community Commission for Public Safety and Accountability.*

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 increasing crime, it is more important than ever that CPD officers have resources available to them to ensure they are at their best at work. This is vital to ensuring healthy police-community interactions and relationships.

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

Peer Support Program

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

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

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



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

In IMR-5, the first draft of the 8-Hour Peer Support Refresher Lesson Plan and PowerPoint were finalized. The content of the lesson plan was created with feedback from active Peer Support members, as well as input from NAMI Chicago regarding appropriate language related to mental health topics. The curriculum received IMT/OAG approval in IMR-6; Peer Support will now begin creating the course in the eLearning system to track training compliance, identifying training locations and hours for training, and defining the timeline for training the active members of Peer Support. Retired Peers who are interested will also be offered the opportunity to participate in training.

Peer Support has also created training curriculum for three recruit training modules: Cynicism, Modern Role Issues in Policing, and Employee Assistance Program (EAP) Hour. These modules have also been submitted for IMT/OAG review.

Peer Support Team Leaders held a Team Leader meeting facilitated by the Peer Support Program Manager in November 2021 with a hybrid Zoom/in person format to discuss various topics related to Peer Support, including the creation of an awards/recognition event for Peers and Peer Team leaders and awareness regarding the anticipated refresher training.

Peer Support also conducted two 40-hour trainings for new Peers in IMR-5: 12 Peers were trained in October and 14 new Peers were trained in November. Three more classes are in the planning stages for calendar year 2022.

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 contact PCD, attend debriefing sessions with a licensed mental health professional, and complete the Traumatic Incident Stress Management Program (TISMP). Referrals to the TISMP are made 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.

In IMR-5, Professional Counseling Division has continued its implementation of a digitized notification system. This system allows the Watch Operations Lieutenant or higher-ranking members to refer individuals within their District and units for trauma debriefings. In parallel, the Training and Support Group began to draft a TISMP eLearning training. This training is meant to not only cover the responsibilities of command staff with regards to traumatic incidents, but also foster a greater understanding for sworn and civilian staff on what can be considered a traumatic incident. The TISMP eLearning curriculum is currently undergoing internal review.

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.

Successful implementation of the communications strategy requires planning, designating stakeholders, and thorough review of the strategy and its implementation. Professional Counseling Division has recommended that a single individual serve as a wellness communications officer to ensure proper planning, preparation, execution, and oversight of the year-long strategy, including the audit phase. Additionally, designating a point-person for wellness communications will ensure continuity of messaging and delivery while supporting PCD's commitment to members' mental, physical, emotional, spiritual and financial health with the goal of providing the City of Chicago with the best police Department possible.

In IMR-5, PCD created a formal communications strategy that lays the foundation for sustainable future messaging. This strategy required a review of all annually recurring communications as well as methods of communicating to Department members. Using these lists, PCD created an annual calendar of communications categorized by method of communication and month of dissemination.

In IMR-6, PCD will work with the IMT to review the communications strategy in its infancy stages and begin implementation.



Officer Wellness In-Service

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

The consent decree acknowledges and prioritizes the emotional and psychological toll of police work. TSG has submitted the In-Service Supervisors Training to the IMT/OAG, after revising the training in response to comments received. The training was updated to include changes to the law as well as to CPD policy. For instance, the training now includes the Traumatic Incident Stress Management Program. TSG resubmitted the In-Service Supervisors Training for review by the IMT/OAG. The revised and updated In-Service Supervisors Training retains “Difficult but Crucial Conversations” content, includes an updated supervisor’s toolkit, and introduces the concept of internal procedural justice with organizational and cultural change. The list of officer supports included in the toolkit was updated to better support officer wellness.

TSG has also resubmitted the In-Service Supervisors Training for review by the IMT/OAG. Once IMT/OAG approval has been obtained, the class will be delivered to participants in IMR-6.

Suicide Prevention Plan

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

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

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

In IMR-5, PCD has created a Suicide Prevention Initiative that gives structure to existing efforts. This plan was derived using best practice research and introduces PCD's developing expansion, policy framework, and reporting recommendations. The proposed plan will be submitted for IMT/OAG review in the near future.

Goal: Bolster staffing and resourcing allocated to wellness programs.

Clinician Staffing and Resourcing

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

During the early stages of the IMR-5 period, PCD hired an additional 3 clinicians, bringing its current staffing to 11 full-time clinicians. In addition, PCD recently received approval for funding to acquire additional staff, improve office space, and address technology needs. In 2022, Professional Counseling Division is looking to hire an additional 11 clinicians, which would allow the Department to assign a clinician to each District.

Additional office space on the north and south sides of Chicago will enable the Professional Counseling Division to provide more accessible clinical services for Department members by reducing travel time for officers that live and work in those areas. The additional office space is projected to be acquired during the second quarter of 2022.

Finally, PCD is also finalizing its procurement of a software solution to support its operations. This software would enable digital tracking of patient and clinician contact, as well as TISMP participation. The software is currently in the procurement process; once procured, it will require implementation and training for relevant staff on its functions. This software is projected to be acquired during the first quarter of 2022.

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 [BWC]). 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 in the course of their duties and ensures new procedures for the Watch Operations Lieutenant (WOL) to randomly view a member's BWC video once per tour of duty.

In IMR-5, the Department continued to make progress in its development of a comprehensive BWC policy. This requires the Department to incorporate requirements of the Illinois SAFE-T Act, portions of which took effect in July 2021, as well as to continue to address IMT and OAG comments.

In addition to this policy development, the Department has continued to make efforts to increase BWC availability for officers. In IMR-5, for example, CPD provided BWC to Public Safety Headquarters units, members of the Training and Support Group, and numerous Detective units.

In addition, the Department's Random Video Review application (RVR) went live on November 1, 2021. The RVR randomly selects one body-worn camera video and one in-car Camera (ICC) video for each watch. The WOL is required to watch the selected BWC & ICC videos and review them for compliance with Department policy.

Audits of Body-Worn Cameras and In-Car Cameras

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

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

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

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

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

Finally, the Audit Division is also tracking the Department’s progress implementing each of the seven recommendations identified in prior audits.

Accountability & Transparency

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

- Chief Yolanda Talley, Bureau of Internal Affairs

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

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

Public Awareness Efforts

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

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

In early 2021, the Bureau of Internal Affairs developed a QR code for use in printed and online material. The QR code has been included in BIA’s quarterly reports, as well as printed and digital copies of our informational posters and brochures. When scanned with a smartphone, this QR code links a user to the CPD home page, where links to BIA resources are prominently featured. From that point, a user can navigate to the BIA website, which includes data dashboards, links to file a complaint, the administrative summary report search, quarterly and annual report hub, and

the new community engagement tab. Looking ahead to 2022, BIA will be exploring options to improve the look and function of its outward-facing website, as well as continuing to explore development and expansion of the QR code.

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



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-5, the Bureau of Internal Affairs (BIA) 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-5, the Department spent a substantial amount of time developing 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. The below policies have been reviewed and modified based upon IMT, OAG and public posting recommendations. The Department finalized the policies below by the end of the IMR-5 period.

- G08-01 Complaint and Disciplinary System
- G08-01-02 Complaint Initiation and Log Number Assignment
- G08-01-03 Conflicts of Interest
- S08-01 Complaint and Disciplinary Investigators and Investigations
- S08-01-04 Post Investigation Log Number Procedures

CPD also made progress in updating the below policies over the course of IMR-5:

- S08-01-01 Conducting Log Number Investigations
- S08-01-02 Special Situations Involving Allegations of Misconduct
- S08-01-03 Command Channel Review
- S08-01-08 Non-Disciplinary Intervention Program

The Department remains committed in ensuring appropriate and meaningful community engagement regarding all the Accountability policies identified above. In IMR-5, the Bureau of Internal Affairs, Research and Development, and the Office of Community Policing conducted several forums to solicit community feedback. Three interrelated Department directives, S08-01, G08-01 and G08-01-02, were presented to a variety of community groups and Department members through the engagements below:

- On October 22, 2021 all three directives were posted on the Department’s website and on several social media platforms for public comment.
- On October 27, 2021 the Department hosted a Bureau of Internal Affairs Webinar covering the interrelated directives and aspects of the BIA disciplinary process for any community member who wished to register and attend the event.
- On November 8, 2021 the Department presented the interrelated directives and aspects of the BIA disciplinary process during a community conversation.
- Beginning in October 2021, the Department provided disciplinary process surveys to community and Department members.

The Department has received a variety of comments from all the public engagements and processed the responses and concepts reviewed and incorporated the appropriate ideas into policy.

In the next reporting period, CPD will continue to work through the IMT/OAG review process for newly drafted policies, will post them for public comment as new directives are developed, and will issue the policies upon the completion of this process.

Sexual Misconduct Policy

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

The Department has been developing this policy to create and maintain a healthy work environment in which all Department members are treated with dignity and respect. This policy will provide procedures for reporting, investigating, and resolving complaints of sexual harassment and unprofessional conduct within the Department. By developing and implementing this policy, CPD is taking a leadership position to address the problem of law enforcement sexual misconduct and to model best practices and accountability for the law enforcement profession.

Between July 2021 and December 2021, research for this policy included looking for best practices from Departments around the country and conducting internal departmental focus groups. Within this period, the Department has also collaborated with community groups who are advocates for victims of sexual misconduct and sexual abuse. The Department also continued discussions with the IMT and OAG on the draft policy.

Looking ahead to IMR-6, the Department is seeking to finalize the policy with IMT/OAG approval.

Command Channel Review

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

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

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

During IMR-5, BIA continued to maintain the training level of exempt members. BIA's training team most recently trained a class of 6 new exempt members on October 13, 2021. BIA, with software developer Column Technologies, also developed a report that allows CPD leadership to identify which exempt members are failing to meet their 15-day review deadline. With this information to be produced at least quarterly, leadership will be able to take corrective action, if necessary, to ensure that the CCR process aligns with Bureau policy and consent decree requirements.

Administrative Summary Reports

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

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

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

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

During IMR-5, a select number of BIA personnel received FOIA redaction training from the Department's FOIA officer. Redaction software was purchased and installed on several desktop computers in BIA offices. Bolstered by a valuable addition to the BIA team, BIA was able to complete redaction and publication for over 100 administrative summary reports. This backlog has now been completely processed; these ASRs were sent to complainants and other required recipients via e-mail or US mail and have been published to BIA's public-facing website. The ASR approval team now operates on a clean slate and processes ASRs for publication as cases reach final disciplinary decision, as required by the consent decree. BIA expects that this workflow will remain sustainable, and that ASRs will be provided and published well within policy and consent decree deadlines from this point forward.

Additionally, during this reporting period BIA reconfigured the digital [repository for published administrative summary reports](#) on its public-facing website. The initial design has been improved to permit a user to filter administrative summary reports by log number, year, or allegation category code. BIA hopes that this addition increases transparency by making it easier for members of the community to search for ASRs by category, not just by log number.

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

Near the end of IMR-4, Department-wide summertime emergency mobilizations and deployments presented a challenge for class attendance in May and June. BIA continued to suspend training in July and August for the same reasons. However, classes resumed at the end of September with 22 new investigators trained, followed by a course of approximately 20 new investigators in November. Both sessions were the foundational three-day training. IMT and OAG were invited to observe both the September and November classes.

BIA expects training to continue in January and February. BIA will continue to teach the three-day course until the Department-wide accountability directives are finalized. Once those directives are finalized, BIA's newly reconstituted training team will turn its attention once again to building out the full five-day course.

Annual Refresher training for BIA members / Accountability Sergeants

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

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

BIA Staffing and Equipment Needs Assessment

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

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

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

Case Management System

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

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

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

During IMR-5, CMS underwent over 60 additions and enhancements initiated by Department members in BIA, Finance, Strategic Initiatives Division and Labor Relations Division. Further improvements to the overall look and feel of the CMS console were implemented to enhance user experience. Redundant or unnecessary functionalities were removed in response to issues reported by investigators. User permissions, which grant or restrict access to certain CMS functions, were cleaned up to ensure that they were assigned to the proper user groups. BIA's intake section added three new intake letter templates to provide complainants with case information, including the unique tracking number that is assigned to every case and remains with it throughout the process. Complainants can use this unique tracking number to track their complaint on BIA's public-facing website.

BIA's Advocate section implemented several improvements to its console and specific communications to Department members regarding sustained cases. CMS' file storage was updated to permit the upload of files generated by cell phone extraction software. BIA's Record section requested improvements to its console to facilitate the production of files subject to subpoena as well as disciplinary histories. Labor Relations and Finance division consoles also went live for the first time, bringing together all the necessary components for a fully integrated CMS system.

Looking forward to IMR-6, BIA and other units will continue to meet weekly with the developer, Column Technologies, to discuss the status of the CMS system. Adjustments to the system will incorporate Illinois statutory and collective bargaining agreement evolution and implementation. CMS is a work in progress and consistently updated upon recommendations by investigators and the consent decree team to ensure complete and meaningful functionality.

BIA Quarterly Reports

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

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

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

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

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

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

BIA published the Q4 2020 report to its website in early July 2021. Links to the published document were shared across the Department's social media (Facebook, Twitter) channels. Additionally, in July 2021 two important CMS enhancements related to quarterly/annual report data went live. The first enhancement was the "contact log," a new feature that requires investigators to input any successful or unsuccessful attempts to contact complainants in a manner that is captured and that can be analyzed as data. This feature will allow BIA to present more specific and comprehensive data in this area in forthcoming quarterly/annual reports. The second enhancement involves linking specific complainants to allegations within a case file. This new feature will permit BIA data analysts to present the full breadth of information required by paragraph 550-g of the consent decree. BIA looks forward to presenting the results of these two CMS enhancements as new cases cycle through the investigative and post-investigative phases.

After much hard work and internal review, the Bureau of Internal Affairs published a first-ever of its kind Annual Report for 2020 in October 2021. This Annual Report contains over 60 pages of data and was published to CPD's website and shared across the Department's social media channels. BIA collected and presented information on CPD member arrests in the year, something that had not yet been analyzed in previous quarterly reports. BIA looks forward to presenting year-to-year trends in future annual reports.

Looking toward IMR-6, BIA is confident that it will be able to reduce the production time of both the quarterly and annual reports. The early publications took some time because the entire process had to be built from scratch—from the design and contents of the reports, to building out new CMS functionality to capture some data points, to designing and auditing the data queries themselves. With all of that now put in place under the expert guidance of the sergeant leading the report team, preparing future reports should be somewhat less time intensive. That said, BIA's data analyst remains hard at work gathering data for all of its publications. Based on recent results of a satisfaction survey sent to 800 randomly selected CPD members, BIA will also undertake more thorough internal messaging when new reports are published, so Department members themselves can learn more about the accountability process.

BIA Audit

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

The Audit Division conducted this audit—the second in a series of annual audits as required by consent decree paragraph 553—to assess whether BIA’s new Case Management System collected the data necessary to evaluate BIA’s compliance with consent decree paragraphs 446(a), 446(b), 471, 472, 474, 498, and 500 for the period January 1, 2020 to December 31, 2020. The Audit Division did not assess whether other data and/or documentation in BIA’s possession (e.g., paper files) demonstrates compliance with the above-mentioned paragraphs. The Audit Division plans to assess these additional data sources in subsequent annual audits of BIA procedures. The Audit Division commenced work on this audit in April 2021 and finalized it in November.

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 tailored options for support they need. This will ensure 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-5 period, the Department continued to refine its directives and training curricula related to the OSS pilot ahead of anticipated future expansion beyond the 005th District.

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

During this period, Gartner finalized its analysis and sent a draft assessment report with recommendations for improvements. The draft report was reviewed, finalized, and submitted to the IMT/OAG in IMR-5. Moving forward, the Department and the Office of Public Safety Administration will review the assessment plan and develop a Public Safety IT Data Systems Plan for implementation.

Dashboard Review Process

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

The Department is cognizant of the opportunities to improve its data management processes and has taken steps to rectify prior challenges it has faced in this area. As a starting point, the Department has developed a more extensive process for validating the methodology and data used to create dashboards prior to public release. The Department has also refined its process for ongoing quality control of dashboards that allow for continued verification of the accuracy of information reported. The Department's Research and Development Division and Strategic Initiatives Division are responsible for the oversight and implementation of these processes.

The Department is currently working to codify these processes into policy and intends to deliver a draft policy to the IMT for review. The policy will also stipulate that the Audit Division regularly audit the Department's compliance with procedures outlined in the directive.

Information Systems Development Group (ISDG)

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

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

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

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

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