



CITY OF CHICAGO
OFFICE OF INSPECTOR GENERAL

Public Safety 2026 Outlook on Police Oversight and Accountability

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Draft

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Acronyms

ADA	Americans with Disabilities Act
BIA	Bureau of Internal Affairs
CCPSA	Community Commission for Public Safety and Accountability
CIT	Crisis Intervention Team
COPA	Civilian Office of Police Accountability
CPD	Chicago Police Department
EAP	Employee Assistance Program
ERPS	Evidence & Property Recovery Section
FOIA	Freedom of Information Act
LEP	Limited English Proficiency
MAIS	Major Accidents Investigation Section
MCC	Municipal Code of Chicago
MIS	Medical Integrity Section
NADP	Narcotics Arrest Diversion Program
NPI	Neighborhood Policing Initiative
OEMC	Office of Emergency Management and Communication
OIG	Office of Inspector General
OPSA	Office of Public Safety Administration
RAP	Radio Assignment Pending

I | Mission

OIG is an independent, nonpartisan oversight agency whose mission is to promote economy, effectiveness, efficiency, and integrity in the administration of programs and operations of City government.

II | Vision

The Public Safety section of the Office of the Inspector General (OIG) works to improve the effectiveness, accountability, and transparency of the Chicago Police Department (CPD) and Chicago's police accountability agencies, and to transform the critical relationship between CPD and the communities it serves. The Public Safety section does this by conducting independent and objective evaluations, inspections, and reviews of the operations of CPD, the Civilian Office of Police Accountability (COPA), and the Police Board. These inquiries are designed to promote constitutional, community-based policing, as well as a transparent, accessible, and fair system for police accountability and discipline. Based on robust community and agency engagement, along with a focus on the appropriate use of data and technology, the Public Safety section identifies long-term, systemic reform opportunities, thereby improving the fairness and effectiveness with which public safety services are delivered for the safety of each of the City's neighborhoods.

III | Strategic Priorities

By ordinance, the Public Safety section's inquiries are focused on the policies, practices, programs, procedures, and trainings of CPD, COPA, and the Police Board, with respect to constitutional policing, discipline, use of force, and CPD's integrity, transparency, and relationship with City residents. Additionally, the Public Safety section is charged with studying police disciplinary investigations and hearings, including examining the fairness and consistency of discipline and whether individual misconduct investigations are complete, thorough, objective, and fair. MCC § 2-56-230.

The Public Safety section's distinctive value within the City of Chicago's public safety oversight system derives from its long-term, systemic perspective on necessary reforms, direct access to and utilization of City data systems, deep institutional knowledge of City operations, and position of independence from all other components of City government.

Informed by specific obligations derived from its ordinance, coordination with stakeholders, input from CPD members and members of the public, and long-standing institutional knowledge of the core public safety challenges in Chicago, the Public Safety section has adopted the following strategic priorities to guide its work:

1. Improving CPD's administrative, managerial, and operational competencies to render it more effective in the performance of its critical public safety functions and more efficient in its administration.
2. Ensuring transparency, diligence, fairness, consistency, and timeliness in the police discipline and accountability system.

3. Ensuring that Chicagoans' constitutional and civil rights are sufficiently and equitably protected in all aspects of public safety operations.

Public Safety section projects are chosen in consideration of their potential to add distinct value within Chicago's public safety oversight system and to drive lasting, systemic improvements. In addition to those projects described herein, recent and current areas of inquiry include:

- CPD's Gun Offender Registry
- Sworn CPD Members Assigned with Patrol Duties
- CPD's Preparedness for Mass Gatherings
- CPD's Latent Print Unit
- CPD's Homicide Investigation Process
- CPD's Response to Hate Crimes
- Relief of a CPD member's police powers
- Intimate Partner Violence by CPD members
- CPD Officer Retention
- CPD's Tactical Review and Evaluation Division

OIG is also committed to its ongoing work of making City and CPD data publicly available, transparent, and useable through its [Information Portal](#) and accompanying analytical products.

IV | Potential Projects for 2026

The following projects are under consideration for 2026. They are listed below in categories corresponding to the Public Safety section's strategic priorities listed above: (A) CPD operational competence; (B) discipline and accountability; and (C) constitutional policing.

The list of projects below is intended to serve as a guiding document and is subject to change. The Public Safety section may initiate other projects over the course of the year and the section may not undertake each of the listed projects in 2026. Circumstances may arise during the year which prompt the section to undertake new, higher-priority projects, reduce the priority of a planned project, or terminate a project if OIG determines that further work will not bring substantial benefit to the City. Additionally, some topics listed below may be deferred to following years.

Potential projects are developed from a variety of sources, including input from community members, CPD members, and OIG staff. OIG conducts a series of Listening Tours designed to gather community input on where OIG should focus its attention. OIG has reached across the City's neighborhoods, on busy commercial corridors, train platforms, at community events, and more, with an individual, "person-on-the-street" approach designed to put OIG in direct conversation with as many people as possible, to know what problems in City government most impact Chicagoans' daily lives. The potential project topics that include feedback from Listening Tours are identified within the respective projects.

The Annual Outlook is drafted in consultation with the Inspector General, senior OIG staff, and Public Safety staff, with final approval by the Inspector General. After OIG publishes a draft of the Annual Outlook for public comment and takes the feedback and public comments into consideration, OIG then publishes the final Outlook.

To indicate preferences on proposed projects and provide comment on this year's draft plan, please complete OIG's 2026 Annual Plan Community Feedback Survey, found at <https://igchicago.org/survey>, by December 31, 2025. With consideration of the feedback survey and public comments, OIG will then review, update, and publish the final Plan.

OIG encourages the public to submit suggestions anytime through the OIG website: igchicago.org/intakeform/.

A | CPD's Operational Competence

1. Hit-and-Run Crash Investigations

Background and Rationale

Every year, there are thousands of hit-and-run crashes in Chicago. Hit-and-run crashes occur when a driver involved in a crash leaves the scene before addressing the collision. From November 1, 2018, through October 31, 2022, Chicago police reported 428,508 car crashes. Out of these, 134,636 were classified as hit-and-runs. In 2024, Chicago saw a total of 34,276 hit-and-run crashes—an average of over 100 per day. Although this marked a nearly 2% decrease from the previous year, hit-and-run crashes in 2024 remain elevated compared to pre-pandemic levels. Tragically, 26 people lost their lives and 5,550 were injured due to hit-and-run crashes in Chicago in 2024. CPD's Major Accidents Investigation Section (MAIS) is tasked with investigating traffic

crashes with serious personal injury likely to cause death, fatal traffic crashes, and all hit-and-run incidents. MAIS is housed under the Central Investigations Division in the Bureau of Detectives. CPD members investigating a crash involving a fatality or life-threatening injury are required, among other things, to immediately request an Office of Emergency Management and Communication (OEMC) dispatcher to notify MAIS, secure the scene, and complete an Illinois Traffic Crash Report.

Potential Objectives

- Are the required notifications promptly made to MAIS and all required units, per CPD directives?
- How are CPD members trained to protect the integrity of crash scenes and properly document the incident?
- How does CPD work with other law enforcement jurisdictions to pool resources and identify leads?

2. Sexual Assault Investigations

Background and Rationale

Sexual assault is one of the most underreported and least successfully prosecuted crimes in the United States.¹ CPD plays a critical role in how these cases are handled in Chicago. Under the Illinois Sexual Assault Incident Procedure Act (725 ILCS 203), CPD members are required to follow specific procedures following a sexual assault, including completing a written report and providing the victim with the Sexual Assault Incident Notice (CPD-23.404). Despite these protocols, systemic concerns persist among with sexual assault investigations. A 2019 Chicago Tribune investigation revealed that CPD closed thousands of sexual assault cases without making arrests, often coding them as “unfounded,” even when physical evidence existed. Sexual assault community advocates, along with community members who participated in OIG’s 2025 Listening Tour, have also raised concerns that CPD’s sexual assault response lacks accountability and transparency, especially for marginalized groups. This project aims to look at the quality and timeliness of CPD’s sexual assault investigations, as well as the consistency of sexual assault investigations across survivor demographics.

Potential Objectives

- Does CPD’s Bureau of Detectives comply with sexual assault investigations policy as outlined in its directives?
- How consistent is the Bureau of Detectives in its practice of sexual assault investigations (e.g. processing evidence kits, receiving victim consent, etc.)?
- What is the investigative case load per Detective?
- Are Detectives required to complete trauma-informed trainings and are those trainings in line with best practices?
- What are the outcomes of sexual assault investigations across victim and suspect demographics?

¹ <https://bjs.ojp.gov/programs/ncvs>.

3. CPD Gun Turn-In Events

Background and Rationale

CPD's Gun Turn-In Program, organized by the Office of Community Policing, conducts gun turn-ins at various locations throughout the City. Participants can turn in any guns they have, no questions asked, in exchange for a \$100 Visa gift card. Participants who turn in BB-guns, air-guns, and replica guns receive a \$10 gift card. This project aims to identify CPD's goals for these events, whether there are procedures in place to ensure turned-in firearms are inventoried and stored safely, and to discover the impact of these events on communities.

Potential Objectives

- Does CPD ensure the safe and accurate inventory and destruction of firearms received during gun turn-in events?
- Where are gun turn-in events held? How are they advertised? Who tracks attendance, numbers and types of firearms turned in, and other data about each event?
- How are CPD members selected to assist in gun turn-in events? Do they receive any specialized training?
- What is the community's perspective on these events and their impact?

4. Processing Property Under CPD Control

Background and Rationale

When an individual is placed in custody by CPD, the Department takes control over any property associated with the individual's arrest or the impoundment of their vehicle. CPD directives provide specific procedures for inventorying arrestees' property, including their personal property and any property to be held for either investigation or evidence in the arrestee's criminal proceedings. CPD's Evidence & Property Recovery Section (ERPS) is responsible for the receipt, storage, safekeeping, release, and disposal of evidence and property found or seized by CPD. ERPS ultimately disposes of unclaimed property by auctioning items of value or designating items to be destroyed. This project aims to examine CPD's process for handling property under its control—from property first inventoried by CPD members following an individual's arrest, to the procedures for property stored at ERPS, through the subsequent disposition, including items designated to be destroyed or submitted for auction.

Potential Objectives

- Do CPD members adhere to CPD's inventory procedures? How are inventory responsibilities determined when multiple CPD members are involved in the arrest and inventory process?
- How are individuals in custody informed of CPD's inventory process, including the process to retrieve their personal property? What controls are in place to prevent inventory theft and/or fraud?
- How does CPD investigate allegations that CPD members did not adhere to CPD's inventory policies and procedures? Do CPD's inventory procedures facilitate the ability to easily identify specific CPD members not adhering to CPD's inventory policies and procedures?
- Does ERPS follow its own policies and procedures regarding their receipt of property and evidence? What policies and procedures does ERPS follow for the final disposition of

property and evidence, including whether abandoned property is to be auctioned or destroyed?

5. CPD District Buildings

Background and Rationale

CPD District facilities and structures are an integral part of the lived experiences of Chicagoans as the public seeks support from the Department to maintain public safety, and CPD members need safe and well-equipped facilities in which to work. The City's Department of Fleet and Facilities Management (2FM) is charged with maintaining police District structures in collaboration with CPD. According to the Municipal Code of Chicago (MCC) § 2-84-080, the Police Board has custody and control of the offices, stations and other public buildings occupied by CPD, including equipment, books, records and other property belonging to CPD. This project aims to evaluate policies, processes, and practices used to maintain and improve existing District structures. It will also compare facilities across Districts to examine whether resources, budget allocation, and processes used to maintain and improve CPD District buildings and structures are equitable. This project would assist CPD and 2FM by providing data and feedback to foster a safer environment for the public and CPD members.

Potential Objectives

- What policies and processes guide District facility maintenance and renovations? How is building maintenance and renovation funded? What entities or agencies work with CPD in this process? Is there a clear delineation of responsibilities for each involved department?
- What are the current conditions of District structures (including parking lots)? What are the ages of buildings? How do conditions vary across Districts (e.g., leaks, mold, flooding)?
- What, if any, is the Police Board's current role in maintaining the custody and control of District facilities?
- Has the Police Board used its enforcement powers under MCC § 2-84-080 in maintaining the custody and control of District facilities? If so, how?
- What processes, policies, and guidelines do 2FM and CPD use to assess the state of CPD District facilities? What internal controls are used to ensure maintenance of structures?
- Are there trends in the timeliness in response from 2FM to District maintenance requests by District, ethnic and cultural community composition, socioeconomic status of community?

6. CPD's Compliance with the Freedom of Information Act (FOIA)

Background and Rationale

The public has the right to request records from any government agency—including CPD—through the Freedom of Information Act (FOIA), commonly known as the law that keeps citizens informed about their government. FOIA requires government agencies to provide requested records within a specific timeframe, unless the records are subject to an exemption in the law. Although FOIA is a cornerstone of transparency in government, CPD has frequently faced criticism—and legal rulings—for failing to comply with the law's requirements. This project aims to assess not only CPD's operational compliance with FOIA timelines and disclosure standards, but also the broader impacts of noncompliance on public access, transparency, and fiscal responsibility, as raised by community members who participated in OIG's 2025 Listening Tour.

Potential Objectives

- What are CPD's current policies and procedures to ensure it is handling FOIA requests in an appropriate and timely manner, including any denials?
- Are there cases in which disclosure occurred only after litigation or court order? What is the financial impact of delayed or denied responses to FOIA requests?
- Are there any transparency risks associated with current practices?

7. Behavioral Intervention System and Personnel Concerns Program

Background and Rationale

CPD's Behavioral Intervention System and Personnel Concerns Program each provide structured supervision to members who may need additional Departmental support. Enrollment considerations range from repeated tardiness to sustained domestic violence allegations. Once enrolled, supervisors create an individual performance plan and check in with the members periodically on their progress. However, a 2017 report by the U.S. Department of Justice identified "shortcomings that prevent appropriate enrollment and undermine effectiveness" with both programs. Despite broad eligibility parameters, an initial review of CPD records shows that between 2019 and 2024, Department members were enrolled into these programs less than 150 times. This project would describe the parameters, goals, and metrics of each program; determine CPD's adherence to its criteria for referring and enrolling members; and evaluate whether the programs are designed to target and address members' underlying qualifying behavior.

Potential Objectives

- What does the successful completion of the Behavioral Intervention System look like? Of the Personnel Concerns Program?
- How many members are eligible for enrollment in each program? Does CPD perform any proactive audits to identify eligible members?
- How many members are recommended for placement in each program?
- How many members are ultimately enrolled in each program? Are there aggravating or mitigating factors taken into account?
- What, if any, additional training do supervisors receive to enable them to counsel members effectively?
- How does CPD measure the success of each program?

8. OPSA Operation of Medical Services for CPD Members

Background and Rationale

The Medical Services Section (MSS) within the Office of Public Safety Administration (OPSA) is responsible for approving members' medical leave due to injury or illness and maintaining the list of those sworn CPD members, the sworn medical roll list. MSS Medical Service Coordinators are tasked with reviewing the written recommendations of medical professionals, determining sworn members' fitness for duty, approving all medical care for sworn members, certifying that medical services rendered are authorized, medically appropriate, and necessary. This project will evaluate how CPD medical roll is administered by MSS, identify potential risks for waste, fraud, and abuse in this process, and analyze the disciplinary outcomes for CPD members with sustained findings of medical roll abuse or fraud. Specifically, this project will examine the internal operations and accountability mechanisms of MSS and the outcomes of CPD's Bureau of Internal Affairs (BIA) Medical Integrity Section's (MIS) investigations.

Potential Objectives

- Do Medical Service Coordinators adhere to MSS policies and procedures when processing, administering, and documenting medical leave for sworn CPD members? Do MSS policies and procedures provide sufficient controls to prevent waste, fraud, and abuse?
- What procedures does MSS follow to identify patterns of medical roll fraud, waste, and abuse by sworn CPD members? How does MSS coordinate with CPD to identify patterns of medical roll fraud, waste, and abuse by sworn CPD members?
- What are the range of disciplinary outcomes for sworn CPD members with sustained findings of medical roll abuse and fraud? Is Rule 14 considered when allegations of Medical Abuse and Fraud are sustained against sworn CPD members?

9. CPD Clinical Counseling Services (Appeared on 2025 Outlook)

Background and Rationale

In the line of duty, police officers often encounter high stress and traumatic experiences. Officer wellness programs and mental health services are integral to keeping officers and communities safe. The Employee Assistance Program (EAP) is a component of CPD's Professional Counseling Division (PCD). The EAP is a confidential counseling program available to Chicago Police Department members, retirees, and their families. This project seeks to gauge the resources, staffing, and usage of EAP. Due to the confidential nature of these services, this project will not examine any counseling documentation or request the identity of members who seek services.

Potential Objectives

- How does PCD engage members, families, and retirees to ensure they are aware of counseling services available and how to obtain services?
- How does PCD demystify its services and address potential stigma? For example, how does PCD educate members on the confidential nature of services?
- How does PCD reduce barriers for those seeking services? For example, does PCD schedule counseling sessions in adherence to the timelines established in CPD policy?
- How many counselors are in PCD and what is their caseload?
- What information does PCD provide to members in Academy and in-service trainings? What is the frequency? How does PCD solicit feedback from members?

10. Early Intervention and Officer Wellness Systems (Appeared on 2025 Outlook)

Background and Rationale

The early intervention and officer wellness systems are designed to detect early warning signs of potential stress, trauma, or behavioral challenges that may affect officer performance or lead to adverse incidents. As noted in Independent Monitoring Report (IMR) 11, CPD is working to merge the Officer Support System (OSS) with existing legacy intervention systems to create a streamlined and unified early intervention framework with the intent to consolidate multiple concurrent systems—such as the Unity of Command and the Performance Evaluation System—into one comprehensive tool for monitoring and supporting officer well-being. This project would focus on: (1) the development and implementation of comprehensive early intervention systems within CPD that seek to promote officer wellness, reduce instances of misconduct, and proactively identify officers in need of support; and (2) CPD's current intervention strategies to examine how best

practices from other non-disciplinary systems can be integrated into CPD's broader officer wellness framework.

Potential Objectives

- What is the current state of CPD's early intervention systems?
- What is the role of technology and advanced algorithms in identifying officers at risk?
- How do early intervention systems impact officer well-being and the reduction of subsequent misconduct?

11. Gender Representation and Equity (Appeared on 2025 Outlook)

Background and Rationale

Research has shown that police officers who identify as female are associated with less use of force, fewer civilian complaints and supervisor reports of misconduct, and have improved outcomes for crime victims such as higher arrests and clearance rates for sexual assault cases. Nevertheless, women have been historically underrepresented in the law enforcement profession. CPD is one of many participating police agencies in the 30x30 Initiative, with the goal to increase the representation of women in police recruit classes to 30% by 2030. Currently, sworn members who identify as female make up 25% of CPD's sworn workforce, which is higher than the 13.8% U.S. average. This project would examine the representation of female members across CPD units and functions as well as within each rank. Additionally, this project would identify issues most significant to female CPD members, and which CPD policies, trainings, or initiatives advance gender equity in the Department.

Potential Objectives

- What is the representation of CPD members who identify as female within the Department; what units have the highest and lowest representation?
- What is the representation of CPD members who identify as female across ranks and within leadership?
- What are some of the experiences of female CPD members?
- What are some issues faced by female CPD members on the job?
- How do CPD trainings, policies, and initiatives address the issues female members experience or advance gender equity?

12. Community and Youth Relations (Appeared on 2025 Outlook)

Background and Rationale

Community policing refers to a collaboration-focused approach to crime prevention, including community members and the police. CPD's pillars of community policing include "creating relationships of trust between CPD and community," and a "focus on youth engagement." Within the Department, the Office of Community Policing—also referred to as the CAPS (Chicago Alternate Policing Strategy) Office—is responsible for this work including holding regular beat meetings and annual District Strategic Planning meetings, carried out through District-level Community Policing Officers, in addition to coordinating youth engagement and special initiatives. In 2019, CPD launched the Chicago Neighborhood Policing Initiative (NPI). Originating from NYU School of Law's Policing Project, NPI utilizes District Coordination Officers in building relationships with community members and organizations and identifying community needs and trends in crime. As of 2023, a Northwestern University evaluation concluded that the Chicago NPI had not fully implemented its goals and has had limited impact in its ten operational districts. Further, community

organizations with missions centered on youth, health, and violence reduction who spoke with OIG regarding its September 2023 report on CPD response to 911 calls; community members who provided feedback to the 2025 Draft Outlook; and community members who participated in OIG's 2024 and 2025 Listening Tours emphasized the importance of youth engagement and the need for officers to build stable, trusting relationships with community members. This project aims to examine CPD's community policing strategies, including strategies for engaging with youth.

Potential Objectives

- What is the status of NPI? Within how many districts is it operational? What have been the outcomes?
- Has the creation of the District Councils impacted how CPD receives and responds to community feedback? If so, how?
- What is the experience of youth who participate in the Youth District Advisory Councils and other youth-focused CPD initiatives?
- What changes to policy or training have been made as a result of CPD's community policing efforts, including with regard to youth?

13. CPD Vehicle Operations (Appeared on 2025 Outlook)

Background and Rationale

CPD's vehicle usage policies guide members in emergency situations, balancing the need for rapid response while also minimizing risks associated with high-speed driving, use of lights, sirens, etc. State laws provide certain exemptions to traffic laws for police, such as speeding or running red lights, but require members to exercise caution and prioritize safety. This project would assess CPD members' compliance with vehicle operation policies, disciplinary outcomes for policy violations, and, as brought out by community members who provided feedback to the 2025 Draft Outlook and participated in OIG's 2024 and 2025 Listening Tours, the public's perception of CPD's vehicle usage, including vehicle pursuits.

Potential Objectives

- How are CPD members trained on using Department vehicles and the vehicle pursuit policy? Are CPD members using Department vehicles according to policy and guidance? Are CPD marked vehicles consistently equipped with Beat tags?
- What training do CPD members receive on driving tactics for emergency response? What justifications for their actions do members report when involved in traffic crashes during emergency responses? How many injuries and fatalities (including civilians and CPD members) have occurred as a result of a vehicle pursuit?
- Does CPD track and record all relevant data related to vehicle pursuits?
- What discipline is imposed on members who violate vehicle usage policies?
- What is the public's perception of CPD's vehicle usage, and how does this influence community trust?

14. OPSA Operational Efficiencies (Appeared on 2025 Outlook)

Background and Rationale

OPSA was established in 2019 to consolidate the administrative functions of CPD, the Chicago Fire Department (CFD), and OEMC. The agency was created to streamline administrative functions

such as facility management, technical support, and managing payroll. This was done with the goals of strengthening administrative support, reducing costs across the City's public safety agencies, and allowing CPD and CFD sworn and uniformed personnel to return to their core public safety duties. This project would evaluate whether OPSA has optimized administrative functions and reduced associated costs for CPD, CFD, and OEMC.

Potential Objectives

- What administrative processes is OPSA responsible for?
- Are there administrative functions that remain within the individual public safety agencies?
- Has the creation of OPSA created procedural efficiencies (e.g., resulted in consolidated and more complete recordkeeping, reduced steps/actors in administrative processes, or shortened implementation time for administrative processes)?
- Has the creation of OPSA resulted in sworn and uniformed personnel returning to roles with public safety duties?
- Has the creation of OPSA resulted in any financial savings (e.g., personnel or enterprise/network service costs)?

15. Detention Aides (Appeared on 2024 and 2025 Outlooks)

Background and Rationale

Detention Aides are responsible for the custody, care, and processing of detainees in the central detention and district lockups of CPD. Each District station has a lockup and Detention Aides, as well as a lockup at Central Detention. Amongst other qualifications, Detention Aides are required to follow the CPD directives and Rules and Regulations, possess knowledge of law enforcement procedures, and have the physical ability to maintain control of detainees. This project would examine the role of Detention Aides, who do not carry firearms, including hiring processes and training with respect to use of force and de-escalation techniques used on arrestees.

Potential Objectives

- What are the qualifications of, and training given to, CPD Detention Aides?
- What restraining techniques or devices do Detention Aides use for de-escalation and controlling detainees?
- What employee resources are available to CPD Detention Aides?
- What additional guidelines do Detention Aides follow that are not included in the CPD directives?

16. Radio Assignments Pending (RAPs) (Appeared on 2024 and 2025 Outlooks)

Background and Rationale

When individuals call 911 for police response in Chicago, OEMC dispatchers are responsible for assigning available CPD units to the event. Based on the priority of the event, OEMC dispatchers are given a set amount of time to assign calls to responding CPD units. If no CPD vehicles in a District are available and the allotted time to dispatch an event has passed, the event becomes a Radio Assignment Pending, or RAP. The dispatcher must follow procedures to alert their supervisor and the CPD field supervisor; and make radio announcements to locate potentially available units. This project would examine contributing factors for RAPs, including OEMC emergency dispatch processes and the availability of CPD resources.

Potential Objectives

- How often is OEMC unable to dispatch 911 calls for police service in Chicago due to a lack of available units?
- To what extent do OEMC dispatch protocols and the staffing levels of OEMC and CPD contribute to the occurrence of RAPs?
- Does OEMC have sufficient controls to ensure it adheres to its dispatch timeliness standards and RAP protocols?

17. Operations of CPD's Education and Training Division (Appeared on 2022, 2023, 2024, and 2025 Outlooks)

Background and Rationale

This project aims to address three components of the operations of CPD's Education and Training Division (ETD): (1) ETD's instructors' qualifications and performance evaluations, (2) the process for creating and revising curricula and training material, and (3) tracking CPD members' training requirements. This proposal is not intended to evaluate the content of ETD's training, nor the effectiveness of the training CPD members receive. It seeks to evaluate the systems and processes that inform the training provided by ETD and the mechanisms by which the instructors providing that training are selected, evaluated, and retained.

Potential Objectives

- What qualifications exist for ETD instructors? Do all CPD's current ETD instructors meet these qualifications?
- What is the demographic profile of ETD's faculty?
- How, when, and against what criteria are ETD instructors selected and evaluated? Are disciplinary histories considered when instructors are selected?
- What is the process by which ETD develops and revises training modules? Does CPD follow best practices?
- How does ETD track and report on which Department members have received specific trainings?

B | Discipline and Accountability

18. Member Alcohol and Drug Use (Appeared on 2025 Outlook)

Background and Rationale

Research has found that disordered alcohol use is more common among law enforcement than the general population. Exposure to workplace stressors for police officers, including traumatic incidents, can result in maladaptive coping strategies such as disordered drinking or substance use. CPD Rule 15 prohibits intoxication on or off duty, and the Department investigates misconduct for allegations including DUIs, positive drug or alcohol tests, and impairment and intoxication on and off duty. With respect to incidents involving relief of police powers for CPD members while under investigation, DUIs are the most common allegations. Additionally, CPD provides the Alcohol-use and Substance-use Services Program, available to active and retired members and their families, through its Professional Counseling Division. Disordered substance use by CPD members poses significant risks to the members themselves, their families, other CPD members, the Department, the City, and the public. This project would examine CPD's response to alcohol and

substance use within its ranks, procedures and controls to ensure the identification and reporting of substance use incidents, the associated disciplinary outcomes, and prevention and wellness efforts.

Potential Objectives

- Does CPD educate supervisors on identifying warning signs of substance use and how to refer members to services?
- Does CPD educate members on assessing their own substance use behavior and how to access Department resources?
- What controls does the Department have in place to ensure substance-related misconduct is reported?
- What are the disciplinary outcomes for CPD members with sustained substance-related allegations? How does the Department address repeat violators?
- How does CPD engage and educate members and their families on accessing alcohol-use and substance-use services?

19. Investigations with Civil Suits (Appeared on 2025 Outlook)

Background and Rationale

From 2019 through 2024, the City of Chicago paid out over \$465 million in settlements and judgments related to lawsuits involving CPD and its members, including some CPD members named in multiple claims. These payouts and the underlying misconduct are an issue of concern for Chicagoans, as brought out by community members who provided feedback to the 2025 Draft Outlook and who participated in OIG's 2024 and 2025 Listening Tours, COPA and BIA investigate police misconduct cases, while the Department of Law provides legal representation for the City in associated litigation. CPD's Risk Management Unit is tasked with identifying and mitigating risks to strengthen the Department's liability management efforts.

This project aims to examine how these three entities are addressing the CPD-related litigation. Effective coordination between these agencies can prevent undue investigative delays while awaiting ongoing litigation to conclude, and aid in risk management by identifying individual members with multiple civil suits or particularly large settlements who pose a risk to CPD and the City. Additionally, investigative agencies can inform City Council's actions in determining settlements. Under the MCC, COPA has the power to testify before the Committee on Finance during hearings on proposed settlements for lawsuits involving police misconduct. This project would examine how City actors coordinate to ensure timely investigations and to identify risks for CPD member misconduct cases with associated litigation.

Potential Objectives

- Do COPA policies and practices reflect its authority to review litigation involving CPD members for the purposes of opening or reopening an investigation, as outlined in MCC § 2-78-120(h)?
- Does COPA testify at Committee on Finance hearings on proposed settlements for lawsuits involving police misconduct regarding disciplinary investigations, as outlined in MCC § 2-78-120(w)?
- Does BIA review litigation materials, in accordance with policy, during the course of an administrative investigation stemming from an associated civil case?
- Does CPD's Risk Management Unit identify and analyze the financial impact of litigation on the Department? What proactive steps does CPD take to manage identified risks?

20. Tactical Unit Operations (Appeared on 2025 Outlook)

Background and Rationale

In CPD, tactical officers work in each CPD district, focusing primarily on gang activity and narcotics. They also serve as a support to beat officers when needed. Concerns have been raised about the tactics used by tactical teams in the course of their duty. This project would examine the functions and training of tactical team members, how they are selected, and trends among disciplinary investigations involving tactical team members.

Potential Objectives

- What is the process for assigning CPD members to tactical teams? What are the necessary qualifications to join a tactical team? What is the demographic makeup of tactical teams?
- How are tactical teams supervised? What review or evaluation is done on these teams?
- What policies and procedures define tactical team functions and duties? What trainings do tactical team members receive and with what frequency?
- Are tactics used by tactical teams in accordance with Department policy, such as those governing use of force and investigatory stop and search procedures, along with Department constitutional protections?
- Are there trends in misconduct cases involving tactical team members?

21. Specialized Units (Appeared on 2025 Outlook)

Background and Rationale

This project would examine CPD's history of creating and dismantling specialized citywide units in recent decades and examine trends in staffing assignments to and after these units.

Potential Objectives

- What is the history of CPD's creation and dissolution of specialized units? What have been their functions and duties?
- What is the selection process for specialized units? What are their duties? Are there any trends in misconduct investigations involving members on these teams? Are there any trends in settlements associated with these teams?
- When specialized units are dismantled, how are its members reassigned? What are the duties of those new assignments?

22. Operations of the Community Commission for Public Safety and Accountability (CCPSA) (Appeared on 2025 Outlook)

Background and Rationale

In 2021, the Chicago City Council passed an ordinance implementing the Community Commission for Public Safety and Accountability (CCPSA) to improve police accountability and transparency. As outlined in § 2-80-170 of MCC, the Public Safety Inspector General "shall commence a formal review of key aspects of the operations of CCPSA" within three years "after the implementation of the regular Commission." CCPSA is responsible for appointing CPD's Superintendent, COPA's Chief Administrator, and selecting members for the Police Board. Further, CCPSA must review and approve all CPD General Orders not in the scope of the Consent Decree.

Potential Objectives

- How does CCPSA coordinate efforts across its City employees, the Commission, and the District Councils, and how consistent are these coordination protocols?
- Does the Commission have consistent criteria and procedures for selecting the CPD Superintendent and COPA Chief Administrator and for nominating Police Board members?
- How does the Commission work with the District Councils to identify priorities?
- How does CCPSA record and use community feedback from both CCPSA and District Council meetings?

C | Constitutional Policing

23. CPD Strip Searches

Background and Rationale

CPD performs an array of searches, ranging from protective pat downs to custodial searches incident to an arrest. In certain circumstances, CPD members may opt to perform a strip search of an arrestee's person if they reasonably believe that the search will uncover a weapon or contraband. This type of search requires CPD members to take additional operational steps that aim to protect the constitutional rights of the arrestee. These include justifying the reasons for the search to a Department supervisor and obtaining the supervisor's prior written approval for the search. Improper strip searches are accompanied by potential constitutional violations, emotional and psychological trauma to the arrestee, potential legal consequences, as well as the undermining of public trust. This project will evaluate the alignment of CPD's strip search practices and policies and how improper strip search allegations are investigated and disciplined.

Potential Objectives

- Does CPD comply with its own directives and state law when performing strip searches?
- Does CPD provide a probable cause statement in reports prior to a strip search and are there identifiable trends in these reports?
- Are there disparities in CPD's application of strip searches?
- How much does the City of Chicago spend on lawsuits related to strip searches?

24. Enforcement of the City's "Drug House" Ordinance

Background and Rationale

MCC §8-4-090 declares a property as a "public nuisance" if the property has repeatedly been the site of certain illegal activities, including prostitution, illegal gambling, illegal possession or delivery of or trafficking in controlled substances. Subsequently, the City can require the property owner to take steps to mitigate risk of the property being used for any additional illegal activities. Individuals who encourage or permit illegal activity or fail to remedy identified issues (e.g., installing additional lighting or hiring security guards) within 30 days of notice by the Commissioner of Buildings or the Superintendent of Police may be found in violation of the ordinance, and may be subject to fines or assignment or forfeiture of their property at issue to the City.

Because the ordinance gives the City, including the Department of Law, Department of Buildings, and CPD, broad discretion and power to potentially seize property, it is of utmost importance that there is proper oversight in adhering to the ordinance. This project will evaluate the oversight in enforcing the ordinance.

Potential Objectives

- How widely is the ordinance enforced and for what criminal activities?
- What is the demographic and geographic make-up of impacted owners and properties?
- Is the City, including CPD and the Department of Buildings, operating in compliance with the ordinance?
- Is the ordinance being enforced in an equitable manner?
- How has the City utilized the property assets it has acquired as a result of violations of the ordinance?

25. De-escalation Techniques (Appeared on 2025 Outlook)

Background and Rationale

De-escalation techniques are vital tools in law enforcement that effectively manage crises, reduce use of force, and minimize risks for CPD members and the public alike. When CPD members apply these methods effectively, they enhance their ability to handle tense situations, improving outcomes and fostering community trust. This project aims to evaluate the consistency with which CPD members employ de-escalation techniques, the associated outcomes, and whether members' actions comply with Department training and directives. This project would evaluate two methods used by CPD to de-escalate interactions: (1) verbal de-escalation, which involves using communication strategies to diffuse tension, and (2) tactical positioning, a physical approach. By examining these de-escalation techniques, the project seeks to help bridge the gap between policy and practice, potentially leading to improved police-community interactions and a reduction in use of force incidents.

Potential Objectives

- How do CPD officers apply verbal de-escalation techniques and tactical positioning during interactions with the public? To what extent do these practices adhere to departmental training and directives?
- How does the community perceive CPD's de-escalation methods? Are there insights that can be gained from civilian experiences to improve these practices?

26. Response to Individuals with Limited English Proficiency (Appeared on 2025 Outlook)

Background and Rationale

Under Chicago's city-wide Language Access Policy and CPD's specific Language Access Policy, free interpretation services are mandated for all individuals receiving police assistance. This project aims to evaluate CPD and OEMC services for people with Limited English Proficiency (LEP). By assessing the sufficiency and equity of access to emergency and police services, the project seeks to foster trust between law enforcement and Chicago's diverse communities. This project would evaluate CPD and OEMC policies, procedures, and training programs and would examine the agencies' capacity to effectively serve its multilingual population.

Potential Objectives

- To what extent do OEMC's policies and procedures adhere to the City-wide Language Access Policy for responding to individuals with Limited English Proficiency?
- How does CPD respond to incidents involving individuals with LEP? Does this response comply with the City-wide policy and CPD internal policies for language access?

- Are there sufficient interpreters to meet the needs of Chicago's various LEP communities?

27. Response to People with Ambulatory Disabilities (Appeared on 2025 Outlook)

Background and Rationale

This project would evaluate how CPD members interact with police subjects who have disabilities, specifically those who require the use of an ambulatory device (e.g., wheelchair, walker, cane, or crutches). The project would determine whether CPD's practices align with its policies and adhere to the Consent Decree and the Americans with Disabilities Act (ADA). Furthermore, this project would examine if the feedback CPD received during its 2023 and 2024 public comment forums of relevant directives informed its revisions of these directives.

Potential Objectives

- What has been the experience of people with disabilities who interact with CPD? Do CPD members comply with directives in their interactions with people with disabilities?
- How has CPD worked with disability groups to inform its policies, practices, and trainings?
- Does CPD systematically record interactions with subjects with ambulatory disabilities?
- Are the CPD policies and procedures governing interactions with subjects with disabilities in compliance with ADA regulations and best practices?
- What training are CPD members required to attend, in the academy and annually, as it relates to interactions with subjects with disabilities?

28. Response to Mental Health Calls (Appeared on 2025 Outlook)

Background and Rationale

CPD Special Order S04-20, "Recognizing and Responding to Individuals in Crisis" states that the Department is committed to: interacting with individuals in crisis with dignity, respect, and the foremost regard for the preservation of human life and the safety of all persons involved; training Department members in recognizing the signs and symptoms of mental health conditions and the statutory criteria indicating a person is in need of emergency mental health treatment; and exploring diversion programs, resources, and alternatives to arrest for individuals in crisis, consistent with the Department directive Crisis Intervention Team (CIT) Program among other procedures. The primary goal of this project is to understand the policies, procedures, and training curriculum related to CPD's response to mental health crises and other mental health-related calls.

Potential Objectives

- How do CPD members become CIT-certified? How many CPD members are CIT-certified?
- What training do CPD members who are not specifically CIT-certified receive in handling mental health-related calls for service?
- Do CPD members' response to mental health-related calls for service adhere to Department policy? Is there a difference in response for certified and non-certified members?
- How are CIT-trained/certified Department members assigned across the districts? Is there a relationship between the number of CIT-trained members in a district and the outcomes for mental health calls?
- Is there a correlation between mental health call outcomes (e.g., hospitalization, use of force, etc.) based on the subject's demographics (e.g., race, sex, gender, age, etc.)?

29. Inventory, Use, and Impact of Military-Grade Equipment (Appeared on 2021, 2022, 2023, 2024, and 2025 Outlooks)

Background and Rationale

Local law enforcement agencies, including CPD, sometimes use military-grade equipment in certain operations and emergency responses. Research suggests that the use of such equipment has little effect on officer safety or crime rates but has negative impacts on perceptions of the police by both communities and potential police recruits. Additionally, there is evidence that militarized police units are more often deployed in predominantly Black communities. This project would consider CPD's policies on and use of military-grade equipment, any requests for military-grade equipment pursuant to the SAFE-T Act, 65 ILCS 5/11-5.1-2, and whether CPD has taken steps to mitigate the potentially harmful effects of that use.

Potential Objectives

- What is the full inventory and source of each piece of military-grade equipment owned or used by CPD?
- How many times has CPD requested military-grade equipment allowed by the SAFE-T Act? Has CPD followed the 14-day publication requirement?
- Is CPD in compliance with program requirements mandated by the sources of its military-grade equipment?
- What policies and training requirements does CPD have in place to ensure proper use of its military-grade equipment?
- How frequently, and for what purposes, has CPD used its military-grade equipment?
- How does CPD assess the effectiveness of its military-grade equipment? How does CPD justify the need for more equipment?
- Has CPD evaluated the use of military-grade equipment on Chicago's communities and its police-community relationships?

30. Narcotics Arrest Diversion Program (Appeared on 2025 Outlook)

Background and Rationale

The Narcotics Arrest Diversion Program (NADP) is a collaboration CPD, the Chicago Department of Public Health (CDPH), University of Chicago Crime Lab, and Thresholds, a community behavioral health provider. This program, launched in 2018, offers individuals arrested for low-level narcotics crimes the option to avoid receiving charges by instead participating in substance use counseling. The program currently operates in every Police District in Chicago and early studies have shown some promising results, including reduced likelihood for future arrests for drug-related and violent offenses.² This project would evaluate if NADP is offered to eligible arrestees consistently in every District as well as if there are trends in outcomes for the program across districts.

Potential Objectives

- Does CPD offer the NADP to all eligible arrestees? Is this opportunity consistent throughout Districts?

² Ashna Arora and Panka Bencsik, "Policing Substance Use: Chicago's Treatment Program for Narcotics Arrests," November 6, 2021, <https://drive.google.com/file/d/1QSxrv7pWWWCFfL4O2hPoHBKQQHdU1Uck/view>, accessed August 22, 2025.

- What are CPD's policies and procedures for NADP, and are these standardized across Districts?
- Are there trends in arrest or diversion rates based on geography or on the demographic characteristics of the subject or involved CPD member?
- What type of training do sworn members receive related to the NADP?

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