

2024 Goals and Expectations for the Chief Administrator of COPA

Goal 1: Consistency in Disciplinary Recommendations

The lack of consistency and fairness in disciplinary recommendations is an issue across the police accountability infrastructure. A key issue identified is that the agencies tasked with discipline lack clear guidelines for staff. This lack of guidance leads to inconsistent outcomes that are unfair to both the police and the community.

COPA will work to achieve this goal in the following ways.

1. Transparent & collaborative development of internal guidance and policy revisions.
 - **Benchmark:** Work collaboratively to develop internal guidance and policy revisions to improve COPA's consistency in several areas, including but not limited to disciplinary recommendations and use of deadly force analysis.
2. Accountability through strategies leveraging meaningful quantitative and qualitative feedback.
 - **Benchmark:** Assess efficacy and impact of COPA investigations by analyzing qualitative (e.g. surveys and focus groups) and quantitative feedback (e.g. compiling data regarding implementation of COPA recommendations) by Q4.
 - **Benchmark:** Use best efforts to collaborate and provide support to the City's Department of Law, Mayor's Office, and CPD to ensure criminal investigations of officer-involved deaths are fully compliant with PCRIA and the Consent Decree (see Paragraph 492 of the Consent Decree). This will be completed by Q4.
3. Identification of professional development opportunities based on unit/section, as well as individual staff member needs.
 - **Benchmark:** Provide training, resources, and guidance for investigative staff to improve thoroughness, timeliness, and quality of investigations on at least three of the following, or similar, topics: 4th Amendment, best practices in testifying, Collective Bargaining updates, witness credibility, writing, and file maintenance. This will be completed by Q4.

Goal 2: Timeliness in Closing Cases

Through its *Timeliness Initiative*, COPA has reduced the number of open cases that have long plagued the agency. Some of this has been done by reducing the number of staff vacancies. Timeliness in all facets of COPA operations is essential to earning public trust.

COPA will continue working to conclude all investigations in a timely manner and will establish metrics to evaluate and improve the timeliness of all COPA operations, including:

1. Continuing development of programs that expedite the resolution of COPA complaints while serving the interests of all stakeholders (i.e., complainant, victims, witnesses, CPD members, and external law enforcement and prosecutorial agencies).
 - **Benchmark:** Revise COPA Timeliness Benchmarks Policy for approval by the Consent Decree Monitoring team and any necessary operational guidance by Q2.
 - **Benchmark:** Collaborate with external stakeholders (e.g. CPD, the police unions, and community) to create alternative resolutions (e.g. Accountability Agreements and Training Recommendations) for less severe complaints by Q4.
2. Developing and implementing policy-driven benchmarks for non-investigative COPA operations.
 - **Benchmark:** Identify and implement timeliness benchmarks for unit operations, as appropriate by Q3

Goal 3: Improving Transparency & Communication

Transparency is of the utmost importance to gain public trust in the police disciplinary process.

COPA will continue increasing efforts to provide accessible, transparent communication, both internally and externally, about all aspects of COPA's work, including:

1. Expanding public strategies that educate and inform the community, including CPD members, public system stakeholders, and youth.
 - **Benchmark:** Expand on the success of COPA People's Academy by evaluating, revising curriculum, and increasing staff participation by Q2. COPA will host at least one in-person People's Academy and one online People's Academy by Q4.
2. Leveraging a variety of media platforms and other forms of communication to convey information that increases accessibility to COPA operations and work product.
 - **Benchmark:** Utilize video production to deliver accessible, substantive content to educate and inform the public about COPA's work by Q3.
3. Increasing capacity around a trauma-informed approach to communications to complainant, victims and impacted families, as well as CPD members, regarding investigations and outcomes.
 - **Benchmark:** Collaborate with NAMI-Chicago and other external stakeholders to increase support for impacted families, particularly in the context of video viewings and other transparency obligations by Q3.

Goal 4: Youth Engagement

Engaging more youth in the police accountability process is important.

COPA will expand youth engagement efforts to provide youth-focused educational experiences, career development, and employment opportunities for youth and emerging adults, including:

1. Developing and implementing paid internship programs at COPA.
 - **Benchmark:** Work collaboratively with the Department of Human Resources to utilize COPA's budget allocation to hire paid interns by Q3.
2. Leveraging existing programs designed to engage youth and emerging adults from neighborhoods across the City of Chicago.
 - **Benchmark:** Work with external stakeholders (e.g. community partners, City government, and educational institutions) to expand the reach of existing programs (e.g. Mock Investigations, COPA Academy Youth Edition, Public Safety Career Opportunities) by Q3.

Goal 5: Equity

Equity must be a key focus in how COPA improves both its internal operations and its external impacts. Identifying patterns of inequity that underlie cases of police misconduct and recommending policy changes are critical strategies for COPA to achieve its organizational mission. At the same time, focusing on internal equity and wellness goals is crucial to improving COPA's operations.

COPA will implement strategies that ensure diverse, equitable, and inclusive outcomes in both internal operations and external impact.

1. Developing personnel and operational structure to assess and improve compliance with COPA's racial equity goals.
 - **Benchmark:** Make best efforts to fill Senior Equity Officer position by Q2 and begin implementation of COPA's Racial Equity Action Plan by Q4.
2. Continuing to develop and assess programs that build trust and achieve equitable and restorative investigative resolutions.
 - **Benchmark:** Make best efforts to fill Mediation Program Director position by Q2, revise policies and procedures by Q3, and establish Mediation implementation plan by Q4.
3. Continuing to develop capacities related to the examination and analysis of underlying causes and facilitators of police misconduct pursuant to COPA's statutory mandates.

- **Benchmark:** Expand PRAD Unit's capacity to conduct pattern and practice investigations utilizing qualitative data (e.g. surveys, focus group and witness accounts) and quantitative data (internal CMS data and CPD data) by Q2.
4. Continuing to prioritize organizational wellness to create a culture of openness, trust, diversity, and equality.
- **Benchmark:** With support from NAMI-Chicago, finalize agency wellness plan by Q2.



CITY OF CHICAGO



COMMUNITY COMMISSION FOR
PUBLIC SAFETY AND ACCOUNTABILITY

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THE CHIEF ADMINISTRATOR OF
THE CIVILLIAN OFFICE OF POLICE ACCOUNTABILITY**

SIGNATURE PAGE

I, Chief Administrator Andrea Kersten, hereby accept the 2024 Goals and Expectations presented by the Community Commission for Public Safety and Accountability on January 31, 2024, in accordance with the Municipal Code of Chicago 2-80-100.

A handwritten signature in blue ink, appearing to read "Andrea Kersten", written over a horizontal line.

Signature

2/6/2024

Date