

ROADMAP TO OPERATIONAL COMPLIANCE



CHICAGO POLICE DEPARTMENT
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Introduction

Policing and Culture Change

As the Chicago Police Department (CPD, or the Department) continues its ongoing efforts of organizational improvement, it is critical that all involved stakeholders, including members of the Department and members of the community, understand the true objective of this endeavor: culture change.

At its core, culture change is about institutionalizing key “habits of practice” that become instinctive when officers are confronted with any situation. Do officers’ instincts steer them to default to safety and teamwork when confronted with a fluid and complex situation? Is it second nature for officers to support crime victims and provide them with guidance about available resources? What are the tools and processes that the Department can put in its members’ hands to help systematize these expectations?

Without a doubt, the Chicago Police Department’s nearly two centuries of history are characterized by heroism, bravery, courage, sacrifice, and camaraderie. These are not aspects of the Department’s legacy and culture that this transformation effort seeks to change. Instead, the Department plans to augment these features of the culture by strengthening other aspects of its operations.

This report is intended to serve as the Department’s long-term “Roadmap to Operational Compliance” with the requirements of the federal consent decree between the City of Chicago and the State of Illinois. At its core, however, this plan aims to more systematically support CPD members in their efforts to perform their challenging duties in a highly complex and constantly changing environment. It seeks sustained organizational improvements that will be reinforced over the long-term.

Lessons from Other Professions

Neither the policing profession nor the Chicago Police Department are alone in their efforts to strengthen their professional cultures. The aviation industry went through a similar series of changes decades ago to align its operations entirely around safety. Industry stakeholders ranging from airplane manufacturers to airlines to regulators worked hand-in-hand to develop pre-flight checklists, pre-flight safety briefings between members of the flight crew, and state-of-the-art aircraft technology to bolster the overall safety of flight. All of these tools and technologies were institutionalized over the course of several decades through sustained utilization and continuous improvement, resulting in a steep decline in aviation accidents over the course of several decades.

This plan draws inspiration from this case study by identifying the key systems and tools that the Department will deploy to systematize and drive an improved professional culture for CPD.

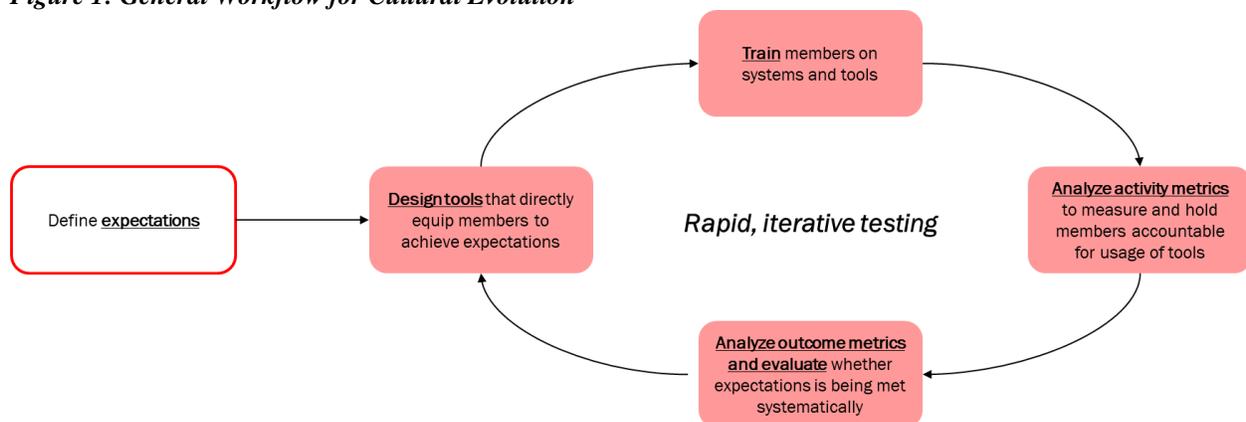
A Framework for Cultural Evolution

To advance the Department’s cultural evolution, this plan is organized around a few key concepts.

The first layer of the plan defines **cultural objectives**. These are the instinctive norms that should characterize each Department member’s response to a given situation. Specifically, the Department aims to institutionalize practices that would turn the following cultural objectives into second nature habits: relationship-building, fairness, safety, accountability, teamwork, and wellness.

These cultural objectives manifest themselves in 29 specific **expectations** of Department members, which are the focus of this report. These expectations may apply to all members or just a subset of members, such as supervisors or members serving in specialized positions. They are consistent with, but also slightly more detailed than, the performance dimensions against which officers are assessed through annual performance evaluations. These expectations are also codified in even greater detail in Department policies, many of which have been revised or newly-written since the consent decree took effect in 2019. This roadmap aims to distill the expectations established by the consent decree and policy changes into a digestible report, while also defining the process by which they will be operationalized in practice.

Figure 1: General Workflow for Cultural Evolution



Once expectations have been defined, the Department then must undertake the workflow outlined in Figure 1, starting with identifying the **tools** and systems it will provide to members and supervisors to enable them to meet expectations. Systems and tools may consist of forms, checklists, job aids, or information technology (IT) systems, all of which should be designed explicitly with the desired cultural objectives in mind. Some of these tools, like forms, may be for the general use of many members of the Department in the field (**member tools**), while others, like selection criteria for key positions, may be used specifically for administrative oversight of a particular process or position (**management and oversight tools**).

After developing a specific tool to equip members to achieve expectations, the relevant Department members must receive **training** on how to use that tool. Once members are trained, the tool is put into practice, and the Department must track **activity metrics**, which measure whether or not the tools themselves are being used. Activity metrics are typically fully in the Department’s control. The impact of the use of these tools should be captured in **outcome metrics**. Outcome metrics are typically not in the Department’s control, but should trend in the right direction if the tools are designed appropriately and having the desired impact.

Finally, to drive continuous improvement, CPD must regularly report on these metrics and evaluate the success of these tools through a variety of **evaluation mechanisms**. Evaluation mechanisms might consist of specific dashboards, performance management meetings, audits, or reports that systematically allow the Department to take stock of its progress in institutionalizing new practices. If the tools, as designed, are not producing the desired impact, they should be adjusted and the process above should repeat until the desired outcomes are achieved. Ultimately these evaluation mechanisms are the key to sustaining culture change over a long time horizon, as they drive the Department to regularly assess its progress and adjust as needed.

Culture Change at the Chicago Police Department

Most of CPD’s cultural change projects address one of three themes: deepening community engagement, improving operational excellence, and investing in CPD members.

As outlined in Figure 2, to institutionalize each cultural objective and expectations of members, the Department has identified 15 **priority programs**. These programs can be thought of as the areas where CPD will dedicate significant resourcing and effort. Each program identified in Figure 2 is substantial in scope and is comprised of specific systems, tools, trainings, metrics, and evaluation mechanisms.

In addition to these programs, which are designed to reinforce *specific* expectations, the Department has identified a number of management levers that enable it to reinforce *all* expectations, which this report refers to as **foundational programs**. Recruitment, onboarding, in-service training, and promotions, for example, are critical touch points throughout the career of any Department member, which CPD can leverage to reinforce specific practices and expectations of members serving in particular roles or ranks.

Culture Change and the Consent Decree

The City of Chicago consent decree took effect on March 1, 2019. This negotiated settlement agreement between the Illinois Office of the Attorney General (OAG) and the City contains roughly 500 specific requirements that the Chicago Police Department must implement, along with dozens of others for other City agencies. The court-appointed Independent Monitoring Team (IMT) is responsible for assessing the City's implementation progress, which consists of three "levels of compliance" for each consent decree paragraph:

- **Preliminary Compliance:** The City has developed a policy and or written procedure that conforms to best practices and where appropriate incorporates meaningful community input.
- **Secondary Compliance:** The City has developed and implemented acceptable training strategies for policies and procedures. 95% of the appropriate personnel have been trained
- **Operational Compliance:** The City has demonstrated that it is adhering to the policies within day-to-day operations

The plan that follows provides a detailed roadmap toward the City's achievement of operational compliance with the consent decree, defining how the Department will ensure that the policies and trainings developed for preliminary and secondary compliance will ultimately translate into day-to-day practice. While this plan does not account for every single consent decree paragraph, it does provide a common language and a framework with which CPD can systematically drive towards operational compliance by demonstrating the hallmarks of an enhanced culture.

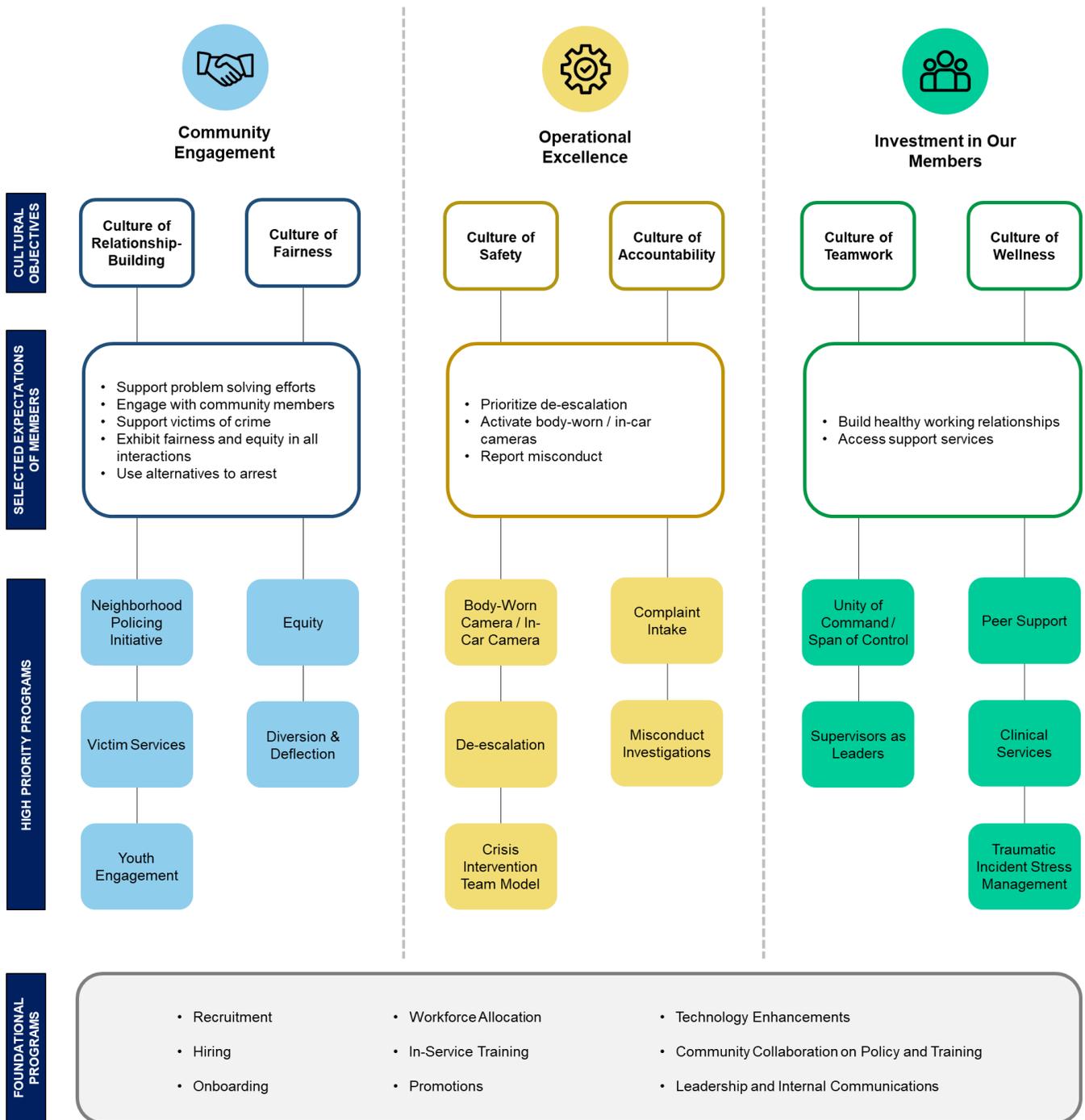
How to Read this Report

The remainder of this report is organized by priority program and foundational program. The report provides a concise, bullet-list description of how the Department will equip members with tools and training that will enable them achieve expectations, and how it will measure and evaluate progress over time.

In addition to outlining and explaining these support mechanisms, the report also identifies the time period in which each tool, training, and evaluation mechanism will be prioritized: items listed as **short-term focus** will be implementation priorities through 2023 but will remain in place even over the long-term. Assuming that resource allocation and other dependencies are met, the Department will then emphasize **medium-term focus** items between 2024 and 2025 and **long-term focus** items between 2026 and 2027. In each case, there may be items that are already in place today (**existing** items); many of these will be further developed or improved upon moving forward. As with any planning tool, especially given the long term nature of the plan set forth in this report, these timelines represent CPD's best estimates of achievable progress based on the information presently available. This plan will necessarily be modified and refined over time; it will be subject to revision based on contingencies and events which are presently unknown or foreseeable.

CPD hopes that providing this visibility into short-, medium-, and long-term prioritization will enable Department members, community members, the Independent Monitoring Team (IMT), and Illinois Office of the Attorney General (OAG) to better understand its culture change roadmap and hold it accountable for progress along the way.

Figure 2: Priority Programs to Drive Cultural Change at CPD



ROADMAP TO OPERATIONAL COMPLIANCE



Overview of the Roadmap to Operational Compliance

The table below outlines the key components of the CPD’s Roadmap to Operational Compliance. Each of these components is described in greater detail in the following sections of the report.

Theme #1: Community Engagement

Cultural Objective	Program	Expectations of CPD Members
Culture of Relationship-Building	<u>Program 1</u> : Neighborhood Policing Initiative	<ul style="list-style-type: none"> • <i>Expectation 1A</i>: All sworn members will support problem solving efforts • <i>Expectation 1B</i>: All sworn members will increase community engagement • <i>Expectation 1C</i>: Community Policing members will improve structure of formal engagements • <i>Expectation 1D</i>: Community Policing members will deepen engagement with marginalized populations
	<u>Program 2</u> : Victim Services	<ul style="list-style-type: none"> • <i>Expectation 2A</i>: All sworn members will provide crime victims with on-scene support • <i>Expectation 2B</i>: Community Policing members will provide crime victims with follow-up support
	<u>Program 3</u> : Youth Engagement	<ul style="list-style-type: none"> • <i>Expectation 3A</i>: Sworn members will deepen engagement with youth in school settings • <i>Expectation 3B</i>: Community Policing members will deepen engagement with youth through structured engagements
Culture of Fairness	<u>Program 4</u> : Equity	<ul style="list-style-type: none"> • <i>Expectation 4A</i>: All members will exhibit fairness and equity in all interactions • <i>Expectation 4B</i>: All members will interact appropriately with marginalized populations
	<u>Program 5</u> : Diversion and Deflection	<ul style="list-style-type: none"> • <i>Expectation 5A</i>: Sworn members will use diversion for select low-level narcotics offenses • <i>Expectation 5B</i>: Sworn members will divert arrested youth away from criminal justice system when permissible • <i>Expectation 5C</i>: Sworn members will use alternatives to arrest for individuals in crisis

Theme #2: Operational Excellence

Cultural Objective	Program	Expectations of CPD Members
Culture of Safety	<u>Program 6</u> : Body-Worn Camera / In-Car Camera	<ul style="list-style-type: none"> • <i>Expectation 6A</i>: All sworn members will activate body-worn and in-car cameras
	<u>Program 7</u> : De-Escalation	<ul style="list-style-type: none"> • <i>Expectation 7A</i>: All sworn members will prioritize de-escalation • <i>Expectation 7B</i>: All sworn members will learn from use of force incidents
	<u>Program 8</u> : Crisis Intervention Team Model	<ul style="list-style-type: none"> • <i>Expectation 8A</i>: All sworn members will de-escalate in situations involving mental health crises when safe and feasible • <i>Expectation 8B</i>: All sworn members employ appropriate resources to resolve crisis intervention situations
Culture of Accountability	<u>Program 9</u> : Complaint Intake	<ul style="list-style-type: none"> • <i>Expectation 9A</i>: All members will fulfill their duty to report misconduct by other CPD members • <i>Expectation 9B</i>: All members will equip community members to report complaints
	<u>Program 10</u> : Misconduct Investigations	<ul style="list-style-type: none"> • <i>Expectation 10A</i>: BIA members and Accountability Sergeants will ensure fair investigative outcomes • <i>Expectation 10B</i>: BIA members and Accountability Sergeants will ensure thorough misconduct investigations • <i>Expectation 10C</i>: Command Staff and BIA members will ensure timely misconduct investigations

Theme #3: Investment in Our Members

Cultural Objective	Program	Expectations of CPD members
Culture of Teamwork	<u>Program 11</u> : Unity of Command / Span of Control	<ul style="list-style-type: none"> • <i>Expectation 11A</i>: All members will build healthy working relationships
	<u>Program 12</u> : Supervisors as Leaders	<ul style="list-style-type: none"> • <i>Expectation 12A</i>: All supervisors will set high standards for teamwork and performance • <i>Expectation 12B</i>: All supervisors will support at-risk team members
Culture of Wellness	<u>Program 13</u> : Peer Support	<ul style="list-style-type: none"> • <i>Expectation 13A</i>: Professional Counseling Division members will lower barriers to officers seeking support
	<u>Program 14</u> : Clinical Services	<ul style="list-style-type: none"> • <i>Expectation 14A</i>: Professional Counseling Division members will provide timely and accessible services
	<u>Program 15</u> : Traumatic Incident Stress Management	<ul style="list-style-type: none"> • <i>Expectation 15A</i>: All members will address traumatic incidents promptly

Foundational Programs

Cultural Objective	Program	Expectations of CPD members
Reinforce all cultural objectives	<u>Program 16</u> : Recruitment	<p>Foundational Programs reflect key management levers that serve as significant drivers of organizational culture and norms. Almost all of the tools the Department will develop for these Foundational Programs are “management and oversight tools,” rather than tools designed specifically for use by members in the field. When deployed in alignment this strategic roadmap, these Programs and associated tools will reinforce all of the expectations that the Department has of its members and provide them with the support needed to achieve expectations.</p>
	<u>Program 17</u> : Hiring	
	<u>Program 18</u> : Onboarding	
	<u>Program 19</u> : Workforce Allocation	
	<u>Program 20</u> : In-Service Training	
	<u>Program 21</u> : Promotions	
	<u>Program 22</u> : Technology Enhancements	
	<u>Program 23</u> : Community Collaboration on Policy and Training	
<u>Program 24</u> : Leadership and Internal Communications		

**COMMUNITY ENGAGEMENT:
CULTURE OF
RELATIONSHIP BUILDING**



Program 1: Neighborhood Policing Initiative

Expectation 1A: All sworn members will support problem solving efforts

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – District Coordination Officers, Community Policing Members

Overview

A key tenet of the Neighborhood Policing Initiative (NPI) is that the Department should address chronic crime and quality-of-life conditions. Under the NPI policing model, District Coordination Officers (DCOs) develop and implement problem solving strategies in coordination with community members, social service providers, other City agencies, and other Department members, such as Community Policing officers, detectives, beat officers, and tactical units.

Day-to-Day Support Mechanisms

Member Tools

- **District and Bureau strategic plans**^{1,2} – document and identify strategies to address the community’s crime reduction and engagement priorities for the year
- **District resource guides**^{1,2} – provide officers with a list of community-based organizations that can provide support to individuals in need
- **Problem solving forms**^{1,2} – allow for the documentation and approval of problem solving strategies

Management and Oversight Tools

- **DCO and Community Policing member selection criteria**^{1,2} – ensure that the right officers are selected for these positions
- **Community policing award**⁴ – incentivize and reward community policing excellence

Member Trainings

- Community Policing in-service training^{1,3}
- DCO and Community Policing integration training²
- Community orientation training for officers newly-assigned to districts³

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of problems documented and addressed
- Metrics related to execution against strategic plan priorities
- Number of referrals made to social service providers
- Number violent incident follow-ups conducted by DCOs

Outcome Metrics

- Number of repeat calls for service in identified geographies for problem solving
- Level of crime in identified geographies for problem solving

Evaluation Mechanisms

- Office of Community Policing (OCP) performance management meetings^{1,2}
- CompStat^{1,3}
- Formal evaluation of NPI^{1,4}

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 1B: All sworn members will increase community engagement

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

To foster a culture of relationship-building, officers must regularly take time to engage with community members, whether in a planned or an unplanned manner. The Department refers to unplanned engagement as “Positive Community Interactions” (PCIs); such interactions should be a routine part of an officer’s tour of duty during uncommitted time between calls for service, and should occur in areas where problem solving efforts are occurring. Maintenance of beat integrity will also help foster community engagement and stronger relationships between CPD members and community members who live and work in their assigned beats.

Day-to-Day Support Mechanisms

Member Tools

- **District and Bureau strategic plans**^{1,2} – document and identify strategies to address the community’s crime reduction and engagement priorities for the year
- **Computer-Aided Dispatch (CAD) System**^{1,2} – enable officers to document PCIs and where they occurred
- **District resource guides**^{1,3} – provide officers with a list of community-based organizations that can provide support to individuals in need

Management and Oversight Tools

- **Community policing award**⁴ – incentivize and reward community policing excellence

Member Trainings

- Community policing in-service training^{1,3}
- Community orientation training for officers newly-assigned to districts³

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Formal engagement attendance by CPD members, especially beat officers
- Number of PCIs
- Extent to which PCIs occur in strategic plan focus areas
- GPS data on geographic integrity of beat cars
- Breakdown of uncommitted time usage

Outcome Metrics

- Level of crime in identified geographies for problem solving
- Community sentiment survey data
- Post-contact survey results

Evaluation Mechanisms

- OCP performance management meetings^{1,2}
- Formal evaluation of NPI^{1,4}
- Audit of PCIs to assess quality and validity³
- Post-contact surveys following PCIs²
- CompStat^{1,3}

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 1C: Community Policing members will improve structure of formal engagements

Relevant Members:

- All Sworn Members Civilian Members Supervisors
 Specialized Positions – District Coordination Officers, Community Policing Members

Overview

CPD conducts and attends thousands of planned engagements each year, including beat meetings, District Advisory Committee meetings, recruiting events, and engagements that are organized by community members like block clubs. Ensuring that the engagements that are planned and convened by the Department are well-organized and thoroughly documented will help to ensure that they are valuable for participating community members.

Day-to-Day Support Mechanisms

Member Tools

- **District and Bureau strategic plans**^{1,2} – document and identify strategies to address the community’s crime reduction and engagement priorities for the year
- **Community Engagement Management System (CEMS)**¹ – document planned community engagements, attendance records, minutes, and other information

Management and Oversight Tools

- **DCO and Community Policing member selection criteria**^{1,2} – ensure that the right officers are selected for these positions

Member Trainings

- DCO and Community Policing integration training²
- Role-specific training for Community Policing officers (e.g., Youth Liaisons, Domestic Violence Liaisons, etc.)^{1,3}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Volume of outreach efforts to drive attendance
- Number of engagements
- Number of engagements conducted for strategic plan priorities
- Percentage of engagements by CPD-led vs. community-led vs. co-created

Outcome Metrics

- Diversity and quantity of attendance at formal engagements
- Number of first-time attendees
- Number of repeat attendees
- Engagement survey results

Evaluation Mechanisms

- OCP performance management meetings^{1,2}
- Audit of CEMS usage³
- Surveys of engagement attendees^{1,3}

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 1D: Community Policing members will deepen engagement with marginalized populations

Relevant Members:

- All Sworn Members Civilian Members Supervisors
 Specialized Positions – Community Policing Members (Affinity Liaisons)

Overview

Members of the Department routinely interact with Chicago’s diverse populations, including religious minorities, individuals with limited English proficiency, individuals with disabilities, and members of the lesbian, gay, bisexual, transgender, or queer (LGBTQ) community, among many others. To further enhance relationships and trust with these affinity communities, the Department has created dedicated Affinity Liaisons who work at the headquarters and district levels. These liaisons organize specific engagement opportunities and ensure that community members have clear points of contact within CPD. Note that Expectation 4B below describes the tools, trainings, and metrics for the related expectations of all sworn members in their interactions with affinity populations.

Day-to-Day Support Mechanisms

Member Tools

- **District and Bureau strategic plans**^{1,2} – document and identify strategies to address the community’s crime reduction and engagement priorities for the year
- **Community Engagement Management System (CEMS)**¹ – document planned community engagements, attendance records, minutes, and other information

Management and Oversight Tools

- **Affinity Liaison Officer selection criteria**^{1,3} – ensure that the right officers are selected for these positions

Member Trainings

- Training for Affinity Liaisons^{1,3}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of engagements organized by city-wide, area-level, and district-level liaisons
- Number of roll call trainings conducted
- Number of engagements conducted by liaisons related to strategic plan priorities

Outcome Metrics

- Diversity and quantity of attendance at formal engagements
- Number of first-time attendees
- Number of repeat attendees

Evaluation Mechanisms

- OCP performance management meetings^{1,2}
- Annual Reports for City-wide Community Liaisons²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Program 2: Victim Services

Expectation 2A: All sworn members will provide crime victims with on-scene support

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

CPD members interact with thousands of crime victims every year. These individuals are often coping with a traumatic incident and officers typically encounter them under very difficult circumstances. For these reasons, it is vital for CPD members to engage with these individuals in a respectful and dignified manner, including by referring them to additional resources or providing them with added support at the scene of the call for service (e.g., giving the victim a ride if they need one, etc.)

Day-to-Day Support Mechanisms

Member Tools

- **Victim notification materials**^{1,2} – provide crime victims with an understanding of their rights and available resources and support
- **Case report form**^{1,2} – document whether officers provided crime victims with required documentation
- **Post-Call Response Automated Reminders**⁴ – support officers with automated reminders via the CAD system about what documentation they must provide to victims and how they can offer extra support

Management and Oversight Tools

- **Victim Services Unit reviews of case reporting**^{1,2} – ensure that officers are correctly completing Case reports and documented their efforts to support the victim

Member Trainings

- Department-wide training on victim interactions²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Percentage of crime victims receiving victim notifications materials on-scene
- Number of contacts from responding officers to Domestic Violence or Crime Advocates seeking additional referrals and resources for victims

Outcome Metrics

- Number of crime victims accepting added support services
- Post-contact survey results
- Community sentiment survey data

Evaluation Mechanisms

- Audits of body-worn camera footage regarding respectful interactions with members of the public, including crime victims, if appropriate based on privacy and other considerations⁴
- Post-contact surveys of 911 callers³
- Victim Services Unit's monthly review of sample of case report documentation²
- OCP performance management meetings^{1,2}

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 2B: Community Policing members will provide crime victims with follow-up support

Relevant Members:

- All Sworn Members Civilian Members Supervisors
 Specialized Positions – Crime Victim Advocates, Community Policing Members

Overview

Even after the initial on-scene contact between CPD members and crime victims, the victim may require continued support. The Department maintains resources to support victims throughout the aftermath of the crime, including by offering engagement opportunities and referrals to various other resources. The Department must invest in these efforts to adequately support crime victims, which in turn will enhance community trust.

Day-to-Day Support Mechanisms

Member Tools

- **Domestic Violence Liaison Officer (DVLO) Monthly Reports**^{1,2} – document outreach and engagement efforts by DVLOs in each district
- **Victim assistance information**^{1,2} – literature available on CPD’s website and at district stations that can be distributed to crime victims

Management and Oversight Tools

- **Crime Victim Advocacy and Support (CVAS) Pilot Program**^{1,3} – an outreach program to provide added support to victims on nonfatal gun crimes

Member Trainings

- Role-specific training for DVLOs, Crime Victim Advocates, and Domestic Violence (DV) Advocates^{1,3}
- Roll call refresher trainings by DVLOs^{1,3}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Staffing levels – number of DVLOs, Crime Victim Advocates, and DV Advocates
- Number of crime victims contacted by CVAS personnel
- Number of Domestic Violence victims contacted by DVLOs
- Hours spent by DVLOs with Domestic Violence victims
- Number and hours of community engagements and other outreach conducted by specialized roles

Outcome Metrics

- Number of crime victims accepting added support services from CPD via CVAS
- Number of DV victims accepting added support services from CPD
- Volume of crime victim compensation accepted

Evaluation Mechanisms

- Evaluation of CVAS pilot^{1,3}
- OCP performance management meetings^{1,2}
- Inspections of victim services literature available in districts^{1,3}
- Annual Victim Services Program Review³

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Program 3: Youth Engagement

Expectation 3A: Sworn members will deepen engagement with youth in school settings

Relevant Members:

- All Sworn Members Civilian Members Supervisors
 Specialized Positions – School Resource Officers, Officer Friendly-Trained Members

Overview

Engagement with youth is critical to ensuring long-lasting trust between police and the next generation of community members. Every day, CPD members come into contact with young people in school settings through the School Resource Officer (SRO) program and the Officer Friendly program. SROs are specialized members who are assigned to specific Chicago Public Schools (CPS) high schools throughout the city; Officer Friendly allows patrol officers to obtain training and visit and present to younger children at schools. Each of these programs can serve as a critical touch point to ensuring healthy relationships between youth and police.

Day-to-Day Support Mechanisms

Member Tools

- **Officer Friendly Teaching Schedule Form¹** – document when and where Officer Friendly sessions will take place
- **New form(s) to document youth interactions²** – document engagements with youth and use of post-arrest diversion resources

Management and Oversight Tools

- **Intergovernmental Agreement with CPS^{1,2}** – governs the structure, selection criteria, and operations of the SRO program
- **SRO selection criteria^{1,2}** – ensure that the right officers are selected for these positions
- **SRO complaint procedures with COPA¹** – ensures that complaints lodged against SROs are routed and investigated in a timely manner

Member Trainings

- National Association of School Resource Officers (NASRO) Initial Training for SROs¹
- CPD/CPS Supplement to NASRO Initial Training^{1,2}
- SRO Annual Refresher Training^{1,2}
- Active Shooter Training¹
- Youth Crisis Intervention Training¹
- Officer Friendly Training¹

Success Measurement and Evaluation Mechanisms

Activity Metrics

- SRO meetings with school officials
- Uses of deflection/referrals rather than arrest
- Commander meetings and other engagement with CPS Principals
- Arrests made on CPS grounds
- Uses of force on CPS grounds
- Number of Officer Friendly sessions conducted

Outcome Metrics

- Calls for service at CPS sites
- Level of crime at CPS sites
- Results of CPS-led surveys of principals, teachers, and students
- Feedback received via Principal Feedback Form
- # of schools inviting Officer Friendly presentations (first-time and repeat)

Evaluation Mechanisms

- SRO Evaluation Committee²
- SRO Annual Report²
- Crime and SRO activity reports^{1,2}
- CPS-driven feedback from principals, students, and teachers¹
- Principal Feedback Form¹
- Audits as needed³
- OCP performance management meetings^{1,2}

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 3B: Community Policing members will deepen engagement with youth through structured engagements

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – *Community Policing Members*

Overview

Outside of school settings, CPD officers have many opportunities to engage with youth to various established programs. Specific high priority youth programs include 1) the Youth District Advisory Committee (YDAC), which give young people a voice in District operations and 2) the Police Athletics and Arts League (PAAL), which creates joint civic, service, athletic, and educational opportunities for youth and police officers. The Department will invest heavily in these programs to ensure they are driving enhanced relationships between participating youth and CPD members.

Day-to-Day Support Mechanisms

Member Tools

- **Community Engagement Management System (CEMS)¹** – document planned community engagements, attendance records, minutes, and other information

Management and Oversight Tools

- **District Advisory Committee (DAC) Bylaws¹** – govern the structure of the DAC and the voting rights of YDAC members
- **CPD/International PAAL Charter¹** – govern the structure and functions of CPD’s PAAL program.
- **Youth Liaison Officer and PAAL coordinator selection criteria^{1,3}** – ensure that the right officers are selected for these positions

Member Trainings

- Leadership Training for YDAC participants and members¹
- Role-Specific Training for Youth Liaison Officers^{1,3}
- PAAL Coordinator Training¹

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of PAAL and YDAC engagements completed
- Geographic distribution of PAAL engagements
- Number of districts with functioning YDACs
- Number of hours of YDAC meetings and trainings

Outcome Metrics

- Number of youth participants in PAAL and YDAC programs (first time and repeat participants)
- Engagement survey results

Evaluation Mechanisms

- OCP performance management meetings^{1,2}
- Surveys of engagement attendees^{1,3}

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

**COMMUNITY ENGAGEMENT:
CULTURE OF
FAIRNESS**



Program 4: Equity

Expectation 4A: All members will exhibit fairness and equity in all interactions

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

Fairness and equity are central to constitutional policing. CPD has invested heavily in policies and training programs to reinforce the importance of procedural justice in all interactions and to ban any form of bias-based policing or racial profiling. To ensure that these principles are reflected in practice, the Department will equip officers with more tools to support their decision making, institute headquarters-level reviews of various investigatory stops, and empower community members to understand their rights when interacting with police.

Day-to-Day Support Mechanisms

Member Tools

- **Investigatory Stop Report¹** – document all investigatory stops by Department members
- **Pre-Call Response Automated Reminders⁴** – support officers with automated reminders via the CAD system about how to demonstrate procedural justice
- **Traffic/Street Stop Tools / Automated Reminders⁴** – support officers with specific job aids related to demonstrating procedural justice during traffic and street stops

Management and Oversight Tools

- **Tactical Review and Evaluation Division (TRED) Reviews of 4th Amendment Stops^{1,2}** – review investigatory stop incidents and recommend individual debriefing points or broader training and policy changes based on incident reviews
- **Annual Public Awareness Campaign^{1,2}** – enable community members to understand their rights during police interactions

Member Trainings

- Procedural Justice 1, 2, and 3 Trainings¹
- Constitutional Policing In-Service Training²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Outreach efforts related to Public Awareness Campaign
- Number of TRED reviews and debriefing points related to 4th Amendment Stops
- Use of automated reminders

Outcome Metrics

- Number of sustained complaints of racial profiling or other bias-based policing
- Uses of force by demographic group
- Public Awareness Campaign reach metrics
- Post-contact survey results

Evaluation Mechanisms

- Post-contact surveys³
- Body-worn camera audits regarding procedural justice⁴
- Use of Force Demographic Analysis²
- BIA Annual Review of Complaints of Bias³

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 4B: All members will interact appropriately with marginalized populations

Relevant Members:

- All Sworn Members
- Civilian Members
- Supervisors
- Specialized Positions – All Specialized Positions

Overview

Department members encounter a diverse set of community members each day. Many populations have historically had difficulty accessing police services in a manner that sufficiently meets their needs. Such affinity populations include religious minorities, individuals with limited English proficiency (LEP), individuals with disabilities, and members of the lesbian, gay, bisexual, transgender, or queer (LGBTQ) community, among many others. The Department is rolling out a series of new policies and trainings to ensure that members of these populations receive equitable police services. The plan below identifies how these will be put into place in practice.

Day-to-Day Support Mechanisms

Member Tools

- **Language interpretation services**^{1,3} – maintain contract with a language interpretation provider to support members who encounter LEP individuals
- **Translated versions of documents**^{1,3} – translate key documents and policies into multiple languages for LEP communities
- **Job aids**³ – create checklists and other job aids to equip officers with best practices in encounters with various affinity populations

Management and Oversight Tools

- **Language Access Plan**² – identify key elements of the Department’s plan to support LEP communities
- **Americans with Disabilities Act (ADA) Plan**² – identify key elements of the Department’s plan to maintain compliance with the ADA and support individuals with disabilities

Member Trainings

- Gender-Based Violence Training²
- Sexual Misconduct Training²
- Training on new impartial policing policies²
- Disability Training Bulletins^{1,2}
- Integration of impartial policing concepts into all Department trainings^{1,3}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Response time for LEP calls for service
- Number of requests by CPD members for ADA-related support
- Use of Language Line services

Outcome Metrics

- Number of sustained complaints of racial profiling or other bias-based policing
- Post-contact survey results

Evaluation Mechanisms

- Post-contact surveys³
- Use of Force Demographic Analysis²
- BIA Annual Review of Complaints of Bias³

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Program 5: Diversion and Deflection

Expectation 5A: Sworn members will use diversion for select low-level narcotics offenses

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

CPD has implemented a Narcotics Arrest Diversion Program in nine of the City’s 22 police districts. Under this program, individuals arrested in the pilot districts for possession of one gram or less of a controlled substance or other drug paraphernalia are screened for eligibility for the Narcotics Arrest Diversion Program. Eligible arrestees, with their consent, are then directed to a Department-approved addiction counselor, who will then further refer the arrestee to a Department-approved treatment provider or social service agency in lieu of criminal charges.

Day-to-Day Support Mechanisms

Member Tools

- **CLEAR Arrest Report Application¹** – document screening and eligibility of arrestee for the diversion program

Management and Oversight Tools

- **Log of Persons Referred to the Narcotics Arrest Diversion¹** – enable supervisors to document arrestees diverted to the program; list then aggregated by the Bureau of Patrol

Member Trainings

- Roll call trainings on Narcotics Arrest Diversion Program¹

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of individuals diverted by district
- Number of individuals not diverted who could have been diverted

Outcome Metrics

- Number of individuals with future police contact following diversion
- Repeat arrests

Evaluation Mechanisms

- Formal evaluation of Narcotics Arrest Diversion Program³
- Trend analysis by Bureau of Patrol²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 5B: Sworn members will divert arrested youth away from criminal justice system when permissible

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions, School Resource Officers

Overview

CPD will identify and develop opportunities to divert arrested youth away from further criminal justice system involvement, where feasible and appropriate. These individuals will instead be prioritized for access to social services and other interventions outside of the criminal justice system. The Department will also ensure that arrested youth are correctly processed in accordance with their rights (e.g., ensuring that they receive a Juvenile Miranda Warning, parents are notified, etc.).

Day-to-Day Support Mechanisms

Member Tools

- **New form(s) to document youth interactions²** – document engagements with youth and use of post-arrest diversion resources

Management and Oversight Tools

- **Finalized Interactions with Youth policy** – memorialize expectations of CPD member interactions with youth, including opportunities for diversion²
- **Daily Log of Juveniles Taken Into Custody¹** – document juveniles arrested each day

Member Trainings

- eLearning modules on processing juveniles²
- 2023 in-service training on youth interactions²
- Roll call training regarding diversion options²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of individuals diverted
- Number of individuals not diverted who could have been diverted
- Resources most commonly used for diversion
- Communication of attorney visitation rights for each juvenile arrested
- Efforts to contact parents following arrest for each juvenile arrested
- Adherence to interrogation requirements for any youth interrogation (e.g., Juvenile Miranda Warning)
- Frequency of restraints applied during juvenile arrests, and reasons for application

Outcome Metrics

- Number of individuals with future police contact following diversion
- Repeat arrests

Evaluation Mechanisms

- Formal program evaluation³

¹ *Existing Item* – some version of this item is already in place

² *Short-Term Focus* – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ *Medium-Term Focus* – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ *Long-Term Focus* – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 5C: Sworn members will use alternatives to arrest for individuals in crisis

Relevant Members:

- All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions, Certified CIT Officers

Overview

Individuals experiencing a mental health crisis often require treatment rather than arrest or incarceration. For this reason, the Department has stated in its directives that members are expected to identify opportunities to use alternatives to arrest for individuals who may be experiencing a mental health crisis. The City also established a pilot program called Crisis Assistance Response and Engagement (CARE), which provides additional non-police resources to further support the Department's responses to mental health-related calls for service.

Day-to-Day Support Mechanisms

Member Tools

- **Emergency department alternative destinations**¹ – provide members with alternative drop-off locations for individuals in crisis
- **District resource guides**^{1,3} – provide officers with a list of community-based organizations that can provide support to individuals in need
- **CARE Pilot**^{1,2} – provide additional resources to CPD members and other first responders in their response to mental health calls for service

Management and Oversight Tools

- **CIT District Operations and Community Support (DOCS) Teams**^{1,2} – provide follow-up support and resources for individuals who are chronically the subject of mental health calls for service

Member Trainings

- Basic Crisis Intervention Team (CIT) training^{1,3}
- Refresher CIT training^{1,3}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of individuals deflected
- Number of individuals not deflected who could have been deflected
- Percentage of calls using alternate response model via CARE pilot
- Member actions documented on CIT report forms
- Number of referrals made to social service providers

Outcome Metrics

- Number of individuals with future police contact following deflection
- Repeat arrests

Evaluation Mechanisms

- Formal evaluation of CARE pilot²
- CIT DOCS program evaluation³

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

**OPERATIONAL EXCELLENCE:
CULTURE OF
SAFETY**



Program 6: Body-Worn Camera / In-Car Camera

Expectation 6A: All sworn members will activate body-worn and in-car cameras

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

Body-worn cameras (BWC) and in-car cameras (ICC) are vital accountability and safety mechanisms, both for officers and community members. BWC footage allows members to document their actions and provides them with an opportunity to learn from prior experiences. For these reasons, it is critical that BWC and ICC are activated and de-activated at the correct times during an incident. The value of the footage decreases if parts of an incident are not captured. The Department therefore expects that members activate and de-activate their body-worn cameras at the right times.

Day-to-Day Support Mechanisms

Member Tools

- **Pre-Call Response Automated Reminders⁴** – support officers with automated reminders via the CAD system about when they should activate their camera
- **Process for on-camera articulation of reasons for late activation¹** – expectation that members will explain any late activation on camera for accountability and recordkeeping purposes

Management and Oversight Tools

- **BWC/ICC video randomization systems²** – provide Watch Operations Lieutenant (WOL) in each district with random footage each day they review for any deficiencies and take corrective action as needed
- **Checklist to support WOL reviews of footage²** – guide and document the WOL’s review of random footage
- **BWC/ICC inventory management process and software¹** – ensure that every officer that should have a camera is assigned one that is operable
- **Video storage software¹** – ensure footage is retained for the required length of time and can be accessed when needed

Member Trainings

- Training on use of body-worn cameras¹
- Training for Watch Operations Lieutenants (WOL) on reviewing footage²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of BWC/ICC video reviews completed
- Timeliness of BWC/ICC reviews
- Timeliness of BWC/ICC replacement when needed
- Hours of BWC footage created by officer
- Number of disciplinary and non-disciplinary corrective actions related to improper BWC/ICC usage

Outcome Metrics

- BWC/ICC activation compliance for different situations (e.g., TRR’s, stops, etc.)

Evaluation Mechanisms

- Audit Division series on BWC/ICC³
- Body-Worn Camera Evaluation Committee^{1,2}
- Unit-Level BWC Activity Report¹
- Tactical Review and Evaluation Division (TRED) quarterly and annual reports¹
- Equipment and technology audit²

¹ *Existing Item* – some version of this item is already in place

² *Short-Term Focus* – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ *Medium-Term Focus* – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ *Long-Term Focus* – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Program 7: De-Escalation

Expectation 7A: All sworn members will prioritize de-escalation

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

Department members routinely encounter hostile and dangerous circumstances and individuals. The skill of de-escalation is vital to ensuring the safety of Department members, bystanders, and offenders themselves. Members must make every possible effort to avoid using force unless it is necessary, reasonable, and proportional based on the totality of the circumstances. This page describes the tools that CPD will utilize to institutionalize and engrain the practice of de-escalation.

Day-to-Day Support Mechanisms

Member Tools

- **Tactical Response Report (TRR) forms**¹ – enable members and supervisors to document efforts made to mitigate the need to use force
- **Investigatory Stop Report**¹ – allow members to document the circumstances of stops, which in some cases can lead to use of force
- **Foot Pursuit Event Log**² – allow members to document the circumstances of foot pursuits, which in some cases can lead to use of force
- **First Aid Kits**¹ – enable officers to immediately render aid if force used
- **Pre-Call Response Automated Reminders**⁴ – support officers with automated reminders via the CAD system about the importance of de-escalating volatile situations

Management and Oversight Tools

- **Tactical Review and Evaluation Division Reviews**^{1,2} – headquarters-level review of pointing, foot pursuit, use of force, and investigatory stop incidents to determine training, policy, or individual development needs
- **De-escalation award**³ – incentivize and reward tactical excellence and effective use of de-escalation techniques

Member Trainings

- Annual in-service use of force curriculum^{1,2}
- Recruit use of force curriculum^{1,2}
- Certifications for de-escalation, firearms, and other force options^{1,2}
- Supervisory use of force curriculum^{1,2}
- Law Enforcement Medical and Rescue Training (LEMART)¹
- Constitutional Policing in-service training²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Use of de-escalation tactics and narrative explanation
- TRED debriefing points about whether de-escalation tactics articulated in TRR narrative
- Number and quality of documentation of ISRs
- Foot pursuit metrics
- Pointing metrics
- Delivery of medical aid following use of force incidents

Outcome Metrics

- Number of TRRs completed
- Number of firearm discharges
- Taser, Oleoresin Capsicum (OC), and Impact Weapons usage metrics
- Number sustained complaints for excessive use of force
- Foot pursuits and pointing incidents that do not result in uses of force
- Demographic analysis of use of force incidents

Evaluation Mechanisms

- Use of Force Annual Report²
- Use of Force Demographic Analysis²
- CPD Annual Report^{1,2}
- Use of Force Dashboard^{1,2}
- Foot Pursuits and Firearm Pointing Dashboards^{1,2}
- City Annual Litigation Report^{1,2}
- CompStat^{1,2}

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 7B: All sworn members will learn from use of force incidents

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

CPD takes use of force incidents seriously and aims to ensure that involved officers thoroughly documented their actions and adhered to policy throughout the incident. For these reasons, the Department has established the Tactical Review and Evaluation Division (TRED), which thoroughly reviews documentation and body-worn camera footage from all reportable use of force incidents, as well as other related incidents such as pointing incidents and investigatory stops. This unit will also review all foot pursuit incidents, not just those related to a use of force incident, in the future. This unit provides debriefing points for involved members when appropriate and makes broader recommendations for policy and training changes if needed. This creates a culture of organizational learning that is vital to CPD's continued transformation.

Day-to-Day Support Mechanisms

Member Tools

- **Tactical Response Report – Investigation form¹** – ensures that supervisors review each use of force incident and take corrective action if needed prior to TRED review
- **Debriefing points from TRED reviews of uses of force and related incidents¹** – provide members with actionable opportunities for improvement in future situations

Management and Oversight Tools

- **TRED Staffing and Equipment Needs Assessment^{1,2}** – ensure TRED has sufficient resources to conduct incident reviews
- **TRED reviewer selection criteria¹** – ensure that the right officers are selected for these positions
- **Force Review Board (FRB)¹** – cross-functional body that reviews all incidents involving deadly force

Member Trainings

- Training for TRED personnel¹

Success Measurement and Evaluation Mechanisms

Activity Metrics

- District-level supervisory debriefings and interventions (prior to TRED review)
- Days taken per TRED review
- Number of TRED debriefing points made to individual officers
- Number of changes proposed by TRED and implemented to policy and training
- Number of FRB meetings
- Timeliness of FRB meetings

Outcome Metrics

- Number of TRRs by officers who received prior debriefing points from TRED
- TRED review backlog
- Number of sustained complaints for excessive use of force

Evaluation Mechanisms

- TRED quarterly and annual reports¹
- Foot Pursuits and Firearm Pointing Dashboards^{1,2}
- TRED supervisory dashboard²
- Audit of TRED debriefing points²
- Use of Force Annual Report²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Program 8: Crisis Intervention Team Model

Expectation 8A: All sworn members will de-escalate in situations involving mental health crises when safe and feasible

Relevant Members: **All Sworn Members** **Civilian Members** **Supervisors**
 Specialized Positions – All Specialized Positions, Certified CIT Officers

Overview

CPD often responds to calls for service involving individuals who might be experiencing a mental health crisis. These situations can at times be volatile and require skill and support to ensure that they are successfully de-escalated whenever safe and feasible. The Department will continue to equip members with training and tools to help members de-escalate these challenging situations.

Day-to-Day Support Mechanisms

Member Tools

- **CIT Report Form**¹ – used to document member actions taken in responding to crisis-related calls for service
- **Tactical Response Report (TRR) forms**¹ – enable members and supervisors to document efforts made to mitigate the need to use force

Management and Oversight Tools

- **CIT Documentation and Response Evaluation Form**² – documents headquarters-level review of CIT reports by members of the Crisis Intervention Unit, including any opportunities for improvement in documentation and response

Member Trainings

- Annual in-service use of force curriculum^{1,2}
- Basic CIT training^{1,3}
- Refresher CIT training^{1,3}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- De-escalation tactics documented in TRRs
- De-escalation tactics documented in CIT Reports

Outcome Metrics

- Percentage of crisis intervention calls involving use of force
- Percentage of TRRs completed that involve individuals in crisis

Evaluation Mechanisms

- TRED quarterly and annual reports¹
- Monthly audit of CIT Reports by CIT DOCS team²
- Use of Force Annual Report²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 8B: All sworn members employ appropriate resources to resolve crisis intervention situations

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions, Certified CIT Officers

Overview

Situations involving individuals experiencing a mental health crisis can be complex and fluid. In these situations, it is imperative for Department members to leverage available resources, including non-CPD resources where appropriate, to ensure a safe resolution for the individual in crisis, involved CPD members, bystanders, and other first responders.

Day-to-Day Support Mechanisms

Member Tools

- **District resource guides**^{1,3} – provide officers with a list of community-based organizations that can provide support to individuals in need
- **CIT District Level Strategies**^{1,3} – engagement and resourcing plans for each district to address community mental health needs
- **Mental Health Incident Notice**¹ – documentation provided to caller or other relevant individuals regarding available social services
- **CIT Report Form**¹ – used to document member actions taken in response to CIT calls for service
- **Crisis Assistance Response and Engagement (CARE) Pilot**^{1,2} – provide additional resources to CPD members in their response to mental health calls for service

Management and Oversight Tools

- **CIT District Operations and Community Support (DOCS) Teams**^{1,2} – provide follow-up support and resources for individuals who are chronically the subject of mental health calls for service
- **CIT Officer selection criteria**¹ – ensure that the right officers are selected for these positions
- **CIT Officer Implementation Plan**² – data-driven approach to determining allocation of certified CIT officers by district and watch
- **CIT Refresher Training Records Application**² – ensure that only officers who are up to date on required CIT trainings are prioritized for response to mental health calls

Member Trainings

- Basic CIT Training^{1,3}
- Refresher CIT Training^{1,3}
- Crisis Intervention In-Service Course²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Metrics related to implementation of district level strategies
- Percentage of calls using CARE pilot
- Member actions on CIT Report form
- Number of referrals made to social service providers
- Distribution of Mental Health Incident Notices
- Refresher training compliance of certified CIT officers
- Percentage of mental health calls responded to by certified CIT officer

Outcome Metrics

- Number of repeat calls for service
- Number of crisis intervention calls
- Percentage of crisis intervention calls involving arrest
- Percentage of crisis intervention calls involving ER transport

Evaluation Mechanisms

- CIT Dashboards^{1,3}
- Monthly audits of CIT Reports and OEMC Event Codes by CIT DOCS²
- Evaluation of CARE pilot²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

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**OPERATIONAL EXCELLENCE:
CULTURE OF
ACCOUNTABILITY**



Program 9: Complaint Intake

Expectation 9A: All members will fulfill their duty to report misconduct by other CPD members

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

All CPD members, sworn and civilian, have a duty to report misconduct if observed. To institutionalize this habit, the Department will equip members with tools and training to ensure that they understand how and where misconduct can be reported.

Day-to-Day Support Mechanisms

Member Tools

- **Anonymous reporting website¹** – enable Department and community members to submit complaints or reports of misconduct anonymously directly to the Civilian Office of Police Accountability (COPA)

Management and Oversight Tools

- **Disciplinary actions for sustained complaints of retaliation¹** – ensure that retaliation is known to be unacceptable in the Department

Member Trainings

- Department-wide Accountability Training²
- Department-wide anti-retaliation training^{1,2}
- Anti-retaliation training for recruits^{1,2}
- Anti-retaliation training for supervisors^{1,2}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Level of discipline for sustained complaints of retaliation
- Number of disciplinary actions for failure to report misconduct
- Level of discipline for failure to report misconduct

Outcome Metrics

- Number of submissions via anonymous reporting website
- Number of complaints of retaliation
- Percentage of all complaints submitted by CPD members
- Results of satisfaction surveys

Evaluation Mechanisms

- Bureau of Internal Affairs (BIA) Quarterly and Annual Reports¹
- Audit Division review of members' experiences with complaint submission³
- Intake and Investigation Process Satisfaction Surveys²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Expectation 9B: All members will equip community members to report complaints

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

To ensure an effective system of accountability for CPD members, community members must be familiar with the process of submitting complaints. Department members, in turn, must understand and implement the processes for accepting and routing complaints to ensure that all complaints receive a thorough, fair, and timely investigation. CPD members are expected understand these processes and ensure that community members are equipped to submit complaints if they have them.

Day-to-Day Support Mechanisms

Member Tools

- **Anonymous reporting website¹** – enable Department and community members to submit complaints or reports of misconduct anonymously directly to the Civilian Office of Police Accountability (COPA)
- **Other complaint intake mechanisms¹** – understand phone numbers, email, mail, and physical locations at which complaints can be submitted and the process by which complaints are routed

Management and Oversight Tools

- **Annual Public Awareness Campaign^{1,2}** – enable community members to understand their rights during police interactions and how to submit complaints
- **Uniform standards¹** – require members to ensure star numbers are visible and readily provided to community members, even if for purposes of filing a complaint
- **Integrity tests on complaint intake process³** – ensure that members are adhering to complaint intake protocols and that corrective action is taken if they are not

Member Trainings

- Department-wide accountability training²
- Uniform standards training video¹
- Recruit and pre-service promotional training^{1,3}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Outreach efforts related to Public Awareness Campaign
- Level of discipline for discouraging filing of complaints
- Number of integrity tests conducted on complaint intake process
- Actions taken based on integrity test results

Outcome Metrics

- Number and types of complaints received
- Awareness campaign reach metrics
- Geographic/census tract distribution of complaints
- Time gap between date of incident and date of complaint submission
- Traffic directed to BIA website via educational materials
- Number of complaints alleging CPD members discouraged filing of complaint
- Results of satisfaction surveys
- Results of integrity tests

Evaluation Mechanisms

- BIA Quarterly and Annual Reports¹
- Intake and Investigation Process Satisfaction Surveys²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Program 10: Misconduct Investigations

Expectation 10A: BIA members and Accountability Sergeants will ensure fair investigative outcomes

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – BIA Investigators, Accountability Sergeants

Overview

For the City and the Department’s accountability processes and misconduct investigations to maintain credibility, they must be fair to all involved parties. To ensure fairness, the Department will prioritize ensuring that there are no conflicts of interest between those investigating the misconduct and either the complainant or the individual against whom the complaint was lodged. Transparency about the investigative process in the form Administrative Summary Reports will also incentivize a fair process.

Day-to-Day Support Mechanisms

Member Tools

- **Conflicts of interest attestation in Case Management System**¹ – used to confirm and document that investigators do not have a conflict of interest
- **City’s complaint mediation program**^{1,2} – provide an additional venue and opportunities for parties to resolve issues

Management and Oversight Tools

- **Confidentiality agreements for Bureau of Internal Affairs members**¹ – require investigators to maintain strict confidentiality about their work, thereby enhancing integrity of the process
- **Administrative Summary Reports**^{1,3} – public summary of each complaint, investigative efforts, and outcomes to provide transparency about misconduct investigations

Member Trainings

- Accountability Sergeant onboard and annual refresher training²
- BIA Investigator onboard and annual refresher training²
- Department-wide accountability training²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of conflicts of interest identified (pre-investigation and during investigation)
- Percentage of BIA members with signed confidentiality agreements
- Number of ASRs published
- Timeliness of ASR publication
- Outreach and educational efforts regarding mediation program

Outcome Metrics

- Investigation outcomes by demographic group
- Disciplinary outcomes
- Grievance proceedings data
- Results of satisfaction surveys
- Number of individuals opting for mediation

Evaluation Mechanisms

- BIA Quarterly and Annual Reports¹
- BIA Annual Audit^{1,3}
- Intake and Investigation Process Satisfaction Surveys²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

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Expectation 10B: BIA members and Accountability Sergeants will ensure thorough misconduct investigations

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – BIA Investigators, Accountability Sergeants

Overview

For the City and the Department’s accountability processes and misconduct investigations to maintain credibility, the investigations must be thorough. The Department will ensure thoroughness of misconduct investigations by investing in the technology needed to track and maintain documentation, thoroughly documenting investigative actions, and conducting command-level reviews of completed investigations.

Day-to-Day Support Mechanisms

Member Tools

- **Case Management System**¹ – software application used to document and navigate the full investigative process
- **Investigative Files Documentation**¹ – reports, forms, and other documentation related to misconduct investigation steps

Management and Oversight Tools

- **Command Channel Review**¹ – command staff review of completed investigations and recommended penalties
- **Accountability Sergeants and BIA Investigator selection criteria**^{1,3} – ensure that the right officers are selected for these positions

Member Trainings

- Accountability Sergeant onboard and annual refresher training²
- BIA Investigator onboard and annual refresher training²
- Department-wide accountability training²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Timeliness of retrieval of perishable data (e.g., private security footage)
- Timeliness of Command Channel Review

Outcome Metrics

- Results of satisfaction surveys

Evaluation Mechanisms

- BIA Quarterly and Annual Reports¹
- BIA Annual Audit^{1,3}
- Audit of completeness of investigative documentation³
- Intake and investigation process satisfaction surveys²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

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Expectation 10C: Command Staff and BIA members will ensure timely misconduct investigations

Relevant Members:

- All Sworn Members Civilian Members Supervisors
 Specialized Positions – BIA Investigators, Accountability Sergeants

Overview

For the City and the Department's accountability processes and misconduct investigations to maintain credibility, the investigations must be timely. The Department will ensure timeliness of misconduct investigations by ensuring that the Bureau of Internal Affairs (BIA) is provided the necessary resourcing, including staffing, technology, and equipment, to ensure that it can manage investigative processes to achieve key targets for the timeliness of complainant outreach, initiation of preliminary investigation, determination of initial findings, and others.

Day-to-Day Support Mechanisms

Member Tools

- **Case Management System**¹ – software application used to document and navigate the full investigative process, including specific features to highlight and manage timeliness benchmarks

Management and Oversight Tools

- **BIA Equipment and Staffing Needs Assessment**² – data-driven approach to identifying resource needs for BIA to complete its investigations in a timely and thorough manner

Member Trainings

- Accountability Sergeant onboard and annual refresher training²
- BIA Investigator onboard and annual refresher training²
- Department-wide accountability training²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- BIA staffing levels
- BIA equipment inventories
- Caseload per BIA investigator and Accountability Sergeant

Outcome Metrics

- Size of investigation backlog
- Results of satisfaction surveys
- Timeliness benchmarks for various investigative process steps, as set forth in consent decree

Evaluation Mechanisms

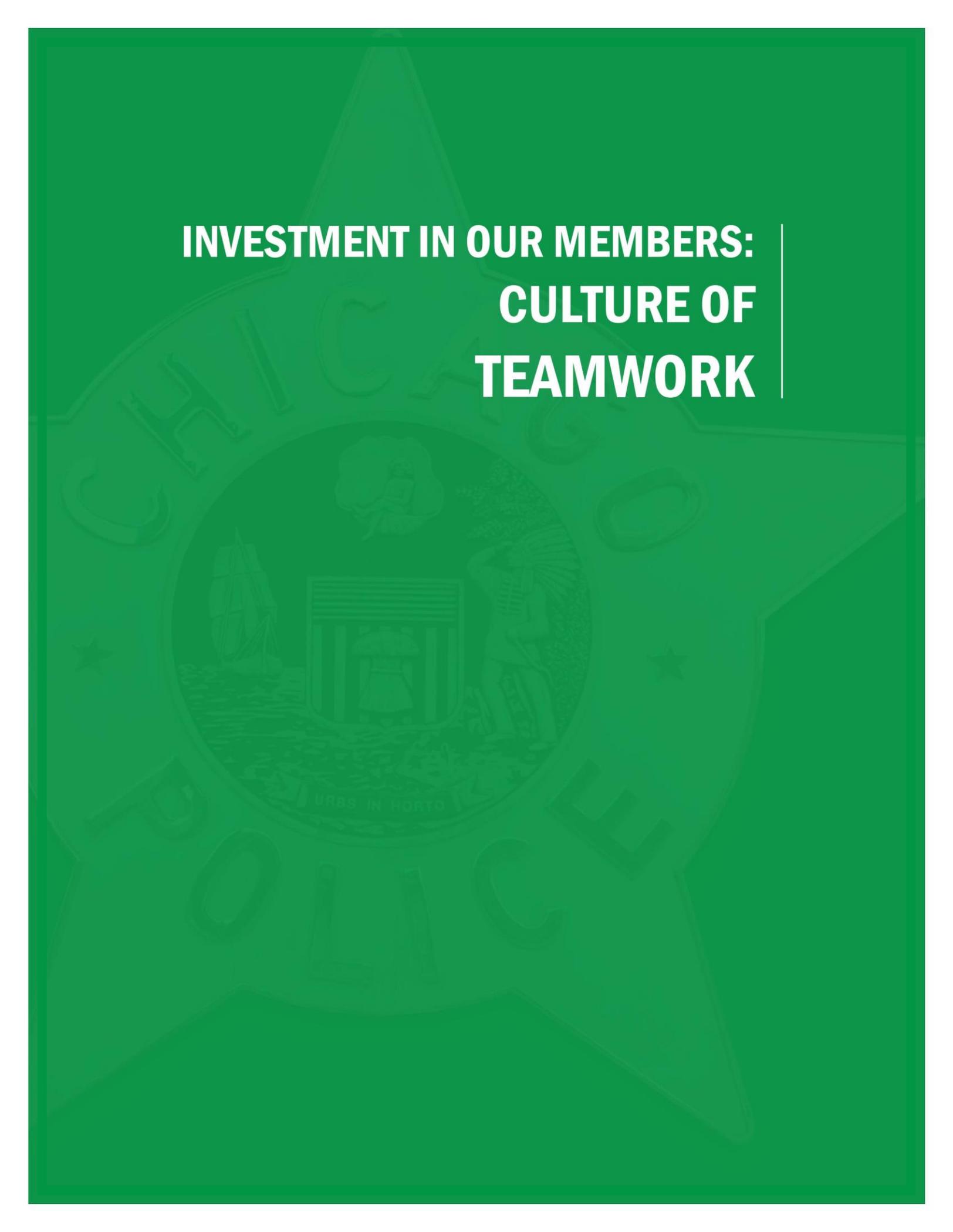
- BIA Quarterly and Annual Reports¹
- BIA Annual Audit^{1,3}
- Audit of timeliness of investigations⁴
- Intake and investigation process satisfaction surveys²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

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**INVESTMENT IN OUR MEMBERS:
CULTURE OF
TEAMWORK**

Program 11: Unity of Command / Span of Control

Expectation 11A: All members will build healthy working relationships

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

To enhance supervision, the Department will change its core staffing model in Patrol operations to achieve the principles of Unity of Command and Span of Control (UoC/SoC). Unity of Command means that the same Sergeant should supervise the same officers each day; Span of Control means that no Sergeant should supervise more than 10 officers on a given shift. The idea of this model is to provide greater consistency of supervision, will enables supervisors to better coach and mentor their subordinates and improve their overall performance. This program is currently being piloted in the 006th district.

Day-to-Day Support Mechanisms

Member Tools

- **Day-off group and furlough selection process¹** – establishes day-off schedules that are consistent for members of a given team to improve consistency of supervision

Management and Oversight Tools

- **Staffing model for UoC/SoC²** – define the number of officers and Sergeants required in each district to maintain UoC/SoC
- **Equipment and staffing needs assessment for each district²** – based on personnel requirements, define equipment and resource needs for each district
- **Watch schedule sheets^{1,2}** – determination of schedules and team assignments day-to-day by district leadership and administrative staff
- **Attendance & Assignment (A&A) system¹** – track attendance each day and whether officer worked with assigned supervisor
- **Watch application²** – determine team assignments within the district

Member Trainings

- Command staff training on UoC/SoC staffing model²
- Supervisory and PO training on UoC/SoC model²
- Administrative training on data entry, watch sheets, and A&As²
- Inspired Leadership training for supervisors²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Average percentage of days on duty in compliance with requirements of unity of command by officer
- Average percentage of days in compliance with requirements of span of control by team

Outcome Metrics

- Results of officer and supervisor surveys
- Response times for calls for service
- Radio Assignments Pending (RAPs)

Evaluation Mechanisms

- UoC/SoC Dashboard²
- UoC/SoC Evaluation Committee^{1,2}
- Annual Audit^{1,2}
- Surveys to assess officer and supervisor satisfaction^{1,3}

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

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Program 12: Supervisors as Leaders

Expectation 12A: All supervisors will set high standards for teamwork and performance

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions

Overview

The Department is currently developing a revamp of its Performance Evaluation System (PES). CPD and the Office of Public Safety Administration (PSA-HR) have developed new performance dimensions and an accompanying policy, training, and IT system that will enable supervisors to document more robust and real-time evaluations of their subordinates. This program has not yet been introduced in any districts, but will roll out as a pilot in the 006th district once the district consistently demonstrates UoC/SoC.

Day-to-Day Support Mechanisms

Member Tools

- **Performance Evaluation System**² – application to document and track all members’ performance evaluations, day-to-day performance notes, and improvement plans

Management and Oversight Tools

- **Supervision award**⁴ – incentivize and reward effective supervision
- **Performance evaluations as an input into promotions decisions**⁴ - over the long-term, utilize insights from performance evaluations as an additional input into promotions

Member Trainings

- Inspired Leadership training for supervisors²
- Pre-Service Promotional Training^{1,2}
- In-Service Supervisor Training^{1,2}
- PES Training for Supervisors²
- PES Training for Members²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Timeliness of performance evaluation completion
- Number of Performance Improvement Plans (PIPs) generated
- Number of monthly observation reports completed
- Timeliness of response to notifications of required actions (e.g., follow-up on a PIP)
- Average length of entries in narrative fields
- Number of ongoing / informal debriefings with subordinates
- Number commendations and/or informal praise delivered and documented

Outcome Metrics

- Distribution of PES ratings
- Results of surveys
- Percentage of evaluations resulting in formal appeals
- PES ratings for newly promoted supervisors

Evaluation Mechanisms

- PES Dashboard²
- Beta testing process prior to full roll-out of PES²
- Audit of PES to confirm data integrity²
- Survey of supervisors and members regarding efficacy of PES³

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

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Expectation 12B: All supervisors will support at-risk team members

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions

Overview

The Department is currently piloting an early intervention system called the Officer Support System (OSS). This program uses data algorithms to identify members who may be at risk for adverse outcomes. Flagged members meet with their supervisor for coaching and mentoring, as well as additional resources or interventions as appropriate. This program has been piloted in the 005th district, and will be introduced in the 006th district once the district consistently demonstrates UoC/SoC.

Day-to-Day Support Mechanisms

Member Tools

- **Officer Support System**² – application to identify members who may be at-risk for adverse outcomes and document actions taken to support them

Management and Oversight Tools

- **Supervision award**⁴ – incentivize and reward effective supervision
- **Officer Support Unit**^{1,2} – provide headquarters-level oversight of process and IT issues related to OSS implementation

Member Trainings

- Inspired Leadership training for supervisors²
- Pre-Service Promotional Training^{1,2}
- In-Service Supervisor Training^{1,2}
- OSS Training for Supervisors²
- OSS Training for Members²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of OSS work items created
- Timeliness of follow-up on OSS work items
- Types of interventions utilized
- Timeliness of review of OSS data on members newly transferred to a district

Outcome Metrics

- Results of member, supervisor, and collective bargaining unit (CBU) surveys on OSS
- Analysis of whether members who received work items ultimately had adverse outcomes
- Analysis of efficacy of OSS-directed interventions

Evaluation Mechanisms

- Survey of members who have received work items from OSS²
- Survey of supervisors and CBUs regarding efficacy of OSS²
- Audit of OSS to confirm data integrity²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027



**INVESTMENT IN OUR MEMBERS:
CULTURE OF
WELLNESS**

Program 13: Peer Support

Expectation 13A: Professional Counseling Division members will lower barriers to officers seeking support

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – Peer Support members

Overview

Chicago police officers and supervisors have a difficult job and are routinely placed in stressful situations. Members often require support to deal with these challenges. While the Department believes that it has made considerable progress in addressing the stigma of seeking help, it recognizes that more needs to be done. The Peer Support Program is a critical lever to lower the barriers for members who may need additional support because it allows members to speak with fellow law enforcement personnel, rather than having to go directly to a mental health practitioner. Investing in this program will be crucial for ensuring that members get the help they need.

Day-to-Day Support Mechanisms

Member Tools

- **Peer Support Procedures Manual¹** – document the expectations and role of Peer Support members
- **Peer Support Contact Sheets and Tracking Forms¹** – document actions taken by Peer Support members

Management and Oversight Tools

- **Peer Support Annual Meetings¹** – allow for information sharing and best practices dissemination across Peer Support members
- **Peer Support award¹** – incentivize and reward exceptional Peer Support members
- **Officer Support Plan and Needs Assessment^{1,3}** – provide a long-term strategy and roadmap for the Department’s wellness programs
- **Wellness Communications Strategy²** – inform members of available resource and reduce the stigma of seeking them

Member Trainings

- Training for Peer Support members^{1,3}
- Officer Wellness training for in-service, recruits, and supervisors^{1,3}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of active Peer Support members
- Number of roll call briefings / trainings conducted by Peer Support members
- Number of emergency situations responded to by Peer Support members
- Number of home / hospital / funeral visits by Peer Support members

Outcome Metrics

- Number of members accessing Peer Support services
- Survey results

Evaluation Mechanisms

- Professional Counseling Division Report to Superintendent^{1,2}
- Officer wellness dashboard³
- Confidential survey of officer satisfaction with Peer Support services⁴

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

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Program 14: Clinical Services

Expectation 14A: Professional Counseling Division members will provide timely and accessible services

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – Clinicians

Overview

The Department offers mental health services through a number of licensed, on-staff clinicians assigned to the Professional Counseling Division. These members can be responsive to quickly unfolding events and can provide an initial layer of support for members in need. The Department is also working to identify a long-term partner to provide third-party services for day-to-day, non-emergency needs. This, in addition to expanding the number licensed clinicians on staff, will augment the Department’s capacity and ensure that members have access to reliable and timely services.

Day-to-Day Support Mechanisms

Member Tools

- **Third-party clinical services**^{1,2} – provide members with day-to-day, non-emergency needs, enhancing capacity of CPD clinical staff
- **IT System for Clinicians**^{1,2} – document and manage the work of CPD’s clinical staff

Management and Oversight Tools

- **Clinician certifications**¹ – ensure that CPD’s clinicians are licensed and certified to perform their roles
- **Officer Support Plan and Needs Assessment**^{1,3} – provide a long-term strategy and roadmap for the Department’s wellness programs
- **Wellness Communications Strategy**² – inform members of available resource and reduce the stigma of seeking them

Member Trainings

- Clinician training^{1,3}
- Officer Wellness training for in-service, recruits, and supervisors^{1,3}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Provision of emergency services within 24 hours of request
- Average time from initial call to when appointment offered
- Number of referrals made to third-party for non-intensive day-to-day needs
- Clinician caseloads and capacity

Outcome Metrics

- Survey results
- Supervisory vs. non-supervisory personnel receiving services

Evaluation Mechanisms

- Professional Counseling Division Report to Superintendent^{1,2}
- Officer wellness dashboard³
- Confidential survey of officer satisfaction with clinical services⁴
- Clinician survey⁴

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

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Program 15: Traumatic Incident Stress Management

Expectation 15A: All members will address traumatic incidents promptly

Relevant Members: All Sworn Members Civilian Members Supervisors
 Specialized Positions – All Specialized Positions

Overview

CPD members may experience traumatic incidents in the course of their work. This might include responding to the scene of a homicide, being assaulted by an offender, or being involved in a firearm discharge incident. Members who experience traumatic incident are required to debrief their incident with a member of the Professional Counseling Division through the Traumatic Incident Stress Management Program (TISMP). The TISMP can help members navigate the aftermath of these traumatic incidents and refer them to available support services as needed.

Day-to-Day Support Mechanisms

Member Tools

- **IT application for TISMP**¹ – document and manage referrals of members to the TISMP
- **TISMP Notification Form**¹ – document referrals made to the TISMP

Management and Oversight Tools

- **Officer Support Plan and Needs Assessment**^{1,3} – provide a long-term strategy and roadmap for the Department’s wellness programs
- **Wellness Communications Strategy**² – inform members of available resource and reduce the stigma of seeking them

Member Trainings

- TISMP training for all members^{1,2}
- TISMP training for supervisors^{1,2}
- TISMP training for clinicians^{1,2}
- Officer-Involved Shooting Training Curriculum^{1,2}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of TISMP debriefings completed
- Timeliness of TISMP debriefings
- Number of firearm discharge debriefings
- Breakdown of types of incidents triggering TISMP intervention
- Number of follow-ups flagged for clinicians in TISMP system

Outcome Metrics

- Number of appointments canceled by member or Professional Counseling Division after scheduling
- Survey results

Evaluation Mechanisms

- Professional Counseling Division Report to Superintendent^{1,2}
- Confidential survey of officer satisfaction with TISMP⁴
- Annual Audit Division assessment of TISMP^{1,2}

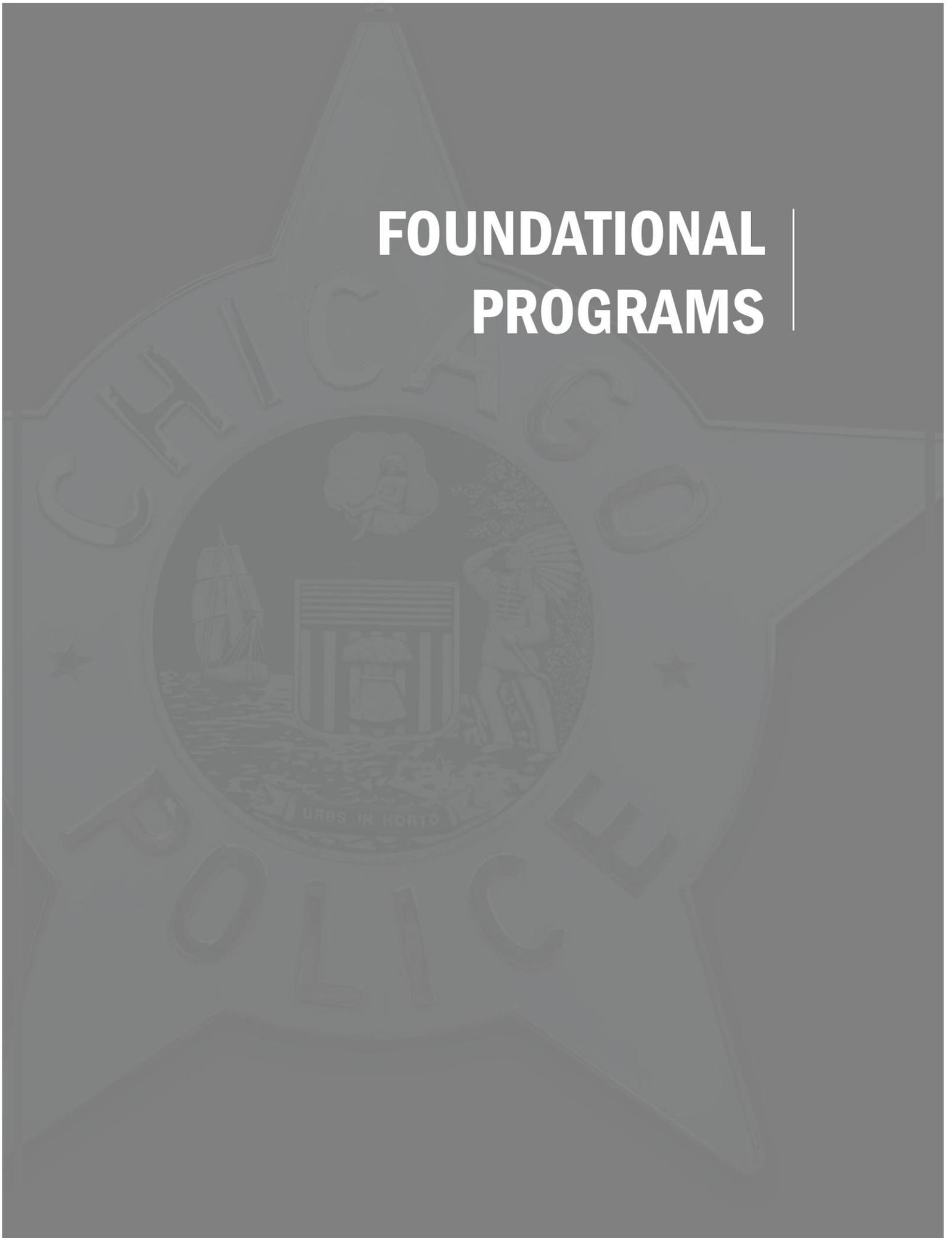
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FOUNDATIONAL PROGRAMS



Program 16: Recruitment

Overview

The Chicago Police Department aims to maintain a diverse workforce that reflects the communities that the Department serves. To ensure diverse and well-qualified members, CPD has established a dedicated recruitment function. The purpose of recruitment is to expand the funnel of potential applicants to the position of police officer. Recruiting the right individuals early in the hiring process will ensure that those selected are likely to embody the standards and cultural norms the Department seeks to implement.

Day-to-Day Support Mechanisms

Management and Oversight Tools

- **Recruitment and Hiring Plan**² – define and plan potential improvements to recruitment and hiring practices (to be developed following the completion of the Recruitment and Hiring Assessment)
- **Recruitment team selection criteria**^{1,3} – ensure that the right officers are selected for these positions
- **Community Engagement Management System (CEMS)**¹ – document planned community engagements, attendance records, minutes, and other information, including for recruiting engagements
- **Media, technology, and marketing campaigns**^{1,2} – drive outreach efforts to diverse communities
- **“Grow your own” programs**¹ – youth mentorship and other programs established by the Department to groom the next generation of potential police officers (e.g., the Chicago Police and Firefighter Training Academy)
- **Customer Relationship Management Software**¹ – application to document and track individuals at various stages of the recruitment and hiring pipeline

Member Trainings

- Recruitment Ambassadors training¹
- “Grow your own” programs training¹

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Outreach activities conducted in various communities
- Number of candidate assistance workshops conducted (e.g., fitness workshops for POWER test preparation)
- Number of “grow your own” program participants

Outcome Metrics

- Reach of media campaigns
- Analysis of diversity by cohort
- Percentage of registered individuals who appear for POWER fitness tests
- Success rate for POWER tests
- Utilization of POWER tools to help prepare candidates for test
- Number of applicants for police officer position
- Number of applications from “grow your own” programs

Evaluation Mechanisms

- Campaign update reports from media partners^{1,2}
- Recruitment reports – applicants by demographics, location, etc.¹
- Recruitment and Hiring Assessment²

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

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Program 17: Hiring

Overview

To ensure a well-qualified and diverse workforce that will embody the future cultural norms of the Department, CPD must ensure that the hiring process is as efficient and streamlined as possible so that candidates can be selected and onboarded in a timely manner. An inefficient hiring process can cause the Department to lose highly qualified applicants to other job opportunities. Therefore, hiring is a critical management lever to ensuring that the right individuals are ultimately selected to become police officers.

Day-to-Day Support Mechanisms

Management and Oversight Tools

- **Recruitment and Hiring Plan**² – define and plan potential improvements to recruitment and hiring practices (to be developed following the completion of the Recruitment and Hiring Assessment)
- **Job Descriptions**^{1,2} – clearly define the role and expectations of police officers based on the Department’s vision for cultural improvement
- **Screening criteria and disqualifying attributes for new recruits**¹ – ensure that the individuals selected to be police officers possess the right skills and abilities
- **Police Officer Entrance Exam**¹ – ensure that the individuals selected to be police officers possess the right skills and abilities
- **Psychological exam and appeals process**¹ – ensure that the individuals selected to be police officers are prepared for the position, and that the Department provides a fair and timely review of the psychological exam if needed
- **POWER test**¹ – ensure that the individuals selected to be police officers possess the necessary physical abilities to perform the job of police officer
- **Background investigations appeals process**¹ – provide fair and timely review of background investigations if an additional review is required
- **Customer Relationship Management Software**^{1,3} – application to document and track individuals at various stages of the recruitment and hiring pipeline

Member Trainings

- Training for background investigators¹

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Length of background investigations
- Outreach efforts to promote transparency about the hiring process for candidates to support candidate preparation
- Frequency of offering Police Officer Entrance Exam
- Frequency of revising selection criteria for police officer position

Outcome Metrics

- Analysis of where people fall out in the process
- Size of Academy classes and demographics
- Percentage of registered individuals who appear for exams and other process steps
- Outcomes of psychological exam and appeals processes
- Outcomes of background investigation and appeals processes

Evaluation Mechanisms

- Recruitment and Hiring Assessment²
- Annual/monthly reporting on hires and attrition¹

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

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Program 18: Onboarding

Overview

The initial onboarding of new recruits into the cultural norms of the Chicago Police Department is critical. This is the Department's opportunity to teach new members what is expected of them and how they can excel as police officers over the course of their career. Therefore, it is vital that the Department maintain a state-of-the-art recruit curriculum, a well-designed Field Training and Evaluation Program (FTEP) for Probationary Police Officers (PPOs), and highly qualified Academy Instructors and Field Training Officers (FTOs) to serve as messengers of the Department's cultural objectives.

Day-to-Day Support Mechanisms

Management and Oversight Tools

- **Academy Instructor and FTO selection criteria**^{1,3} – ensure that the right officers are selected for these positions
- **Instructor performance evaluations**² – ensure that Academy Instructors are meeting standards of performance, including in their training of recruit courses
- **Training Needs Assessment**¹ – systematically determine, based on numerous internal and external inputs, the topics on which Department members, including recruits, require additional or more in-depth training in a given year
- **Training Plan**¹ – based on the Needs Assessment, define how the Department will address training needs each year in its various curricula, including recruit classes
- **ADDIE model**¹ – framework for curriculum development based on Analysis, Design, Development, Implementation, and Evaluation
- **Training Oversight Committee (TOC)**¹ – confirm that curriculum developed is aligned with current CPD policy and reinforces the cultural norms of the Department
- **FTO documentation / reporting**¹ – Daily Observation, Cycle Summary, Final Summary, and Remedial Summary reports that ensure that PPOs are meeting expectations prior to becoming sworn members of the Department
- **Field Training and Evaluation Review Board**¹ – determine course of action for PPOs who are not meeting expectations and performance standards
- **Consolidated records management system**² – track recruit and PPO performance over time through a single system

Member Trainings

- Recruit training courses¹
- Instructor's Academy¹
- Field Training and Evaluation Program¹
- Initial and refresher trainings for FTOs^{1,2}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Adherence to PPO / FTO 1:1 ratio
- Number of recruits trained
- Number of recruits/PPOs disqualified, including disqualifications due to racial/gender/other bias
- Number of instructors evaluated
- Number of instructors removed due to poor performance
- Number of courses evaluated
- Initial and refresher training compliance for FTOs

Outcome Metrics

- Instructor performance evaluation scores
- Course evaluation scores
- Recruit evaluation scores
- Results of recruit problem solving / critical thinking / interpersonal skills integrated exercises
- FTO/PPO survey results
- Testing and knowledge retention scores from courses

Evaluation Mechanisms

- Field Training and Evaluation Program Annual Report to TOC^{1,2}
- Training Division Annual Report to TOC^{1,2}
- Quarterly Surveys of FTOs^{1,2}
- Quarterly Surveys of PPOs^{1,2}
- Audit of completeness and quality of FTO reports³

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

⁴ Long-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2026 and 2027

Program 19: Workforce Allocation

Overview

The Department's approach to allocating new recruits and in-service personnel to various units must be transparent and data-driven. This approach will ensure that each district and area are allocated with sufficient resourcing to deliver exceptional police services to all of Chicago's communities. To ensure that this occurs in practice, the Department will work with outside experts to develop a reliable and flexible long-term staffing model that accounts for Unity of Command/Span of Control (UoC/SoC) and the specialized positions required to execute this Roadmap to Operational Compliance. Over the long-term, the Department will establish a dedicated Workforce Allocation Unit to ensure detailed analysis informs movement and assignment of personnel within the Department.

Day-to-Day Support Mechanisms

Management and Oversight Tools

- **Staffing model for UoC/SoC²** – define the number of officers and Sergeants required in each district to maintain UoC/SoC
- **Staffing models for specialized positions²** – define staffing levels required to adequately perform select functions, such as Certified CIT officers, School Resource Officers, Tactical Review and Evaluation Division reviewers, and others
- **New Workforce Allocation Unit⁴** – manage and analyze allocation of workforce across the City based on data-driven analysis and using the staffing models above

Member Trainings

- Pre-service promotional training on requesting resources^{1,2}
- Training for Workforce Allocation Unit on staffing model⁴

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Adherence to PPO / FTO 1:1 ratio
- BIA Investigator/Accountability Sergeant caseload
- Clinician caseload and number of Peer Support members
- Tactical Review and Evaluation Division backlog
- Number of Academy instructors
- Refresher training compliance of certified CIT officers
- Average percentage of days on duty in compliance with requirements of unity of command by officer
- Average percentage of days in compliance with requirements of span of control by team

Outcome Metrics

- Medical and time off usage
- Radio Assignments Pending (RAPs)
- CIT Response Ratio
- Academy instructor evaluation scores

Evaluation Mechanisms

- Workforce Allocation Unit Analyses / Dashboards⁴

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² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

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Program 20: In-Service Training

Overview

As members progress through their careers at CPD, the Department maintains regular touch points with all members through the in-service training program. As required by the consent decree, all in-service members attend 40 hours of mandatory training per year, and may have to attend additional mandatory or elective training based on the nature of their position in the Department. These courses allow the Department to refresh members on the fundamentals of policing and the core principles that will constitute the future state of CPD’s culture. As such, this training curriculum must be carefully developed and implemented so that it achieves its objectives.

Day-to-Day Support Mechanisms

Management and Oversight Tools

- **Academy Instructor selection criteria**^{1,3} – ensure that the right officers are selected for these positions
- **Instructor performance evaluations**² – ensure that Academy Instructors are meeting standards of performance, including in their training of in-service courses
- **Training Community Advisory Committee**¹ – provide community input in the development of course curriculum
- **Training Needs Assessment**¹ – systematically determine, based on numerous internal and external inputs, the topics on which Department members require additional or more in-depth training in a given year
- **Training Plan**¹ – based on the Needs Assessment, define how CPD will address training needs each year in its various curricula, including its in-service classes
- **ADDIE model**¹ – framework for curriculum development based on Analysis, Design, Development, Implementation, and Evaluation
- **Training Oversight Committee (TOC)**¹ – confirm that curriculum developed is aligned with current CPD policy and reinforces the cultural norms of the Department
- **Training Deviations Notifications**¹ – ensure that members and their supervisors are held accountable for completed required in-service and other trainings

Member Trainings

- Instructor’s Academy¹
- 40 hour annual in-service training requirement¹
- In-service supervisor’s training^{1,2}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Completion rate of in-service training
- Number of absences / deviations from training requirements
- Number of instructors evaluated
- Number of courses evaluated

Outcome Metrics

- Instructor performance evaluation scores
- Course evaluation scores
- Testing and knowledge retention scores from courses

Evaluation Mechanisms

- Training Division Annual Report to TOC^{1,2}

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

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Program 21: Promotions

Overview

To drive cultural change, the Department must ensure that individuals who are promoted to supervisory and command staff positions exhibit the knowledge, skills, and abilities required to instill the expectations in this document throughout the organization. This requires a robust and transparent promotions process.

Day-to-Day Support Mechanisms

Management and Oversight Tools

- **Promotional exams for Sergeant and Lieutenant**¹ – ensure that the individuals selected to be front-line supervisors possess the right skills and abilities
- **Sergeant and Lieutenant promotions implementation plan**² – define and plan potential improvements to recruitment and hiring practices (developed following the completion of the Sergeant and Lieutenant Promotions Assessment)
- **Job descriptions for supervisory positions**^{1,2} – clearly define the role and expectations of supervisors based on CPD’s vision for cultural improvement
- **Captain and Commander selection criteria**^{1,3} – ensure the individuals selected for these high ranking positions are the right people for these positions
- **Performance Evaluation System**² – allow performance evaluations to eventually serve as an additional input into promotional decisions

Member Trainings

- Training for command staff and members regarding promotional processes and criteria³
- Pre-service promotional training^{1,2}
- Command staff member training^{1,3}

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Frequency and timeliness of promotions cycles
- Outreach activities to encourage test taking
- Transparency and communications efforts regarding Captain and Commander selection methods

Outcome Metrics

- Percentage of eligible individuals opting to take promotional exams
- Performance evaluations scores of newly-promoted supervisors
- Analysis of diversity of supervisory ranks

Evaluation Mechanisms

- Reporting on promotions and diversity¹
- Post-exam reporting on results and demographics of test-takers¹
- Sergeant and Lieutenant Promotions Assessment^{1,2}

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

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Program 22: Technology Enhancements

Overview

To measure and analyze all of the metrics identified in the Department’s Roadmap to Operational Compliance, it must have in place systems that streamline data collection and reporting. A state-of-the-art Records Management System will streamline data entry and support data collection across all of the programs identified in this plan. Day-to-day, it will also ease administrative burden on officers by reducing the amount time they are required to spend completing forms, thereby increasing their wellness and job satisfaction.

Day-to-Day Support Mechanisms

Member Tools

- **Records Management System²** – new, state-of-the-art platform that will consolidate CPD forms and other data collection mechanisms into a unified system, driving improved data collection and reporting
- **Workforce Management System²** – consolidated platform to manage CPD’s workforce management tools, which currently exist across multiple siloed systems

Management and Oversight Tools

- **Data Systems Assessment¹** – assessment conducted by Gartner that identified opportunities for improvement to CPD’s current information technology systems
- **Data Systems Plan²** – implementation plan to be developed in response to the completed Data Systems Assessment

Member Trainings

- Training for members on new systems as they are implemented²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of modules of new systems implemented
- Timeliness of implementations
- Number of meetings of Information Systems Development Group (ISDG) to provide input and guidance on implementation
- Number of focus groups or other input received from officers throughout implementation process
- Use of various modules by device (e.g., mobile vs. portable data terminal)

Outcome Metrics

- Survey results
- Results of community engagement on dashboards / reporting

Evaluation Mechanisms

- Information Systems Development Group¹
- Surveys of officer satisfaction with new system³
- Community engagement regarding reporting and data produced by these new systems³
- Audit of data cleanliness for select modules under new systems³

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

³ Medium-Term Focus – assuming dependencies are met and no unforeseen contingencies arise, this item will be prioritized for implementation or enhancement between 2024 and 2025

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Program 23: Community Collaboration on Policy and Training

Overview

Community input and collaboration is vital to the success of the Department’s transformation effort. CPD has established a variety of mechanisms to provide community members and subject matter experts with opportunities to weigh in on Department policies and trainings as they are being developed. These policies and trainings underpin the Roadmap to Operational Compliance; by creating avenues for community input, the Department hopes to foster transparency and build more trusting relationships with community members.

Day-to-Day Support Mechanisms

Management and Oversight Tools

- **Community input team**¹ – new team established in the Office of Community Policing to drive all community input processes
- **Third-party facilitators and notetakers**^{1,2} – provide independent, neutral notes and facilitation of meetings to enhance credibility of community input process
- **Long-term engagement plan for policy input**^{1,2} – establish a roadmap for the solicitation of input on upcoming CPD policy revisions
- **District Advisory Committee and Beat meetings**¹ – provide a regular forum through which community input can be gathered
- **Community engagement assessment framework**¹ – prioritization framework and matrix to determine extent of community engagement to be conducted on a given policy or training topic
- **Training Community Advisory Committee**¹ – provide community input in the development of course curriculum
- **Community Engagement Management System (CEMS)**¹ – document planned community engagements, attendance records, minutes, and other information

Member Trainings

- Training for members of new Community input team²

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of meetings and hours spent on community collaboration
- Number of channels and outreach approaches to promote meetings
- Number of policy and training topics on which engagements conducted
- Timeliness of response from CPD back to community that provided input

Outcome Metrics

- Analysis of engagement attendance and demographic composition
- Survey results from engagement attendees
- Public comment period – quantity and quality of comments received

Evaluation Mechanisms

- Training Division Annual Report to the TOC^{1,2}
- CPD’s reform progress update reports for each monitoring period¹
- Satisfaction surveys of engagement attendees^{1,3}

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Program 24: Leadership and Internal Communications

Overview

To drive an enhanced culture, the Department's leadership and command staff must continue to be highly engaged in the effort. This engagement should take the form of a robust internal communications strategy, which can be used to disseminate key messages regarding recent progress, upcoming changes, and regular communication that reinforces the expectations of members delineated in this Roadmap to Operational Compliance.

Day-to-Day Support Mechanisms

Management and Oversight Tools

- **Internal communications channels**^{1,2} – messages from the Superintendent, Administrative Message Center, CompStat meetings, and other established communication mechanisms
- **Roll call trainings**^{1,2} – brief presentations or announcements conducted at roll call in each district on each watch
- **Supervisory briefings on consent decree issues**² – dedicated briefings specifically about upcoming changes and other consent decree updates
- **Master messaging framework**² – branding, key messages, and themes to be regarding culture change efforts that will be reinforced through various communications channels

Member Trainings

- Recruit training¹
- In-service training¹
- Pre-service promotional training¹
- Command staff training¹

Success Measurement and Evaluation Mechanisms

Activity Metrics

- Number of roll call trainings conducted on upcoming changes
- Number of reinforcing messages from various communication channels
- Number of supervisory briefings conducted on consent decree issues

Outcome Metrics

- Survey/focus group results on efficacy of messaging

Evaluation Mechanisms

- Focus groups on communications and messaging³
- Surveys to determine extent to which message is resonating³

¹ Existing Item – some version of this item is already in place

² Short-Term Focus – this item will be prioritized for implementation or enhancement between 2022 and 2023

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