

2018

CHICAGO POLICE DEPARTMENT

NEXT STEPS FOR **REFORM**







THE CHICAGO POLICE DEPARTMENT is on the road to reform. It's a path from which we refuse to waiver because we are only as effective as the faith you have in us.

Through meaningful reforms, we will make this department better by giving higher quality training and more resources to CPD officers, setting the highest professional standards, and implementing a comprehensive community policing plan.

Last year, we released our original Next Steps for Reform framework that outlined our plan in 2017 to make positive changes and build lasting partnerships with Chicagoans from every neighborhood.

The reforms we made as a result of that plan can be seen in every facet of what we do as an agency.

It can be seen in our new use of force policy, that for the first time in the history of this Department, was formed from input by both police officers and the community during two public comment periods and countless discussions. It's a policy that is built upon the sanctity of life and de-escalation tactics to reduce the intensity of dangerous encounters whenever possible.

It can be seen in our expanded use of Tasers and equipping every officer on regular beat patrol with a body-worn camera - the largest application of its kind in the United States.

It can be seen in the significant investments we have made in technology in some of our most active districts - integrating gunshot detection systems, expanded crime cameras, predictive software, and crime analysts reviewing this data 24 hours a day. It has changed the way we police in Chicago and has led to over a year of sustained reductions in gun violence.

It can also be seen in the work of our Community Policing Advisory Panel or the countless conversations that have taken place between the Department and Chicagoans on how we can work together, united as a city for a common cause.

The list goes on and on...

Now, we have laid out a new plan for 2018 to build upon our achievements.

This year we will ensure that every officer in the Department receives force mitigation training which is at the heart of our new use of force policy.

We will formally launch our Force Review Unit, where leadership will review all cases where force was used and determine how we can better improve our tactics, training and identify any potential issues.

We are emphasizing our Crisis Intervention Training (CIT) program. This is at the core of how we manage service calls that involve individuals who are in a mental health crisis. It will also help officers in the field both identify a person in crisis and respond with Department members who are equipped to handle these sensitive situations and get proper treatment for the individual.

We are putting our revitalized community policing efforts into action. Late last year I officially adopted the recommendations of my Community Policing Advisory Panel, part of which includes creating a new Office of Community Policing that reports directly to me.





As someone who lived in the Cabrini Green housing projects, I know personally how important it is to build strong relationships with the communities we protect and serve.

This office is a priority, and we are currently in the process of fully staffing this office to make it easier for us to engage on a more meaningful level with the community. We are also strengthening our district advisory councils and ensuring that true partnership between the district offices in the community is front and center in our strategy.

Finally, by the end of the year we will pilot an early intervention system for our officers.

The system, which is being developed in partnership with our Department members and the University of Chicago, will allow us to identify problematic behavior before a potential problem occurs - by providing officers with additional supports that are good for them, the department and most importantly, the community.

This early detection and intervention will not only protect the emotional and physical health of our officers, it will also protect the community to ensure that officers are acting professionally in their capacity on the street.

Beyond our labels as police officers, activists, or elected officials, we all share one common label: Chicagoans.

And we all share the same love for this city and want this department to be better for everyone.

Better for the community and better for the police officers who risk their lives every day to keep communities safe. In fact, many of the changes we need to make were identified by police officers themselves.

While there are differing opinions on how to go about implementing these reforms, we share a common end goal: meaningful, tangible, and sustainable positive reform.

I made a promise when I became Superintendent that we will work every day to make this agency better. I plan on keeping that promise.

As we continue to implement these reforms, we will make our city safer because we will have better trained, better equipped police officers and meaningful partnerships with the community. Through this work we will make CPD a department every Chicagoan can be proud to call their hometown police department and we will make it an agency the brave men and women that make up its ranks, deserves.

Sincerely,

Handwritten signature of Eddie T. Johnson in black ink.

Eddie T. Johnson
Superintendent of Police





EXECUTIVE SUMMARY

This 2018 Framework for Reform Plan (2018 Plan) is a progress report on the many initiatives the Chicago Police Department (CPD) is undertaking to address critical police reform issues. This is a long-term process that will continue into the future as the Department engages in a multi-year transformation. Last year, CPD released the first installment of its “Next Steps for Reform” (2017 Plan) which discussed CPD’s 2017 agenda for reform on a wide range of issues including community policing, training, supervision, use of force, technology, and accountability. This document summarizes much of the completed work initiated in the last year and identifies the next stage of CPD’s reform agenda.

The 2018 Plan reflects a continued commitment to broad-based reform. As stated in last year’s plan, many of the problems addressed in this document were years—sometimes decades—in the making and therefore cannot be fixed overnight or in a single year. That said, CPD’s reform efforts in 2016 and 2017 have been accompanied by decreases in complaints (down 9% from 4,787 in 2016 to 4,360 in 2017), officer-involved shootings¹ (down 29% from 63 in 2016 to 45 in 2017) and uses of force² (down 6% from 5613 in 2016 to 5302 in 2017).

CPD is committed to sustainable, long-term reform that will enhance the legitimacy of policing in Chicago to the benefit to all of its residents. In 2016 and 2017, CPD prioritized work in areas which needed to be addressed urgently, or areas that served as a foundation for further reforms. The 2018 Plan continues on several of the projects started in 2017, to ensure these are seen through to completion. In addition, the 2018 Plan lays out a new round of reform projects, which builds on the foundations laid in the past two years and carries progress forward to a new phase.

This document summarizes progress made in 2017 and details commitments for 2018 under four major focus areas:

■ ENHANCED COMMUNITY POLICING

Community policing continues to be a top priority for CPD. The Department’s success depends on sustaining a true partnership with the communities it serves based on trust and legitimacy, and CPD remains focused on its central mission of engaging and collaborating with Chicago residents to solve problems and reduce crime.

As part of the 2017 reforms, the recently-formed Community Policing Advisory Panel (CPAP) issued a [report](#) that challenged CPD to reimagine community policing in Chicago. The Superintendent adopted the panel’s recommendations last October.

Moving forward, the Department is collaborating with CPAP leadership and representatives across Chicago’s communities to reinvigorate community policing, using the CPAP report as a roadmap for progress. As a part of this vision, CPD is undertaking four community policing projects in 2018, including efforts to develop district-specific strategies, strengthen existing partnerships and grow new

¹ **OIS are queried from a completed TRR when a sworn member discharged his/her firearm except for incidents involving accidental discharges and discharges to destroy an animal.**

² **Completed Tactical Response Reports**



ones, and develop a process for gathering community input on community policing policies, among others.

These projects are numbered **1-4** in the [Project List](#) at the end of this document, and are described in detail on pages 9-11.

■ IMPROVED TRAINING CAPABILITIES

Though CPD's Academy has offered in-service training courses for many years, CPD has not had a formalized in-service training program for every Department member. With a renewed focus on in-service training, CPD aims to provide officers with high-quality, relevant training at regular intervals to ensure their skills stay sharp, and training is updated periodically to evolve as Chicago evolves. Officers deserve no less than excellent, accessible, and frequent training.

In 2017 CPD focused on rebuilding its in-service training program from the ground up, starting with a review of best practices from across the country. It rolled out the first training on use of force policy and procedures in many years, and worked to expand its course offerings, including the development of Procedural Justice 3³, a course on implicit bias.

CPD plans to build on the progress made during 2017 by aggressively pushing forward on expanding the quantity and quality of in-service training available to officers. These projects include 16 hours of required in-service training for all officers, a decentralized training cadre which will provide hands on instruction for officers in the districts where they work, and a staffing analysis to ensure the Academy will have the personnel necessary to build up to a 40-hour annual in-service training requirement, which CPD will introduce in phases and be fully launched by 2021.

These projects are numbered **5-10** in the Project List at the end of this document, and are described in detail on pages 12-16.

■ EXPANDED CRISIS INTERVENTION TEAM (CIT) PROGRAM

One of the most difficult tasks officers face is responding to calls involving people who are living with mental illness or experiencing a mental health crisis. In 2017, the Department and the City of Chicago began taking important steps to improve its crisis response through CPD's Crisis Intervention Team program. The primary mission of the CIT Program is to build CPD's competency in addressing mental health needs through improved training as well as enhanced ability to respond to individuals during mental health emergencies.

Improvements made to the program in 2017 included revisions to the 40-hour CIT training curriculum, per recommendations of the National Alliance on Mental Illness Chicago, and an expanded cadre of civilian CIT instructors (bringing the total number to 20).

In 2018, CPD is working to implement several recommendations put forward by a the Mayor's Mental Health Steering Committee, a panel that includes leading researchers in the field, practitioners, and CPD's CIT leadership. These projects include doubling the capacity of the centralized CIT Training

³ DOJ Recommendation H.2.b



Cadre from eight to sixteen instructors; revitalizing the CIT Critical Response Unit (CRU); and establishing a CIT Advisory Group of mental health experts, community health organizations, search entities, and other community-based stakeholders.

These projects are numbered **11-16** in the Project List at the end of this document, and are described in detail on pages 17-19.

■ IMPROVED SUPERVISION AND ACCOUNTABILITY

Consistent and high-quality supervision works hand-in-hand with fair and efficient accountability systems to ensure officers are supported and directed in the field, and are held accountable for any actions that are counter to Department policy. These twin issues are of high importance and urgency to the Department, meaning they were a major focus of work in 2017.

In 2017 CPD reinvigorated the Watch Operations Lieutenant structure in the Bureau of Patrol, worked to standardize accountability procedures and equipped investigators in the Bureau of Internal Affairs with new skills and tools to process cases in a more fair and expeditious manner. CPD also deployed body-worn cameras to all patrol officers across the City—a full year ahead of schedule; published an accompanying training directive that gave clear direction on their use; and promoted additional sworn members to the ranks of sergeant, lieutenant, and captain to ensure increased supervision.

The Department is building on this progress in 2018 through an array of projects that include promoting additional sworn members to supervisory ranks, further improving the field training officer program oversight, and increasing supervisory review in use of force reporting through the newly revised Tactical Response Report.

These projects are numbered **17-22** in the Project List at the end of this document, and are described in detail on pages 20-23.

[Revised Use of Force Policies and Procedures](#)

The sanctity of all human life—both for the communities of Chicago and the women and men of CPD—is the Department’s highest priority. Recognizing the critical importance of that principle to constitutional and effective policing, as well as public safety, CPD strives to ensure its policies and training related to uses of force are current, adhere to constitutional standards and incorporate best practices.

Starting in 2016 and continuing throughout 2017, CPD conducted a comprehensive review and revision of its use of force policies to incorporate best practices, provide clear direction for officers, and prioritize the sanctity of human life. CPD’s policy review included receiving public comment, community perspectives, and officer input.

In 2017, CPD formally issued its revised general order on the use of force ([General Order G03-02](#)), along with several other directives related to the use of force and accountability procedures. CPD also created a Force Review Unit charged with the review of uses of force and Tactical Response Reports.

In 2018, CPD plans to continue hands-on training on these revised policies, allowing officers to practice



handling difficult situations in scenario-based training environments. CPD also will continue its roll-out of the Force Review Unit, an internal team which reviews uses of force to identify areas to improve the Department's training, tactics and policies.

These projects are numbered **23-25** in the Project List at the end of this document, and are described in detail on pages 24-26.

Officer Support and Wellness

CPD has long known that its officers need specialized support to deal with the stressors of the job. The Employee Assistance Program (EAP) has offered a wide range of services to CPD members and their families for many years, but CPD leadership is aware that there is a stigma in the Department about seeking help for handling stress or traumatic experiences. In 2017, CPD sought to better understand its own members awareness and utilization of EAP, and to take steps to overcome the stigma and popularize the resources available.

In 2018, CPD will continue to work to expand EAP resources available to members, fully resource the program, and revitalize its peer support structure.

These projects are numbered **26-28** in the Project List at the end of this document, and are described in detail on pages 27-29.

CONSENT DECREE NEGOTIATIONS WITH THE ILLINOIS ATTORNEY GENERAL'S OFFICE

The United States Department of Justice (DOJ) completed its pattern or practice investigation in January 2017 and at that time signed an Agreement in Principle with the City to negotiate a consent decree that would cover the issues identified during the investigation. Shortly after the change in administrations in Washington, Attorney General Sessions announced that DOJ would no longer be playing a substantial role in ensuring that local law enforcement agencies engaged in constitutional policing.

In August 2017, the City, CPD, and Illinois Attorney General Lisa Madigan announced their shared intention to negotiate a consent decree. Since that time, the City and CPD have been actively cooperating with the Illinois Attorney General's Office (OAG) as it conducts a review of the various issues that were addressed by the DOJ and the Mayor's Police Accountability Task Force (PATF) reports, and negotiates a detailed consent decree with the City and CPD.

The consent decree will build on the reforms that CPD has developed and implemented over the last two years. CPD has engaged in extensive discussions with the OAG about its reforms and plans. The Department views the reforms that are being built into the consent decree as fully consistent with the reforms that have been implemented and that are being developed by CPD and that are outlined in this document.





CONCLUSION

The process of reform is complex and requires consistent effort and support from strong leadership. Organizational transformation does not occur overnight. Leaders are required to establish a clear set of goals and objectives to promote commitment and enthusiasm across the organization so that the hard work necessary for reform is done. CPD is aware of what it will take to achieve success and is committed to working collaboratively with members of the Chicago community to create meaningful and sustainable reform. This process includes providing regular updates on these reform efforts through a public-facing scorecard. The Department fully expects to make significant progress in 2018 regarding the reform measures outlined in this document. In so doing, public safety will be enhanced, public trust will be increased, and the work of police officers will be made safer and more effective. The women and men of the Department, and the residents of Chicago's communities, deserve no less.





INTRODUCTION

The Chicago Police Department (CPD) has adopted and is implementing this 2018 Next Steps for Reform to continue its efforts to ensure sustainable, constitutional, and effective policing in the City of Chicago. Last year, CPD completed almost 30 reform projects ([see a summary here](#)) that stretched across all bureaus, including focused efforts in community policing, training, supervision, use of force, technology, and accountability.

The 2018 Next Steps for Reform (2018 Plan) describes the progress achieved in 2017, builds on the tasks CPD has completed to date on these issues—including matters identified by the [Police Accountability Task Force \(PATF\)](#) and the [United States Department of Justice \(DOJ\)](#)—and provides a roadmap for the advances and improvements CPD is working on in 2018, and beyond. While the Department fully implemented some reforms in 2017 and early in 2018, many projects require additional planning and deployment of significant resources. CPD is committed to the projects identified here in the 2018 Plan. Much progress has already been made on this work, and CPD will work to ultimately provide regular updates on its progress through a public-facing scorecard.

As noted in last year's report, the men and women of CPD are the Department's most valuable asset, without whose support and commitment the Department could not achieve the objectives outlined here. They perform a difficult and dangerous job every day, a job that often requires them to make split-second, life-and-death decisions based on limited information, and to make enormous sacrifices to serve the residents of Chicago's neighborhoods. The Department also recognizes that constitutional policing, effective crime-fighting strategies, and community engagement go hand-in-hand. The reforms outlined in the 2018 Next Steps for Reform are necessary to combat crime, improve the quality of policing, build trust with members of the community, ensure accountability, and provide for the safety and well-being of all residents and officers.

The following pages detail the progress CPD achieved in 2017, and provide a detailed description of the 2018 reform projects found in the [2018 Next Steps for Reform Project List](#).





ENHANCED COMMUNITY POLICING

One of CPD's top priorities for 2018 and beyond, is to reinvigorate community policing in Chicago and ensure that it serves as the foundation for CPD's crime-fighting efforts.

CPD's renewed dedication to community policing started in 2016. Following the [Police Accountability Task Force \(PATF\) Report recommendations](#) and before the publication of the [Department of Justice \(DOJ\) Report recommendations](#), Superintendent Eddie Johnson established the Community Policing Advisory Panel (CPAP). CPAP is a strategic planning group led by academic experts in community policing, members of CPD Command Staff, and Chicago community leaders.

■ 2017 COMMUNITY POLICING PROGRESS

CPD completed the following items related to community policing in 2017:

Gathered community input: CPAP members gathered input from a variety of representatives, including Chicago community residents, youth leaders, organizational stakeholders from faith- and community-based organizations, representatives from other major metropolitan law enforcement organizations (including New York and Los Angeles), DOJ, PATF, and the Grassroots Alliance for Police Accountability (GAPA). CPAP conducted several meetings, including sessions with residents, and reviewed survey results returned by community members and Department members of various ranks.

Published report: In October, CPAP issued its [report](#) (CPAP Report), which contained recommendations for improving CPD's community engagement efforts. The report's recommendations were adopted in their entirety by Superintendent Johnson.

Restructured Office of Community Policing: At the direction of the Superintendent, and in response to the CPAP recommendations, CPD restructured its community policing organizational structure moving the Office of Community Policing (OCP) from the Bureau of Patrol to the Office of the Superintendent. This organizational change allows for more cross-bureau oversight and reinforces the principle that effective community engagement is a Department-wide responsibility and not solely the responsibility of the Bureau of Patrol.

Distilled recommendations into project plans: OCP and the newly formed Office of Reform Management—tasked with managing all reform projects—converted the CPAP Report recommendations into specific projects to implement community policing strategies.





■ 2018 COMMUNITY POLICING COMMITMENTS:

Building on these steps, CPD aims to complete the following initiatives in 2018 related to community policing:

1. **Develop and Implement Updated Department-Wide Community Policing Strategies**

CPD seeks to ensure all Department members understand and practice an updated community policing philosophy reflecting the core principles of community engagement, problem-solving, trust, and respect. CPD is committed to its goal of the community and CPD feeling better partnered and more mutually engaged.

In 2018, the OCP plans on reviewing current and developing, publishing, and implementing renewed OCP and Bureau-level community policing strategies.⁴ The OCP also plans on developing and releasing a community policing problem-solving best practices guide and roll call training video. To advance its efforts, the CPD plans on assessing the OCP's staffing needs and reorganizing the OCP, ensuring optimal operational performance which includes incorporating additional sworn and civilian Department members⁵.

2. **Develop and Implement Updated District-Level Community Policing Strategies⁶**

CPD also seeks to have the necessary resources and opportunities for police-community relationships, problem-solving, and building mutual trust and respect with the community at the District level. CPD is committed to community and Department members experiencing increased trust, partnership, and engagement.

The OCP plans on accomplishing these outcomes by reviewing existing District-level plans, and developing, publishing, and implementing renewed District-level community policing strategies.⁷ CPD will provide District Community Policing offices with the staffing levels necessary to properly implement updated community policing strategies. The OCP will accomplish this by assessing current staffing levels and integrating additional sworn and civilian CPD members into District Community Policing offices.⁸

CPD seeks to establish, publish, and implement a uniform selection process for officers assigned to District Community Policing offices and those assigned to Chicago Public Schools as school officers.⁹

One of the core commitments of the OCP is selecting a broad group of community representatives willing to introduce new police officers to their district of assignment.¹⁰ By incorporating these District Community Liaisons¹¹ into updated District-level community

policing efforts, CPD hopes newly assigned officers will be better orientated to their service areas; more familiar with their neighborhood leaders, residents, and businesses; and provided

4 CPAP Sec. II: D3, D5

5 CPAP Sec II: D6

6 CPAP Sec II: A, C, D

7 CPAP Sec II: C, pg 19, D5, C1-C6

8 CPAP Sec II: D6

9 CPAP Sec II D9

10 CPAP Sec II A1

11 DOJ Recommendation H.1.c



with a “mentor” during the initial months of their assignment with the aim of building stronger relationships of trust.

The OCP is dedicated to ensuring every District has a functioning District Advisory Council that is properly supported and operating within the standards set forth by the CPD’s updated community policing philosophy and which reflects the core principles of community engagement, problem-solving, trust, and respect.¹²

3. **Develop Partnerships and Collaborations with the Community**¹³

One of CPD’s goals in 2018 is to establish renewed partnerships and collaborations that result in a reinforced relationship between CPD and the community, and renewed problem-solving approaches to community concerns. CPD aims to ensure the community feels better able to contribute to CPD’s success in lowering crime and reducing violence.

To achieve this goal, CPD plans on facilitating partnerships with existing networks, especially those related to youth and families, particularly through schools (e.g. CPS Office of Family and Community Engagement; Student Outreach and Re-engagement (SOAR) Centers, Archdiocese of Chicago).¹⁴ CPD also intends on establishing a process for facilitating partnerships with other City Departments liaisons and sister agencies¹⁵ and developing a process for gathering community input on community policing policy.¹⁶

4. **Develop Interactive Community Policing Technology**

CPD remains focused on using technology to support its efforts for more effective community policing efforts. OCP and the Bureau of Technical Services are developing a web-based community policing technology to enhance CPD’s ability to monitor the implementation of community policing recommendations. This community policing resource will allow for direct engagement with the community and serve as a portal to convey community concerns.¹⁷

CPD is devoting significant resources to its commitment of renewing community policing efforts. The Mayor and City Council provided necessary support for CPD’s commitment to community policing by approving a \$3 million increase in the OCP’s 2018 budget over 2017. This increase helps fund 30 additional personnel, including community organizers, domestic violence advocates, youth service coordinators, area coordinator managers, and an information services coordinator. CPD is eager to undertake these initiatives and is confident its commitment will promote to a renewed relationship with the community.

¹² CPAP Sec II D7

¹³ CPAP Sec II A, B, F

¹⁴ CPAP Sec II B, pg. 17

¹⁵ CPAP Sec II F2

¹⁶ CPAP Sec II A2

¹⁷ CPAP Sec II G



IMPROVED TRAINING CAPABILITIES

As acknowledged in the 2017 Plan, expanded and improved training is critical to ensure that officers have the tools and guidance necessary to perform their jobs, stay safe, protect the civil rights and liberties of members of the community, and make certain that needed reforms are implemented and sustained.

Since 2017, CPD has made significant progress in the development of improved training resources for police officers. Following an intensive review of its training function, CPD is now implementing a set of comprehensive reforms that affect all aspects of training.

As discussed above, CPD is training all sworn personnel in the Department on force mitigation principles. These are skills and tactics that teach officers to use only the amount of force necessary to stop a threat and to ensure safety and reduce the potential of serious injury to both civilians and officers alike. In addition, the 16-hour Force Mitigation course focuses on teaching CPD members about the unique challenges presented by individuals with mental health illness, using live scenario-based training. In 2017, CPD expanded the availability of existing 16-hour scenario-based Force Mitigation training (developed in 2016) to two shifts and doubled the number of instructors available.¹⁸

In 2018, CPD will recruit and train additional instructors and add a third shift to facilitate a full roll-out of the scenario-based Force Mitigation training to the Department. By the end of 2018, all sworn personnel will have completed the Force Mitigation course.

■ 2017 TRAINING PROGRESS:

CPD completed the following items related to training in 2017:

Executed 4-Hour Use of Force training: Developed a 4-hour course on use of force that stresses force mitigation and sanctity of life, which was based on the updates to CPD's Use of Force policies and administered to all 12,000 sworn Department members and all 200 Civilian Detention Aides between June and September 2017.¹⁹

Created decentralized training cadre: Launched a decentralized training cadre, consisting of supervisors and officers, who can provide training during roll calls or during a short portion of an on-duty shift. This cadre delivered two training modules to almost all district-based officers in 2017: a review of the new Use of Force policies and force options, and an overview of the Employee Assistance Program (EAP).

Revised recruit curriculum:²⁰ Updated the recruit curriculum to conform to new Illinois Law Enforcement Training Standards Board (ILETSB) mandates and adding hours to other courses in the curriculum. In total, the Training Academy curriculum now consists of 936 hours of available material, far in excess of the Chicago metropolitan area police requirements (720 hours) and the state-mandated amount (560 hours).

¹⁸ DOJ Recommendation A.1.d

¹⁹ DOJ Recommendation A.1.d

²⁰ DOJ Recommendation C.1.a



Revised Force Mitigation curriculum: The Force Mitigation curriculum was revised to align with ILETSB requirements and officer current training needs. CPD is in the process of administering the course in 2018 to more than 9,000 officers who have not previously received this training.²¹

Designed In-Service Training Program:²² Researched best practices of in-service training programs across the country, and designed an annual in-service training plan that will be rolled out in phases and fully operational by 2021. (Find an outline of the training plan here.);

Executed FTO refresher training: In 2017, all FTOs received their first annual refresher training in several years.²³ After conducting focus groups and receiving input from current FTOs, CPD's Training Academy restructured the pre-service FTO training into a two-week curriculum, plus an additional one week of crisis intervention training for FTOs who were not already certified. In January 2018, new FTO classes began receiving this revamped training.

Developed Procedural Justice 324 (Implicit Bias) training course: Working with outside subject matter experts, the Academy developed curriculum for the third installment of the procedural justice course, Procedural Justice 3, which addresses implicit bias. The Academy is in the process of recruiting and training instructors for this course and expects to launch it by summer 2018.

- **Started overhaul of Field Training Program:**²⁵ In 2017, the Superintendent committed to overhauling CPD's FTO Program. In previous years, FTOs were often partnered with more than one probationary police officer (PPO) at a time during field training cycles. The Superintendent directed CPD to strive for "one-on-one" training ratio, i.e., one PPO (trainee) assigned to one FTO (field training officer) at a time. CPD made the following changes to the FTO program in 2017:

Executed FTO Supervision Changes:²⁶ CPD also is making changes to FTO supervision. Starting in 2017, each district designated one sergeant on each watch and one district lieutenant to serve as supervisors overseeing the Field Training Program in each district. In 2018, CPD will develop sergeant and lieutenant training relevant to their FTO supervisory responsibilities to ensure consistency across CPD's Field Training Program.

Re-distributed program administration responsibilities: In 2017, the transfer of responsibilities for the FTO program oversight moved from the Academy to the Bureau of Patrol; this ensures proper allocation of FTO's within districts and assignment to PPO's.

Revamp of FTO training curriculum: Through focus groups and best practice analysis of other comparable departments' FTO training programs, the Academy consolidated the five-week FTO training curriculum to three weeks: two weeks focusing on mentoring and training concepts, and one week of C.I.T. training.

²¹ DOJ Recommendation A.1.d

²² DOJ Recommendation C.1

²³ DOJ Recommendation C.1.c

²⁴ DOJ Recommendation H.2.b

²⁵ DOJ Recommendation C.1.c

²⁶ DOJ Recommendation C.1.c



■ 2018 TRAINING COMMITMENTS

Building on these steps, CPD aims to complete the following initiatives in 2018 related to training:

5. **Develop Elective Courses for the 40-Hour In-Service Training Requirement**²⁷

CPD has committed to a robust in-service training requirement that will be phased in over the course of the next four years. By 2021, all CPD officers will be required to complete 40 hours of in-service training annually. CPD is rolling out the mandatory training hours in phases, with 16 hours of training required in 2018; 24 hours in 2019; 32 hours in 2020; and 40 hours in 2021.

Ultimately, the 40-hour requirement will consist of a mix of mandatory and elective courses. CPD is developing relevant elective courses to allow officers to tailor training to individual needs.

6. **Develop the 2019 In-Service Training Plan**²⁸

In 2019, the Department is committing to a required 24 hours of training to all sworn members. The Department will develop a mandatory 16-hour course that will focus on various subject areas relevant to an officer's every day job with an emphasis on topics of high importance that require frequent refresher training. This course will touch on use of force policies, force mitigation and de-escalation principles, impartial and constitutional policing, and mental health awareness. This course will also incorporate scenarios to reinforce sound tactics. Sworn members will be given the option to complete the remaining 8 required hours of training by taking an elective course. Elective course options may include but are not limited to: LEMART²⁹ (Law Enforcement Medical and Rescue Training), Procedural Justice, and Firearms. For 2019 and beyond, the Academy will continue to assess and consider input and recommendations from various sources, including officers, internal review teams, community partners, legal experts, oversight agencies and others. This will help ensure that CPD members receive the training they need to effectively and safely enforce the law.

The Procedural Justice training program has been offered in three installments and in 2017 CPD developed the curriculum for Procedural Justice 3 which addresses Implicit Bias. CPD will continue to provide Procedural Justice 1, 2, and 3 training to all officers, supervisors, and command staff. All officers are required to complete the entire Procedural Justice training series by the end of 2020. This course along with other electives will fulfill the 8 hours of training electives in 2018 and 2019.

CPD's Training Oversight Committee ([Special Order S11-11](#)) will oversee the development of CPD's in-service training curriculum development, including helping identify relevant elective course options.³⁰ The Training Oversight Committee is comprised of leadership from various bureaus including the Bureau of Patrol, the Bureau of Internal Affairs, the Bureau of Organizational Development and others. This provides a holistic, Department-wide view on training needs and helps ensure in-service training courses address necessary and applicable topics.

²⁷ DOJ Recommendation C.1.d

²⁸ DOJ Recommendation C.1.d

²⁹ DOJ Recommendation A.1.h

³⁰ DOJ Recommendation C.2.a



7. Utilize Decentralized Training to Bring Training to Officers in the Field

For many years, most CPD training has taken place at the Training Academy, the Education and Training Division's Near North facility, or at Headquarters. However, CPD recognizes that training resources should not be limited to those offered in the Academy locations but also should be provided where officers work. This saves officers time, allows them rapid deployment back to the street following coursework, and helps maximize the usage of space across the city. To that end, CPD has recruited and trained a cadre of 19 officers and supervisors experienced in patrol and tactics to provide training in the CPD districts. In 2017, CPD's Decentralized Training Cadre received 40-hours of instructor training, i.e., the "Instructor's Academy," to become ILETSB certified instructors.

The training cadre will deliver frequent instruction on various topics at roll call and during tours of duty to ensure officers remain up to date on relevant issues.

8. Review of Academy Staffing Needs³¹

In 2018, CPD will assess its current and potential capacities as well as existing roles and resource availability, with the goal of better understanding future Training Academy staffing needs. This will allow the Training Academy to prioritize its hiring needs, instructor training needs, and optimize capacity of training facilities.

9. Develop an Instructor Evaluation Tool³²

To improve the quality of instruction, the Academy will establish a consistent process to evaluate instructors and maintain proper documentation of performance history. This will allow the Academy to recognize instructors who demonstrate excellence in teaching, and provide the opportunity to further coach instructors who need to improve. CPD will develop and implement an instructor evaluation tool to ensure that the Academy retains qualified training instructors and identifies training opportunities for those that need improvement.

10. Recruit Sufficient Number of FTOs to Achieve 1:1 FTO/PPO Ratio

The goal of a one-to-one FTO-to-PPO ratio is to enhance the quality of PPO training by allowing FTO officers to focus on mentoring only one PPO at a time. To attain this goal, CPD sought and received budgetary approval to increase the number of permanent budgeted FTOs by 100 full-time positions in 2018, bringing the total number of budgeted full-time FTOs to 322. These FTOs will be trained and deployed in the first half of 2018.

Despite the increase in the FTO budget, the current surge in recruit hiring means these 322 total FTOs will not be sufficient to achieve a one-to-one ratio in 2018. To address this challenge and demonstrate its commitment to PPO training, CPD began, and will continue, to recruit and train officers to "act up" (temporarily serve in a different role at a higher pay grade) in the FTO position through the remainder of the hiring surge. After the hiring surge has ended, the 322 permanent budgeted FTO positions will be sufficient to maintain a one-to-one ratio during normal hiring levels, without utilizing "acting up" FTOs.

³¹ DOJ Recommendation C.2.b

³² DOJ Recommendation C.2.b



The mission of CPD's training program is to promote the skills, knowledge, and abilities CPD officers need to demonstrate the courage, confidence, character, and mental competency required to appropriately manage emergent situations while protecting the public.

EXPANDED CRISIS INTERVENTION TEAM (CIT) PROGRAM

Since 2016, CPD has initiated improvements to its Crisis Intervention Team (CIT), a cadre of officers specially trained and equipped to respond to calls involving individuals experiencing a mental health crisis. In 2017, CPD worked with representatives from the Mayor's Mental Health Steering Committee (MHSC), a community-based group formed to promote a comprehensive strategy to address calls for service that have a mental health component, to develop an action plan for 2018 and beyond. CPD continues to implement the MHSC's recommendations.

■ 2017 CIT PROGRESS

CPD completed the following items related to CIT in 2017:

- **Updated the CIT curriculum:** Based on recommendations made by the National Alliance on Mental Illness Chicago (NAMI) and other stakeholders, CPD made revisions to its 40-hour Basic CIT training and began to offer the training to Department members.
- **Started efforts to reinvigorate the CIT Program:** CPD began adding resources to a pre-existing CIT Program to more effectively enable it to accomplish its primary mission: improving CPD's capacity to appropriately and competently respond to calls for service that have a mental health component.

■ 2018 CIT COMMITMENTS

Building on these steps, CPD aims to complete the following initiatives in 2018 related to CIT:

11. Establish the CIT Program in the Bureau of Patrol

In 2018, CPD will implement a significant restructuring of the CIT Program. Previously, the CIT Program resided in the Academy, within the Bureau of Organizational Development. CPD is relocating the CIT Program to the Bureau of Patrol to better coordinate the CIT Program operational components with day-to-day police services. With this organizational change, the CIT Program will operate as a centralized unit for all matters related to CPD's mental health-related responses, protocols, training and community engagements.



12. Revise, Enhance and Expand CIT Program Training³³

CPD is currently providing CIT training using the curriculum revised in 2017. There are approximately 20 civilian role players in the CIT training program—mental health professionals, people with lived mental health experience, and people who have experienced mental health crises in their family. CPD continues to partner with the Office of Emergency Management and Communication (OEMC), NAMI Chicago, and various other community stakeholders to provide mental health awareness and de-escalation training for dispatchers and call-takers.

In 2018, CPD has continued to offer the basic 40-hour in-service CIT training course to CPD officers. These training classes increased the number of CIT-trained officers within the ranks of CPD to approximately 2,488. While CIT training is voluntary for police officers, it has been designated as a mandatory component of pre-service training for FTOs and sergeants. The goal is to broaden the skill base provided to frontline officers as well as ensuring proper supervision of these complex and critical events.

Moving forward, CPD will develop and begin to offer additional training in the form of Advanced CIT for Youth and Advanced CIT for Veterans (both 40-hour modules), with the focus on the specific types of mental health issues that occur more frequently in youth and veterans.

13. Expand Collaborative Partnerships to Support and Enhance CPD's Mental Health Response³⁴

In 2018, CPD will form a "CIT Advisory Group" consisting of community-based stakeholders, which will review CIT Program data, policies, procedures, training, and diversion options. The CIT Advisory Group will seek to include members of mental health advocacy organizations, research entities, private hospitals, healthcare organizations, governmental emergency services and legal stakeholders. The CIT Advisory Group is currently being developed with full implementation expected in late 2018. Through the implementation of the CIT Advisory Group, CPD will work towards improved collaborations on mental health responses from all relevant agencies in the City of Chicago and Cook County as well as improving the Department's mental health responses. Once it is formed, the CIT Advisory Group will also make recommendations for ongoing updates and revisions to all CIT-related training curricula in 2018.

14. Institute District Mental Health Resource Officer (MHRO) Program as a Decentralized Function of the CIT Program

CPD is currently developing the Mental Health Resource Officer (MHRO) Program, a decentralized component of the CIT Program. Districts will receive an MHRO based on the number of mental health-related calls in that district. The District MHRO will be responsible for carrying out the overall mission and responsibilities of the CIT program at the district level. The MHRO will serve as a liaison between the CIT Program Coordinator, district-specific mental-healthcare providers, community-based social support services and the District Commanders regarding CIT services at the district-level. CPD is currently piloting the MHRO role in the 19th District and gathering data for purposes of future deployment of MHROs in other districts.

³³ DOJ Recommendation A.4.a, A.4.b, A.4.c, A.4.f

³⁴ DOJ Recommendation A.4.i



In 2018, CPD will draft an order for the MHRO program and create a plan to expand the MHRO program into new districts, prioritized by need, in future years.

15. Evaluate the CIT Program Data to Enhance CPD's Mental Health Response³⁵

In 2017, the Mental Health Steering Committee recommended that CPD implement a data-management strategy to collect and aggregate CIT and mental-health data. To better distinguish CIT data from other calls, the CIT Program Coordinator is working with the Office of Emergency Management and Communication leadership to improve the identification, dispatch, and coding of calls for service that have a mental health component. CPD also is developing a data-management strategy to process the data being generated by CIT activities.

16. Resource the CIT Program for Long-term Sustainment³⁶

To achieve the goal of long-term sustainment of the CIT Program, CPD added two sergeants and four police officers to the existing CIT Program staff. In 2018, CPD plans to add eight more police officers, bringing the total staffing of the CIT Program to one lieutenant, two sergeants, and sixteen police officers.

The CIT Program staff responsibilities consist of;

- a. *training Department members on CIT principles;*
- b. *establishing an aggregate citywide system for data collection, review, and evaluation of CPD mental health-related calls for service and response;*
- c. *developing mental health-related response strategies;*
- d. *recruiting CIT officers;*
- e. *conducting roll call training and mental health awareness initiatives; and*
- f. *ensuring real-time support and increased capacity for Department members responding to mental health-related calls.*

CPD will continue to improve its proficiency to appropriately respond to individuals during mental-health emergencies through work with the Mental Health Steering Committee and other public and private agencies. In 2018 and beyond, the CIT Program will remain committed to building partnerships with community service providers to bolster CPD's mental health responses.

³⁵ **A.4.g, A.4.h**

³⁶ **DOJ Recommendation A.4.a, A.4.d, A.4.e,**



IMPROVED SUPERVISION AND ACCOUNTABILITY

In 2017, CPD made aggressive investments to address needs in supervision and accountability. These twin topics are core tenets of CPD's reform efforts, and thus were each a major focus in 2017.

■ 2017 SUPERVISION AND ACCOUNTABILITY PROGRESS

CPD completed the following items related to Supervision and Accountability in 2017:

- **Increased the number of supervisors:** In 2017, CPD exceeded the stated goal of the 2017 reform plan and added 214 sergeants, 70 lieutenants, 7 captains, 270 detectives and 119 FTOs. CPD's hiring plan continues to emphasize the objective of providing effective supervision of new officers, along with day-to-day guidance and feedback. In 2018, CPD will continue to add to these ranks and ensure its officers are adequately supervised in the field, including 100 new detective slots and 75 supervisory positions (approved in the 2018 budget).
- **Required Watch Operations Lieutenant oversight on every shift:** The Watch Operations Lieutenant fulfills a critical supervisory role in each CPD District, and personally oversees, manages, and directs the operations of a watch (a shift in a given unit), including response and crime prevention strategies consistent with plans established by the district commander. In the past, the Watch Operations Lieutenant role was not always staffed during every shift. In 2017, CPD issued a directive ([Special Order S03-03-03](#)) mandating that the position of Watch Operations Lieutenant be staffed across all shifts throughout CPD. The directive establishes a process for ensuring that this position is always filled. The Watch Operations Lieutenant is also tasked with ensuring compliance with CPD policies and procedures for the use of body-worn cameras.
- **Field Officers in All 22 CPD Districts Now Use Body-Worn Cameras:**³⁷ In 2017, CPD issued its policy on body-worn cameras (BWCs), ([S03-14](#)). This policy follows the requirements of the Illinois Officer-Worn Body Camera Act and Commission on Accreditation for Law Enforcement Association (CALEA) standards. CPD is committed to using BWCs as a tool for improving the quality and reliability of investigations and increasing transparency. Currently, field officers in district law enforcement have been trained on and are using BWCs.

CPD's BWC policy specifies how to use a BWC, including the initiation of recording, its deactivation, and prohibited conduct regarding a BWC. The policy also establishes the responsibility of supervisors for implementing the BWC policy.



- **Updated Officer-Involved Shooting and Officer-Involved Death policy** Changes in Illinois law and the scope of IPRA/COPA's investigative authority regarding officer-involved shootings or officer-involved death necessitated an update to CPD's relevant policies ([General Order G03-06](#), [General Order 03-02-03](#)). CPD revised its policy, and established the Investigative Response Team³⁸ within the Bureau of Detectives.³⁹
- **Delivered relevant detective training to Bureau of Internal Affairs (BIA) investigators:** Though some BIA investigators were previously detectives, not all had received in-depth training on investigations. The Chief of the Bureau of Internal Affairs reviewed CPD's pre-service detective training and identified sections relevant for BIA investigators. All BIA investigators completed these portions of detective training in 2017.
- **Revised BIA Standard Operating Procedures:**⁴⁰ Prior to 2017, the BIA had not updated its Standard Operating Procedures (SOPs) since 1997. During 2017, BIA revised these SOPs in full and implemented the new procedures. This document will provide a framework and guideline to specifically identify the respective responsibilities, processes and procedures of the various components of the Bureau of Internal Affairs.
- **Supervisors Will Have New Investigative Responsibilities in Tactical Response Reports (TRR):** After reviewing the TRR and the circumstances of the use of force, the supervisor may make non-disciplinary recommendations for action concerning an involved officer. These recommendations include, but are not limited to, individualized training, performance coaching, or intensive review of relevant Department directives. At the time of review, a supervisor will also be able to refer a TRR for investigation of a potential policy violation.

■ 2018 SUPERVISION AND ACCOUNTABILITY COMMITMENTS

Building on these steps, CPD aims to complete the following initiatives in 2018 related to supervision and accountability:

17. Create PPO Final Evaluation⁴¹

Currently, probationary police officers (PPOs) receive multiple rounds of evaluation during their training cycles with field training officers. PPOs spend six months in the Academy training, and then complete three one-month cycles of field training, at which point they can be field certified. After PPOs are field certified, they currently do not receive any further formal evaluation during the remaining nine months of their probation. In 2018, CPD aims to create a system for evaluating PPOs after they leave field training but before they become non-probationary CPD officers. This evaluation will enable the Department to identify PPOs who require additional training, monitor their progress and growth, and identify those who do not meet requirements for assignment as a CPD officer. This helps ensure that all PPOs who graduate from the Academy and are field certified are deemed suitable to become full CPD officers.

³⁸ DOJ Recommendation A.3.g

³⁹ DOJ Recommendation A.3, A.3.a, A.3.b, A.3.d, A.3.e, PATF II.A.4

⁴⁰ DOJ Recommendations B.1.d, B.1.f

⁴¹ DOJ Recommendation C.1.b



18. Develop and Launch New Pre-Service Sergeant and Lieutenant Training⁴²

CPD is in the process of reviewing its pre-service promotional curriculum for sergeants and lieutenants that will focus on leadership, management, supervision, human relations, ethics, diversity, community policing, performance evaluation, and Complaint Register investigations.

As part of this review, CPD is reaching out to other police agencies across the country to learn more about pre-service training programs that have been successful. CPD's goal is to have revamped sergeant and lieutenant curriculum written and implemented by the end of 2018.

19. More Supervisor Involvement in Review of Use of Force Cases Via Newly Revised Tactical Response Report (TRR)⁴³

On October 16, 2017, CPD issued its directive ([General Order G03-02-02](#)) on the newly revised TRR for documenting and investigating uses of force. This directive defines the circumstances in which a TRR must be completed and prescribes the responsibilities of supervisors under the TRR directive. These responsibilities include, but are not limited to:

- a) *Responding to the scene where a member has discharged a weapon or an injury has occurred;*
- b) *Ensuring that the TRR is properly filled out and that required information related to any available witnesses is documented;*
- c) *Requesting the assignment of evidence technicians to take necessary photographs and ensure that evidence is properly handled;*
- d) *Completing the TRR for an officer who is unable for any reason to complete it;*
- e) *Ensuring that the TRR is completed consistent with Department directives; and*
- f) *Attaching to the TRR electronically copies of related reports.*

Under CPD's TRR directive, specific supervisors are also responsible for reviewing and approving TRRs. Depending on the level and circumstances of the use of force, either a lieutenant, captain, or the exempt-level incident commander is required to review and approve the TRR. [G03-02-02](#) details a specific process for how the approving supervisor is to conduct a review of the TRR and use of force incident.

20. Update FTO Training Evaluation

In 2017, CPD created guidelines to help supervisors evaluate officers serving as field training officers for their teaching and mentorship responsibilities. These evaluations will be rolled out to field training officers and their supervisors in 2018.

⁴² DOJ Recommendation D.1.f

⁴³ DOJ Recommendation D.1.b



21. Move Field Training Program Administration to the Bureau of Patrol

Previously, administration of the FTO program was housed at the Academy. To better facilitate collaboration between the Academy, which trains FTOs and develops materials to aid their instruction of PPOs, and the Bureau of Patrol (BOP), which has supervision responsibilities over the police officers serving as FTOs, the Bureau of Patrol created an FTO section. The Department is in the process of transferring field training program administrative and oversight duties to this section.

To ensure regular feedback and communication between the Academy and BOP, the Department last year began and will continue regular meetings between Academy and BOP leadership as well as the field training program administrators. This working group will collaboratively address issues of field training officer evaluation, recruitment and supervision, as well as issues of PPO oversight and evaluation.

22. Publish Bureau of Internal Affairs Standard Operating Procedures (SOPs)

BIA is now editing these SOPs for publication in 2018. Due to the sensitive nature of the contents of BIA's SOPs, BIA is developing a tailored version of its SOPs for public release that are consistent with best practice transparency standards for internal affairs bureaus across the country. BIA is developing this version of its newly revised SOPs for finalization and publication in 2018.





REVISED USE OF FORCE POLICIES AND PROCEDURES

The sanctity of human life—both of the residents of Chicago’s communities and the women and men of CPD—is the Department’s highest priority. Recognizing the critical importance of that principle to constitutional and effective policing, as well as public safety, CPD strives to ensure its policies and training related to uses of force are current and incorporate constitutional standards and best practices.

■ 2017 USE OF FORCE PROGRESS

CPD completed the following items related to Use of Force in 2016 and 2017:

- **Revision and release of Use of Force Policies:** Starting in 2016 and continuing throughout 2017, CPD conducted a comprehensive review and revision of its use of force policies to incorporate best practices, provide clear direction for officers, and prioritize the sanctity of human life. CPD’s policy review included public comments, community perspectives, and officer input. In October of 2017, CPD formally issued its revised general order on the use of force (General Order G03-02), along with several other directives related to the use of force.⁴⁴
- **Creation of a Force Review Unit:** In April 2017, CPD created the Force Review Unit (FRU) ([GO-03-07](#)) to review certain specified uses of force. The FRU’s role is to conduct a non-disciplinary review uses of force and provide feedback to officers and CPD to address training and tactics. The FRU will review uses of force other than those that result in death or that result in a complaint, because those matters are within the jurisdiction of the Civilian Office of Police Accountability.

After a survey of best practices from other force review units from across the country, the FRU developed and completed a three-week training course for its staff (two sergeants and eight police officers). At CPD’s request, experienced leaders from the Force Review Unit in the Los Angeles Police Department visited Chicago to assist in training new FRU staff.

During its launch, the FRU worked closely with the Information Services Division (ISD) to develop the review portions of the new TRR.

- **Revised Tactical Response Report (TRR) with narrative rolled out:**⁴⁵ In 2017, CPD issued its newly revised TRR form for use of force reporting. The TRR requires officers to complete a narrative that describes, with particularity, the force used and the circumstances necessitating the level of force, including the reason for the initial stop or other enforcement action. Given that the TRR is reviewed and approved by not only an appropriate reviewing supervisor (lieutenant or higher), but also the newly constituted FRU, officer uses of force will be rigorously examined.

⁴⁴ DOJ Recommendations A.1, A.1.a, A.1.f, A.1.g

⁴⁵ DOJ Recommendation A.2, A.2.b



■ 2017 USE OF FORCE COMMITMENTS

Building on these steps, CPD aims to complete the following initiatives in 2018 related to Use of Force:

23. 16-Hour Force Mitigation Course

As a part of this in-service training program, in 2018 the Department will deliver a 16-hour course in Force Mitigation to approximately 9,000 officers. CPD rolled out the original 16-hour module Force Mitigation course in 2016, and by the end of 2017, this course became mandatory for all officers. By the end of 2018, every sworn Department member will have completed the Force Mitigation training.⁴⁶

Force Mitigation uses classroom instruction to teach the history of the mental health system, signs, and symptoms of mental illness, and appropriate ways to handle potentially violent situations using de-escalation techniques, the four principles of force mitigation, and the least amount of force that is reasonable and necessary. Scenario-based training reinforces classroom instruction by putting into practice verbal de-escalation, transitioning from lethal to non-lethal force when necessary and training on the new TRR that now includes a narrative section.

24. 8-Hour Use of Force Training

CPD's Training Division will also develop an 8-hour scenario-based training course to provide additional training on the Department's use of force policies. This training course will be administered to all sworn members who were trained in Force Mitigation before 2018, to ensure that all members have annual training on use of force and de-escalation. CPD will roll out this 8-hour module in 2018 and train the approximately 3,000 officers who have already completed Force Mitigation.

The Department will ensure that those officers also receive another 8 hours of training in electives to fulfill the 16-hour annual training requirement.

25. Ensure the Force Review Unit (FRU) is Fully Operational⁴⁷

Currently, the FRU is expected to commence its full review duties by the summer of 2018. One important objective of the FRU is to provide data and analysis to CPD leadership on relevant Department-wide use of force issues, such as tactics, training needs, and potential equipment improvements. The FRU will complete the following steps to ensure it is fully operational by summer 2018:

- a) **Dedicated Data Analyst in the Force Review Unit:** A new Data Analyst will work closely with FRU personnel and will be responsible for collecting and analyzing a large amount of data related to use of force incidents.
- b) **Finalize FRU's internal systems and forms:** Since the beginning of January 2018, the FRU has been working with the Information Services Division to finalize a Department application (TRR-R) that will manage the use of force review process, as well as any individual training recommendations made by the FRU.

⁴⁶ DOJ Recommendation A.1.b, A.1.d, A.4

⁴⁷ DOJ Recommendation A.2.c, A.2.d, A.2.e



- c) **Conduct beta testing of the TRR-R application:** During the beta testing phase, the FRU has identified over 20 common “debriefing points” related to the feedback FRU will provide to officers involved in use of force incidents. Examples of topics that the FRU expects to commonly provide feedback on included accurate and consistent documentation of use of force incidents, tactical positioning and approach, communication and de-escalation, use of body-worn cameras, and control and arrest tactics. FRU has worked to identify specific sections of Department policy and training which the unit will be able to cite in providing feedback to officers in the field.
- d) **Track training recommendation made by the Force Review Unit:** It will be critical to ensure training recommendation made by the FRU are acted upon and completed by identified Department members.
- e) **Coordinate ongoing training for members of the Force Review Unit:** Members of the FRU will continue to receive monthly training on use of force topics, police tactics, and team-building.
- f) **Identify patterns of uses of force by CPD members:**⁴⁸ Based on processing and analyzing use of force data, the FRU will be able to identify use of force patterns by Department members. This data will provide the necessary documentation for making recommendations on Department policy and training.
- g) **Make recommendations for changes to CPD policy as needed:** Policy recommendations will only be necessary when data reflects trends that are outside the scope of Department policy, or when it becomes apparent that Department members require additional clarification on their duties and responsibilities.

The ultimate goal of the Force Review Unit (FRU) is to promote officer and citizen safety and to assist in risk management. CPD is committed to the success of the FRU and is working to ensure that its work becomes a central component of Department operations.



OFFICER SUPPORT AND WELLNESS

As part of its reform efforts, CPD is committed to improving supports to help its officers manage stress and be mentally and emotionally equipped to carry out their duties. In 2017 and 2018, the Department has focused on strengthening its existing Employee Assistance Program (EAP) and developing an Early Intervention System (EIS).

Well before 2017, CPD's Employee Assistance Program (EAP) offered a broad range of services to Department members. Over the years, these services have included: peer support; addiction counseling (alcohol, drug, and gambling); traumatic incident debriefing programs; stress and anger management training; certified addiction counseling and other services, as well as access to highly qualified professionals for mental health needs and hospital visitations. All of these services are, and have been, free to active and retired Department members (sworn and civilian) and their families.

■ 2017 OFFICER WELLNESS PROGRESS:

CPD completed the following items related to Officer Wellness in 2017:

- **Created streaming videos:**⁴⁹ CPD created streaming videos for officers under the brand "You Are Not Alone." The first two videos, You Are Not Alone ([Part I](#)) and Suicide Awareness (Part II⁵⁰), were taped and made available in September 2017 and January 2018, respectively. These videos discuss the consequences of stresses on the job. CPD is preparing to launch You Are Not Alone - Part III in 2018; this video will discuss the importance of CPD's EAP services for officers.
- **Hired additional staff:**⁵¹ In 2017, the City of Chicago and CPD approved the hiring of additional staff to fill longstanding vacancies in its EAP program. CPD has hired one clinician and two drug/alcohol counselors and is in the process of hiring one additional clinician in 2018. These additions will result in expanding the ability of the CPD Professional Counseling Division to broaden its services and reduce the turnover time for non-emergency clinician appointments.
- **Conducted a needs assessment of Department members:**⁵² In August 2017, CPD provided an online survey for Department members regarding (1) what they know about EAP-offered services; (2) what their experience was regarding the receipt of EAP services; and (3) what EAP services Department members would like to be made available. Approximately 800 Department members participated in this survey. CPD has analyzed the results and will use this data to assess current and future EAP service offerings.

49 **DOJ Recommendation E.1.c**

50 **Part II of this series is not available for public viewing due to privacy issues.**

51 **DOJ Recommendation E.1.b**

52 **DOJ Recommendation E.1.a**



- **Continued development on Early Intervention System (EIS):**⁵³ During 2017, CPD continued collaboration with the University of Chicago Crime Lab to develop an Early Intervention System. The EIS is designed to identify officers in need of supplemental training or support, including a range of non-disciplinary interventions. The EIS ultimately will consist of a database that will collect, maintain, integrate, and retrieve a wealth of data about officer experience, and then use statistical methods to alert supervisors of individuals likely to need support. In 2017, CPD, working with the Crime Lab, researched EIS programs in other cities to understand best practices, held sessions to introduce the concept to CPD's collective bargaining units and answer questions, created a National Advisory Council of EIS administrators from departments across the country, and held focus groups across all ranks to identify potential supports the system could recommend. Crime Lab and CPD are continuing to develop this system in 2018.

- **Provided EAP education to new recruits:** CPD continues to provide EAP education to new recruits in the Academy to introduce them to the resources available through the Department and to communicate concepts on the importance of managing stress on the job.

■ 2018 OFFICER WELLNESS COMMITMENTS:

Building on these steps, CPD aims to complete the following initiatives in 2018 related to Officer Wellness:

26. Develop Employee Assistance Program (EAP) Strategic Plan

EAP will develop a strategic plan which will lay out goals and steps to increase EAP's utilization and effectiveness. Included in the strategic plan will be the following topics:

- a) Develop a robust communication plan to inform Department members about EAP services. This includes revising their current promotional materials.
- b) Develop Standard Operating Procedures (SOP) for the Professional Counseling Division/EAP. This will provide a framework and guideline to specifically identify the respective responsibilities, processes and procedures of the various components of the Professional Counseling Division.
- c) Expand EAP services based on results from the 2017 EAP survey. Some of the additional services requested include more group sessions for domestic violence, post-traumatic stress disorder (PTSD), divorce, terminal illnesses, etc.
- d) Increase the number of clinicians on staff. CPD will fill one clinician vacancy in 2018 and will request additional clinicians during the 2019 budget process. This will help reduce the wait time for appointments (currently there is a two-week wait time for non-emergency appointments), and bring the Department in line with best practices with other major law enforcement agencies nationwide.

53 DOJ Recommendation D.2.a, D.2.b



27. Revitalize the Peer Support Program⁵⁴

CPD is working to revitalize EAP's Peer Support Program (a peer-to-peer employee assistance support system) in 2018. These resources provide critical front-lines support to officers struggling with a wide array of emotional or mental challenges. As part of this project, EAP will develop and start delivering a mandatory training curriculum for peer support members. The objective of this training is to equip peer support members with skills necessary to effectively provide peer support services to fellow Department members.

28. Continue Development of Early Intervention System (EIS)

CPD will continue working on its goal of delivering EIS technology for beta testing in 2018. CPD will solicit input throughout 2018 regarding issues appropriate to consider as behavioral flags and treatments for the EIS. These stakeholders include CPD's Executive Steering Committee, including the Chiefs of Organizational Development and Technical Services; a National Advisory Committee CPD has assembled that consists of subject matter experts and representatives from other law enforcement departments experienced in EIS systems; representatives from CPD bargaining units; and CPD working and focus groups comprised of Department members of all ranks.

CPD's Bureau of Organizational Development is continuing to partner with the University of Chicago Crime Lab and other field experts to develop the EIS. CPD's goal is to have the EIS launched in 2019. Once available, the EIS will replace CPD's existing Behavioral Intervention System and the Personnel Concerns Program.

The combined efforts of the Employee Assistance Program (EAP) and the Peer Support Program will have a positive and proactive impact on CPD.

54 DOJ Recommendation E.1.d, E.2.a



CONCLUSION

The process of reform is complex and requires consistent effort and support from strong leadership. Organizational transformation does not occur overnight. Leaders are required to establish a clear set of goals and objectives to promote commitment and enthusiasm across the organization so that the hard work necessary for reform is done. CPD is aware of what it will take to achieve success and is committed to working collaboratively with members of the Chicago community to create meaningful and sustainable reform. This includes providing regular updates to residents and stakeholders on these reform efforts through a public-facing scorecard. The Department fully expects to make significant progress in 2018 regarding the reform measures outlined in this document. In so doing, public safety will be enhanced, public trust will be increased, and the work of police officers will be made safer and more effective.





APPENDIX 1:

2017 NEXT STEPS FOR REFORM PROJECT LIST AND STATUS

CPD undertook a variety of reform commitments in 2017. Below is a list of CPD 2017 Next Steps for Reform projects and their completion status as of December 20, 2017. Work on projects which were not complete carries on into 2018.

2017 NEXT STEPS FOR REFORM PROJECTS	STATUS*	Milestones Completed
Community Policing		
Create Recommendations with Community Policing Advisory Panel	Complete	100%
Training		
Current In Service Course Review and Evaluation	On Track	100%
Legislative and Case Law Developments	On Track	100%
Use of Force: 4 Hour Course	Completed	100%
Use of Force: 8 Hour Course	On Hold (moved to 2018)	
Force Mitigation: 16-Hour Course	On Track	100%
Field Training Program Officer Improvements	Delayed (continuing in 2018)	80%
Investigatory Stop Report (ISR) Refresher	Completed	100%
In-Service Course: Procedural Justice 3	On Track (moved to 2018)	90%
Improve Quality of Academy Instruction	Completed	100%
Improve Academy Instructor Recruitment/ Evaluation	On Track	95%
Sergeant Pre-Service Promotional Training	Delayed	0%
Supervision		
Field Training Officer (FTO) Supervision	Completed	100%
Watch Operations Lieutenant Oversight	Completed	100%



Merit Promotions Transparency	Completed	100%
Use of Force		
Use of Force Policy Revision	Completed	100%
Assess and Revise Tactical Response Report	Completed	100%
Create Force Review Unit	On Track	50%
Accountability		
Roll Out Body-Worn Cameras	Completed	100%
Officer Support and Wellness Improvements	On Track	40%
Revise Public Posting of Complaint Process	Completed	100%
Reinforce Policies for Officer-Involved Shooting and Death	Completed	100%
Improve Electronic Tracking of Complaints	On Track	25%
Improve Complaint Investigations Policies	On Track	80%
Ensure Complaint Discipline is Consistent and Transparent ¹	Completed	100%
Improve Bureau of Internal Affairs Training and Workload	Completed	100%
Increase Public Information Sharing	Completed	100%
Review Command Channel Review Process ²	Completed	100%

**"Completed" means CPD accomplished all commitments laid forth in the 2017 Next Steps for Reform as it related to the project indicated. Many of these topics require multi-phase reform efforts. In many areas, [the 2017 Next Steps for Reform](#) committed to take a few initial steps on what will be a multi-year effort.

¹ DOJ Recommendation B.3.b

² DOJ Recommendation B.3.a



APPENDIX 2:

2018 NEXT STEPS FOR REFORM PROJECT LIST

Below is a list of CPD 2018 Next Steps for Reform projects.

2018 NEXT STEPS FOR REFORM PROJECTS		
#	Focus Area	Project Name
Enhanced Community Policing		
1.		Develop and Implement Updated Department-Wide Community Policing Strategies
2.		Develop and Implement Updated District-Level Community Policing Strategies
3.		Develop Partnerships and Collaborations with the Community
4.		Develop Interactive Community Policing Technology
Improved Training Capabilities		
5.		Develop Elective Courses for the 40-Hour In-Service Training Requirement
6.		Develop the 2019 In-Service Training Plan
7.		Utilize Decentralized Training to Bring Training to Officers in the Field
8.		Review of Academy Staffing Needs
9.		Develop an Instructor Evaluation Tool
10.		Recruit Sufficient Number of FTOs to Achieve 1:1 FTO/PPO Ratio
Expanded Crisis Intervention Team (CIT) Program		
11.		Establish the CIT Program in the Bureau of Patrol
12.		Revise, Enhance, and Expand CIT Program Training
13.		Expand Collaborative Partnerships to Support and Enhance CPD's Mental Health Response
14.		Institute District Mental Health Resource Officer (MHRO) Program as a Decentralized Function of the CIT Program
15.		Evaluate the CIT Program Data to Enhance CPD's Mental Health Response
16.		Resource the CIT Program for Long-term Sustainment
Improved Supervision and Accountability		
17.		Create PPO Final Evaluation
18.		Develop and Launch New Pre-Service Sergeant and Lieutenant Training
19.		More Supervisor Involvement in Review of Use of Force Cases Via Newly Revised Tactical Response Report (TRR)
20.		Update FTO Training Evaluation
21.		Move Field Training Program Administration to the Bureau of Patrol
22.		Publish Bureau of Internal Affairs Standard Operating Procedures (SOPs)



Revised use of Force Policies and Procedures	
23.	16-Hour Force Mitigation
24.	8-Hour Use of Force Training
25.	Ensure the Force Review Unit (FRU) is Fully Operational
Officer Support and Wellness	
26.	Develop Employee Assistance Program (EAP) Strategic Plan
27.	Revitalize the Peer Support Program
28.	Continue Development of Early Intervention System





APPENDIX 3:

USE OF FORCE POLICY HIGHLIGHTS

■ USE OF FORCE ORDER

CPD's Use of Force General Order provides the general principles and specific rules governing officer use of force incidents.

On October 16, 2017, CPD issued its new [General Order G03-02](#) on the Use of Force. This directive sets forth the rules and principles that govern officer use of force. Core principles of [General Order G03-02](#) include:

- a) **Emphasis on the Sanctity of Life** – In all aspects of the use of force, CPD members are to act with the foremost regard for human life and safety of all persons involved.
- b) **Ethical Behavior** – Officers are required to engage the public with professionalism and to respect the dignity of every person in carrying out their law enforcement duties. They must ensure that gender, race, ethnicity, or any other protected characteristics do not influence any decision on the use of force, including the amount and type of force used, or whether force is used at all.
- c) **Objective and Proportional Use of Force** – CPD members will be expected to use only the amount of force necessary based on the totality of the circumstances and only resort to physical force when no reasonably effective alternative appears to exist.
- d) **De-escalation** – CPD members are to de-escalate situations as soon as practicable and resort to force only after all other reasonable alternatives have been exhausted or would clearly be ineffective under the circumstances.
- e) **Force Mitigation** – CPD members are to use the principles of force mitigation to de-escalate potential use of force incidents wherever and whenever possible, including through the use of continual communication, tactical positioning, and requesting assistance from other officers, mental health personnel, or specialized units as necessary and appropriate.
- f) **Deadly Force** – Deadly force is only authorized to prevent an immediate threat of death or great bodily harm posed to officers or another person.





■ ORDERS REGARDING OFFICER USE OF FORCE IN SPECIFIC SCENARIOS

In addition to the general order on use of force, in 2017 CPD issued a new directive ([G03-02-01](#)) specifying force options and elaborating on three important principles of force mitigation:

- a) Continual Communication** – CPD has directed members to attempt to use verbal control techniques to avoid or minimize confrontations before, during, and after the use of force.
- a) Tactical Positioning** – Where feasible, officers should attempt to establish a zone of safety for the security of officers and the public. The zone of safety is where: (1) the incident scene has been secured and can be monitored or adjusted to maintain safety; and (2) the subject does not pose a continuing threat to officers or the public and can be contained and monitored.
- a) Time as a Tactic** – CPD has instructed members to use time as a tactic. The use of time may: (1) permit the de-escalation of the subject's emotions and provide an opportunity to comply with lawful verbal direction; (2) allow for continued communication with the subject and the adjustment of verbal control techniques; and (3) allow for the arrival of additional officers, equipment and special units and resources.

CPD's use of force policies further clarify the type of force that may be used (including addressing the [force options model](#)). This policy places individuals into specific categories according to their conduct (i.e., cooperative subject, passive resistor, active resistor, and assailant) with unambiguous rules as to what level of force is authorized.

CPD revised its firearms discharge policy ([G03-02-03](#)) to incorporate the updated use of force principles and also better coordinate with the newly formed Civilian Office of Police Accountability. The new policy provides clear rules as to immediate post-firearms discharge responsibilities for OEMC, the discharging officer, members who are witnesses, the responding supervisor, and the watch operations lieutenant. The policy also establishes standards regarding the post-discharge investigatory process, firearms testing, and mandatory alcohol and drug testing. Finally, the policy provides for mandatory, non-disciplinary training for all officers who discharge a firearm.

CPD revised its directives regarding the use of Tasers ([G03-02-04](#)) and canines ([G03-02-06](#)) to incorporate policy regarding de-escalation, force mitigation, and updated standards as to when Tasers or the canine unit may be deployed.

CPD issued a new directive ([G03-02-05](#)) regarding the use of oleoresin capsicum (OC) devices and other chemical agents in use of force incidents. This directive seeks to reaffirm CPD's use of force and de-escalation policies, and also discusses how to handle post-discharge responsibilities to mitigate injury and the effects of the discharge.



