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**EUGENE WILLIAMS**

**Exhibit 1**  
**Essay Question 1**

**What does accountability mean in the context of policing?  
What are the best practices for early warning systems for  
police officers? 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?**

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## EXHIBIT 1

### Essay Question #1

In the context of policing, accountability means a “top to bottom,” “bottom to top” understanding, appreciation and sincere desire to adhere to the policy, rules, regulations and guidelines of the organization. Accountability is not only required of the individual officer’s actions but that of his partner, peers, supervisors and the organization as a whole. It is not enough to individually know and do what is right, accountability demands that each member not allow others to exhibit inappropriate behavior in their presence or through any means of communication. In essence, accountability requires each member to be as diligent about following the organization’s guidelines, goals and objectives as each member would be about responding to assist a member who is calling for a 10-1 (officer in need of assistance). Accountability eliminates any opportunity for the presence of a “blue code of silence.” When an organization is fully accountable, the desire or intent for inappropriate actions by a few bad apples will not find a safe and comfortable haven.

The best practice for an early warning system is the very need for individual and organizational accountability described above. When we have organizational accountability the first indication of improper conduct or behavior should be recognized by the individual officer. Following that, the next level for early warning should come from a partner, peer or family member. The next level of observation should be that of a supervisor. Lastly, the organization should have in place a mechanism that tracks infractions, complaints, poor performance, improper conduct and other transgressions.

We currently have in place a Performance Evaluation System (PES) which when properly used, can provide the data to identify potential problem employees. As Superintendent, I would ensure that our technology, other tools and supervisory resources are utilized to identify and address potential problems.

With respect to biased-based policing, let me be clear: Biased-based policing has no place in any police department. To the public at large, this issue goes to the very core of transparency, legitimacy and trust. There are many ways to assess biased-based policing. For me, the most compelling way to do so is to consider what the public's perception (or reality) is of how we treat them. Is our interaction with the public respectful, fair and transparent? It is not enough to only teach our officers procedural justice and police legitimacy in the Training Academy. We must live it in the street where we meet the public face to face. Are we truly practicing the four principles of procedural justice? Give people a voice (listen); Neutrality (be fair); Respectful treatment (be respectful); and Trustworthiness from a fair and transparent process.

The devastating impact of biased-based policing to the public's trust and confidence must be constantly reinforced. Police officers gain legitimacy from the public to exercise their authority to maintain order. We must always be cognizant of public assessment. Otherwise we will be exercising an illegitimate authority in the eyes of the public. This cannot be accomplished only through recruit training or with "in-service training," offered every couple of years or so. It will not suffice to show streaming videos at roll call where some officers are preoccupied with their smart phones and rarely give the video their full attention. It must be reinforced verbally and practiced at every roll call, radio assignment, police/citizen engagement and communiqué that

comes from the Superintendent down the chain to the first line supervisor. There must be strict monitoring of any complaints or behavior that would indicate that biased-based policing is evident. Here again is where the need for organizational accountability is so very important. A partner cannot stand idly by while the other partner engages in biased-based policing. The partner who stands idly by, pretending to not know what is going on or simply ignoring the inappropriate activity is equally as culpable, if not more so than his partner. That partner can only operate with impunity when he or she is not challenged by the partner whose silence provides tacit (if not overt) approval of the inappropriate activity.

Officers must be made fully aware of the guidelines and fully aware of the consequences for engaging in biased-based policing. They must know that this activity will result in severe disciplinary action. When there is no regard for the implementation of disciplinary action, the behavior will not change. My experience is that officers will readily comply when they know the discipline to follow will be commensurate, timely and certain. That message must start with the Superintendent and extend through every supervisory rank down to the level of officers on the beat. I am prepared to ensure that accountability is the responsibility of every member and that when appropriate, fair and timely discipline is administered.

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**Exhibit 1**  
**Essay Question 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?**

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## EXHIBIT 1

### Essay Question #2

Numerous strategies have been implemented to reduce violent and serious crimes. While we have realized some reductions overall, there is still much to be done. So we would be remiss if we did not look to tweak our current strategies and seek to embrace a longer-lasting or permanent solution to public violence. Winning a battle is not as important as winning the war. We must recognize that our violence reduction initiatives are mere strategies. These strategies must be regularly reviewed to assess their effectiveness. While we must never lose our edge with respect to intelligence-based policing; neither can we lose focus on the fact that our progress will be earned in the trenches. Respectfully, the “trenches” so to speak, is in the Patrol Division; which is the backbone of the Department. I offer that we have shifted too many resources into “Impact Zones.” We are obligated to provide Patrol with supervisors and officers (along with the necessary equipment) to man beat cars so that Patrol can provide and maintain a high visibility, which further serves to deter crime.

At the core of any strategy to reduce shootings, homicides and serious violent crimes is the need for adequate resources at the point of engagement. I believe that the most effective method to reduce violent crime is to have fully staffed beat cars and adequate first line supervisors to ensure the strategy is implemented and followed. True beat integrity; ensuring that the same officers are assigned to the same beat each day will be beneficial in many ways. It bodes well from the perspective of officers knowing the community and its residents, knowing the crime conditions and offenders, and the building of trust with the community to dialogue and share information.

We currently have nineteen (19) Impact Zones, each of which is covered by twenty (20) Probationary Police Officers on foot and monitored by roving Sergeants who ride around in cars while supervising multiple Impact Zones. These recruits walk around in groups of six or seven while covering an area of approximately four blocks. First, they need closer supervision than a "roving" Sergeant who checks on them periodically. Second, I believe they would provide a greater benefit if they were mobile and working with a more seasoned officer to cover more calls over a larger geographic area. After completing a deployment of nearly a year in these impact zones, many of these young officers are then partnered with other young officers who also have had little benefit of additional work experience with seasoned officers. This can prove problematic in that these officers have been primarily working in groups of seven or eight while on foot and essentially writing parking tickets and contact cards. Now they have to go out and handle a wider variety of assignments over a wider geographic area with limited knowledge and experience. While some citizens welcome foot patrol in general, a considerable number of the citizens in the Impact Zones complain of receiving numerous unnecessary parking citations and other vehicle code citations. This goes to the very fabric of police/community engagement and relations.

Another negative off-shoot of the "Impact Zone" strategy is that tens of thousands of calls either go unanswered or the response time is so slow that it further erodes the fabric of trust in the community. As such, I would re-deploy these 380 probationary officers (and 30 Sergeants) to high crime Districts to ride with seasoned officers where they can respond to more calls for service, do periodic foot patrol and engage positively

with the community. I would also ensure that all specialized units operating in a District would be required to respond to radio calls/assignments.

Over the past 35+ years I have initiated and participated in several violence reduction initiatives. The most successful of which was the Project Safe Neighborhood effort which reduced shootings and homicides on the west side of the city for several years. Another successful initiative was the launching of the Special Operations, Mobile Strike Force and Targeted Response Units. These units were comprised of aggressive, highly motivated officers that also led to a reduction in violent crime. When these Units were disbanded in early 2008, shootings and murders soared. Then Superintendent Jody Weis reinstated the teams the following year and realized significant reductions in violent crimes in 2009 and 2010. Under Superintendent Garry McCarthy these teams were once again disbanded in late 2011. Again shootings and murders soared to their highest number in several years, with homicides reaching the 500 plateau (512). Today more officers are deployed on a daily basis to Impact Zones than Mobile Strike Force and the Targeted Response Unit combined.

If we find that a specific strategy is no longer producing fruit, we should not hold on to it. Likewise, we should not have so many strategies that it becomes difficult for our officers to focus on a core mission. When we have multiple high level strategies that all have the same high priority, it is difficult to provide all resources to all problems. If we are constantly changing the goal posts our officers will disengage and the department will find itself in a state of flux.



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**Exhibit 1**  
**Essay Question 3**

**There have been 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; Investigations regarding police use of force (appropriate investigative body, transparency, timing, independence of investigators versus internal department investigation, etc.); and The so-called “militarization” of modern police departments.**

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## EXHIBIT 1

### Essay Question #3

Police use of force must be an absolute last resort measure—permitted only when absolutely necessary and when other efforts to restore peace have been exhausted. In the late summer of 2015, the Chicago Police Department communicated with other major police agencies in an effort to gather best practices related to use of force. With that information, the department drafted new policies and guidelines related to use of force. The new policy now requires “Force Mitigation” to be added to our use of force model. In essence, among other key factors, the policy now requires officers to use tactics like: slowing down, using verbal communication, increasing distance or requesting the assistance of specially-trained units. Officers are encouraged to de-escalate and use Force Mitigation principles at the earliest possible moment. Under this new policy, officers will continually assess the situation and consider a series of key questions such as, “How serious is the risk? What is the full range of options for how to respond? Can I create time or distance? Can I de-escalate or call specially trained units such as SWAT or CIT (crisis intervention trained) units. Ultimately, this new policy will reinforce our Use of Force Model and our members will make good decisions, or even better decisions.

Notwithstanding, I believe that that the Chicago Police Department and law enforcement in general have been steeped in a “warrior mentality” (kicking butts and taking names) for much too long. Collectively, we have been slow if not recalcitrant to change as if we are stuck in a time warp back in the 1980’s. Law enforcement has operated in that vacuum for many years where their testimony was almost always

accepted by the courts. Our word was almost always taken over that of an arrestee or a citizen. This phenomenon has created a dangerous culture in law enforcement. Police often view it as insulting to even question their actions because they have a dangerous job and place their lives on the line every day.

Over the year's law enforcement has moved closer and closer to the "warrior mentality" and further and further away from the "guardian mentality." With new technology such as smart phones, body-worn cameras, google, pod cameras and social media, a bright light now shines on the actions of law enforcement like never before. Our actions are now being recorded and presented as evidence that directly and profoundly contradicts our previous unquestioned testimony and account of citizen interactions. As a result the courts and the public are disappointed and call into question our integrity and trustworthiness. And even with numerous video tape examples of police misconduct being shown on television and via social media, officers continue to cling even more to that warrior mentality. Some officers may think because we have dangerous jobs, those acts of misconduct should be ignored or considered collateral damage to get the job done. Nothing could be further removed from reality.

I am a fierce proponent of officer safety and nothing herein is meant to diminish the ability of every officer to safely return to their families after each tour. But I firmly believe law enforcement would do well to humble themselves with passionate compassion without looking for every opportunity to exploit the letter of the law or an agency's policy and guidelines. Just because a citizen questions your authority or curse at you does not mean you can resort to physical force. Persuasion, advice, warning and less lethal options should be considered first. Just because you can use deadly

force doesn't mean that you have to and the use of deadly force should always be an absolute last resort.

With respect to investigations of use of force, I am very comfortable with these investigations being conducted by an independent agency. I believe that IPRA is the appropriate agency to conduct these investigations and when needed, assisted by the Inspector General's Office. While I understand the need for a Superintendent to be able to administer discipline in his/her agency, quite frankly we have not done a very good job in the execution of this responsibility. Lastly, I embrace the function of the Police Board that adds accountability, transparency and trust to the disciplinary process in the eyes of the public. For greater public trust and for the morale of our officers, it is imperative that each of these independent agencies conduct their investigations in a more timely fashion. The person filing a complaint, the public nor the involved officer should have to wait three years for an investigation to be brought to closure.

Consistent with the concept of police legitimacy, police departments must not be viewed as an "occupying army" but instead must reflect the values of the communities they serve rather than being at war with them. Images of SWAT teams in military surplus tanks do not reinforce the community policing values and should be minimized if not eliminated. My goal will be to ensure that we work together with our stakeholders to minimize the harm that can be created when police departments embrace the use of military equipment and tactics which are contrary to our values. Ultimately it is not how much or what type of equipment an agency has, rather how their personnel is trained and when/how the equipment is utilized.

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**Exhibit 1**  
**Essay Question 4**

**What does community engagement and policing mean to you? Define the terms in your words. What has been your experience with community policing? To the extent that it differs, what has been your experience with community engagement? What is your philosophy regarding “community policing” and how have you executed on that philosophy? What is your philosophy regarding community engagement and how have you executed on that philosophy? 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?**

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## EXHIBIT 1

### Essay Question #4

Community engagement and policing should fit like hand and glove. They should be inseparable. A police department is a part of and empowered by the community that it serves. The powers that an officer has and the power of a department belong to the citizens that they serve. The inclusiveness and voice of the community is the cornerstone of a positive relationship with the police. The definition of community engagement and policing is the sincere and genuine desire of the police and the community to embrace each other with mutual respect. This mutual respect builds trust which is what legitimizes police in the eyes of the public. I have practiced this concept since I became a Chicago Police Officer more than 35 years ago. Long before CAPS was formally introduced in the early 1990's, I learned and embraced the benefits of the "Officer Friendly" concept. Early in my career, treating citizens (and offenders) with dignity and respect has bode well for me in my work as a beat officer, tactical officer and as a detective. These benefits increased exponentially as I ascended into the supervisory ranks which allowed me to foster this concept in my subordinates. I see community engagement and community policing as one and the same.

As food for thought, we have several different strategies with respect to violence reduction. To be clear, community engagement or community policing or CAPS by whatever name is **NOT** a strategy, it is our **PHILOSOPHY**. We can never have a single-minded focus of addressing crime and violence with strategies while abandoning our cornerstone and our philosophy; which is CAPS. CAPS must play a key role in any violence reduction strategy. Through CAPS we forge lasting relationships that will bring

to bear, if properly cultivated, a long-term solution to the problem of public violence. As such, CAPS must be built up and re-invigorated. CAPS should not have competing strategies that take away from its goal of problem solving with the assistance of the community.

In 2008 we began an unfortunate reduction in the amount of personnel assigned to CAPS and the role that the community played in CAPS. CAPS literally became a shell of itself in an effort to implement a "strategy" which was to place additional officers in beat cars. The public felt excluded as we reduced their role and slashed monthly beat meetings and started cluster meeting (two or three beats meeting together at once). With that came an erosion of public trust and confidence which we are still trying to recover from. I understand the concept that every member of the department is a community policing representative. However, when the decisions were made to reduce the CAPS staff in each district down to a Sergeant and two officers or to eliminate /reduce the number of beat meetings, the department "told" the community what the new plan would be. The public could come and listen to our presentation but their input if any, essentially fell on deaf ears. We could have easily moved enough officers from desk or administrative duties to address the manpower needs for that new strategy rather than essentially dismantling CAPS.

In every position I have held in the department I have advocated for the building up and improving of the CAPS model. In addition to my position as a Chicago Police Officer, I have also advocated for CAPS and positive police/community engagement as the President of the Chicago Chapter of NOBLE (National Organization of Black Law Enforcement Executives). Over the past ten years in particular, I have worked with

educators, businesses, community based organizations and clergy among others to improve police community relations. Just this past year alone NOBLE, supported by the Chicago Police Department, has been engaged in several initiatives to improve police-community relations. For example: In January of 2015 we presented a viewing of the movie "Selma" in the multi-purpose room for more than 400 youths and adults. The viewing was followed by a discussion of how the youth perceived police and community interaction. In March we joined with the Sigma Gamma Rho Sorority to host a youth forum at the Harold Washington Cultural Center. The event was well attended by youth, celebrities, elected officials and local residents. In April we hosted a "Networking Event" at Public Safety Headquarters with 400 members of law enforcement agencies and community residents to discuss how to improve police community relations. In May we joined with the 7<sup>th</sup> District CAPS office for a "Father-Daughter Dance" that was shown around the world. I and several suburban Chiefs representing NOBLE wore our dress uniforms and escorted young girls to the dance who did not have a father figure in their lives. NOBLE also rolled out an interactive training program for all ages (but especially targeting youth) called, "The Law and Your Community." This training is designed to improve their understanding of federal, state and local laws and ultimately improve relations and interaction with law enforcement. This training is copyrighted by NOBLE and is approved by the Department of Justice. It has been embraced by the Mayor's Office and the Chicago Public Schools. It has been taught in more than 20 schools and 30 other faith or community-based organizations. All told, more than 300 people have been trained under this program. These are just a few of the many ways to build public trust.



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**Exhibit 1**  
**Essay Question 5**

**Do you believe it necessary to have greater diversity in the makeup 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 join the force in times of community distrust.**

## EXHIBIT 1

### Essay Question #5

I believe that a diverse work force that represents the citizens it serves is extremely beneficial to both the work force and the public. With respect to the Chicago Police Department, "greater diversity" in the work force often manifests itself in a **greater level of trust** by the citizens serviced by the Department. I believe that **it is necessary** to have greater diversity in the makeup of the Department's sworn personnel. As Superintendent, I would address this with a **long-term strategy** and a **short term strategy**. Currently, there are an estimated total of 12,500 sworn personnel. As a **"long-term"** strategy, I believe that we should continue with an aggressive minority recruiting campaign to improve these numbers. In order to increase diversity within the department as a whole, we must first increase diversity at the entry level. I have been and currently am at the forefront of that effort in my role as Chief of Support Services. I have also been working on recruitment efforts with educators, faith-based partners, community based organizations and businesses in minority communities given my role as President of NOBLE (National Organization of Black Law Enforcement Executives). These efforts have included seminars, test preparation sessions and assistance with paying the registration fee to take the test. I have appeared on television and radio to push out the recruitment message. I have arranged for physical training sessions as well. Because of this effort, the recruitment effort has far exceeded previous applications and the registration period does not close until January 31<sup>st</sup>.

As that effort would take quite some time, I would also look at other means to diversify the Department's work force from within. For illustration and comparison

purposes we can look at how the total of roughly 1200 sworn members assigned to the Bureau of Detectives. The following is a breakdown for the following major groups; Whites, Blacks and Hispanics.

**BUREAU OF DETECTIVES**

Title Code	White		Black		Hispanic		Other		Total
	M	F	M	F	M	F	M	F	
Captain	2	0	0	0	0	0	0	0	2
Lieutenant	8	2	1	0	1	1	0	0	13
Sergeant	66	7	16	8	10	5	3	1	116
Detectives	491	86	100	55	115	24	19	1	891
Evidence Technicians	40	13	10	4	13	4	5	0	343
Police Officer	28	17	16	13	13	8	2	2	99
Bureau Totals	635	125	143	80	152	42	29	4	1210

A casual review readily indicates that as a Department, we also need to do more to improve diversity within our current ranks. Within the Bureau of Organized Crime the numbers are very similar to those in the Bureau of Detectives. With a grand total of 935 members assigned, the breakdown is as follows: 443 White male and 42 White female; 228 Black male and 53 Black female; 175 Hispanic male and 23 Hispanic female; along with 26 "others." In the "short-term," I would look at other means of diversification that are not as highly challenging. For example, it would be an easy fix to diversify our many specialized units, all of which essentially lack of diversity throughout the Department. There simply must be a greater representation of Hispanics, Black and women in these specialized units. I believe that the "greater level of trust" that I spoke of earlier, when

reflected in diverse specialized units would quickly manifest itself, not only in better morale for the rank and file; but also in improved relationships with the citizens of the inner-city communities where these very teams are almost exclusively deployed. Our officers must sincerely believe and be assured that they all have an equal opportunity to serve in units other than Patrol. The Superintendent can easily ensure that these units have a greater representation of minorities. The leadership of the Superintendent can ensure that the process is begun and that diversity is a part of how we go forward as a Department.

**Long-term** measures must be implemented to accomplish a systematic increase in the number of **qualified** candidates who take the test and come on the job so that the issue of diversity can be addressed in a holistic manner. When we accomplish the systematic, long-term solution for increased diversity at the "**entry level,**" we will also realize a greater pool of **eligible**, diverse candidates available for promotion to the ranks of Detective, Sergeant, Lieutenant, Captain and Exempt; and assignment to specialized units. This also helps to build the public's trust and improves the community's relations with the Department. Greater diversity within the Department is truly a greatly desired outcome. However, at the end of the day, it does not trump a Department (irrespective of their racial breakdown) whose members treat each other and members of the public with the dignity and respect that should be afforded all human beings. The Superintendent must be willing to take on "special interest" groups who at times may have a strong desire to maintain the status quo. I am willing and committed to that effort.

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**Exhibit 1**  
**Essay Question 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. 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?**

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## EXHIBIT 1

### Essay Question #6

Integrity must be the DNA, the very core and foundation of our existence as police officers. We do a good job with raw recruits when they come into the Academy. We do an excellent job in teaching physical skills, firearms and marksmanship, report writing, state law and municipal code, handcuffing and other tactics. I don't believe we do as good a job when it comes to integrity and interacting positively with the public. And while we have recently stepped it up with respect to training on Procedural Justice and Police Legitimacy, six months of Academy training cannot stand up to a career of "on the streets influence" by veteran officers who are all too anxious to show the rookies how things are really done on the streets.

The way it is done on the streets is to protect and cover for your partner at all cost, even at the expense of sacrificing every ounce of one's integrity. This culture has been all too evident when we investigate thousands of allegations where the partner of the accused never sees, or hear of any inappropriate conduct although they work in very close proximity of each other during their entire tour of duty. Yet, within this culture it is considered righteous to cut corners and embellish on the facts in a case report or arrest report to win a case in court. When you abandon your integrity time and again without consequence, it becomes easier for you do so each subsequent time and pretty soon it becomes the norm rather than the exception. It fosters an "us against them" mentality in our interactions with the public. Soon the lines began to blur between the good guys and the bad guys and everyone is treated like a crook. When there is a lack of integrity, the resulting culture routinely lumps the general public (whether a law

abiding citizen or a violent offender) into the same category where officers see them as one and the same, and treat them with similar disdain.

As a result, a premium must be placed on integrity and transparency. To accomplish this we must do more than place a limited emphasis on the importance of integrity during the six months of recruit training. In fact, this premium must be reinforced daily from the Superintendent down the chain to the beat officer on the street. It must be reinforced at each roll call and in every community engagement as well. Recent events should give pause to any officer who continues to insist on following this culture that embraces a lack of integrity. With the advances in technology (dashcam video, body worn cameras, etc) officers are being held accountable like never before, including the distinct possibility of prosecution. As an organization we must do more to foster an environment that eliminates any willingness or desire to engage in this activity.

Sadly, as an organization we are complicit in the proliferation of this culture because we have not done a very good job in ensuring the administration of timely and appropriated discipline when we encounter allegations where our integrity has been called into question. This core principle must be driven by the Superintendent and down through each level of supervision to the officer on the beat. It is all about institutional accountability for an institutional lack of discipline.

As an example, the department recently implemented strict adherence to our in-car camera policy. In the aftermath of the Laquan McDonald shooting, I was instrumental in pushing the new accountability measures for in-car camera, audio and taser policy. I designated four Deputy Chiefs (from Patrol, Training Academy,

Technology and Inspections) to head up a committee to reinforce our policy. While this policy has been in place for more than 12 years, there have been countless intentional violations of procedure, in addition to numerous acts of criminal damage to equipment to circumvent the dashcam audio and video. For this lack of integrity, we have never seriously disciplined any department member. As a result, we have not had video and audio in several of the high profile police involved shootings and other allegations of misconduct. After the committee's recommendations were initiated, it was recently made clear that non-compliance would result in severe disciplinary action. More than 25 members were immediately disciplined and the up-loads in dashcam video increased nearly 70% within two weeks. This action could have been and should have been taken long ago if we valued our organizational integrity and were willing to administer discipline.

The Superintendent must drive home the importance of integrity in our work. Integrity must be reinforced in every supervisory rank and ultimately down to the beat officer. There must be an institutional understanding and desire to hold everyone in the chain of command accountable for organizational and individual integrity. Lastly, it must also be crystal clear that any failure to embrace organizational integrity will result in swift and certain discipline. That discipline cannot simply be a possibility listed in a general order, there must be a genuine desire to reinforce the importance of integrity with timely and appropriate discipline. When there is clear evidence of inappropriate conduct by an officer, the Superintendent should not decline or hesitate to strip an officer of his/her police powers by awaiting a request by another investigative agency. The action to strip should be timely and based on the evidence and gravity of the alleged incident.



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**Exhibit 1**  
**Essay Question 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?**

EXHIBIT 1  
Essay Question #7

Technology has re-defined the role of policing in the 21<sup>st</sup> Century. The Chicago Police Department is an international technology leader. Department members interact with technology every day to improve their effectiveness, enhance their safety and that of the public, and increase transparency. The Technology and Records Group is charged with developing, implementing, and managing advanced technology systems. This group is overseen by a Deputy Chief who report directly to me and ensures that I am consulted on the design and implementation of all projects. Areas of best practices include surveillance cameras, predictive policing, data analytics, mapping, wireless communications, eLearning, and records management.

The Department's CLEAR (Citizen and Law Enforcement Analysis and Reporting) system was awarded the Innovations in American Government Award by Harvard University. CLEAR is used by members at all levels of the organization, from police officers to the Superintendent of Police. CLEAR is used for daily crime reporting and analysis, resource allocation decisions, management accountability, training, internal and external communication, and community interaction. CLEAR supports over 33,000 users across 450 local, state, and federal agencies; providing a regional, interoperable crime-fighting platform. Citizens interact with CLEAR through the Department's website, [www.ChicagoPolice.org](http://www.ChicagoPolice.org), which facilitates public information exchange and transparency. The Department has received numerous federal grants to expand this advanced technology, including: Bureau of Justice Assistance (BJA) for

Predictive Policing and Body-Worn Cameras, National Institute of Justice (NIJ) for advanced video analytics, Bureau of Justice Statistics (BJS) for deployment of the National Incident-based Reporting System, which will improve the level of detail and accuracy in our crime reporting platform; and the Department of Homeland Security (DHS) for improved delivery of advanced situational awareness tools to field personnel (such as real-time access to over 26,000 surveillance cameras, sensors such as gunshot detection, and expanded mapping). Although technology is not a panacea in and of itself, the effective use of technology can support and enhance all aspects of Department operations and can advance organizational missions of transparency, accountability, community policing, and legitimacy. In many ways, technology can create a framework for the engagement of stakeholders to work together towards common goals. Technology supports trust-building, legitimacy and transparent decision-making. Using objective metrics in the identification of emerging areas of crime hotspots or identifying risk for future violence in specific criminal subjects based on data can remove human bias from these processes. Community engagement and outreach efforts can be facilitated through the web, smart phones, and other methods for encouraging interaction. Technology can promote and support a culture of accountability through measurement tools to track elements of individual officer behavior. In doing so, this forms an early warning system to identify potential emerging problems so that intervention can occur before the problem escalates. Body-Worn Cameras and less-lethal weapons can improve the safety of both police officers and the public, and can improve public trust. Including the community in all aspects of technology and policy development is critical. In developing our social media and

websites, members of the public must be our partners. As President of the Chicago Metropolitan Chapter of NOBLE (the National Organization of Black Law Enforcement Executives), I co-sponsored (along with 1871, Chicago's technology incubator), a Hackathon event where 80 student participants from 14 CPS schools co-developed public-facing smart phone applications for community outreach. Students worked with the police department in a first-ever technology collaboration project. This is a small example of the inclusion necessary to ensure that technology serves all of Chicago's communities.

Technology supports crime reduction through mapping and analysis capabilities and strengthens community policing through relationship-building. The web provides an outstanding opportunity to encourage partnerships. "Virtual beat meetings," allows for the submission of crime tips and community concerns while providing a way for the community to interact with their police officers. The use of technology-related collaborative projects to engage at-risk youth to work with the police department (as discussed in the earlier Hackathon example), and the tracking of the impact of intervention strategies are just a few examples of technology as an enabler.

Technology cannot replace humans in policing but rather supports them. An example is our innovative Predictive Policing program. This project developed a risk model to prioritize people most likely to become future "Parties to Violence" (a victim or offender to a shooting or murder). The model does not replace the human element but rather supports it, in that all recommendations are vetted by human analysts, who have final say on how subjects are ranked. Successful program implementation ensures that technology supports, informs, and enables human judgment rather than replacing it.

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**Exhibit 1**  
**Essay Question 8**

**Describe your experience in working on terrorism related matters. In particular, please address: How to enhance information gathering, analysis and making relevant information operational, through sharing with other law enforcement partners in Chicago and elsewhere. How would you develop ties and relationships with other law enforcement actors around the world? What is the best approach to engaging with federal partners?**

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## EXHIBIT 1

### Essay Question #8

Fortunately Chicago has not been the subject of any serious terrorist threats. Nevertheless, we must do all that we can to be prepared, if and when a viable threat should arise.

. This allows for immediate notifications of terrorist threats from around the country and abroad.

Some of the most intense preparation and training were provided during the NATO and Occupy Chicago Protests. In my role as Chief of Patrol during these two incidents, I provided the overwhelming amount resources to address these situations while simultaneously providing city-wide coverage. In addition to Special Weapons and Tactical teams (SWAT), hundreds of other officers received special training to be used in emergency situations. This unit known as the Mobile Field Force is still available for deployment.

As Chief of Support Services, I have overseen the management of grants and have represented CPD on the board of the Urban Areas Security Initiative (UASI). Federal funding is sent to the State and ultimately the Cook County Department of Homeland Security. A committee comprised of representatives from CPD, CFD, OEMC

and the County meet periodically to determine how nearly 60 million dollars of funding is allocated to protect critical infrastructure (the vast majority of critical infrastructure is in the city of Chicago) throughout the county. We have identified the threats that we presently face; the capabilities we need in order to prevent or respond to them and what the consequences are should we fail. UASI funding assists in mitigating our capability deficits.

we ensure funding is provided to prevent acts of terrorism such as the Homegrown Violent Extremist (HVE, also known as the “Lone Wolf” attack), active shooter incidents, suicide bombers and personal/vehicle borne explosive devices. Technological threats are also addressed to prevent cyber attacks, weapons of mass destruction, improvised nuclear devices, hazard assessment and mitigation at special events, sporting events, parades and other large-scale gatherings. With this funding we are currently providing mandatory active shooter training for all sworn department members.

With respect to developing relationships with other partners, I have a remarkable relationship with the heads of Federal, State, County and local law enforcement agencies. I hosted a Law Enforcement Networking Event in April of 2015 where agency heads and community members got to know each other and discussed ways to work together to improve police community relations going forward. In attendance was US Attorney Zach Fardon, and agency heads from the Illinois State Police, Cook County Sheriff, FBI, ATF, DEA, IRS, Secret Service, US Marshal Service, Homeland Security, Cook County State’s Attorney, Inspector General and Illinois Attorney General. Also

attending this Networking Event was more than 30 suburban Police Chiefs and Chiefs from Universities such as the University of Chicago, UIC, IIT, Northwestern, Chicago State, City Colleges and Northern Illinois University. In my role as President of the Chicago Chapter of NOBLE (National Organization of Black Law Enforcement Executives) I interact with these agency heads on a regular basis because most are members of NOBLE. I have both a professional and personal relationship with many of these agency heads.

Each year I attend several law enforcement conferences such as the Major Cities Chiefs (MCC), International Chiefs of Police (IACP), Illinois Association of Chiefs of Police (ILACP), Police Executive Research Forum (PERF), NOBLE and the Illinois Drug Enforcement Officers Association (IDEOA). I have served on the board of some of these local and national organizations. Each of these conferences provides training as well as interaction with law enforcement leaders from numerous agencies to learn the industry best practices. I am committed to sharing information and interacting with law enforcement leaders to provide the best preparation and response to terrorist threats that the city may face.