

Chicago Police Superintendent
Essay Questions
Prepared By Anne E. Kirkpatrick

1. What does accountability mean in the context of policing?

Accountability means holding officers individually, as well as the agency collectively, responsible for the delivery of police services in an ethical and legal manner. As a former Chief of Police, my mantra was that we are in the business of regulating other people's conduct, so I expect us (the police) to regulate our own conduct.

Accountability entails making expectations clear, leading the way, and encouraging others to follow willingly. Accountability also involves discipline in terms of running a "right and tight ship" and in terms of sanctions to gain corrective action. At times, corrective action includes terminations in order to maintain a highly effective and well-run organization.

- **What are the best practices for early warning systems for police officers?**

Most major cities and progressive smaller agencies use some form of an Early Warning System. I have personally used IA Pro in two of my three departments where I served as the Chief of Police. Currently, the Seattle Police department is under a Consent Decree and they have chosen the same IA Pro System. Some major cities, such as New York, have designed their own systems. New York's is called COP STAT (a takeoff of Comp stat).

Regardless of what system is used, they all have three elements: the selection criteria for flagging problem behavior, an intervention plan, and a post-intervention monitoring stage. Whichever system is used, in order for it to be an effective system, it must have predictive analytics. In the end, the system can give you clear forewarning that you have a potential problem employee, but you have to do something with the data or it is meaningless.

- **How do you assess and address bias based policing? How does the message get articulated to the police force and executed throughout the organization and down to the level of officers on the beat?**

Statistics alone do not always accurately point to an officer who is engaged in biased-based policing. My experience is that most officers know when a fellow officer is biased. Sometimes it shows up in the character of the officer as early as in the basic police academy training. The reason they are allowed to remain in the department is because of weak leadership. You can articulate a zero tolerance policy (and I definitely believe in articulating a zero tolerance policy against bias policing) but unless there is strong leadership that will not turn a blind eye and will actually start cutting that cancer out of the department, then it will never go away. In that case, the policy is just cheap talk. When officers see that they can and will lose a career over it, then the culture will start to change. And when officers also see that promotional opportunities are based on upholding the values of a zero tolerance stand against biased-based policing, then you get a culture change. That requires courageous leadership, and that is what I offer.

2. Chicago has tried a number of strategies to reduce the rate of shootings, homicides and other serious violent crimes. What are the most effective methods of achieving reduction in these categories of crimes, and how would you effectuate them in Chicago?

In 1994, Commissioner Bill Bratton accomplished a turnaround of an epidemic crime problem in New York City by implementing the Broken Windows theory to crime fighting. The theory was created by academics – Professor George Kelling and James Q. Wilson. The theory was "that untended disorder and minor offenses give rise to serious crime and urban decay". Based on that theory, Bratton took a zero tolerance position on quality of life crimes, and New York saw an astonishing drop in violent crimes.

If I am selected as the next Superintendent of Police, I would go back to basics and implement those practices that we know work. We know Broken Windows and Compstat work. In addition I would also apply other crime strategies that we know work such as targeting career criminals and getting guns off the streets. There are some very innovative approaches to crime fighting that include partnering with social services to get low level drug offenders and prostitutes into social services versus jail. I also think that law enforcement should approach crime fighting by helping to reintegrate ex-offenders back into our communities. Lastly, I would seek ways to give disenfranchised youth opportunities to "belong" in healthy relationships as alternatives to gang life.

3. There have a number of recent highly publicized issues involving use of force by police officers both in Chicago and around the nation. Please discuss your philosophy regarding:

- **The use of force by the police**

First and foremost, the use of force by the police must be constitutional. To be constitutional the force must be *necessary*. Secondly, I am an adherent to the principles of Procedural Justice. Under the precepts of Procedural Justice, the question regarding the use of force is not only *could* you have used the force (the constitutional threshold), but *should* you have used the force.

Investigations regarding police use of force (appropriate investigative body, transparency, timing, independence of investigators versus internal department investigations, etc.);

I was the first Chief of Police in the State of Washington who used outside agencies to investigate our officer-involved shootings. Using outside investigative teams has now been adopted by almost all law enforcement agencies in the State of Washington. We worked with the unions to negotiate acceptable protocols and team structures, and after initial strong pushback, even the unions came on board. I believe in transparency, and I think using outside "shooting investigative teams" is the best way to be transparent and to build trust with the community. Unfortunately, force is a part of police work. But when the public trusts the investigation of that force, then its use is accepted as being legitimate.

- **The so-called "militarization" of modern police departments**

Again, I want to underscore that I am a proponent of Procedural Justice. One of its premises is that the police should have the mindset of being "Guardians not Warriors". This requires a sea change in our police culture. Because law enforcement organizations are para-military in their structure, we have historically given preference to hiring ex-military and we run our police academies like mini-boot camps. After 9-11, the federal government opened its storehouses and made military equipment available to local law enforcement. Also, we tend to use a lot of warrior language. We talk about the war on drugs, the war on gangs, and the war on crime. We talk about "us versus them". Words matter. All of these things have contributed to a militarized police culture.

I think that to de-militarize some aspects of our police culture we should instill in the mindset of our officers that their identity is *first* that of Guardians of democracy, and then Warriors when they have to be.

4. What does community engagement and policing mean to you?

- **Define the terms in your words**

Community policing means that the police department works in partnership with the community they serve. Community policing is a philosophy not just a set of programs. It should be the very fabric of the culture of the department. Community-Oriented Policing programs, such as Citizen Academies, are the fruit of that culture. Some police departments have truly embraced community policing and other just give lip service to it. In all my departments where I served as Chief of Police, community policing was a cornerstone of how we did business. To me, community engagement means a relationship which is built through face to face interaction with the community. It is a mutual partnership and that involves the face time with each other--talking, listening and respecting each other.

- **What has been your experience with community policing?**

Twenty years ago, I was a Redmond police officer when our Chief of Police, who was the former President of IACP, implemented the principles of community policing into the department. He made it clear there was going to be a paradigm shift in how we approached crime. It was the advent of community policing, and there was a strong push back by the rank and file. To his credit, he managed a sea change in our culture. When I became a Police Chief myself, I, too, followed the principles of community policing.

Of the three cities where I served as Chief of Police, Spokane had inculcated community policing the best I have seen anywhere. It was a model city to which other police departments sent officers to see how community policing had been implemented so well.

- **To the extent that it differs, what has been your experience with community engagement?**

In my opinion, you can't have true community policing without being engaged with the community, as I defined engagement above. I have put into practice those principles by, first of all, showing up and having a presence in the community. That means attending civil service clubs, such as Rotary and Kiwanis, and accepting invitations to speak at functions. It means going out on patrol and meeting folks on the street. Building true relationships is the key. If I do it as a Chief, then I expect the rank and file to do it as well.

- **What is your philosophy regarding "community policing" and how have you executed on that philosophy?**

My philosophy is that community policing is a partnership with the community. That means having meaningful engagement, and it is in that engagement that relationships are built. I have executed those philosophies by first, maintaining a presence in the community and secondly, by implementing many community policing programs – the fruit of the philosophy. To name just a few, I had Citizen Academies (both for adults and youth), Cops n' Docs program for high schoolers that targeted gun violence, and designated Community Policing officers.

- **What is your philosophy with "community engagement" and how have you executed on that philosophy?**

At its core, my philosophy of community engagement is meaningful relationship. That means being present, having a two-way dialogue (which entails active listening), being structured in having regular meetings with community leaders, and leading by involvement. I have implemented those practices by being visible and accessible. I also had an effective Chief's Advisory-Counsel made up of community representatives. That group met monthly. Lastly, I was always out front in high profile events and did not shy from the hard issues.

- **The City of Chicago has been suffering a significant distrust between the community and the Police Department. How do you propose to address this distrust?**

I have had the experience of being the Chief of Police in a city where the community had lost all trust for their police department. The size of community does not matter – we can look to Ferguson and see that fact. When a community has deep distrust for their police force it means that the police has lost its legitimacy. I believe that the way to restore legitimacy and regain trust is by implementing the principles of Procedural Justice. If I am selected as Chicago's next Police Superintendent, I will immediately start inculcating Procedural Justice principles.

5. Do you believe it necessary to have greater diversity in the make up of the Department's sworn personnel? If yes, how would you increase the percentage of sworn members from under-represented groups? Specifically address your strategy for encouraging persons of color to apply.

I do believe that a police department should reflect the diversity of the community it serves. As an example, when I was the Chief of Police in Federal Way, Washington that borders Seattle, I did not have enough officers from the Pacific Islands that represented our population, so I sent a team of recruiters to Hawaii to actively recruit from there. I also had a very large Korean community and I made one of our Korean officers a Commander. Today he is the Chief of Police of Federal Way. I also had the only Russian speaking officer in the area for a long time. People of color and of different ethnic backgrounds or sexual orientation need to see that there is a future for them in law enforcement and a role in leadership. What I found to be the most effective approach to attracting diversity was to go out to them rather than sitting back waiting on them to come to us. I would recruit from the non-traditional places and I would ask the leaders in different diverse communities to help me recruit. Some cities, like Seattle, have launched public campaigns. They have great billboards around the city highlighting their diverse officers, and they have had success attracting people of color and many other diverse populations. I would try something similar. Today young people want to be a part of change. They are looking for meaningful careers, so I would have some recruiting slogan along the lines of "be a part of the change - you can make the difference". This is an exciting time, and we have a great opportunity to seed our departments with the 21st century police force.

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6. Police integrity is being questioned all over the country. Describe your plan for:

- **Fostering a culture in which police officers elevate the importance of telling the truth, and complying with Departmental rules of conduct, over the temptation to protect themselves or each other from discipline.**

What is occurring in these situations is a clash of competing values. Officers who protect fellow officers have placed the value of loyalty to their fellow officer above the value of loyalty to the community. That is a clash of similar values – the value of loyalty. In the same vein, is the issue of "testi-lying" (i.e., not telling the truth in one's testimony). This is another example of competing values. The thinking is that it is better to fudge on one's testimony in order to get the bad guy off the street than to tell the honest truth. The competing value is that it is a higher value to get the "bad guy" off the street than telling the truth in court and risk seeing the "guilty" guy walking free. This is corrupt thinking. Most police officers are not corrupt in their thinking, and their values are not compromised. But this is what lies behind those police cultures that have allowed corrupt thinking to fester.

To change a culture, one must first change their mind about truth telling and obeying the rules of conduct. I would bring to the Chicago Police Department a program like Blue Courage. It is a training module that challenges the officers to have courage to stand on their values and to uphold their oath of office.

- **How would you incentivize officers to not only exercise personal integrity in the discharge of their responsibilities, but also to report misconduct on the part of other officers?**

I think the best way to incentivize officers to exercise personal integrity is by making promotional opportunities hinge on an officer's exercise of those personal integrities. The message is that to get promoted in this agency, you have to be a man or woman of integrity. If you are not on board, you don't promote. Although that approach is an incentive, it is also a deterrent. I have learned that for those who are unwilling to follow the lead, there has to be a hammer. Therefore, there has to be a formal policy that requires officers to report misconduct by fellow officers, and failure to do so is a terminable offense.

7. How have you incorporated technology into policing? What is the appropriate use of technology and what are its goals? How does technology complement human policing?

I became a Chief of Police almost 20 years ago and I have been around since before the advent of some of our more common uses of technology in today's law enforcement. For example, I saw the implementation of the first generation stun guns and dash cameras. I experienced first-hand how technology can enhance human policing. Therefore, I am progressive when it comes to implementing the newest technology. I was one of the early users of dash cameras and less than lethal tools such as tasers. I have outfitted patrol cars with LoJack's to track stolen cars in real-time and Automatic License Plate Readers (LPR's). I have installed crime mapping software and e-tickets. I have retooled our property rooms with the most advanced bar scanning systems. I could go on, but space limits me. Technology not only makes police departments more efficient and accountable, but it makes officers and citizens safer. With less than lethal tools, we can give officers more force options that are less likely to cause serious bodily injury. Technology has shifted the paradigm in law enforcement. However, many large agencies are way behind the curve in their implementation of technology. So, just because an agency is bigger does not mean it is progressive.

8. Describe your experience in working on terrorism related matters. In particular, please address:

I have a very strong background working on terrorism-related matters. For several years I served on the Washington State Police Chief's and Sheriff's Intelligence Committee. I eventually became the Chair of that committee. I then became a leader in standing up the Washington State Fusion Center. It entailed setting up nine Regional Intelligence Groups around the state with its hub in Seattle. A Fusion Center is a unified counterterrorism and "all crimes" intelligence center. Its mission is to receive, analyze, and disseminate information regarding potential threats to the Homeland. It detects, deters and disrupts attacks by foreign and domestic terrorist and tracks significant criminal activities. Our Fusion Center was staffed by analysts and representatives from the FBI, Secret Service, military, and other Federal agencies. We also had Seattle Police and Washington State Patrol Investigators, and private sector partners such as Boeing and Microsoft. I worked very closely with the Seattle FBI SAC and the Adjutant General of Washington State in setting up the Fusion Center inside the FBI Offices in downtown Seattle. We also worked with the ACLU to create policies that protected civil rights and liberties and maintained privacy rights as a top priority. In the end, I became the Chairperson of the Executive Board that had governance over the Fusion Center.

- **How to enhance information gathering, analysis and making relevant information operational, through sharing with other law enforcement partners in Chicago and elsewhere?**

Chicago has a Fusion Center. I am sure that they have what are called designated FLO's (Fusion Liaison Officers). However, it may very well be that not enough rank and file officers are educated on what a Fusion Center is and who the Fusion Liaison Officers are. (That was a problem I experienced in Washington State). So, I would enhance information gathering by better educating the rank and file on the basics of a Fusion Center.

- **How would you develop ties and relationships with other law enforcement actors around the world?**

I have been fortunate to have been invited to attend all three of the FBI's Command Leadership schools and through those connections I have met and built relationships with many executive leaders around the world. For example, when I attended the FBI's National Executive Institute, I was asked to serve as a Syndicate Director (group leader). In my group, I had one of the former Chiefs of Police of Toronto and at the time, Britain's most senior counterterrorism officer. For many years, I had the privilege of being a regular speaker at the FBI Academy in Quantico, Virginia where I met many law enforcement executives from around the world. If I am selected to be the next Superintendent of Chicago, my connections are already in place.

- **What is the best approach to engaging with federal partners?**

I have several years of experience working with Federal Partners, primarily through task forces. What is critical in maintaining good relationships is having a clear understanding of who is in charge. It is human nature to have conflicts in this arena, so the best way to approach and engage with Federal Partners is to have regular meetings to keep communications open, address concerns early on before they become big problems, and have a clear understanding of each other's roles.