

## 2024 Goals and Expectations for the Police Superintendent

### **Goal 1: Crime Fighting**

***"Articulate a crime fighting strategy that is rooted in constitutional policing and supported by the community."***

The Commission wants to ensure that the Superintendent directly and continuously addresses concerns about the potential overuse of policing tactics that disproportionately impact Black and Brown people, devastate communities, and reduce community trust and police legitimacy, without necessarily making communities safer. To achieve this goal, all police officers must receive constitutional policing training, policing actions must be guided by well-articulated, community-informed strategies, and a consistent feedback loop must be established. The Superintendent will share with community members how enforcement actions are used in a way that is constitutional, data-driven, effective, and mindful of equity. These communications will include the sharing of data but will also provide a discussion of specific enforcement strategies that are being used in districts, why they are being used, measurements of their effectiveness, and demonstrable impacts of these efforts on specific communities, with evidence of community improvement and heightened police/community collaboration.

The Commission will work with CPD throughout the year to identify fair and effective ways to show progress toward this goal.

CPD will work to achieve this goal in the following ways:

- (1) The Superintendent will ensure that all members of the Department have a strong foundation of constitutional policing to guide their work every day. CPD officers will be trained in constitutional policing mechanisms with a special focus on constitutional policing guidelines related to traffic stops and consent searches of vehicles. CPD will articulate to the CCPSA the types of training that have been provided to officers that directly address constitutional traffic stops and vehicle searches.
  - **Deliverable:** Plans for training and training records will be shared that demonstrate the specific differences between constitutional and unconstitutional traffic stops.
- (2) In 2024, the Superintendent commits to reviewing the problem-solving oriented policing plans in conjunction with the community that address both district and citywide challenges. These plans will meet expectations and address the concerns of the community. Plans should include specific details related to CPD's plans to combat carjackings, armed robberies, and other crimes that involve gun violence. The Superintendent will review and revise the current District Strategic Plan model to ensure this tool is meeting the needs of the community and aligning with best practices in Q1-Q3, and districts will begin to implement the model in Q4. District Strategic Plans should identify specific goals/community improvements that the plan is intended to address in each district. Plans should

include specific strategies for improving police-community relationships through increased non-enforcement interactions, participation in regular community activities and events, and the leveraging of relationships with community stakeholders previously identified in these goals. District Strategic Plans will be made with input from District Councils and community stakeholders and the way this input has been solicited should be documented.

- **Deliverable:** District Strategic Plans and Quarterly Reports. Superintendent will share updates on the District Strategic Plan model by the end of Q3. Superintendent will report on progress at a CCPSA meeting in Q3 2024.
- (3) The problem-solving oriented plans should specifically address the way CPD intends to improve homicide and violent crime clearance rates that result in accountability for those who have perpetrated these crimes, rather than to simply close the case. These plans should also leverage partnerships with community stakeholders, including schools, faith-based institutions, businesses, and social service entities.
- **Deliverable:** In partnership with the Superintendent, the Chief of Detectives will articulate plans to improve homicide and violent crime clearance rates at a CCPSA meeting.
- (4) CPD's problem-solving oriented policing plans should discuss how CPD intends to collaborate with local and federal prosecutor offices, as well as local and federal law enforcement prosecution partners to ensure a comprehensive approach to addressing violent crime.
- **Deliverable:** In partnership with the Superintendent, the Chief of Detectives will articulate plans to improve homicide and violent crime clearance rates at a CCPSA meeting.
- (5) The Superintendent will strengthen the tools used to hold District Commanders accountable for making progress on district-level plans by Q2 2024.
- **Deliverable:** Memo detailing the review and assessment of CompStat process by Q2 2024.

## **Goal 2: Community Policing**

***"All people in the City of Chicago know how to engage with the Department and know that every Chicago Police Officer is a Community Policing Officer there to support them."***

Chicago has been without a comprehensive community policing approach for several years, with a collection of various community policing efforts that are not coordinated. The goal seeks two broad outcomes: (1) A cultural shift to a more expansive approach to community policing for all police officers, and (2) Develop a community policing plan. The Superintendent will uplift the philosophy that "Every Chicago Police Officer is a Community Policing Officer" and shift the Department to a broader definition of community policing that incorporates every police officer and elevates community voices. CPD will provide specific strategies that outline how police officers in every district intend to engage community every day, in every shift, on every block of every district. CPD will describe how these efforts will be assessed in a manner that fosters meaningful community interaction that focuses on the quality of police-community interactions and collaborations rather than the quantity of encounters.

CPD will work to achieve this goal in the following ways:

- (1) The Superintendent will assess the current state of all community policing efforts, capturing gaps, redundancies, and opportunities for improvement, and publish the assessment in the fourth quarter of 2024. This assessment will allow the Department to ensure it has a clear picture of the current state and a strong vision of how to move forward in a comprehensive way.
  - **Deliverable:** Report on community policing assessment and plan by Q4 2024.
  
- (2) The Superintendent will work with the CCPSA to define and support collaborative relationships between District Councils and CPD's District Commanders. By the first quarter of 2024, the Department will release the communication and partnership expectations for District Commanders. Likewise, CCPSA will release communication and partnership expectations for District Council Members.
  - **Deliverable:** Draft and circulate communication and partnership expectations for Commanders and District Councils by Q1 2024.

### **Goal 3: Investigations**

***"Provide quality investigations and timely communication with victims and their families."***

The Superintendent will strengthen the investigative processes by ensuring that every victim of crime feels supported.

CPD will work to achieve this goal in the following ways:

- (1) The Department will strengthen investigations by adding and training additional staff, including both sworn detectives and civilian staff. The Department, in conjunction with collective bargaining units, will roll out a new staffing model for homicide teams that allows for more consistency in homicide investigations.
  - **Deliverable:** Report on the staffing model by Q2 and training by Q4.
- (2) The Department will add more personnel to the crime victim and domestic violence victim support services teams to strengthen these services.
  - **Deliverable:** Report to Commission on progress towards hiring additional victim advocates and pre-service training by Q3.
- (3) The Department will provide quality and timely communications and support for victims and their families by adding more personnel to their victim support services team to strengthen services and ensure people feel supported. The Department commits to an end-of-year assessment to assess and measure the impact of additional staff.
  - **Deliverable:** End of year victim services' program assessment.
- (4) The Superintendent will continue to assess the Department's needs for improving the collection and analysis of digital and physical evidence. This assessment will determine the additional personnel needs and improvements in forensics infrastructure.
  - **Deliverable:** Report on forensics assessment and plan for investment by end of Q4 2024.

#### **Goal 4: Member Wellness & Morale**

***"Improve member morale by building a comprehensive culture of wellness."***

The Department's strategies to achieve this goal of robust wellness programs include improving facilities, more transparent scheduling, and insisting on fair accountability outcomes. Consistency and effectiveness in officer discipline are key to achieving the cultural change that the Superintendent is looking to bring about. The Superintendent listens to and respects Department members and expects them to replicate these traits with those they serve in the community. The Superintendent is broadening the term "Officer Wellness" to the more inclusive "Member Wellness & Morale." Non-sworn members play an integral part in the Department and carry the burdens of law enforcement work as well. The change in focus to "morale" also acknowledges that factors beyond their work have a significant impact on Department members.

CPD will work to achieve this goal in the following ways:

- (1) The Superintendent will partner with 2FM (formally AIS) to develop a facility analysis and improvement plan in 2024.
  - **Deliverable:** Provide updates on progress with 2FM to develop facility analysis and improvement plan.
- (2) While unplanned staffing disruptions may be unavoidable, the Superintendent will, whenever possible, provide timely communication with Department members about pre-planned, large-scale events that may require mandatory overtime.
  - **Deliverable:** Provide updates on special event calendar that impacts department members' scheduling.
- (3) The creation of a discipline matrix will involve the participation of many stakeholders, including collective bargaining units, civilian oversight agencies, and community members. The Department will bring these stakeholders to the table in 2024 to begin conversations about the creation and implementation of a discipline matrix.
  - **Deliverable:** Provide updates on meetings with relevant stakeholders with the goal of discussing consistency in discipline.
- (4) CPD will continue to support and measure robust member wellness programs.
  - **Deliverable:** Provide quarterly updates on wellness programs.

### **Goal 5: Leadership**

***"Provide quality leadership and build a leadership pipeline for the Department."***

Capable and effective police leaders and managers are central to influencing and perpetuating culture change. The Department needs to prioritize and implement systems to assess department members' abilities and performance and identify and invest in those members who demonstrate leadership traits.

CPD will work to achieve this goal in the following ways:

- (1) The Superintendent will develop a leadership development program for both sworn and non-sworn exempt-level members in 2024. This program will include both leadership training and management training that focus on teaching leadership skills and practices that are designed to impact organizational culture.
  - **Deliverable:** Provide leadership development program training plans by Q3 2024.

## **Goal 6: Workforce Allocation**

### ***"Effectively and efficiently manage Department resources."***

- (1) The Superintendent will undertake a comprehensive workforce allocation study. This workforce analysis (WFA) will include an assessment of the current workforce. The WFA will result in workload-based staffing models for the entire Department as well as a system that can be used to manage the workforce moving forward. A WFA plan for the Department is a requirement of the Consent Decree and therefore must meet obligations set forth by the Independent Monitoring Team and the Illinois Attorney General. The WFA study provides opportunities for the Commissioners and District Council members to play a role as stakeholders and as channels for public oversight on the study's features, the study's progress, and the ultimate design of an allocation plan.
  - **Deliverable:** Share mechanism for community to provide feedback on the workforce allocation study.
  
- (2) The Superintendent will execute short-term objectives that should support the long-term workforce allocation study. This includes identifying a WFA partner, developing a WFA implementation timeline, and publishing current organizational charts.
  - **Deliverable:** Publish up-to-date organizational charts for the Department. Provide an update on the identification of a partner and the timeline for WFA study.
  
- (3) The Superintendent will develop a civilian hiring plan to categorize which positions will be hired on a quarterly basis in 2024.
  - **Deliverable:** Provide quarterly updates on civilian hiring plans.

**2024 GOALS AND EXPECTATIONS FOR  
THE SUPERINTENDENT OF CHICAGO POLICE DEPARTMENT**

**SIGNATURE PAGE**

I, Superintendent Larry Snelling, hereby accept the 2023 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.



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Signature

08 Feb 2024

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Date