



CITY OF CHICAGO



COMMUNITY COMMISSION FOR
PUBLIC SAFETY AND ACCOUNTABILITY

SUPERINTENDENT OF POLICE FOR CHICAGO POLICE DEPARTMENT GOALS AND PERFORMANCE EVALUATION PLAN FOR 2023

January 31, 2023

Introduction

Each year, the Community Commission for Public Safety and Accountability (“the Commission”) is required by law to establish goals and expectations for the Superintendent of Police. In addition, at the end of the year, the Commission is required to evaluate and assess the Superintendent’s performance in meeting these goals and expectations as part of its oversight responsibilities. See Chicago Municipal Code Section 2-80-100. This document establishes goals for the Superintendent for 2023.

Overview Of This Document

This document seeks to provide the Superintendent with the necessary context and detail to understand fully the goals, their purpose, and what will be included in his performance evaluation at the end of the year. The Commission went to this great detail to give the Superintendent sufficient direction to ensure transparency and fairness in his performance evaluation process. The Goals and Performance Evaluation Plan includes four sections as follows:

(1) Purposes of Commission

This Section restates the “Commission -- Purpose” section of the Empowering Communities for Public Safety Ordinance (hereinafter “Ordinance”) and provides a simple overview of the Commission’s statutory purpose.

(2) Consent Decree Statement

This statement emphasizes that the goals do not in any way contradict or supersede the requirements of the Consent Decree or affect the authority of either the Independent Monitor or Federal Court overseeing the Department’s implementation of the Consent Decree’s provisions.

(3) Vision Statement

The Vision Statement describes the police department the Commission desires for Chicago. This Vision statement serves as the compass or the litmus test that is used to determine whether a strategy or goal is aligned with the vision for the Department. This vision is not a goal for performance evaluation purposes. Rather, it is a statement that captures the purpose and values that the Commission hopes the strategies and goals will produce. The Vision Statement is a picture of what Chicagoans want the Department to look like if the goals and strategies set forth for the Superintendent are pursued and executed.

(4) Strategies and Goals

This section outlines the strategies and goals for the Superintendent to accomplish in 2023. The strategies provide direction for how the Superintendent is to accomplish the vision for the Department and the goals show how those strategies will be implemented. Taken together, the strategies and goals define the pathway to accomplish the vision.

The goals set forth are designed to be specific, measurable, attainable, relevant, and timely for the Superintendent to achieve in 2023. It is important that the Superintendent's goals be measurable so the Commission can determine at the end of 2023 whether the Superintendent accomplished them, and what was learned. Not accomplishing a particular goal may not necessarily yield a poor performance rating if the Superintendent can clearly articulate the reason, what efforts were made, what was learned from those efforts, and what new strategy or goal is better suited to accomplish the specified outcome.

Purposes of the Commission

The City of Chicago established the Commission with the following purposes:

- (1) increase public safety;
- (2) ensure that Department activities are directed toward maximizing public health and safety while minimizing any harm to City residents;
- (3) build trust and improve interactions between and among the Department and the people it serves;
- (4) ensure that Department policies and practices are rooted in community needs and public input;
- (5) increase public support for Department policies and practices;
- (6) ensure that Department resources are not used inefficiently to address public health or safety issues that other professionals are better equipped to address;

- (7) encourage preventative, proactive, community-based, and evidence-based approaches to public safety;
- (8) increase transparency and public input into Department operations, policies, and performance;
- (9) provide the residents of every Chicago community with meaningful opportunities to shape Department policies and practices that affect their lives;
- (10) help to bring the City into compliance with the Consent Decree as soon as is practicable;
- (11) increase efficiency in the use of public safety resources; and
- (12) increase public accountability of the Department.

Municipal Code of Chicago, 2-80-030

The goals and strategies included in this document are designed to advance these purposes as required by the Ordinance and ensure that CPD is operating in a manner consistent with them.

Consent Decree Statement

Nothing in this document requires the Superintendent to pursue goals or strategies that contradict or supersede the Consent Decree or affect the authority of the Independent Monitor and Federal Court overseeing implementation of the Consent Decree. If the Independent Monitor or the Federal Court determine that any goal or strategy conflicts, contradicts or interferes with the Consent Decree or impedes Consent Decree compliance, the Consent Decree prevails, and that provision will be stricken or changed to reflect what is required under the Consent Decree.

The Superintendent, of course, will not receive a poor performance rating from the Commission for complying with the Consent Decree. Quite the contrary, the Superintendent will be evaluated based in part on how well the Department complied with and implemented the requirements of the Consent Decree, as determined by the Independent Monitor and the Federal Court, consistent with the Commission's statutory purpose to "help to bring the City into compliance with the Consent Decree as soon as is practicable."

Vision Statement

The Commission envisions a community based police department with positive morale; relationally connected to and deeply trusted by its local communities; well-supported emotionally, physically, and mentally; courageous, measured, compassionate, trauma-informed, unbiased, and culturally-competent; whose workforce reflects the diverse

people of Chicago, effectively investigates and solves crime with local communities, upholds the United States and Illinois Constitutions, actively works with local communities to intervene and prevent crime, possesses the tools, management-skills, and infrastructure needed to establish sound-data driven strategies for department operations, routinely shares data about the Department publicly, and leads with humility and transparency, always learning and listening to Chicago residents to continually improve police policies, practices, training, and outcomes. This vision requires the Superintendent and the Department's leadership team to drive the innovation, creativity, and meaningful organizational change necessary to realize this vision.

Strategies and Goals

Management and Infrastructure Strategy – *The Superintendent will possess the tools, management-skills, and knowledge of infrastructure needed to establish sound, data-driven strategies for Department operations, and routinely share this data publicly.*

Goals:

1. The Superintendent will update the Commission on the progress of a comprehensive workforce allocation analysis. 87% of the Department's budget is spent on workforce, and because its workforce is its most significant asset, knowing how to allocate personnel to maximize results is critical to organizational management and leadership. The workforce allocation study should take a holistic view of the staffing resources in the Department, address the requirements of consent decree paragraphs 356, 360 and 361, and develop a model for how staffing resource decisions are made to accomplish the goals outlined herein. The Department will share status reports on the workforce allocation study and the staffing model publicly in Commission meetings during the year by June 1, 2023 and December 1, 2023 and on the CPD website by December 1, 2023.
2. By April 1, 2023, the Superintendent and/or his designees will complete Strategic Planning training to learn best practices in setting a clear vision for the Department coupled with the strategies and goals needed each year to accomplish the vision supported by the Department's annual budget.
3. The Superintendent has not provided the Commission or the public with a Strategic Plan that sets a clear vision for the Department. A strategic plan and the analysis that supports it is core to the Superintendent's job and provides much needed direction and leadership for the Department. A strategic plan creates a clear vision for the Department, and outlines the values, priorities, strategies, and goals that need to be implemented to accomplish that vision. A strong strategic plan synthesizes financial reports, insights, data, experience, expertise, and input from the public, relevant Department personnel, day-to-day operations, subject matter experts, other police departments, and research. It is

critical for the Superintendent to create the vision and direction that a strategic plan provides.

Accordingly, by October 1, 2023, the Superintendent will create and share with the Commission a comprehensive, data-driven, strategic plan to direct Department operations that clearly accomplishes the goals outlined in this document supported by the Department's annual budget. This plan must be equitable, constitutionally sound, evidence-based, community-focused, and in compliance with the Consent Decree. The Strategic Plan shall include, among other things, plans to measure progress toward achieving the yearly goals of the "Roadmap for Operational Compliance" as well as the following:

- a. Plans to significantly reduce the rates of homicide and other violent crimes across the city, especially in communities with the highest rates of violence;
- b. Plans to significantly reduce response times, based on the nature of the call, in the police districts where response times are now the longest;
- c. Plans to significantly increase the number of stable assignments for patrol officers to allow them to develop longer-term relationships with community members and supervisors;
- d. Consistent with applicable consent decree provisions, address unity of command and span of control issues, which are necessary to improve the quality of supervision and officer wellness;
- e. Plans to ensure that detectives are available to improve clearance rates for violent crime cases and expand the Area Technology Centers Program to improve clearance rates;
- f. Plans to provide sufficient personnel to ensure compliance with all requirements regarding training and education, including those mandated by the Consent Decree and applicable law;
- g. Plans to redesign the Department's performance management infrastructure so that it primarily measures progress toward achieving the yearly goals of the "Roadmap for Operational Compliance."
- h. Plans to civilianize administrative positions throughout the Department where the job duties do not require a badge and a gun. The plans should identify positions to be civilianized and the timeframe for the positions to be civilianized. This plan should demonstrate clear budget implications and savings.
- i. Plans to operationalize all of the goals and strategies contained within this Goals and Performance Evaluation Plan.

Partnership with Community Strategy – *The Superintendent understands the unprecedented opportunity before it in 2023 made possible by the Ordinance and will proactively engage and cooperate with the Commission, District Council members, and Chicago residents to improve community trust and listen to their experience to proactively and continually improve Chicago Police Department (“Department”) practices, policies, training, and outcomes.*

Goals:

1. By June 1, the Superintendent will provide the Commission with the Department’s plan, including a specific timeline, to integrate all community engagement and community policing programs, especially CAPS and the Neighborhood Policing Initiative (NPI). This plan will include expanding NPI to additional districts to conduct more problem-solving activities to meet community needs, identify sufficient managerial resources to manage and oversee the citywide rollout of NPI, and develop metrics for deciding how to expand NPI and how NPI will be evaluated.
2. The Superintendent will attend all Commission public meetings, whenever possible, and will provide the Commission notice when he cannot attend. The Commission encourages the Superintendent to be the primary interface between the Commission and the Department, or in the alternative requests the First Deputy Superintendent and/or the Executive Director of the Office of Constitutional Policing. The Superintendent may also send additional personnel with relevant knowledge and expertise based on the meeting agenda.
3. The Superintendent will collaborate with the Commission in the development, review, and adoption of General Orders as set forth in MCC 2-80-110.
4. By February 28, the Superintendent will develop a plan to ensure high-level CPD engagement in the work of the District Councils, in order to facilitate collaboration, community engagement, input and feedback at the district level. After February 28, the Superintendent will ensure that the plan is effectively implemented.
5. By April 1, 2023, the Superintendent will share with the Commission his plan for incorporating feedback from the Commission, District Councils, and Chicago residents to change and improve Department policies, practices, and outcomes. The Superintendent will also send the Commission a report by December 1, 2023, identifying the Department policies, practices, training, and outcomes that were changed or improved based on feedback the Department received from the Commission, District Councils, and City residents in 2023.
6. In 2023, the Superintendent will increase the number of formal and informal partnerships between the Department and community-based organizations and

providers in order to increase awareness and involvement of community members and organizations, including those who have typically been marginalized or left out of relevant conversations. Local Districts will share monthly community partnership reports with local District Council members to determine which Districts accomplished this goal and which Districts did not.

Officer Wellness Strategy – *The Superintendent will intentionally develop a culture of wellness to help officers manage their stress and trauma appropriately, reduce officer suicides, and improve morale.*

Goals:

1. The Commission is aware of the disproportionately high number of suicides within the Department in the last year alone. By June 1, 2023, the Superintendent will report on the status of a holistic officer wellness plan that integrates wellness and trauma-informed principles into every possible facet of the Department's operations to create a compassionate community and culture of care. The plan should go beyond the utilization of clinicians and peer support and explore automatic utilization of EAP resources for a broad range of traumatic encounters, not just police involved shootings. The plan should further address all other aspects of officer wellness, including issues such as the frequency of days off, the predictability of scheduling, and over-time hours and second jobs.

Human Resources Strategy – *The Superintendent will prioritize recruiting and hiring culturally competent officers who reflect the diverse people of Chicago and train them to be unbiased, measured, respectful, compassionate, and trauma-informed.*

Goals:

1. In 2023, recruit new officers possessing diverse backgrounds and life experiences that reflect the diversity of our city, as measured by comparing the demographics of the Department to those of the city. These efforts should include an evaluation of current and new strategies to diversify the workforce for their effectiveness, budgetary impacts, and personnel impacts.
2. By April 1, 2023, the Superintendent will submit a plan to the Commission to increase equity in hiring that includes creating partnerships with and learning from organizations and departments that have a demonstrated history of effective and equitable hiring practices.
3. Quarterly in 2023, the Superintendent will give status updates on the training plans for all sworn personnel that is inclusive of all forms of implicit bias, diversity, equity and inclusion, cultural sensitivity, de-escalation techniques, compassion fatigue, and trauma-informed care within the year so that the new diverse workforce hired will be adequately supported, retention of diverse officers will increase, and police interactions with minority communities improve.

Additionally, the Superintendent shall report on the training on these topics that has been provided to its sworn members over the past three years.

Constitutional Community Policing Strategy – *The Superintendent will ensure the Department is actively working with local communities to prevent crime, investigate crime, secure evidence, and arrest suspects in a manner that is fully consistent with the Constitutions and laws of the United States and Illinois.*

Goals:

1. The Superintendent will develop and implement a plan for community policing that is comprehensive and goes beyond specialized officers, and is geared toward every officer in the department knowing how to engage with communities to get them connected to city services, engaging with community organizations, and being skilled at problem solving.
2. Publicly articulate a crime fighting strategy that places community problem-solving efforts at the core of crime deterrence efforts, and develop and execute an organizational structure that aligns the resources of the Department to the community problem-solving strategy. This community policing approach should account for how police officers across the city will spend more time building relationships and solving problems.
3. Educate and train officers in the policing practices that are prohibited and allowed under the Constitutions and laws of the United States and Illinois, including ongoing training as needed when changes in the law occur through the legislature and/or new case law is developed by the courts, specifically including but not limited to changes regarding Department “stop and frisk” practices.

Quarterly Progress and Performance Evaluation Meetings: The Superintendent shall meet with the Commission or its representatives to provide quarterly updates to the Commission on progress in implementing the strategies and achieving the goals contained within this document. During these meetings, the Superintendent can request changes to the strategies and goals identified in this document with a clearly written justification for why the strategy or goal should be changed. The Commission or its representatives will approve or deny the requested changes in writing, including the reasoning for their decision.