



## **MAYOR EMANUEL'S RECORD ON VIOLENCE REDUCTION**

Mayor Rahm Emanuel believes that every person – in every community – should feel the same sense of safety. Chicago's innovative policing strategies are focused on revitalizing the department, empowering its leaders, moving officers to the street, and better anticipating and deterring violent conflicts. Reducing violence is not the sole responsibility of the Chicago Police Department, however, and the Mayor's prevention programs are designed to treat violence at its root causes. Coordinated across six city agencies, those prevention programs are focused on two goals: keeping youth off the street and keeping them in school. Key initiatives include expanding youth employment and after-school opportunities, designing innovative intervention programs for youth at high risk of violence, implementing restorative justice and discipline reform in Chicago Public Schools, and investing in re-entry programs.

Though much work still needs to be done, the City's approach is beginning to show signs of success. Chicago closed 2013 at historic lows in crime and violence. The year saw the fewest murders since 1965, the lowest murder rate since 1966 and the lowest overall crime rate since 1972.

### ***Key Facts***

- Citywide shootings involving victims of all ages were down 24 percent in 2013, compared to 2012;
- Incidents involving victims ages 16 and younger were down 40 percent in 2013 compared to 2012 and down 35 percent compared to 2011; and
- As part of Operation Impact, Shootings are down 43%, murders are down 49%, and overall crime is down 26% in 20 targeted hot-spot areas.

## **BUILDING A 21<sup>ST</sup> CENTURY POLICE DEPARTMENT**

Since the start of the administration, the Chicago Police Department (CPD) has undergone a sea change in how policing is done. Over the last few decades, more CPD officers than ever were trained for special skills and put into units designed to do one task citywide, which made it harder for officers to maintain relationships with the unique communities they serve. Since 2011, CPD has recalibrated its approach to focus on a return to community policing and giving greater authority but also greater accountability to command staff. To empower CPD leadership, elevate talent, and hold commanders accountable – CPD instituted the following reforms:

### **Hiring New Officers and Moving Others to the Streets**

After years of failing to keep up with attrition, CPD has hired nearly 1,000 new officers since December 2011, promoted hundreds to every rank from Sergeant to Chief, moved



more than 1,000 officers to beats, and moved hundreds of officers from administrative positions back to the street in 2013 alone.

### **Recruiting New Officers**

For the first time since 2010, the City accepted application of individuals seeking to join the Chicago Police Department. Through a citywide outreach and marketing campaign, more than 19,000 people signed up, and more than 15,000 individuals took the written portion of the police exam.

### **Graduating New Recruits**

Since Mayor Emanuel has been in office, nearly 1,000 recruits have graduated from the Police Academy and are now on patrol helping to keep our communities safe.

### **Implementing a Comprehensive CompStat System**

For the first time, CPD is measuring the performance of district commanders in reducing violence and crime in their communities. The CompStat model is based on business principles to generate timely and accurate intel, rapid deployment, identify effective tactics, and hold commanders accountable for following through on the methods. The goal is to evaluate not just what crime is happening but what is being done about it.

### **Pursuing District Consolidation**

After reviewing key metrics like geographic size, calls for service, crime and number of officers – six of CPD's more than twenty police districts were consolidated into three districts. Previously all six of the districts ranked near the bottom in each category. Today, they all have improved their ranks for calls for service, crime and geographic size and now they rank first, second and third for number of officers. Additionally, the detective areas were consolidated from five to three, non-homicide investigators were moved into districts, and homicide detective teams were created.

### **SMARTER POLICING BY FOCUSING ON RISK**

CPD has implemented smarter policing strategies that focus on putting more cops on the beat while taking guns, gangs and drugs off the street. In the last two years, a new saturation strategy has been implemented to focus our policing on impact zones where the risk of violence is highest, real-time intelligence is now used to deploy resources and interrupt violence, and strategies have been expanded to identify and intervene with our highest risk offenders. Finally, the Chicago Alternative Policing Strategy (CAPS) program has been revitalized by empowering residents with 21st century tools to communicate with their local beat officer.



## **Launching Operation Impact**

The Chicago Police Department launched Operation Impact, a law enforcement strategy to saturate police officers in specific geographic areas that represent 3% of Chicago's area but account for 20% of all violent crimes in the city.

- Since its launch, more than 400 officers have patrolled the 20 impact zones on the south and west sides of the city.
- Through April 28, 2014, in the impact zones, shootings are down 41%, murders are down 47%, and overall crime is down 27%.

## **Piloting Two Degrees of Association**

Based off of cutting edge research by Yale University and the University of Illinois - Chicago, the Two Degrees of Association pilot identifies individuals who the most likely to be involved in violence—either as a victim or as a perpetrator. Using this approach, the Police Department has identified 400-500 individuals who are at significant risk for violence involvement, and has targeted these individuals for outreach and connection to services.

## **Launching Custom Notifications**

Building on the Two Degrees of Association List, the CPD launched a pilot "Custom Notification" program to prevent individuals on the list from being further involved in violence. As part of the program, a District Commander and an influential community member make a personal visit to the house of an individual who is on the "Two Degrees" list to inform that person that they are extremely likely to become a victim or offender of a violent crime. That individual is put on notice that the next violent crime they commit they will be subject to severe penalties because of their criminal history. At the same time, individuals are offered an opportunity to connect to high quality social services and job training. In 2014, Chicago Police Department is expanding this effort so that "custom notifications" are initiated in direct response to active gang conflicts to prevent further violence. CPD is also improving the program by engaging not just the individual but their entire family. As a result, there has been a marked increase in acceptance of social services.

## **Starting Warrant Missions**

Joint missions with the Cook County Sheriff's Department, Warrant Missions focus on the city's highest risk offenders. The county and CPD work together to prioritize warrants for individuals on the high-risk list, and those individuals are immediately taken into custody. Since the inception of these missions the warrant teams have come into contact with over 3,000 high-risk offenders, and nearly 600 were arrested for violations.

## **Utilizing Intelligence-Based Deployments**

Using intelligence from officers, crime trend analysis, social media and community input, CPD is able to predict areas where we are likely to experience heightened levels of violence



and respond by deploying resources to key locations. With increased presence on the transit systems violence was reduced as many would-be violent offenders were removed from the streets after being caught committing minor infractions including fare evasion, smoking on platforms or urinating in public.

### **Creating a Gang Violence Reduction Strategy**

For the first time, gangs in Chicago are being addressed in a comprehensive way. To get ahead of gang violence, CPD conducted a gang audit with officers throughout the Department that identified every gang and gang faction, gang members, gang turf and gang conflicts. This audit is updated regularly and the information is put in the hands of District Commanders, allowing them to adjust deployment within minutes of a gang-related shooting to help prevent retaliatory shootings.

In addition, CPD holds gang call-ins, bringing in gang members on probation and parole and sharing a message that violence is not tolerated by the community. The gang members hear from Police, Federal authorities, local prosecutors, community leaders, former gang members, and the parents of murder victims in the community. The message is two-fold: First, if either the individuals, or the members of their gang, commit acts of violence the entire organization will be targeted and dismantled by law enforcement. Second, the individuals and members of a gang are offered an opportunity to turn their lives around through social services and job training assistance.

### **Launching a Domestic Violence Pilot**

In 2014, CPD in partnership with the Department of Family and Support Services, the Cook County State's Attorney (CCSAO), and the Metropolitan Battered Women's Network launched a pilot program in the 14th police district to identify households at high risk for domestic violence incidents. CPD, CCSAO and service providers will seek to provide future violence by elevating the response and support to those victims to offer additional assistance. In addition, CPD has begun to implement state-of-the-art, mandatory training on domestic violence response for its officers.

### **A RETURN TO COMMUNITY POLICING AND PROCEDURAL JUSTICE**

CPD instituted critical reforms to reconnect the department to the people it serves. CPD put the same officers on the same beats and encouraged officers to connect with residents and come to know the community. The Department also implemented new training department-wide on how officers should interact with the community, incorporating lessons from national experts in police legitimacy and restorative justice.

### **Restructuring CAPS**

Under Mayor Emanuel, the CAPS program has been re-organized and reenergized to ensure



CAPS officers are more accountable to the communities they serve. Civilian CAPS personnel assigned to a district now report directly to the District Commander allowing district personnel to better get to know the community leaders in their respective districts, and develop closer relationships with the communities they serve. In addition, by moving CAPS management back to the district, community-specific issues can be addressed where it is most effective, at the local level.

### **CAPS Professional Development**

Partnering with the Egan Office of Urban Education and Community Partnerships at DePaul University, the Chicago Police District is training CAPS staff in evidence-based community engagement practices. As part of this training, CAPS staff will develop and execute community engagement strategic plans specific to their districts in partnership with their District Commander and community partners.

### **Deploying New CAPS Communication Tools**

Last summer, CPD launched a series of new tools that help residents better interact with the police. Through a new pilot Twitter program, CAPS personnel in the 7<sup>th</sup>, 11<sup>th</sup> and 18<sup>th</sup> police districts use social media to provide residents with key information about beat meetings, business alerts, and community safety. Additionally, CPD for the first time will allow online participation in beat meetings, providing residents one more avenue to engage with their local CAPS community.

### **Launching Strong Blocks**

At the beginning of the administration, the Chicago Police Department launched “Strong Blocks,” a community-oriented program designed to empower residents to take back their communities after the police department removes a gang or drug network. Over the past two years, CPD has completed over 47 gang or narcotics “takedowns,” removing criminal elements from certain city blocks. In the wake of those operations, CPD CAPS officers worked hand-in-hand with community members to form block clubs and convene community meetings.

### **Forming CARE Collaboratives**

The Mayor’s Office in partnership with CPD worked with community leaders in 11 neighborhoods to form “CARE Community Collaboratives.” These community steering committees are charged with establishing a strategic plan to improve public safety in their own neighborhoods whether through expanding summer jobs programs, forming block clubs, or working with the City and CPD to shut down problem businesses.



## **Launching “Force for Good”**

Force for Good is a new CPD program that helps build the capacity of promising community organizations to deploy effective violence prevention and collective efficacy programming in the highest risk communities across the city. Thirty-one organizations have graduated from the program and 23 organizations have already enrolled in the second class of the 15-month training program.

## **PREVENTING YOUTH VIOLENCE**

Since assuming office three years ago, Mayor Rahm Emanuel has made reducing youth violence a top goal of his administration. Over the past two years, the City has built on this work by significantly increasing investments in evidence-based violence prevention programs, and school-based reforms.

This strategy has had a significant impact on youth violence:

- Citywide shooting incidents involving victims of all ages were down 24 percent in 2013, compared to 2012.
- Shooting incidents involving victims ages 16 and younger are down 40 percent in 2013 compared to 2012 and down 35% compared to 2011.

## **Providing Youth Jobs through One Summer Chicago**

The Mayor launched the One Summer Chicago program in 2011 in collaboration with the county, state, business, and foundation communities. In 2014, the City will partner with Cook County and the State of Illinois to provide 22,000 summer jobs through the program, a 10% increase over 2013. This overall number includes 12,000 City-funded jobs thanks to a \$14.5 million investment in the Mayor’s 2014 budget. In addition, the City launched a first of its kind summer program for justice-involved youth – One Summer Chicago Plus (OSC+) – that gives justice-involved youth opportunities for employment, mentoring and social and emotional learning experiences. In 2014, the City will double its investment in OSC+ from \$1.5 million to \$3 million—increasing the number of City – funded OSC+ slots from 500 to 1,000 at-risk youth. Results show that in 2012, when compared to similarly at-risk youth who did not join the program, participants were 51% less likely to be arrested for a violent crime.

## **Expanding Match Tutoring**

With the support of the Arnold Foundation and Equitrust, the Mayor will offer the innovative MATCH program to 1,000 CPS students by 2014. This program connects youth on track to fail Algebra I with a two-on-one tutoring on a daily basis and social emotional learning. In just eight months, 106 participating freshmen and sophomores at Harper learned in math what the average American high school student takes three years to learn. Match tutoring resulted in student misconducts dropping by 67 percent, reduced violent



arrests by 50 percent, slashed course failures by 37 percent, and increased the likelihood of being “on track” to graduate by 50%.

### **Developing and Implementing BAM and WOW**

B.A.M. (Becoming A Man™) Sports Edition program, developed and implemented by Youth Guidance and World Sport Chicago, is a non-academic intervention program that reduces the risk of violence through cognitive-behavioral therapy and non-traditional sports activities. BAM participants saw a 10 percent increase in graduation rates, a reduction in failing grades by 37 percent and a decrease in violent crime arrests by 44 percent. W.O.W. (Working on Womanhood) is the equivalent for young women in the 7th through 12th grades. The City has expanded its investment in BAM by six times in the past two years, and is actively seeking funds to bring the successful program to a larger scale.

### **Expanding City Year Tutoring**

Students at risk of dropping out can be identified as early as elementary school by three early warning indicators: poor attendance, disruptive behavior and course failure in math and English. City Year, a Chicago non-profit, partners with public schools to imbed tutors who help students over multiple years in math, reading, attendance and social emotional learning. City Year corps members currently support students in 20 schools, and the Mayor has committed \$500,000 for City Year to serve an additional 750 students next year.

- 84% of students in grades 3-5 improved on literacy assessments (CY Network 2011-2012)
- 46% of students in grades 6-9 improved their attendance (CY Network 2011-2012)
- Net social benefits for each new graduate: \$292,000 (CY Network 2011-2012)
- 66% of students with a D or F improved to a C or higher (Chicago 2012-2013)
- 52% of students improved assessment scores (Chicago 2012-2013)
- 55% of students strengthened their socio-emotional learning skills (Chicago 2012-2013)
- 40% of students raised their grades (Chicago 2012-2013)
- 35% of students improved their average daily attendance over the course of the year (Chicago 2012-2013)

### **Implementing Student Discipline Reform in Chicago Public Schools**

After recognizing that too many students were being suspended and expelled due to a zero-tolerance policy that had once been the District standard, CPS worked to develop a code of conduct that encouraged teachers, principals and school officials to develop alternative strategies and options for dealing with disciplinary issues. The implementation of the revised Student Code of Conduct (SCC) in 2012 has led to an unprecedented 36 percent drop in school suspensions since the School Year 2010-2011 (SY 10-11).



## **Expanding Social and Emotional Learning**

The City has integrated social emotional learning into standard curriculum for students K-12. The curriculum now helps students develop the social and emotional skills to be successful in school and reduce anger and other impulsive behavior that can lead to violence.

## **Expanding Alternative School Options**

Since the 2010-2011 school year, CPS has created over 3,500 additional seats for alternative, nontraditional learning environments to engage the hardest to reach youth and put them on a path to success. In the coming school year, CPS is on-track to nearly double the number of available seats. CPS increased seats available in neighborhoods with the greatest need and engaged the community to help identify disengaged youth.

## **Launched Three New Student Re-Engagement Centers**

This year, three new re-engagement centers helped students disconnected from school create 700 individual success and graduation plans. Over 50% of these students have either re-engaged or are on track to re-engage with school this coming year.

## **Launching "Check and Connect"**

The Check & Connect program combats truancy by providing 500 students in grades 1-7 with one-on-one mentoring, monitoring, and support for learning at home. The program also connects parents with enhanced connection to their child's school.

## **Improved CPS Security Staff Training**

The City has instituted mandatory training for over 1,000 school-based officers that focused on improved student relationships, de-escalation, non-physical interventions and restorative approaches to handling situations. Ongoing training is provided throughout the year.

## **Expanding Safe Passage**

The City worked to expand the successful Safe Passage program, where CPS partners with community-based organizations to staff routes where students walk to school with safe passage workers. The expanded program added 53 new routes for a total of 91 routes impacting over 30,000 students. Since 2011, the Safe Passage program has reduced student incidents including misconducts and conflicts at program schools by 27%. In addition, last year the City invested heavily in infrastructure improvements to make routes safer.





## **Pursuing Automatic Expungement of Juvenile Arrest Records**

Last year there were over 21,000 juvenile arrests in the state of Illinois. Nearly 75% of these arrests ended in diversion and were never formally processed in the courts. Mayor Emanuel, Senator Raoul, and Representative Turner are sponsoring SB978, which will call for the Illinois State Police to automatically expunge juvenile arrest records that were never formally charged on a bi-annual basis. This bill will ensure that thousands of young people will have a fair shot at educational and career success in their adult life.

## **Piloting Juvenile Diversion: Reintegrating Individuals through Supportive Engagement**

Research suggests that 1 out of every 10 youth arrested in Chicago will be rearrested for violent offenses while 40% never re-offend. Chicago is launching the RISE diversion pilot to reduce violent recidivism and improve outcomes for justice-involved youth. This pilot utilizes two key components to intervene with youth: intensive individual youth mentoring and participation in community restorative justice programming through the use of a civic engagement curriculum. To assess the impact of this pilot, the City and the University of Chicago Crime Lab will implement a randomized control trial for 1,200 youth that have been referred to diversion by the CPD. Diverted youth will be placed into the pilot program through a fair lottery process.

## **EXPANDING OPPORTUNITIES FOR FORMERLY INCARCERATED INDIVIDUALS**

Since taking office, Mayor Emanuel has invested in expanding programs that help formerly incarcerated individuals work toward a second chance. Helping them develop the skills and training necessary to reenter the workforce will give them a fair shot at a fresh start, while also reducing the likelihood that they will commit crimes in the future. The Emanuel Administration has invested in programs and supported initiatives that:

- Serve 2200 formerly incarcerated individuals with jobs, skills, and other support programs in 2014, more than doubling the 900 served in 2011.
- Expand by 79% the number of individuals placed in job or workforce pathways since 2011, an increase of nearly 500 jobs.
- Quadrupled the Chicago Transit Authority's "Second Chance Program" compared to 2012 creating 265 rail and bus apprenticeship opportunities for formerly incarcerated individuals.
- Tripled the state employer tax incentive for hiring formerly incarcerated individuals from \$600 to \$1,500 per hire in partnership with Senator Van Pelt Watkins.



- Added 2 new Re-entry Centers in 2014 that will provide an additional 600 formerly incarcerated individuals with help getting referred to training, job placements, and social services.
- Funded 27 workforce programs across the city in 2014 that provide transitional jobs, employment preparation, and customized job training programs
- Doubled the number of individuals, recruited into the City Colleges of Chicago Certificate and College 2 Careers programs for the next academic year for a total of 200 new students.
- Launched a pilot family reunification program at the Chicago Housing Authority in partnership with reentry providers that will allow 50 formerly incarcerated individuals to move back into CHA housing over the next three years