



DISTRICT STRATEGIC PLANS



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I. PURPOSE

This directive:

- A. describes various district strategic plans that district commanders can utilize to support implementation of the Department's community policing mission and vision.
- B. continues the use of Community Driven Approaches to Crime Reduction Strategic District Plan Progress Report (CPD-21.146)

II. DISTRICT STRATEGIC PLANS

A. The District Strategic Plan Guidelines

1. The District Strategic Plans:

- a. provide a mechanism for districts to involve community members in collaborative problem-solving and strategy development that will be divided into two separate sections:
 - (1) Problem Solving Priorities utilizing the SARA Model, and
 - (2) Community Engagement Priorities.
- b. provide analysis of the underlying conditions or causes that contribute to and prevent the elimination of these emerging and chronic problems.
- c. contain strategies to mobilize Department, City, and other government and non-governmental resources, and the community at large, through the District Advisory Committee (DAC), to address these underlying conditions.
- d. communicate how Department resources, both district and specialized units, are used by the district concerning the identified priority problems.
- e. identify issues to ensure that Department, City, and community resources are being used to their full potential.
- f. identify effective district-level crime-reduction strategies that will be based on reduction of crime and not by the number of arrests, stops, or citations.

2. District commanders are responsible for the analysis, development, approval, implementation, evaluation, and discontinuation of their district-level strategies. The district strategic plan will be:

- a. informed by the community conversations, beat meetings, and DAC members.
- b. based on priority problems identified by the district management team and the community.
- c. maintained, analyzed, or modified as necessary.

3. Documentation of the analysis and development, assessment of progress, and the Department response of the District Strategic Plans will be accomplished by preparing the appropriate sections of the Community Driven Approaches to Crime Reduction Strategic Plan form ([CPD-21.144](#))
 - a. Problem Solving Priorities Utilizing the SARA Model
 - (1) **Scanning**—The Department and the community will identify one to three problems and explain why this is a top priority for their district. Methods may include specific number of calls for service, crime data, and community concerns.
 - (2) **Analysis**—The Department and the community members will explain the problem by describing elements of the problem, including any victims, methods of the offender, and time of day or geographic location. Department members and the community will also identify the root cause of the problem and prevention of problem reoccurring.
 - (3) **Response**—The Department and the community members will describe the approach to priority problems, identify any potential resources to combat problems, and how responses will establish and empower the community to take on a leadership role in solving the problem.
 - (4) **Assessment**—The Department and the community members will decide what metric to focus on to use as the primary measure to evaluate progress for the problem, ensure that any follow-up is conducted, and describe how Department members and the community will know when the problem will be considered "addressed" by using both quantitative and qualitative approaches.
 - b. Community Engagement Priorities
 - (1) Department and community members will list the district's top priority engagements for the year from the below populations:
 - (a) Youth
 - (b) Older Adults
 - (c) Businesses
 - (d) Domestic Violence
 - (e) Affinity groups which include LGBTQI, religious minorities, immigrants, homeless individuals, individual with disabilities, individuals in crisis.
 - (f) Other district engagements that are optional but will list no more than two.
 - (2) Department and community members will list the district point of contact and relate whether this priority has been designated as:
 - (a) **Department Driven**—The Department organizes and hosts the engagement.
 - (b) **Community Driven**—Community organization or community members organize and host the engagement.
 - (c) **Co-Created**—The Department and the community members jointly develop and host the engagement.

- (3) Department and community members will explain why the engagement is a high priority and what role non-community-policing personnel will play in the engagement (watch, tactical/specialized units).

B. District Strategic Plan Process

1. Briefing and Training

Office of Community Policing staff update relevant Department leaders on the strategic plan process and prepare district staff to complete the strategic plan. The Office of Community Policing will provide a yearly update with key stakeholders on the community policing strategic plan, focusing on any changes being made.

2. Community Conversation 1—Gathering Community Input

Each district will host the first of two community input meetings. The first meeting will be structured using the "World Cafe" format, which includes district personnel working with community members to identify crime-reduction priorities and community-engagement goals. Crime-reduction priorities are comprised of two missions (both enforcement and non-enforcement). Community-engagement goals include Department-driven, community-driven, and co-created arrangements.

3. Initial Analysis and Drafting of the Plan Overview

Each district will analyze the information gathering during the first community conversation and use it to draft an outline titled "Plan Overview" of their strategic plan.

4. Community Conversation 2—Soliciting Community Feedback

Each district will host the second of two community meetings. The district will return with their proposed "Plan Overview" and present it to the community for feedback on proposed crime-reduction priorities and community-engagement goals outlined in their plan overview. The meeting will be structured using the "Open Space Technology Format."

5. Editing and Finalizing the Strategic Plan

Each district will then apply the feedback received from the community members during the second conversation and finalize their plans.

6. Office of Community Policing Review

The Commander, the Director, and other members of the Office of Community Policing will review the draft of strategic plans submitted by the districts and provide feedback.

7. Department Review

The District Advisory Committee Chair, the DAC, and Department command staff including, the Chief Bureau of Patrol; Commander, Office of Community Policing; Director, Office of Community Policing; and appropriate Area deputy chiefs, district commanders, and district executive officers will review, provide feedback and approve plans.

8. Plan Overviews are Publicly Posted

The Office of Community Policing will extract relevant information from each district's full plan and create a final plan overview for each district. These plan overviews will be publicly posted on the Chicago Police Webportal so that community members can easily access them throughout the year.

9. Quarterly Reports

Each district will be required to submit a quarterly progress report in order to keep the Office of Community Policing and community members up to date on the progress that each district is making towards crime-reduction priorities and community-engagement goals. Each district will be required to document any additional strategy deployed that was not identified in the district strategic plan and will also provide feedback on the effectiveness of Department resources applied towards their crime-reduction priorities and community-engagement goals, which may include, but not be limited to:

- a. Bureau of Detectives;
- b. Bureau of Counterterrorism;
- c. Community Safety Team (CST);
- d. Critical Incident Response Team (CIRT); and
- e. any other identified Department unit.

C. District commanders will organize and conduct a community conversation, which will:

1. be comprised of the:
 - a. district commander, who will serve as the meeting chairperson.
 - b. district executive officer (XO).
 - c. tactical lieutenant.
 - d. community policing sergeant.
 - e. DAC chairperson.
 - f. watch operations lieutenants, district station supervisors, field supervisors, community members, DAC member(s) or other district personnel identified by the district commander (e.g., district intelligence officers).
 - g. additional resources identified by the district commander, including the community policing area coordinators and area youth services coordinators.
2. identify crime-reduction priorities, community-engagement goals, and other strategies to be incorporated in the development of the district strategic plans.
3. provide a forum to confer and share information for the development, assessment, and monitoring of the district strategic plans.
4. address management issues in relationship to the priority problems identified in the district strategic plans.
5. address community-concern issues.

III. RESPONSIBILITIES

A. The Commander, Office of Community Policing, will:

1. review all drafts and strategic plans submitted to the Office of Community Policing.
2. provide individual feedback to districts on their proposed strategic plan.
3. review and approve all district plans submitted to the Office of Community Policing.
4. brief Department leadership on district strategic plans and quarterly reports.

B. Area deputy chiefs, Bureau of Patrol will:

1. review and approve their respective area's district strategic plan.
 2. ensure that a comprehensive approach is being taken to address broad-based problems that affect the district and area.
 3. ensure that district crossover or area-wide concerns are identified and a comprehensive response is developed.
 4. on a quarterly basis, review district crime-reduction strategies and problem-solving priorities by completing the Community Driven Approaches to Crime Reduction Strategic District Plan Progress Report (CPD-21.146), by ensuring that:
 - a. district level strategies are mitigating the identified problem-solving priorities and crime-reduction strategies by evaluating the metrics identified in the district strategic plan.

EXAMPLE: Examples of identified metrics may include, but not be limited to, reductions in calls for service, reductions in Radio Assignments Pending (RAPs), or reductions in Illinois Uniform Crime Reporting (I-UCR) index crime.
 - b. community engagement goals are sustained by conducting regular activities with the identified target population.
 - c. any crime reduction strategy, problem-solving priority, or community-engagement goal that is not meeting the required mitigation criteria is modified.
 - d. any additional district strategy deployed that was not identified in the district strategic plan is documented on the Community Driven Approaches to Crime Reduction Strategic District Plan Progress Report (CPD-21.146).
- C. The Director, Office of Community Policing, will:
1. review all district-level strategies and provide feedback.
 2. provide individual feedback to districts on their proposed strategic plan.
 3. provide all necessary training regarding district strategic plans.
 4. provide all necessary resources regarding district strategic plans.
- D. District commanders will:
1. ensure the District Advisory Committee reviews and provides feedback on district strategic plans during their monthly meetings as delineated in the Department directive titled "District Advisory Committee (DAC)."
 2. ensure the District Advisory Committee Chair reviews and signs the appropriate section of the Community Driven Approaches to Crime Reduction Strategic District Plan Progress Report (CPD-21.146).
 3. ensure the identification and review of available Department resources and personnel assignments necessary to implement the strategies are readily available, which will include:
 - a. identification of the crime reduction priority or community-engagement goal the Department resource will address; and
 - b. documentation of how the identified Department resource will positively impact the crime-reduction priority or community-engagement goal.
 4. review, provide feedback, and approve district strategic plans.
 5. file, manage, and maintain the district strategic plans documentation.

6. on a quarterly basis, review district crime-reduction strategies and problem-solving priorities by completing the Community Driven Approaches to Crime Reduction Strategic District Plan Progress Report (CPD-21.146), ensuring that:
 - a. district-level strategies are mitigating the identified problem-solving priorities and crime-reduction strategies by evaluating the metrics identified in the district strategic plan.

EXAMPLE: Identified metrics may include, but not be limited to, reductions in calls for service, reductions in Radio Assignments Pending (RAPs), or reductions in Illinois Uniform Crime Reporting (I-UCR) index crimes.
 - b. community-engagement goals are sustained by conducting regular activities with the identified target population.
 - c. any crime-reduction strategy, problem-solving priority, and community-engagement goal that is not meeting the required criteria is modified.
7. document any additional district strategy deployed that was not identified in the district strategic plan on the Community Driven Approaches to Crime Reduction Strategic District Plan Progress Report (CPD-21.146) and forward the form through the appropriate chain of command.

E. District executive officers, tactical lieutenants, watch operations lieutenants, and station supervisors will:

1. develop missions that use the available district personnel consistent with the priority problems identified in the district strategic plans.
2. implement strategies that are consistent with the district priority problems identified in the district strategic plans.

F. District community policing sergeants will:

1. provide to the district commander, prior to the community conversations, a list of priority problems identified at Beat Community Meetings and from Community Concerns and other databases.
2. attend the community conversations and provide input concerning:
 - a. crime-reduction,
 - b. community-engagement goals, and
 - c. identified resources needed to support the district strategic plans.
3. develop strategies that will utilize the resources of the District Community Policing Office.
4. provide the district commander with recommendations to continue, modify, or discontinue the district strategic plans, as necessary.
5. inform community and Department members of the identified priority problems of the district strategic plans.

Authenticated by KC

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21-051 SPC