

INTRODUCTION TO COPA'S 2023 GOALS

The Civilian Office of Police Accountability (COPA) is a public safety agency, created by City Council and tasked with investigating certain allegations of police misconduct against members of the Chicago Police Department. COPA is a civilian investigative agency comprised of talented and dedicated staff from across our city, with the requisite training, experience, and ability to assess law enforcement conduct. COPA operates independent from the Chicago Police Department, City Hall, or other political or public influence and is committed to fulfilling its mission and vision on behalf of all Chicagoans.

COPA'S VISION is "to be the leader in police accountability by conducting thorough investigations, to advance the culture of policing and build trust in civilian oversight."

COPA'S MISSION is to:

- Provide a just and efficient means to fairly and timely conduct investigations within our jurisdiction;
- Determine whether allegations of police misconduct are well-founded;
- Identify and address patterns of police misconduct; and
- Make policy recommendations to improve the Chicago Police Department, thereby reducing incidents of police misconduct.

While COPA's most critical objective is the timely and fair resolution of our investigations, that work is made possible by the function and support of the entire agency. COPA's 2023 Goals are divided by our internal departments (sections) and they reflect the work of the agency as a whole. Additionally, COPA currently operates under numerous benchmarks and expectations set forth in Chicago's Federal Consent Decree. These 2023 Goals were crafted to expand upon and/or augment those existing obligations.

COPA'S 2023 GOALS

COPA'S Administration Section is primarily responsible for the agency's budget management, staff hiring, training and professional development, and the acquisition and maintenance of IT infrastructure and equipment. This work requires strong inter-agency partnerships and is essential in maintaining a stable and adequately resourced workforce, which enables COPA to fill its vision and mission. The Administration Section is led by COPA's Chief of Staff, who oversees the work of the Director of Administrative Services, The Director of Training and Professional Development, and the Director of Information Systems. The Chief of Staff is the lead member of the Chief Administrator's Senior Team managing the completion of these goals, with the support of other members of the Leadership Team, as indicated below.

Administration Goals:

1. Hiring – Work to decrease vacancies officewide and align hiring sequences with COPA Academy sessions in Spring and Fall of 2023 (support from Director of Administrative Services and Director of Information Systems)
 - a. Collaborate with partner agencies (DHR/OBM) to customize our hiring plan to align with new employee training (ongoing)

- b. Begin implementation of new marketing strategies for promotion of COPA job opportunities and vacancies by end of Q1
- 2. Training – Continue to identify and pilot new external training content consistent with investigative best practices (support from Director of Training and Professional Development)
 - a. Officer involved shooting training scheduled by end of Q2
 - b. Writing training scheduled by end of Q3
 - c. Cognitive interview technique training scheduled by Q4
- 3. Staff Development/Internal Accountability (Support from Director of Administrative Services and Director of Training and Professional Development)
 - a. Maintain performance evaluation program, which was launched in Spring 2022
 - b. Deliver 3 All-Staff Meetings at end of Q2, Q3, and Q4
 - c. Deliver All-Staff Inservice Training Day by end of Q1
 - d. Develop agencywide leadership/management expectations and improve communications and support by end of Q2
 - i. Implementation of regular leadership meetings by end of Q1
 - ii. Leadership retreat/training by end of Q4
 - e. Prioritize overall office wellness through education and programming
 - i. Organizational wellness assessment and strategic wellness plan to be completed by end of Q1
 - ii. Implementation of strategic wellness plan to occur throughout Q2, Q3 and Q4

COPA’S Communications & External Affairs Section serves as COPA’s voice to the community that we serve. This includes informing and updating the public about on-going investigations, responding to media inquiries, answering questions that officers and civilians have about their cases, and educating the public and CPD about COPA’s role within the broader public safety system. Providing consistent, transparent communication to the public is a cornerstone of building public trust. The prioritization of this critical work directly impacts COPA’s ability to fulfill its vision and mission. The Communications & External Affairs Section is led by COPA’s First Deputy Chief Administrator, who oversees the work of our Director of News Affairs, Director of Public Affairs, Manager of Legislative Affairs, and Director of the Video Release and Transparency Unit. The First Deputy Chief Administrator is the lead member of the Chief Administrator’s Senior Team managing the completion of these goals, with the support of other members of the Leadership Team, as indicated below.

Communications & External Affairs Goals:

- 1. COPA’s People’s Academy (2 sessions to occur in Q1 and Q3) (support from Deputy Chief Administrator of Investigations, Director of Public Affairs)
- 2. Host and/or attend a community engagement event in every Aldermanic ward within Chicago by Q4 (support from Director of Public Affairs and Manager of Legislative Affairs)
 - a. All investigative staff to attend at least one community engagement event by Q4
- 3. Reconstitute COPA’s Community Advisory Council by Q2 (support from Director of Public Affairs)
- 4. Proactively contact COPA complainants to provide investigative updates (support from Director of Video Release and Transparency Unit, Director of Public Affairs, and Director of Information Systems)
 - a. Contact tracked via CMS and monitored monthly by end of Q1
 - b. Attempt contact with at least 500 complainants by end of Q4

5. Formalize partnership with CPS and/or other local schools, to deliver in-school curriculum by end of Q2 (support from Director of Public Affairs)
6. Finalize migration of case portal information on COPA website by end of Q2 (support from Director of Video Release and Transparency Unit)
7. Senior leadership will continue to engage all incoming CPD recruits and promotional candidates during their training sessions through the calendar year.

COPA'S Legal Section provides agencywide legal support, strategy, and services, conducts legal review and analysis of COPA's most complex investigations, manages COPA's Consent Decree compliance efforts, and serves as a liaison to various external partners such as the City's Department of Law, the Office of the Inspector General, and CPD's General Counsel. Ensuring the agency's work complies with relevant legal requirements contributes directly to COPA's mission and vision. The Legal Section is led by COPA's General Counsel, who oversees the work of the Assistant General Counsel, the Senior Litigation Counsel, and the Chief Investigative Law Officer. The General Counsel is the lead member of the Chief Administrator's Senior Team managing the completion of these goals, with the support of other members of the Leadership Team, as indicated below.

Legal Goals:

1. Consent Decree Compliance Progress (support from Deputy Chief of Investigative Operations and Director of Training and Professional Development)
 - a. 100% Preliminary Compliance, 100% Secondary Compliance, 65% Operational Compliance by end of Q4/IMR9 (Independent Monitor Reporting Period)
2. Legal Department led training/guidance to Investigative Staff by end of Q3 (support from Director of Training)
 - a. 4th Amendment developments/updates
 - b. Best practices in testifying (arbitrations and depositions)

COPA'S Policy, Research and Analysis Division (PRAD) utilizes data analysis and existing research evidence to identify patterns of police misconduct and make evidence-informed policy recommendations to CPD with the aim of reducing incidents of misconduct and improving public trust in policing. PRAD is also responsible for reviewing COPA's own data to help ensure consistent, efficient and equitable outcomes in our investigations. PRAD's work addresses specifically enumerated objectives within both COPA's vision and mission. PRAD is led by a Deputy Chief Administrator who oversees the work of a Research Assistant, Data Scientists and Project Manager. The Deputy Chief Administrator of PRAD is the lead member of the Chief Administrator's Senior Team managing the completion of these goals, with the support of other members of the Leadership Team, as indicated below.

Policy, Research and Analysis Division (PRAD) Goals:

1. Hire and onboard 5 PRAD staff team members by end of Q3 (support from Director of Administrative Services)
2. Create and publish initial research agenda document outlining intended short- and long-term projects by end of Q2

3. Make, publish and present a policy recommendation informed by rigorous background research, analyses and stakeholder input by end of Q4
4. Provide regular PRAD work updates and policy recommendation snapshots/advisories in each quarterly report, starting by end of Q1
5. Launch PRAD section of COPA website by end of Q2 (support from Director of Information Systems)
6. Answer key research questions about public perceptions of COPA and its investigations through collected community survey data by end of Q4 (support from First Deputy Chief Administrator and Director of Public Affairs)

COPA's Investigations Section is responsible for receiving all complaints of misconduct against CPD members, conducting thorough and timely investigations into all complaints that fall within our jurisdiction, and performing quality management assessments to ensure consistency. The Investigations Section is also responsible for working with our external law enforcement partners, such as the Cook County State's Attorney's Office, The Federal Bureau of Investigations, The Department of Justice and CPD's Bureau of Internal Affairs and Incident Response Team. The work of the Investigations Section most directly embodies COPA's vision and mission. It is also the largest section in the agency, constituting approximately 65% of our total staff. Conducting investigations is the primary objective of the agency and the other sections within the agency work together to support this objective. The Investigations Section is led by three (3) Deputy Chief Administrators that oversee the work of a Director of Intake, a Director of Investigative Operations and Quality Management, and sixteen (16) Supervising Investigators. The overarching goal of the Investigations Section is to reduce the overall caseload consistently over time. COPA expects to see that decrease begin by the end of Q2 and be maintained going forward until we reach a more sustainable caseload, given our current budgeted staffing allocation. The following goals are aimed at furthering that progress and also increasing consistency in our investigative process and outcomes. The three Deputy Chief Administrators assigned to Investigations are the lead members of the Chief Administrator's Senior Team managing the completion of these goals, with the support of other members of the Leadership Team, as indicated below.

Investigations Goals:

1. Reduce overall investigative caseload by improving operational efficiency (support of Director of Investigations and Quality Management)
 - a. Implement new Final Summary Report Template (FSR) and Style Guide by end of Q1
 - b. Implement process for resolving low-level misconduct allegations through Accountability Agreements by end of Q4
 - c. Develop policies and guidance for appropriate use of jurisdictional discretion over whether to retain cases for full investigation by end of Q2
2. Implement an internal awareness campaign, utilizing internal data metrics, with the aim of lowering individual investigative caseload and maximizing productivity by end of Q1
3. Make electronic Case Management System (CMS) enhancements (support from Director of Information Systems)
 - a. Relief of Power Tracking by end of Q2
 - b. Referral to Bureau of Internal Affairs (BIA) from Case Module by end of Q2
4. Implement Investigative led training for Joint Interviews conducted by SVS staff by end of Q3 (support from Director of Training and Professional Development)

5. Reduce number of days cases remain in Intake Unit (support from Director of Intake)
 - a. Less than 90 days by end of Q2
 - b. Less than 60 days by end of Q3
6. Revise and formalize process for criminal referrals to Cook County State's Attorney's Office, Federal Bureau of Investigations and Department of Justice by end of Q3

MEASURING PROGRESS AND REPORTING

COPA's 2023 Goals and timelines for their completion are structured around the annual quarters (Q1 January 1st - March 31st, Q2 April 1st - June 30th, Q3 July 1st – September 30th, Q4 October 1st – December 31st). COPA will provide written quarterly updates to the Community Commission for Public Safety and Accountability (CCPSA) on our progress towards and impediments to completing these goals. The Chief Administrator will also be prepared to make oral presentations and answer questions regarding progress towards these goals at CCPSA public meetings, as requested. COPA will also provide informal updates on a continual basis through our work with the CCPSA COPA Committee. The updates will be both qualitative and quantitative, based on the nature of the individual goals.

Successful completion of these goals is the responsibility of COPA's Chief Administrator, which will require the full support of COPA staff, the cooperation and collaboration of many external stakeholders, and the support and feedback of the CCPSA. COPA values the importance of transparent and open dialogue with both CCPSA and the broader community we serve and looks forward to achieving these goals together in 2023.