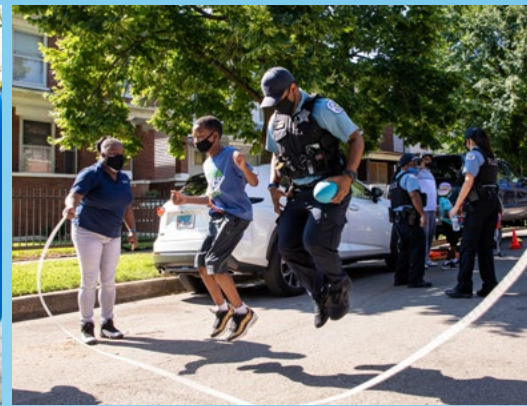


# OUR CITY, OUR SAFETY:

A Comprehensive Plan to Reduce Violence in Chicago



2020





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## Letter from Mayor Lightfoot

TOGETHER AS ONE



**Dear Chicagoans,**

One of the greatest joys of serving as your Mayor is having the opportunity to visit our vibrant communities and hear from our residents. I have spoken with elders who shared stories of the history and changes

in their neighborhoods. My conversations with smart and driven young people across the city have made me confident that our future is in great hands. I have met with block club leaders who know all their neighbors and have ideas for how to help their communities grow. I have learned so much about how neighbors care for and support one another.

But I also know that we face immense challenges in the ongoing violence in our neighborhoods. I have spoken with residents who have lost loved ones, who have witnessed a shooting, or who can't let their children play safely outside. Violence has touched so many of our communities, and when any one of them is unsafe, our entire city is unsafe. Since my first day in office, I have been determined to change that reality.

My resolve has never been stronger than it is today. This past year has tested us in unprecedented ways. Unfortunately, the COVID-19 pandemic and the resultant economic downturn have exacerbated violence, and we have experienced an unacceptable increase in shootings, domestic violence, and homicides since the pandemic began. We must act now to reverse this trend—lives are literally on the line. As our city grapples with these dual public health crises, we must come

together and unite around the shared goal of saving lives. Together, I believe that we can achieve real community health and safety that affords everyone the opportunity to thrive.

I understand that violence is a complex issue. It has persisted in Chicago for many years because the underlying causes—systemic racism, disinvestment, poverty, failed policing, lack of social services—have gone unaddressed, and the use of policing as the primary solution has failed. As such, we are committed to ending violence through a multi-faceted, comprehensive, collaborative, and sustained public health approach that addresses violence from all angles.

This document lays out a concrete, comprehensive, and collaborative plan to sustainably reduce violence. It will take a sustained effort over time, but we will not rest until we make Chicago the safest big city in America. The City has begun this work by equitably distributing resources from all of our departments and making historic investments that contribute to the health and vitality of our neighborhoods. But we cannot do this work alone. I have charged my office and the City's departments with not only reducing violence and its impact in tangible ways, but also listening and coordinating with County and State partners, community members, philanthropy organizations, faith leaders, and business sectors to magnify our collective impact.

City government exists to serve its residents, and we must earn residents' trust by working with them to identify their needs and priorities, and then meeting those through concrete investments. We will prioritize

regaining the trust of our communities through transparency, cultural competency, and open dialogue. We will support those who are impacted by violence and trauma, but also address the root causes of violence to prevent it from happening in the first place. We will implement meaningful police reforms that benefit officers and the communities they serve, and we will continue to engage stakeholders and residents across the city to join us in our efforts.

We all know that Chicago is much more than the crime statistics that some have used to define us. We must collectively recognize the strength, resilience, and beauty that our communities hold, and that I have experienced firsthand. My hope through our work is to continue to illuminate this truth so that we can make Chicago a city of thriving, safe neighborhoods where every person is secure and able to maximize their potential. ■

In truth and service,

**Mayor Lori E. Lightfoot**





## Visual Plan Overview

TOGETHER AS ONE

This document lays out the comprehensive plan for the City of Chicago's violence reduction work through 2023, with the goal of sustainably reducing violence and making Chicago a city where everyone is and feels safe.



### Empower and Heal People

Ensure that all residents can pursue opportunities to thrive without fear of violence by providing prevention and intervention supports that are available to individuals of all ages and levels of risk. ■

Increase capacity and service quality of gun violence, domestic violence, diversion, and victim services programs

Expand access to jobs and housing for those impacted by violence

Expand supportive programming for youth at highest risk of violence involvement

Increase knowledge of services through public awareness campaigns in communities of need



### Protect and Secure Places

Reduce the "safety gap" between safer communities and those most affected by violence by reclaiming public places as safe spaces within communities and by promoting community wellbeing with stable housing, amenities, commerce, and opportunities. ■

Invest in place-based programming and services

Revitalize neighborhood economies



### Improve and Advance Policing

Increase police legitimacy in communities where trust has eroded by ensuring humane, effective, and constitutional law enforcement practices and by fully implementing the spirit and letter of the consent decree and related reforms. ■

Acknowledge and remedy past harms between the Chicago Police Department and communities they serve

Deliver best practice reforms to police policy and operations, consistent with the consent decree

Improve workforce management including officer wellness, recruitment, hiring, retention, and promotion

Assess the types of needs where police may need additional training and/or rely on other resources as first or co-responders



### Affect Public Policy

Ensure that laws and policies that govern the city reflect the values, aspirations, and safety of residents by collaborating with stakeholders to implement local policy, and advocate for state and federal policy and legislation related to public safety and violence prevention, with a special focus on criminal justice reform, gun regulation, and equitable quality of life. ■

Participate in local and national collaboratives to elevate policy positions

Advocate for and support equity-focused legislation and policy

Collaborate with State and County partners to align and coordinate policy efforts



### Plan and Coordinate

Facilitate the development of realistic, actionable plans by promoting alignment on strategy and action among public, private, and community-based efforts to prevent and reduce violence, and by ensuring a citywide commitment to rigorous planning and consistent coordination. ■

Facilitate coordination among City departments and sister agencies

Establish, facilitate, and participate in coordination tables, networks, and coalitions

Utilize data to drive decision-making

Improve referral mechanisms and linkages for programs and services

Establish and promote standardized practices to improve coordination among partners

Provide needed technical support to grow capacity for partners and providers

Engage community in decision and policy making

### Outcome Indicators

- ▶ The "Safety Gap" – the difference in rate of shootings and homicides in community areas with highest and lowest levels, while not decreasing safety in safer community areas.
- ▶ Number of serious victimizations (fatal and non-fatal shootings) and reported violent crimes (victim and incident counts)
- ▶ Community perception of safety, trust in law enforcement, and connectedness with City government

## Executive Summary

### ● Background on Violence in Chicago



We know a great deal about the nature of violence in Chicago. An overwhelming number of homicides in the city are gun-related and victims are disproportionately African American and Latinx males. Most shootings and homicides happen outdoors in public spaces. In 2019, the median age of homicide victims was 27<sup>1</sup>, and 50 percent of the city's shooting victimizations occurred within 10 community areas that comprise 15 percent of the city's population.<sup>2</sup> These neighborhoods are located on the South and West sides of Chicago where poverty, low educational attainment, and poor health outcomes including shorter life expectancy are concentrated. While Chicago's homicide and shooting numbers have ebbed and flowed in recent years, since 2016, which

was the year of the recent peak in Chicago homicides, they have consistently exceeded those of New York City and Los Angeles, two cities larger and more populous. Since January 1, 2016 through August 16, 2020, 2,978 people have been killed and there have been 12,387 non-fatal shooting victims, with 11 percent of them being young people under the age of 18.<sup>3</sup>

Although most of Chicago's shootings and homicides happen in public places, domestic violence is also pervasive. In the United States, 25 percent of women will experience severe physical violence by an intimate partner during their lifetime<sup>4</sup> and at least 35 percent of female homicides are perpetrated by intimate partners.<sup>5</sup> Gun violence and domestic violence, while often treated as distinct, are very much related. Not only are some domestic violence incidents gun violence and vice versa, but we also know that many communities and families experience both. Thus, the approaches to reducing gun violence and domestic violence must be coordinated to maximize impact.

### ● Violence is an Equity Issue

Today, we face a challenge of unprecedented magnitude. The global pandemic has shifted the ways we are able to interact with one another and at times hindered crucial service provision. The spread of COVID-19 has been compounded by the ensuing economic crisis with business closures and loss of jobs. Finally, the murder

of George Floyd and other unjustified police shootings have brought forth months of righteous protest but also violent confrontations with police and large-scale looting. Each of these crises has contributed to a spike in violence. This situation is not unique to Chicago, as many other major cities have experienced a similar increase, but that is of little comfort to those whose lives are impacted.



1 • Northwestern Neighborhood Network Initiative (N3). (September 9, 2020). "Age of Chicago's Homicide Victims."

<https://www.ipr.northwestern.edu/documents/reports/ipr-n3-rapid-research-reports-age-of-homicide-victims-9-Sept-2020.pdf> (Also referenced on page 13.)

2 • Mayor's Office calculation of victimization data from the Chicago Police Department and population estimates from the 2017 American Community Survey.

3 • Data analyzed by the Mayor's Office from data provided by the Chicago Police Department.

4 • "Preventing Intimate Partner Violence," The Center for Disease Control. February 26, 2019, <https://www.cdc.gov/violenceprevention/intimatepartnerviolence/fastfact.html>

5 • Koppa, Vijetha, "Can information save lives? Effect of a victim-focused police intervention in reducing domestic violence deaths." 2018, [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2982227](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2982227)



## Executive Summary

The only effective way through these crises — the COVID-19 pandemic, the economic downturn, and the spike in violence — is for Chicago to address the underlying systems of inequity and racism that fuel them. It is not by coincidence that more African American and Latinx Chicagoans contracted and died from COVID-19, or that more communities of color have faced economic hardship both before and during this time, or that African American and Latinx communities bear the brunt of violence and ineffective policing. Put simply, without addressing the root causes of disinvestment, poverty, and inequitable social policies, Chicago's violence reduction efforts will fail. Addressing these root causes of violence will take years of sustained effort and coordinated partnership with diverse stakeholders.



The first steps toward sustainable violence reduction focus on interventions that will ensure a basic level of safety by decreasing shootings, accelerating police reform priorities, and building a basic violence reduction infrastructure. This infrastructure must be located in the communities most impacted by violence, where it can then intervene in cycles of violence and empower and heal people. As we work to achieve this basic level of safety, we will simultaneously work to scale services to meet the true need and to ensure equitable access to opportunities. To maximize impact, the currently siloed efforts by different stakeholders and providers must be brought under a unified strategy through intentional coordination of programs and resources.

### ● Recent Violence Reduction Work in Chicago

The public health approach outlined in this plan has been embraced by many in Chicago for some time. We have seen elements of this framework occurring in many different capacities for decades. Notably, in 2016, the City began to see more intentional coordination as many stakeholders sought out best practices from within Chicago, from other jurisdictions, and through evidence based research to seek new ways to address violence.

The Police Accountability Task Force (PATF),<sup>6</sup> which paved the way for Chicago Police Department (CPD) reform and the current consent decree driven efforts, spurred a group of philanthropic organizations coming



together as the Partnership for Safe and Peaceful Communities (PSPC)<sup>7</sup> to invest in reducing violence and improving police legitimacy. As part of their work, PSPC has supported the activation of a network of gun violence prevention and intervention groups working on the South and West sides of Chicago.<sup>8</sup>

6 • Learn more at <https://chicagopatf.org>

7 • Learn more at <https://safeandpeaceful.org/>

8 • Refer to Appendix C: Glossary for definition of "Gun Violence."

## Executive Summary



Additionally, City, State, and County partners, along with philanthropy, have aligned around similar approaches to violence reduction, strengthening the community based violence reduction infrastructure in 33 neighborhoods. These efforts are responsive to the communities that have been leading violence prevention work for years and asking for real solutions from their government. The City values the many formal and informal ways in which coordination and alignment have developed and will continue to facilitate and support these efforts including daily calls with the street outreach and victim services networks, regional coordination tables between service providers, City agencies and CPD, Violence Prevention Planning subcommittees, as well as the Mayor's Public Safety Cabinet composed of the leaders of City departments and agencies. The City will also continue as active participants in State and County collaboratives such as the Safety and Justice Challenge collaborative, as well as engage with philanthropy through PSPC. Finally, the City hopes to engage all partners to evaluate the efficacy and efficiency of the various coordination mechanisms to avoid duplication and maximize impact.

In 2020, for the first time, the City of Chicago has invested more than \$11 million towards violence reduction efforts, strengthening the existing efforts

while also creating new capacities around trauma informed victim services and support.<sup>9</sup> Now, more than ever, the City is committed to addressing gun violence and its root causes by responding to the scope and scale of violence in Chicago.

Throughout this work, it is important that the City is held accountable by objective measures of progress. To that end, this plan includes both progress and outcome measures for each violence reduction pillar. Ultimately, if Chicago wants to become the safest big city in the country, then comparison metrics are also relevant. For example, Chicago would need to have fewer than 177 homicides per year to be on par with Los Angeles and fewer than 97 to be on par with New York City.<sup>10</sup> Undoubtedly, achieving this significant reduction will take many years and will only happen if all available public and private resources are pulled together to achieve a shared outcome.<sup>11</sup>

### ● Where do we go from here?

And so, there is more to be done. Many are questioning whether these efforts are enough or even effective in light of the spike in violence that we are seeing today. Yet, the level of violence in Chicago and certainly, the systemic inequities and racism, have persisted for decades. Only a sustained effort over several years

9 • Refer to Appendix C: Glossary for definition of "Trauma-informed" and "Victim Services."

10 • Calculations are based on 3-year averages of homicides (2017-2019) as reported by the FBI UCR and population estimates from the American Community Survey. We compared homicide rates to other cities to account for population differences. To include 2020 year to date data on homicides, we have analyzed a monthly average for January 2017 through August 2020 and annualized the total (multiplied by 12) to compute a yearly average with most recent data available. The same statement for the updated time period would indicate that for Chicago's homicide rate to match the other large cities, our city would have to have fewer than 183 homicides per year to compare to Los Angeles or 104 compared to New York City.

11 • The total amount of required resources is difficult to estimate given the variety of services, programs and coordination needed in each community. Based on a model similar to the violence infrastructure elements noted above, Chicago CRED estimated that as much as \$150 million may be needed annually to saturate 15 communities most impacted by violence with resources.



## Executive Summary

rather than months will untangle the web of root conditions which fuel the violence and hopelessness that is the everyday experience of too many Black and Brown Chicagoans, and is spreading to all Chicagoans through this time of immense uncertainty.



This document lays out the comprehensive plan for the City of Chicago's violence reduction work through 2023, with the goal of sustainably reducing violence and making Chicago a city where everyone is and feels safe. While we do not anticipate reaching Los Angeles or New York City levels during Mayor Lightfoot's first term, over the next three years, following this plan, we will build the infrastructure and establish the policies and practices that will achieve this reduction in the years to come.

This plan assumes that violence is not an intractable problem but rather a public health crisis that is preventable and treatable through an intentional, coordinated, and sustained effort based on national best practices and available evidence. This work is lead by five violence reduction pillars, which reflect a holistic approach to reducing violence, acknowledging that we must focus on individuals, communities, and systems in order to advance this goal.



## Executive Summary

These pillars guide the overall plan and specific initiatives the City will undertake over the next three years. At the outset, those initiatives must be geared toward building an effective community based violence reduction infrastructure. That infrastructure must have several key components:

**1. Prevention activities** that include reclaiming public spaces such as streets, libraries, and parks for safe activities for everyone, ensuring safety in and out of school for young people, and community wide engagement to build authentic connections and cohesion among neighbors.

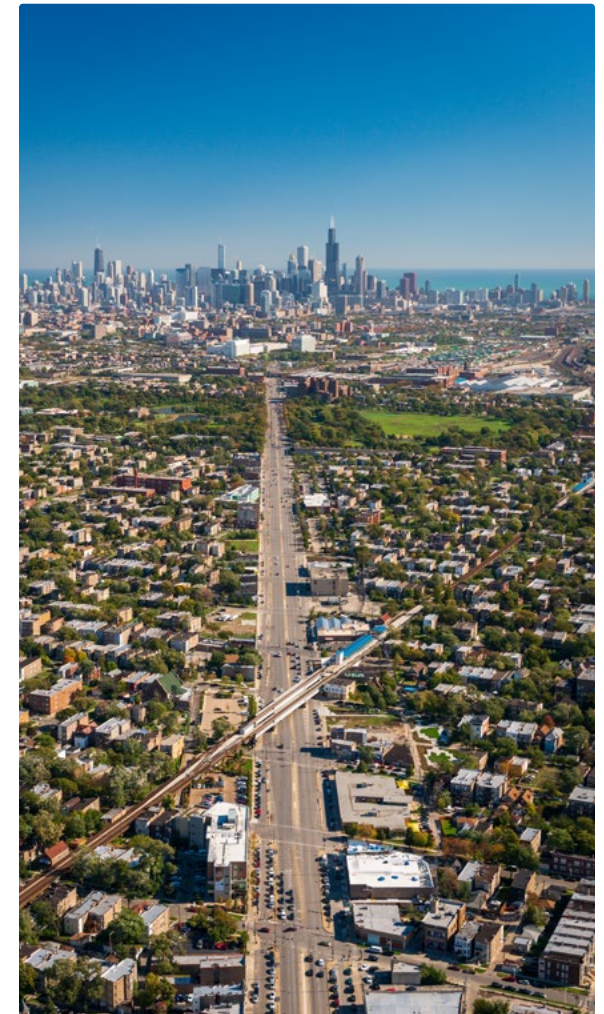
**2. Intervention activities** that focus on interrupting the cycle of violence and focusing on those who are at highest risk of violence either as a perpetrator or a victim and including those who are returning from incarceration. A comprehensive street outreach network and victim support network are key elements of intervention.<sup>12</sup> Cities like New York City, Los Angeles, and Oakland have all employed a version of this strategy with success. These national violence reduction efforts also include key intervention practices such as behavioral health services, living wage jobs, and most importantly, relentless engagement with those who are at the highest risk of violence involvement, all of which can support them in living safe and productive lives.

**3. Community empowerment** is critical to success because community safety is ultimately lasting when it is driven and owned by those who live and care about the neighborhood. Fortunately, many neighborhoods already have robust community stakeholders including block clubs and non-profit organizations that can be activated to implement community driven safety strategies.

**4. Relationship-based policing** that sees community as true partners in crafting safety is necessary to build trust and ultimately strengthens police legitimacy which in turn contributes to reducing violence. From responding to violent incidents to solving crime, effective policing is rooted in community-police partnership.

While each Chicago community area is unique in its combination of assets and needs, which requires a tailored approach, each of the four key components must be present at a scale that meets the needs of the community. To reach scale, each component has to be available and accessible for each and every neighborhood impacted by violence.

The City of Chicago cannot bring transformational reductions in violence by itself. This plan points out ways in which all public, private, and community stakeholders and resources must be organized and mobilized to bring change. It is a call to action that we must set aside our differences and find ways to connect and seek solutions. Nothing less than an “all hands on deck” effort will bring peace to the streets, hope for our children, and a brighter future for Chicago. ■



12 • Refer to Appendix C: Glossary for Mayor’s Office definition “Highest Risk.”





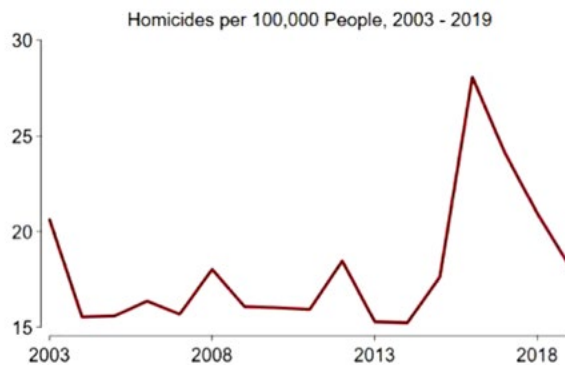
## The Scope and Scale of Violence in Chicago<sup>13</sup>

The City's duty to ensure the safety of all its residents means that any violence is unacceptable. Far too many Chicagoans continue to experience the devastating loss and trauma that result from violence. In striving to meet this obligation, the City faces three especially challenging situations. First, relative to other cities, Chicago suffers disproportionately from gun violence, as opposed to violent crimes not involving firearms. Second, violence is only one facet of the racial inequity that persists in Chicago and intertwines with other manifestations of inequity such as disparities in health, poverty, and educational outcomes that fuel violence and feed a sense of hopelessness. As a result, the extraordinary levels of violence in the South and West sides of Chicago have become commonplace, and a sense of urgency and outrage is needed to galvanize an intentional response. Third, these challenges are further complicated by a widespread collapse in the perceived legitimacy in the Chicago Police Department. Although reform efforts are ongoing and robust, the lack of trust in police, particularly in the communities most impacted by violence, hampers any effort to achieve community safety.

### ● Chicago Experiences Devastating Levels of Violence

Each year, Chicago experiences devastating levels of violence that disproportionately affect communities of color. Compared to the past 20 years, 2016 saw a particular surge in gun violence with 764 people killed. While progress has been made in recent years, including reaching fewer than 500 murders and 2,075 non-fatal shooting victims in 2019, unfortunately the city is on track in 2020 to exceed 2016's toll, with more than 473 homicides and 1,957 non-fatal shooting incidents as of August 16th.

**Figure 1. Annual Chicago homicide rate since early 2000s**  
(Source: FBI Uniform Crime Reports (UCR))



Violence in Chicago often happens in outdoor public spaces, such as streets and alleys. In 2019, 66 percent of homicides and 44 percent of shootings took place on the street or in an alley. The majority of this violence is attributable to old and new conflicts between street groups and gangs. While traditional, organized gang structure has deteriorated over time, there are group affiliations at the micro neighborhood level that still fuel cycles of retaliation even if the initial incident may be attributable to an inter-personal conflict.<sup>14</sup> In addition, conflicts originating on social media quickly escalate into shootings on the street.

Violence also includes intimate and personal forms of violence such as domestic violence.<sup>15</sup> The Chicago Police Department receives an average of 500 calls each day for domestic violence incidents.<sup>16</sup> In 2019, CPD made 10,095 domestic violence related arrests, over 27 per day on average.<sup>17</sup> Between 2014-2019, there have been 269 domestic violence related homicides in Chicago.<sup>18</sup>

13 • Thank you to the Chicago Police Department and the University of Chicago Crime Lab for their support in the creation of this document by providing data analysis and a synthesis of existing research as well as the Civic Consulting Alliance.

14 • The Fracturing of Gangs and Violence in Chicago: A Research-Based Reorientation of Violence Prevention and Intervention Policy.  
[https://greatcities.uic.edu/wp-content/uploads/2019/01/The\\_Fracturing\\_of\\_Gangs\\_and\\_Violence\\_in\\_Chicago.pdf](https://greatcities.uic.edu/wp-content/uploads/2019/01/The_Fracturing_of_Gangs_and_Violence_in_Chicago.pdf)

15 • Refer to Appendix C: Glossary for definition of "Domestic Violence."

16 • Wings Program. <https://wingsprogram.com/understanding-domestic-violence/>

17 • The Network Advocating Against Domestic Violence. (June 2020). "Data report: State of domestic violence in Illinois."  
<https://the-network.org/wp-content/uploads/2020/07/Data-Report-State-of-Domestic-Violence-in-Illinois.pdf>

18 • Chicago Police Department data.



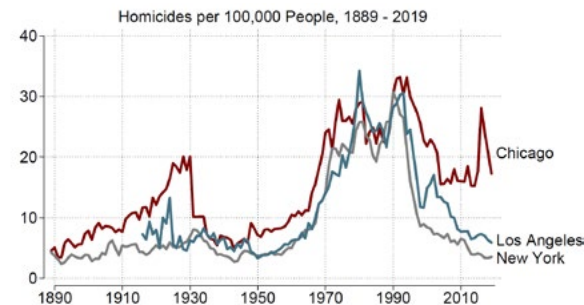
## The Scope and Scale of Violence in Chicago

### ● Chicago Diverged from other Large Cities in the Late 20th Century

For the better part of the 20th century, the homicide rates in Los Angeles, Chicago, and New York were very similar. This differed during the Prohibition era in the 1920s, when Chicago's homicide rate rose quickly, relative to New York and Los Angeles, declining sharply with the repeal of prohibition and the onset of the Great Depression in the 1930s. During the 1990s and 2000s, homicide rates in Chicago decreased much more slowly than the steep declines seen in New York City and Los Angeles. By 2016, Chicago was back to the homicide levels experienced in the 1990s. Conversely, in 2018, New York reached a low of 287 murders and Los Angeles experienced a 30 percent reduction in homicides.<sup>19</sup>

The COVID-19 pandemic and the murder of George Floyd have impacted rates of violence in many major cities around the country. In Chicago, the number of shooting victims increased 43 percent from the start of Illinois's Stay at Home Order on March 21, 2020 to early August 2020 as compared to the same period averaged over the past three years. Increases in shootings and other violent incidents are also reflected in other cities such as New York, Los Angeles, and Philadelphia.<sup>20</sup>

**Figure 2. Annual homicide rate of Chicago and peer cities, 1889-2019 (Source: FBI Uniform Crime Reports (UCR))**



A major difference in the homicide rate between the three largest cities in the United States is the levels of gun violence. Non-gun homicide rates are very close across all three cities. In Chicago, however, the gun homicide rate is significantly higher than New York or Los Angeles. Thus, the higher level of homicides in Chicago can be attributed to a higher presence of guns and gun violence, which has a higher lethality rate than other types of violence. Interpersonal conflicts escalate quickly into shootings that then spiral into a deadly cycle of retaliation, even in cases of domestic disputes.

While the number of shootings and homicides are staggering in Chicago, it is still believed that violent incidents are undercounted. Complex factors including lack of trust in police, fear of retaliation, and specter of immigration enforcement all contribute to under-reporting of crime. This is particularly pronounced in

instances of domestic violence, and this problem has been exacerbated during the COVID-19 pandemic. In Chicago, domestic violence saw a decrease in reporting by 14.5 percent as compared to the same period averaged over the past three years. Victims of domestic violence are experiencing new challenges with reporting incidents, as family justice centers, courts, and nonprofit offices, have shifted to online operations.

### ● Impacted Communities do not Trust Law Enforcement

Decades of failed police policies and institutionalized racism have eroded community trust of law enforcement, particularly in South and West side communities. As a result, residents are hesitant to call police when in need or to cooperate with police when they are investigating violence. While this lack of trust in police is rooted in decades of lived experience, it presents significant challenges for police in investigating crimes, which exacerbates the violence the communities experience, because drivers of violence are not held accountable for their actions. Chicago's homicide clearance rate, which is lower than the national average and that of other large cities, is evidence of this problem. In some instances, rather than go to police, residents turn to vigilante justice, perpetuating the cycle of violence.

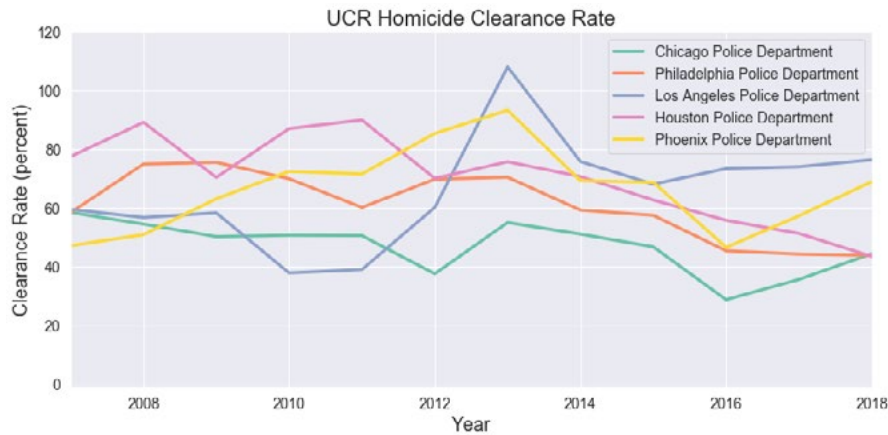
19 • Foxx, K., Duncan, A. (January 9, 2019). "Chicago's Gun Violence: What We Can Learn from L.A. and New York That Murder Is More than a Policing Problem." Chicago Sun Times.

<https://chicago.suntimes.com/2019/1/9/18418615/chicago-must-learn-from-l-a-and-new-york-that-murder-is-more-than-a-policing-problem>

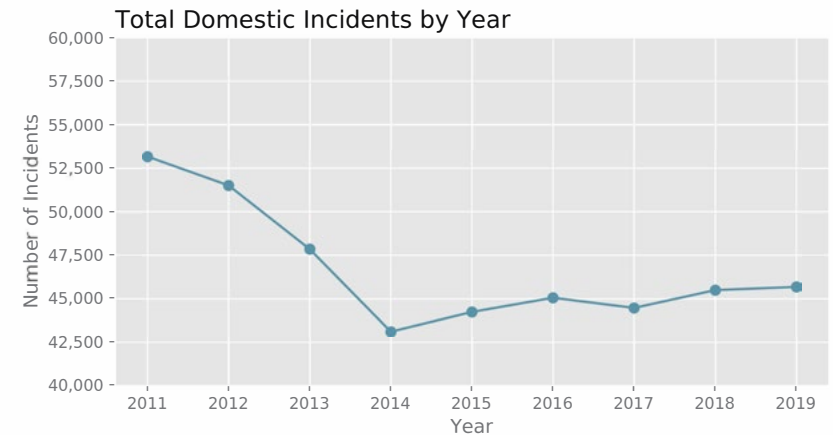
20 • National data as of July 31st, 2020 published by the University of Pennsylvania, COVID-19 and Crime in U.S. Cities. <https://citycrimestats.com/covid/>

## The Scope and Scale of Violence in Chicago

**Figure 3. Homicide Clearance Rate for several large cities**  
(Source: FBI Uniform Crime Reports (UCR))



**Figure 4. Total Reported Domestic Incidents Per Year**  
(Source: 2011-2019 CPD data)



The same lack of trust exists among those experiencing domestic violence. Unlike street crime, domestic violence occurs largely indoors where it is harder to detect, and reporting is driven by a survivor's willingness to contact police. For this reason, domestic violence incidents are significantly under-reported. According to the Bureau of Justice Statistics' National Crime Victimization Survey (NCVS), police were notified in approximately 56 percent of the 1.3 million nonfatal domestic violence victimizations that occurred annually between 2006 and 2015 in the United States.<sup>21</sup> Since 2011, there has been an overall decline in reported domestic incidents in Chicago, though it is difficult to

determine the driver of this trend. There may be changes in willingness to report domestic violence, or there may be changes in the actual prevalence of domestic violence itself. However, beginning in 2015, reported domestic violence incidents have remained steady.



21 • Nonfatal domestic violence includes serious violence (rape or sexual assault, robbery and aggravated assault) and simple assaults committed by intimate partners, immediate family members (parent, child or sibling) or other relatives. These NCVS findings were reported by victims in the NCVS and were not derived from police records.



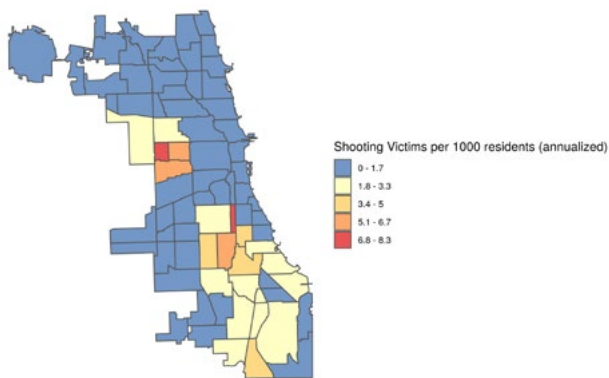
## The Scope and Scale of Violence in Chicago

### ● Violence in Chicago Disproportionately Affects Communities of Color

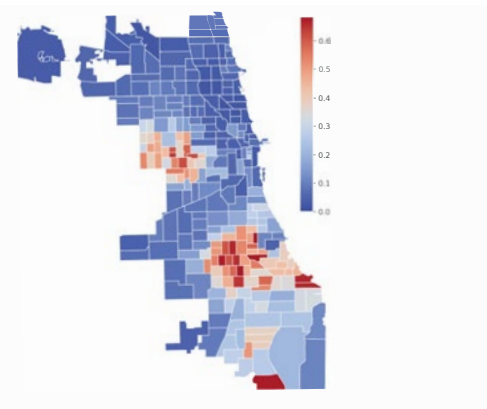
A citywide map of shooting victimizations reveals that certain neighborhoods on the South and West sides account for a disproportionate share of the violence.<sup>22</sup> In the last three years, 15 community areas accounted for over 50 percent of all shootings.

Similar to gun violence, domestic violence incidents are concentrated in South and West Side neighborhoods. These communities also experience socioeconomic challenges. On average, residents in these neighborhoods experience higher rates of poverty and unemployment and have lower levels of education.

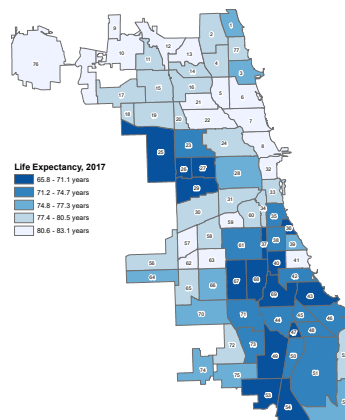
**Figure 5. Citywide Shooting Victimizations per 1000 residents, 3-year averages (Aug 2017- July 2020)** (Source: University of Chicago Crime Lab analysis of Chicago Police Department records)



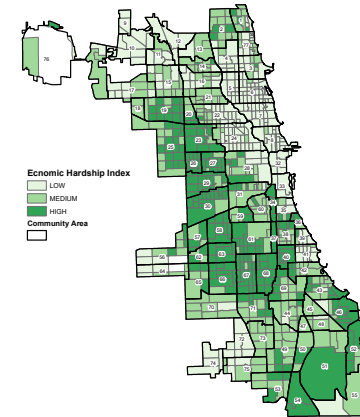
**Figure 6. Reported Domestic Incidents per capita, 2013-2017** (Source: 2011-2019 CPD data; 2013-2017 Census population data)



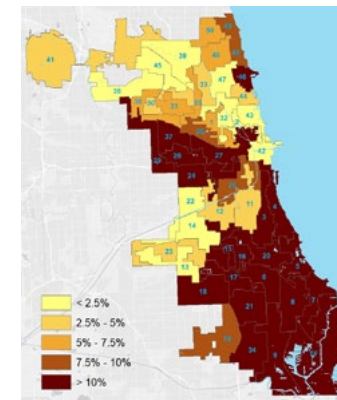
**Figure 7. Life expectancy by Community Area, 2017** (Sources: CDPH Healthy Chicago 2025 Data Compendium, October 2019; IDPH, Division of Vital Records, Death Certificate Data Files, 2017; US Census Bureau, 2010 Census.)



**Figure 8. Economic hardship by Census Tract, 2013-2017** (Sources: CDPH Healthy Chicago 2025 Data Compendium, October 2019; US Census, ACS, 2013-2017)



**Figure 9. Share of affordable housing by Ward, 2017** (Sources: Metropolitan Planning Council, City of Chicago Affordable Housing Quarterly reports; Cook County Committee on Housing and Finance reports; City of Chicago Buildings database; HUD Multifamily Insured Properties database; HUD LIHTC database; HUD Multifamily Portfolio Dataset)



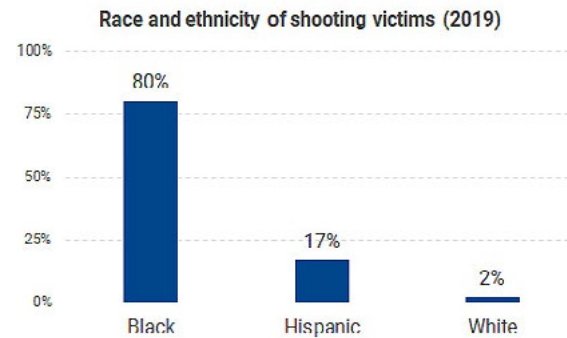
22 • Refer to Appendix C: Glossary for definition of "Victimization."

## The Scope and Scale of Violence in Chicago

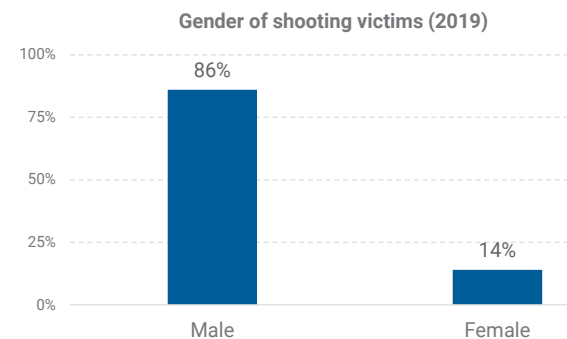
African American and Latinx individuals are over-represented among Chicago's shooting and domestic violence victims. African Americans make up 80 percent of the city's shooting victims and Latinx individuals make up 17 percent of all shooting victims as compared to Whites who make up approximately 2 percent of victims. African Americans make up 66 percent of the domestic violence survivors and Latinx individuals make up 20 percent.<sup>23</sup> The differences are stark when considering that African American and Latinx individuals each represent approximately 30 percent of the city's population. This phenomenon is even more acute among African Americans aged 15 to 34, who made up over half of the city's homicide victims, and Latinx in the same age range, who represent nearly 10 percent.

Shooting victims are most likely to be Black males between the ages of 18 and 29 with prior involvement in the justice system. Approximately 78 percent of Chicago's homicide victims in 2018 had at least one prior arrest and an average of 9.5 prior arrests.

**Figure 10. Race and ethnicity of shooting victims**  
(Source: University of Chicago Crime Lab analysis of Chicago Police Department records)



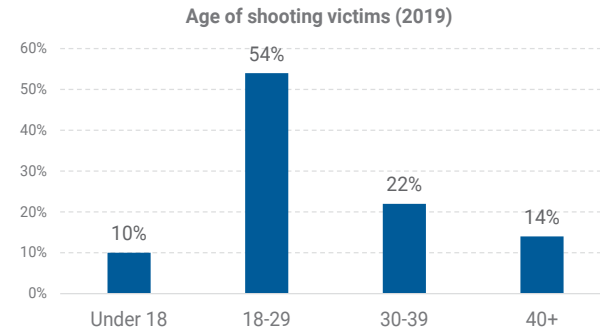
**Figure 11. Gender of shooting victims** (Source: University of Chicago Crime Lab analysis of Chicago Police Department records)



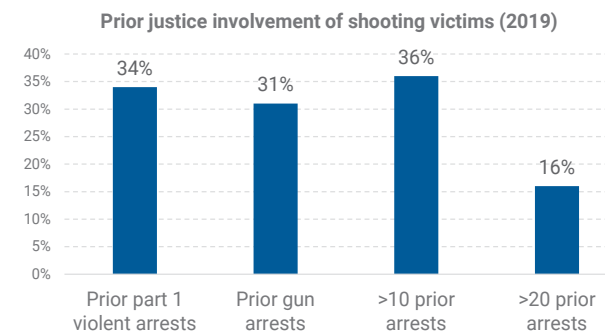
Related to the recent trends of age for homicide victims, young adults ages 18-24 are the age groups most at risk for homicide victimization. Additionally, the trend of

children being killed has decreased each year from 1990 to 2019, with a 31 percent decrease in the proportion of homicides of children less than 18 years old by and 71 percent decrease in the proportion of those for children less than 12 years old.

**Figure 12. Age of shooting victims** (Source: University of Chicago Crime Lab analysis of Chicago Police Department records)



**Figure 13. Prior justice system involvement**  
(Source: University of Chicago Crime Lab analysis of Chicago Police Department records)



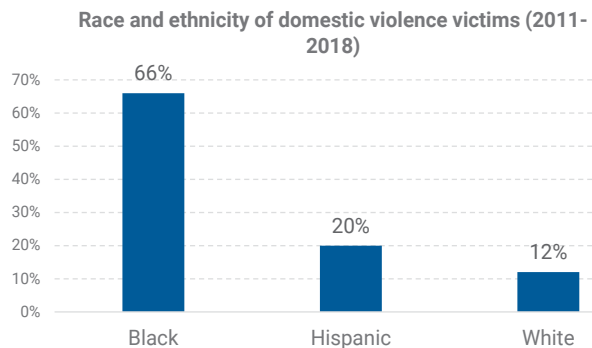
23 • 2011-2018 CPD data.



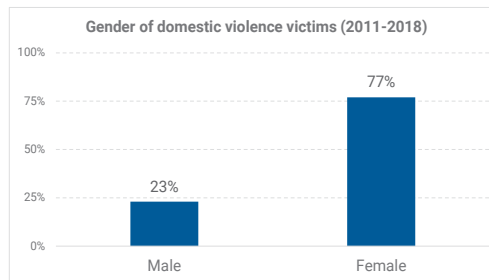
## The Scope and Scale of Violence in Chicago

Domestic violence is primarily experienced by women of color. From 2011 to 2018, Black women made up 66 percent of domestic violence victims and Hispanic women made up 20 percent, compared with white women at 12 percent. Additionally, women experienced 77 percent of reported domestic violence incidents and constituted 71 percent of survivors of reported domestic violence in Chicago. Women are also more likely to have multiple reports of domestic violence—35 percent of women reported a second incident within this time, compared to about 20 percent of men.

**Figure 14. Race and ethnicity of domestic violence victims** (Source: 2011–2018 Chicago Police Department records)



**Figure 15. Gender of domestic violence victims** (Source: 2011–2018 Chicago Police Department records)



### ● Violence Creates Trauma for Victims and Communities

The long-term impact of victimization on individuals and families is profound. Whether experiencing violence directly or observing violence on the block, victims and those who are close to victims, such as family members, friends, and partners, experience trauma, which is defined by the Substance Abuse and Mental Health Administration (SAMHSA) as:

Individual trauma results from an event, series of events, or set of circumstances experienced by an individual as physically or emotionally harmful or life-threatening with lasting adverse effects on the individual's functioning

and mental, physical, social, emotional, or spiritual well-being.<sup>24</sup>

We also know that violence impacts entire communities, not just those who have been directly injured. In particular, many young people in Chicago are exposed to significant community violence. In recent years, approximately 30 percent of Chicago children under five years old lived in a community that experienced over 10 homicides, and 7 percent of young children lived in a community that experienced over 30 homicides.<sup>25</sup> Recent evidence indicates an association between violence exposure, social isolation, and other perceived risk factors for violence involvement.<sup>26</sup> Furthermore, exposure to violence for children and adults leads to adverse psychosocial and health outcomes, which emphasizes the need for the City to support affected victims and communities and address trauma.<sup>27</sup>

### ● Criminal Justice System Involvement can Increase Risk for Violence

Exposure to violence and the criminal justice system can be sources of trauma. While the traditional approach to reduce violent crime has been through arrest, prosecution, conviction, and incarceration in our justice system, evidence indicates that contact with the justice system can be associated with pervasive

24 • U.S. Department of Health and Human Services Substance Abuse and Mental Health Services Administration (SAMHSA). (July 2014). "SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach". [https://ncsacw.samhsa.gov/userfiles/files/SAMHSA\\_Trauma.pdf](https://ncsacw.samhsa.gov/userfiles/files/SAMHSA_Trauma.pdf)

25 • Erikson Institute. "New homicide data analysis reveals most of Chicago's young children live in communities with high violence." (July 2019) <https://www.erikson.edu/wp-content/uploads/2019/07/7.8.19-Homicide-press-release.pdf>

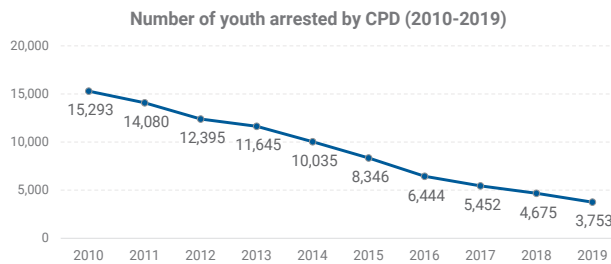
26 • Tung, Elizabeth L., Louise C. Hawkley, Kathleen A. Cagney, and Monica E. Peek. "Social isolation, loneliness, and violence exposure in urban adults." *Health Affairs* 38, no. 10 (2019): 1670-1678.

27 • Smith, Nichole A., Dexter R. Voisin, Joyce P. Yang, and Elizabeth L. Tung. "Keeping your guard up: hypervigilance among urban residents affected by community and police violence." *Health Affairs* 38, no. 10 (2019): 1662-1669.

## The Scope and Scale of Violence in Chicago

negative outcomes and future violence involvement, particularly among young people.<sup>28</sup> Since 2010, the number of Chicago youth under age 18 arrested each year has decreased dramatically by almost two-thirds. This is consistent with other trends in arrests in Chicago and nationwide – arrests have been decreasing for both adults and juveniles in peer cities across the United States.<sup>29, 30</sup>

**Figure 16.** Youth arrested by CPD (University of Chicago Crime Lab analysis of CPD data) – Note: This chart shows the number of unique youth (individuals under 18 years of age) arrested in Chicago each year. A youth is counted only once per year, even if they were arrested multiple times.



Among other factors such as actual decreases in crime, the decreasing numbers of youth arrests reflect an ongoing national change in how young people interact with the justice system. Starting in the early 2000s, the Supreme Court made several decisions that ended extreme sentencing measures for youth, including life without parole and the death penalty.<sup>31</sup> In August of 2020, Illinois Governor J.B. Pritzker announced a plan to overhaul the state's juvenile justice system by moving away from juvenile prisons and toward smaller, regional facilities.<sup>32</sup>

Even with a decrease in arrests and the use of diversion practices, young people living in communities in

Chicago's West and South sides are more likely to be exposed to community violence and the criminal justice system, both of which can be a source of trauma. Young people are also impacted by mass incarceration, including of parents and adults from their communities, which can also be a source of trauma and has lasting effects on their long-term trajectories in the form of school engagement and educational attainment.

Therefore, reducing the footprint of the justice system and employing<sup>33</sup> prevention strategies are critical to combat lasting negative effects on youth from parental and juvenile justice involvement.<sup>34</sup>



28 • LIBERMAN, A.M., KIRK, D.S. and KIM, K. (2014), LABELING EFFECTS OF FIRST JUVENILE ARRESTS: SECONDARY DEVIANCE AND SECONDARY SANCTIONING. *Criminology*, 52: 345-370. doi: [10.1111/1745-9125.12039](https://doi.org/10.1111/1745-9125.12039)

29 • Sawyer, W. (2019, December 19). Youth Confinement: The Whole Pie 2019. Prison Policy Initiative. Retrieved from <https://www.prisonpolicy.org/reports/youth2019.html>

30 • Refer to Appendix C: Glossary for definition of "Juvenile" and "Youth."

31 • Juvenile Law Center, "Juvenile Life Without Parole." <https://jlc.org/issues/juvenile-life-without-parole>

32 • Munks, Jamie. (2020, July 31). Gov. J.B. Pritzker lays out plan to overhaul state's juvenile justice system, shift to smaller, 'community-based' regional facilities. *Chicago Tribune*.

33 • <https://www.epi.org/publication/mass-incarceration-and-childrens-outcomes/>

34 • Urban Institute. "Strategies for Reducing Criminal and Juvenile Justice Involvement". November 2017.

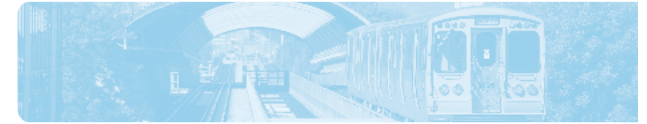
<https://www.urban.org/sites/default/files/publication/94516/strategies-for-reducing-criminal-and-juvenile-justice-involvement.pdf>







## Risk and Resilience Factors



It is important to consider violence and its effects on communities through a research-driven public health lens. There are multiple factors that can increase an individual's likelihood of involvement in violence, such as individual characteristics and environmental exposures. Each **risk factor** has a corresponding **resilience factor** that can help protect an individual and reduce their risk of violence. This section outlines individual, social, and community-based risk and resilience factors. A particular individual may respond differently to one particular factor, and it is often a combination of multiple factors that, if experienced simultaneously, can either increase or decrease one's risk of being a perpetrator or victim of violent crime. Thus, to effectively reduce violence, we must work to minimize the risk factors that residents face and mitigate them by supporting resilience factors.<sup>35 36 37</sup>

Each risk factor and its corresponding resilience factor has been given an icon. Those icons are used in the following violence reduction pillars section to highlight, which strategies the City is undertaking address which of these factors, with each factor being addressed by at least one strategy.

### RISK FACTORS

#### ● High Concentration of Poverty

Communities with high concentrations of poverty and unemployment tend to experience higher rates of violent crime, which increases the risk of violence for residents. The COVID-19 pandemic has increased unemployment rates in some of the poorest areas of Chicago, exacerbating the issue.

#### ● Exposure to Traumatic and Violent Events

Exposure to violence or other Adverse Childhood Experiences (ACEs) that result in trauma can have significant long-term developmental effects. Generally speaking, the more ACEs or exposure to trauma a person has, the greater the likelihood that person has of perpetrating or being victimized by violence in the future. While exposure to trauma as a child can be particularly harmful, trauma at any age can have a negative impact on the person's life, including their ability to focus, maintain a job or relationships, or meaningfully participate in society.



### RESILIENCE FACTORS

#### ● Economic Stability

Availability of quality employment opportunities, access to capital, and availability of living wage jobs and skill building trainings can help stabilize the economic structure in many communities, promoting healthy living and decreasing rates of poverty.

#### ● Access to Comprehensive Support Services

Higher proportions of trauma-informed support services in communities at highest risk of violence have been shown to play a key role in improving life outcomes, including decreased exposure to violence. The impact of trauma can be mitigated in part by offering pathways to healing and opportunity. When people are given the resources and tools they need to adequately deal with the impact of trauma, they are more likely to find alternatives to behaviors that may lead to violence.

35 • Centers for Disease Control and Prevention. (2020, March 02). Risk and Protective Factors [Violence Prevention]InjuryCenter|CDC. Retrieved from

<https://www.cdc.gov/violenceprevention/youthviolence/riskprotectivefactors.html>

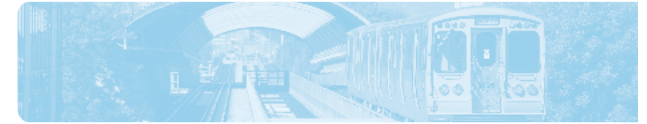
36 • Centers for Disease Control and Prevention. "A Comprehensive Technical Package for the Prevention of Youth Violence and Associated Risk Behaviors." (2016)

<https://www.cdc.gov/violenceprevention/pdf/yv-technicalpackage.pdf>

37 • U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention. "Risk Factors for Delinquency: An Overview." <https://www.ncjrs.gov/pdffiles1/ojjdp/frd030127.pdf>



## Risk and Resilience Factors



### RISK FACTORS

#### ● Unsafe Community Environment

Residents of neighborhoods that have high crime rates, including gang activity or drug trade, easy access to firearms, or strained relationships with law enforcement are at increased risk of violence. Communities that lack investment or opportunities to form connections with neighbors can also experience an escalation in violence.

#### ● Unstable and Unsafe Housing

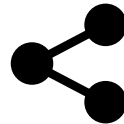
Housing instability, insecurity, and lack of affordability has a significant impact on risk of violence because reliable shelter is necessary to maintain a safe and healthy space to live and thrive. In Chicago, this issue has been exacerbated by historical mishandling of affordable and public housing, which has contributed to segregation and instability.

#### ● Lack of Social Networks and Supports

Negative peer relations, including being bullied, being socially isolated, or having a social circle that engages in delinquent, illegal, or violent activities can heighten one's risk for violence. The resulting social isolation can also result in individuals seeking out negative peer networks, such as gangs. Furthermore, prior contact or involvement in the legal system can prevent many from creating pro-social networks and supports.

#### ● Lack of Access to Quality Healthcare Services

Some West and South side communities suffer from a lack of access to healthcare, including hospitals, primary care psychiatry, and behavioral health services. This can prevent many from seeking necessary care and counsel after experiencing illness or injury. When physical and behavioral health conditions go untreated, it deteriorates community health overall and can lead to an increase in community violence.



### RESILIENCE FACTORS

#### ● Meaningful Community Connections

Meaningful connections, involvement, and cohesion in one's community may increase overall safety. Furthermore, communities with restricted access and decreased proximity to firearms along with safe storage of legal firearms may see decreased rates of gun violence.

#### ● Access to Safe, Stable, and Affordable Housing

Access to safe, stable, and affordable housing can promote strong resiliency in individuals and communities. Improving housing standards and options can work to decrease high rates of violence, which are exacerbated by poor living conditions.

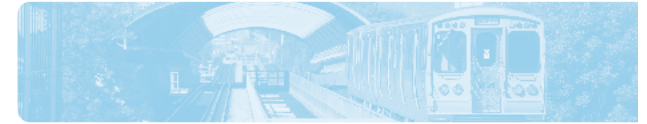
#### ● Positive Social Networks and Relationships

Involvement in strong pro-social peer groups that avoid violent acts and behavior can lead to greater resiliency, as can having mentor relationships.

#### ● Access to Quality Medical and Behavioral Health Services and Treatment

Access to various quality healthcare services and treatments can promote healthy living and wellness. Furthermore, an increase in hospitals and other medical care treatment centers can promote thriving and robust communities and neighborhoods.

## Risk and Resilience Factors



### RISK FACTORS

#### ● Lack of Quality Educational Resources

Lack of access to quality education and disengagement in school correlate with heightened risk for violence. Lack of education can limit access to jobs and therefore income and other resources, which may be associated with involvement in quality-of-life crimes and potential violence.

#### ● Negative Home Environment and Familial Relationships

The aforementioned risk factors can contribute to low levels of familial involvement or support, neglect, or abuse, which can have long lasting negative developmental consequences. Other home environment factors such as the presence of domestic violence, a family member's involvement in the legal system, or having parents with low education levels can also affect risk level for violence, which has contributed to segregation and instability.

#### ● Systemic Racism

At the root of violence is the systemic racism that has been pervasive throughout Chicago and its history. Systemic racism continues today, as seen through disproportionately high incarceration rates, slow service response times by police, and many other metrics.



### RESILIENCE FACTORS

#### ● Access to Quality Educational Resources

Access to quality education and needed resources along with strong connectedness and relationship building between students, teachers, and counselors can improve resiliency, as they equip students with necessary skills and abilities to lead positive and healthy lives.

#### ● Caring and Involved Family Units

Secure and caring familial structures are important in decreasing risk of violence. Those who receive the needed support and encouragement from family members involved and invested in one's life can lead to strengthened resiliency and positive growth. We can also expand the definition of "family" to include neighbors, teachers, and other trusted and supportive community members.

#### ● Equity-focused investments

Equity-focused investments at the program, community, and individual levels can work to combat the effects of systemic and structural discrimination.

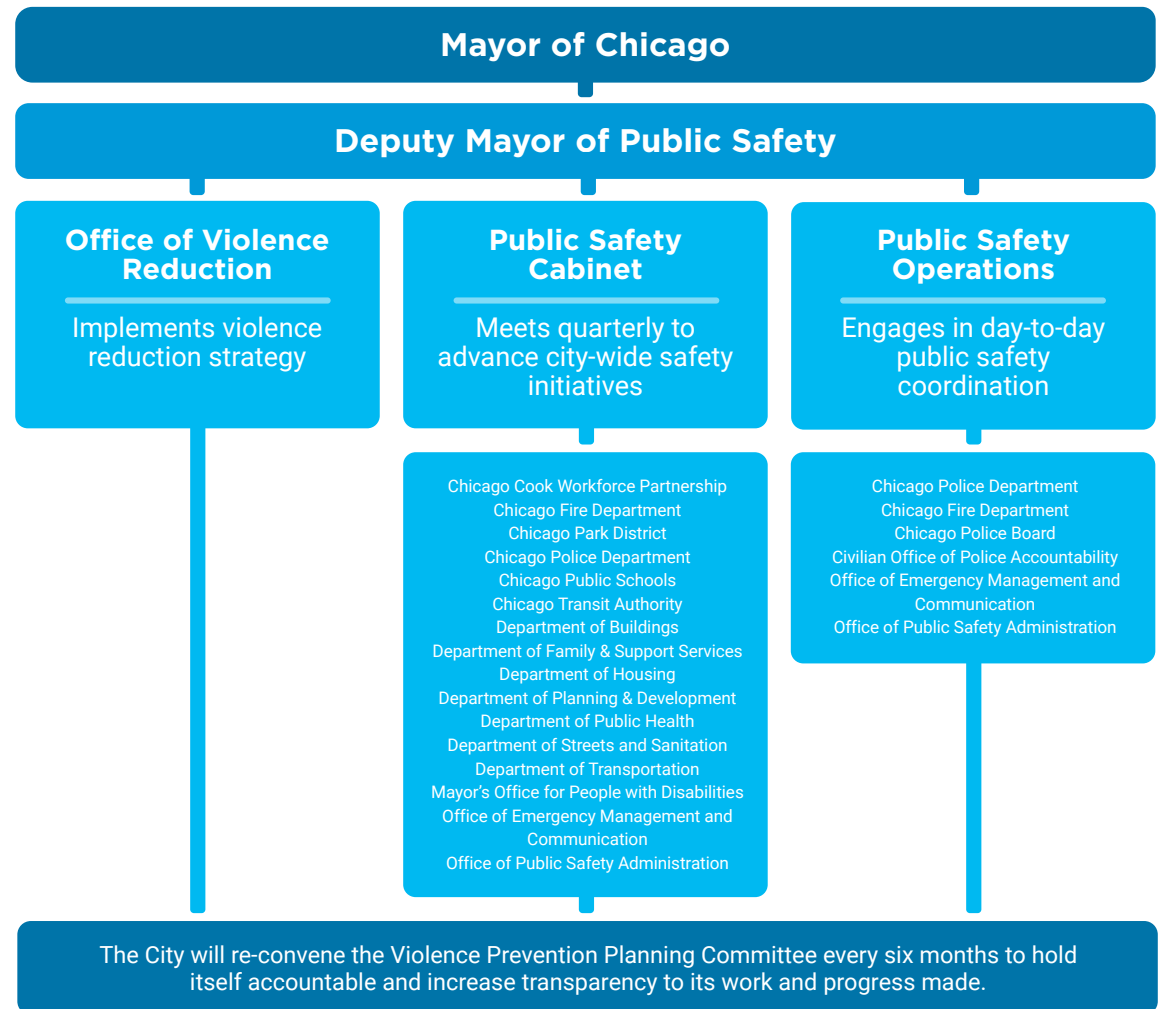




## Process for Addressing Violence

### ● Mayor Lightfoot's Commitment

Mayor Lightfoot's pledge is to make Chicago the safest big city in America. Her first demonstration of this commitment to achieving public safety and reducing violence was establishing a dedicated public safety team and the Mayor's Office of Violence Reduction (OVR), which are overseen by the Deputy Mayor of Public Safety.<sup>38</sup> Among its responsibilities, the OVR is charged with developing and implementing a violence reduction plan that focuses on the communities most impacted by violence. The City of Chicago's public safety structure and accountability mechanism can be found here.



38 • Refer to Appendix C: Glossary for description of Mayor's Office of Violence Reduction (OVR).



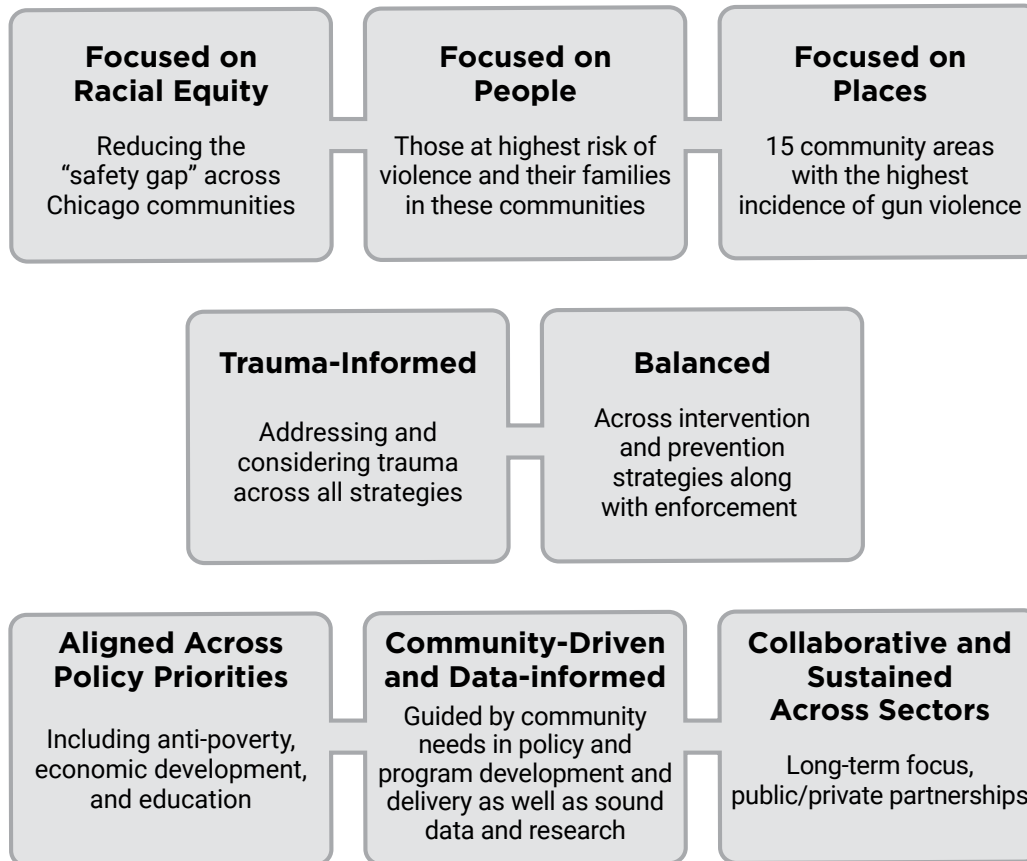
## Process for Addressing Violence

### ● Guiding Principles and Pillars

The first step toward developing the violence reduction plan was to identify guiding principles and strategic pillars for the work. These principles and pillars were released in the fall of 2019 in a Comprehensive Violence Reduction Strategy document, which drew from

community engagement, models from other cities, and past violence reduction reports and plans in Chicago.

The guiding principles encompass the office's goals of reducing violence in a comprehensive and equitable manner. The Office of Violence Reduction is committed to advancing its work by being:



These principles acknowledge the multiple pathways involved in violence reduction. We must address root causes, but understand that it will take time to see results from prevention efforts.

Therefore, we must simultaneously find ways to respond to the violence that is occurring now, by incorporating relationship-based intervention models and through community partnership with law enforcement. It is also essential that efforts are led by community members and those who are directly impacted, and that we collect data to measure and evaluate our approach.

The guiding principles inform five violence reduction pillars, which address reducing violence holistically by focusing on individuals, communities, and systems in order to advance this goal. The five violence reduction pillars are:





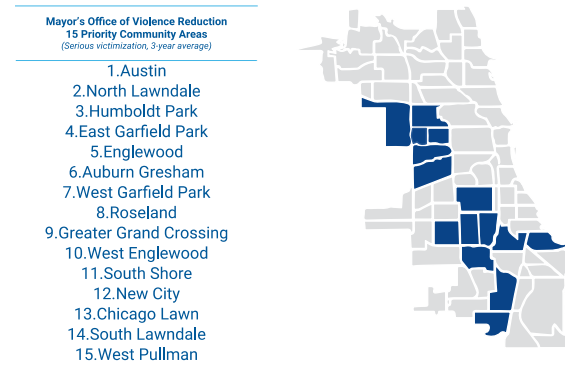
## Process for Addressing Violence

These guiding principles and pillars speak to a comprehensive, public health approach that addresses violence from multiple angles.

First, we will focus our resources to support those who are most impacted by violence. This includes individuals actively engaged in violence, whether as victims or perpetrators, with the understanding that many individuals fall into both categories. To that end, the OVR has developed a definition for those considered at “highest risk” of violence involvement, so that all stakeholders can adopt a shared understanding of who should benefit from services and supports.<sup>39</sup> We must also address the trauma that impacts individuals and families when they experience violence, and provide pathways for healing and opportunity.

Second, we must support communities in reclaiming neighborhoods from violence and creating safe spaces. Resources must be concentrated in the areas that experience violence the most. We will also be mindful that the spectrum of prevention and intervention support must be available to address the varying needs in the entire community, because everyone who lives and works in communities with high levels of violence is impacted. To that end, the OVR focuses on 15 priority community areas, defined by the average number of serious victimizations over the past three years. These community areas are outlined here.

**Figure 17. Mayor’s Office of Violence Reduction 15 priority community areas ranked by serious gun violence victimization rates (Sept 2016-2019)**



Third, we must build police legitimacy throughout Chicago, and specifically in the communities most impacted by violence, by developing credibility, trust, and authentic relationships. We believe that when police are perceived by residents as effective and legitimate, they will more effectively solve and deter crime, and therefore increase potential for positive impacts on reducing crime and violence.

Fourth, we will contribute toward enacting equitable public safety legislation on the local, state, and federal levels. We should consider the impact that potential ordinances or laws may have on violence, and advocate for policies that will increase support for those impacted. Subsequently, the City plays a key role in ensuring that any policies are implemented thoughtfully and equitably.

Fifth, there must be constant collaboration, proactive planning, and coordinated efforts between the City and other stakeholders. These partners are wide-reaching, and include government entities such as the Cook County President’s Office and the State of Illinois, justice system partners like the State’s Attorney’s Office and the Cook County Public Defender’s Office, along with advocacy organizations, philanthropy, faith organizations, the private sector and more. By consolidating our ideas and resources, we can have the furthest reach and biggest impact on violence.

### ● The Mayor’s Office Violence Prevention Planning Process

The Comprehensive Violence Reduction Strategy laid the foundation for OVR’s work, but to fully meet these commitments, it was important to hear from partners, stakeholders, and impacted residents and incorporate their perspectives into the plan. For it to work, the approach to addressing violence must not be developed solely by those in City Hall for the city, but rather, must be developed by the city as a whole. Thus, we needed a process that would incorporate the voices, experiences, and expertise of stakeholders and residents across the city, as a whole.

This important input was largely collected through a multi-stakeholder Violence Prevention Planning (VPP) process. In 2019, the Mayor’s Office applied for and received State of Illinois grant funding to conduct such an endeavor in 2020. As part of the process, the Mayor’s Office convened government officials, service providers, faith leaders, philanthropic and university partners, individuals with lived experience, and advocates to form

39 • See Appendix C.

## Process for Addressing Violence

a VPP committee, which was tasked with developing recommendations to reduce violence in the city of Chicago. The VPP Committee was organized into four subcommittees focused on gun violence, domestic violence, diversion, and victim services. These focus areas were chosen because of the central role they play in violence reduction. The homicide rate in Chicago is higher than that of the other largest cities in the country and this higher homicide rate is specifically attributable to gun violence.<sup>40</sup> Although it does not garner the same level of media attention, the incidence of domestic violence is actually greater than that of community or gun violence. Diversion and victim services present viable solutions for reducing high rates of violence and victimization, but both require more attention and coordination than they often receive, and thus were appropriate focus areas for the VPP work.



### ● Community Engagement

In addition to the VPP process, the OVR has established channels to continually solicit input and feedback from community members. We conducted community interviews to ask specific questions about accessibility and quality of services available. We have participated in town halls across the city to understand the different priorities and challenges of diverse communities. We held focus groups with victims of violence to learn how the city can better support victims and families. We spoke with service providers and faith leaders who are on the ground engaging with residents every day. All of these meetings and conversations have provided invaluable insights to our plan, and we will leverage the relationships we've built to continue the conversation and work to end violence in Chicago.

### ● Plan Development

In a final step to develop this plan, we looked to the streams of work being carried out by City departments and other teams in the Mayor's Office that address the root causes of violence. While the Mayor's Office divides its work into teams (e.g., business economic and neighborhood development, public safety, education and human services), each of these teams plays a central role in violence reduction.<sup>41</sup> We also identified areas to partner with the State of Illinois and Cook County to engage in cross-sector collaboration and expand the effectiveness and reach of violence prevention work.



All of these components led to the development of this comprehensive violence reduction plan, which takes the previously identified strategic priority areas as its central pillars around which specific violence reduction initiatives are organized. The initiatives speak directly to the input and ideas we have heard since the launch of the OVR. The critical work of the Mayor's Office to reduce violence in Chicago could not wait to begin until this document was complete. As such, many of the initiatives included are already underway. We are eager to continue this work, to tackle the remaining initiatives that are identified as short or long-term priorities, and to continue to partner with stakeholders across the city to drive violence down and keep communities safe. ■

40 • Givens, A. (January 4, 2017). "Chicago's Murder Rate Is Typical for a Major Metropolis — Until Fatal Shootings Are Factored In". The Trace. <https://www.thetrace.org/2017/01/chicago-murder-rate-fatal-shootings/>

41 • Refer to Appendix C: Glossary for descriptions of Public Safety team; Business, economic, and neighborhood development B.E.N.D team; Education and human services team.

## Violence Reduction Pillars: Goals, Strategies, Initiatives, and Metrics

The Mayor's Office coordinates public safety efforts across the following violence reduction pillars through its relationships with the City's 40 departments and sister agencies and with stakeholders across Chicago. The importance of this work is at the forefront of conversations to ensure alignment in policy decisions and daily operations.

In this section, we lay out the strategies and specific initiatives the Mayor's Office is committed to undertaking to reduce violence during Mayor Lightfoot's first term. Strategies are the methods the City will employ to achieve its goals. Initiatives are the specific activities the City will take to support each strategy. The initiatives under each strategy have been categorized as follows:

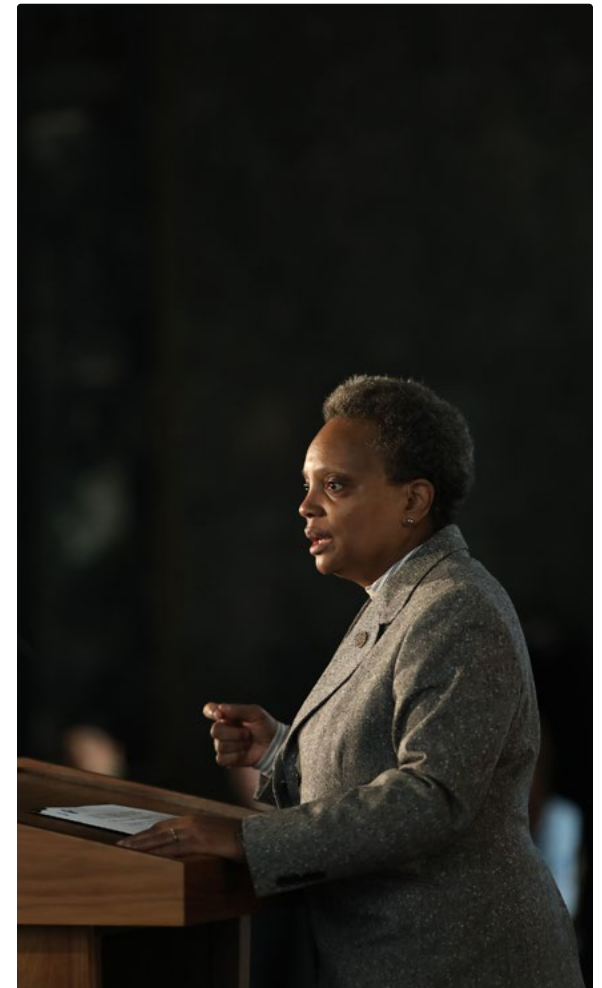
► **Ongoing and Completed Priorities** are ones that Mayor Lightfoot's Administration has either already successfully implemented or put into motion during her first 15 months in office. Many of these initiatives are foundational steps upon which the short and long-term priorities build and expand.

► **Short-Term Initiatives** are initiatives that will be started no later than July 2021. Many of these initiatives require partnering with various public and private City stakeholders and new funding—whether through the City's 2021 budget or philanthropic contributions. Furthermore, initiatives in this category require urgency in their implementation timeline.

► **Long-Term Initiatives** are initiatives that will be started between August 2021 and May 2023, the end of Mayor Lightfoot's first term. These initiatives generally require long-term funding streams, sustained collaboration and communication across various City stakeholders, along with various other supports. Initiatives that fall under this category may also have less urgency to their implementation timeline.

► **Indicators** include both long-term outcome measures and shorter-term progress measures to provide a measurement opportunity throughout implementation. In partnership with local evaluators, the Mayor's Office plans to review progress and assess where additional effort should be directed annually and upon the completion of Mayor Lightfoot's first term in 2023. For each measure, we will disaggregate data to understand the disproportionate experiences of Chicagoans and our communities related to racial equity, poverty, and other disparities, where possible. Indicators were identified with support from the Mayor's Office Public Safety Research Advisory Council<sup>42</sup> and correspond to initiatives and priorities in order to measure the success of ongoing and intentional efforts.

To hold itself accountable and increase transparency in its work, the Mayor's Office will convene the Violence Prevention Planning Committee every six months, beginning December 2020, to review the City's progress on implementing these initiatives. ■



42 • Refer to Appendix A: Violence Prevention Planning Process and Outcomes for description of the Public Safety Research Advisory Council.





## PILLAR #1 | Empower and Heal People



### GOAL

Ensure that all residents can pursue opportunities to thrive without fear of violence by providing prevention and intervention supports that are available to individuals of all ages and levels of risk.

Chicagoans care deeply about their neighbors and communities. However, disinvestment on the South and West sides has prevented individuals in these communities from thriving. To address the magnitude of the hopelessness and hurt that fuels violence, Chicago's violence reduction plan must intentionally focus on supporting the people who are the most likely to be victimized or contribute to violence. Much of the violence in Chicago is perpetrated by and victimizes a small percentage of people, in small concentrated social networks.

To break the cycle of violence, we must provide support to those who are in the thick of violence and address the impact of trauma for those who are victims of violence and their families. Providing that support means moving away from the tendency to respond to violence with punitive measures and instead employ public safety strategies that center around community trust, accountability, and transformation. Based on existing evidence and analysis, approximately 17,000 people are closely connected to or are themselves victims of gun violence and meet several components of the Mayor's Office of Violence Reduction highest risk criteria. Therefore, this figure is the closest estimate to the number of high risk individuals and can be considered the minimum number of individuals who may be in harms way in Chicago.<sup>43 44 45</sup>

At the same time, marginalized and at-risk people of all ages, and most importantly children and young people, must be kept safe and healthy and away from the trajectory of violence that consumes so many of them. Doing so requires both prevention—upstream efforts aimed at addressing root causes—and intervention—downstream efforts targeting those who already have some exposure or involvement with violence—approaches. ■

43 • Estimates of the population most impacted by violence and potentially at the highest risk of violence involvement include totals of individuals who have prior arrests within the past five years (January 2015-July 2020) and exposure to victims of gun violence over the past two years (July 2018-2020). Previous research indicates 14,242 individuals who were directly or indirectly connected to one of these victims, suggesting they are at elevated risk of trauma and possible gunshot injury themselves. In particular, 4,991 were connected to a victim by one-degree and 9,251 were second-degree connections. Additionally, there were 3,596 non-fatal shooting victims who are counted in the total estimate.

44 • Green, Ben, Thibaut Horel, and Andrew V. Papachristos. "Modeling contagion through social networks to explain and predict gunshot violence in Chicago, 2006 to 2014." *JAMA internal medicine* 177.3 (2017): 326-333.

45 • Papachristos, Andrew V., Christopher Wildeman, and Elizabeth Roberto. "Tragic, but not random: The social contagion of nonfatal gunshot injuries." *Social Science & Medicine* 125 (2015): 139-150.

## PILLAR #1 | Empower and Heal People



### INDICATORS

#### Outcome Measures:

- ▶ Serious victimizations (fatal and non-fatal shootings) and reported crimes (victim and incident counts)
- ▶ Violent incidents (homicide, rape, robbery, aggravated assault, burglary, larceny/theft, motor vehicle theft, and arson) (victim and incident counts)
- ▶ Recidivism as measured by re-arrest and/or convictions

#### Progress Measures:

- ▶ Individuals engaged by street outreach
- ▶ Individuals connected to services by street outreach
- ▶ Individuals receiving victim services
- ▶ Individuals diverted from arrest, booking, courts, and justice system involvement
- ▶ Individuals participating in diversion opportunities as an alternative to justice system involvement
- ▶ Re-entering residents who are provided food and housing support employment training and opportunities, or educational opportunities
- ▶ School-aged youth engaged in school, GED, or vocational programs
- ▶ Community organizations and staff participating in trauma-informed training
- ▶ Individuals receiving mental health care services
- ▶ Employment rates

### COMPLEXITIES & CHALLENGES

- ▶ Reaching those who are at the highest risk of violence requires having trust and legitimacy in the community which must be earned over a long period of time.
- ▶ To address the impact of entrenched violence, all intervention efforts must be sustained over a long period of time and overcome past history of sporadic and insufficient resources.
- ▶ There is no one-size-fits all model or combination of services that guarantee results. Services must be tailored to individual needs and circumstances.
- ▶ To be effective, opportunities must demonstrate cultural relevancy and meet the individual where they are.
- ▶ Programs must be scalable to address the scope of the need throughout the city. Funding resources are limited, which necessitates prioritization of resources driven by data to maximize impact.
- ▶ Standardized service provision depends on ongoing staff training, which requires both funding and dedicated time.
- ▶ Service providers have had to adjust how they deliver services to clients during the COVID-19 pandemic. Many service providers are limited by what services and resources they are able to provide remotely. Clients who do not have access to technology that is necessary to receive services remotely are also finding it difficult to receive services.
- ▶ Victim services and the Attorney General's Office Crime Victim Compensation program (CVC)<sup>46</sup> In general, underreporting of crimes is associated with individuals not being able to receive victim compensation and makes them unlikely to be connected with victim services. People who are young, male, or a person of color are even less likely to report being a victim of a crime.<sup>47 48</sup>

46 • CVC is a reimbursement program administered by the Illinois Attorney General that offers eligible victims and their families up to \$27,000 in financial assistance for expenses accrued as a result of a violent crime. Learn more at <https://illinoisattorneygeneral.gov/victims>

47 • Trauma, Dignity and Restoration: How the State of Illinois' Crime Victim Compensation Program Can Help Heal Crime Survivors and Communities. [https://docs.google.com/viewerng/viewer?url=https://powr.s3.amazonaws.com/app\\_images/resizable/Trauma\\_Dig\\_1234df46\\_1576092271093.pdf](https://docs.google.com/viewerng/viewer?url=https://powr.s3.amazonaws.com/app_images/resizable/Trauma_Dig_1234df46_1576092271093.pdf)

48 • Evans, Douglas N., (2014). "Compensating Victims of Crime." John Jay College. [https://johnjayrec.nyc/wp-content/uploads/2014/06/jf\\_johnjay3.pdf](https://johnjayrec.nyc/wp-content/uploads/2014/06/jf_johnjay3.pdf)



## PILLAR #1 | Empower and Heal People



### STRATEGY #1:

Increase capacity and service quality of gun violence, domestic violence, diversion, and victim services programs.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### ONGOING AND COMPLETED PRIORITIES:

- ▶ In 2019, the City and the Chicago Police Department (CPD) expanded the Westside Narcotics Diversion Intervention, which is a pre-arrest deflection strategy to respond to the opioid crisis to three additional police districts on the West side of Chicago. The program systematically connects individuals experiencing substance use disorder to treatment through the service provider, Thresholds, which is co-located at police district stations in addition to serving walk-in clients.
- ▶ In 2020, the City and the Chicago Department of Public Health (CDPH) invested \$6 million in a network of street outreach organizations to support their work to deescalate conflicts and prevent potentially violent retaliation.
- ▶ In 2020, the City allocated an additional \$400,000 to support justice system diversion opportunities for youth at highest risk
- ▶ In 2020, the City and CDPH, building on best practices and coordinating with street outreach services, invested \$1.5 million in developing a network of trauma-informed victim services organizations to ensure individuals impacted by

violence have access to resources and supports they need.<sup>49</sup> The Mayor's Office and CDPH are collaborating to offer comprehensive trainings for providers on trauma and how to utilize a trauma-informed, victim-centered approach when providing victims and families services.

- ▶ During the COVID-19 Stay at Home Order, the City helped to facilitate a partnership with rideshare companies, Lyft and Uber, to help victims of domestic violence to get from point A to point B safely.
- ▶ The City allocated \$207,000 from the CARES Act to the Department of Family and Support Services (DFSS) to increase the capacity of the Illinois domestic violence hotline, as well as domestic violence shelters.
- ▶ The City is allocating over \$4 million in CARES Act funding to violence reduction activities, including street outreach expansion and capacity building for smaller community-based organizations. These funds are a response to the exacerbation of violence that has accompanied the COVID-19 pandemic.

- ▶ In August 2020, the Chicago Department of Public Health released an RFP for a \$6.55 million opportunity to fund up to twenty-five organizations to expand access to high-quality, trauma-informed mental health services in communities of high need. The funded organizations will provide mental health care irrespective of a person's ability to pay, health insurance status, or immigration status.

- ▶ In 2020, the City will allocate \$500,000 toward trauma-informed training to ensure victim services providers and other community stakeholders are offering trauma-informed services and care.

- ▶ The Mayor's Office is working to ensure best practices are incorporated into gun violence programs consistently across the city by:

- Supporting development of standardized training methods for street outreach and increasing professionalization for community-based organizations.
- Incorporating employment, housing, legal, domestic violence, and mental health resources into programming using a public health approach.

49 • In addition to the ongoing initiatives, the Mayor's Office of Violence Reduction is also working to assist victim services partners with increasing access to resources and specific supports for victims of community violence who are also a part of the LGBTQ+ community. Partner capacity to serve victims in the LGBTQ+ community will be enhanced through training on trauma-informed practices with this population.

## PILLAR #1 | Empower and Heal People



### STRATEGY #1:

Increase capacity and service quality of gun violence, domestic violence, diversion, and victim services programs.

#### SHORT-TERM INITIATIVES:

- ▶ Sustain current funding investments in street outreach and trauma-informed victim services. Due to the COVID-19 pandemic, 2021 will be a particularly challenging budget season and so the OVR intends to grow these investments in subsequent years.
- ▶ Leverage County and State resources as well as philanthropic investments to strengthen and broaden the footprint of community-based violence interventions.
- ▶ Identify funding streams to support non-court ordered domestic violence programs that serve individuals who have caused harm.
- ▶ Expand opportunities for youth-designed programs and campaigns, and youth-led advocacy related to gun violence and domestic violence.
- ▶ Identify funding streams to support holistic re-entry support services for returning residents and those on electronic monitoring.
- ▶ Support efforts to better leverage existing funding sources for diversion opportunities.
- ▶ Provide domestic violence education training for gun violence outreach and other community violence workers, so that gun violence service providers can identify individuals affected by domestic violence, respond to the co-occurrence of gun and domestic violence, minimize immediate risk, and make referrals to domestic violence service providers.
- ▶ Improve and expand the support services to which youth are connected at the Chicago Police Department Juvenile Intervention and Support Center (JISC).
- ▶ Coordinate with other people-based violence reduction initiatives such as the Partnership for Safe and Peaceful Communities and the Strengthening Youth through a Network of Care initiative (SYNC).

#### RISK AND RESILIENCE FACTOR PAIRINGS:



## PILLAR #1 | Empower and Heal People



### STRATEGY #1:

Increase capacity and service quality of gun violence, domestic violence, diversion, and victim services programs.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### LONG-TERM INITIATIVES:

- ▶ Expand investments in violence prevention services to ensure that the footprint of violence interventions in the community match the scale and scope of the problem and need.
- ▶ Widely implement training for school staff and service providers on teen dating violence<sup>50</sup> as well as develop and widely distribute educational resources for teen dating violence.
- ▶ Advocate for sustainable funding streams for gun violence programs.<sup>51</sup>
- ▶ Enable efforts to bring additional Victims of Crime Act funding to Chicago to expand best practice victim services.
- ▶ Develop a centralized and uniform training on restorative justice, implicit-bias, and trauma informed best practices for all violence intervention providers, victim services, and youth diversion program providers.
- ▶ Design and implement a citywide youth and family-centered model for juvenile diversion with opportunities for pre-arrest and pre-booking diversion.
- ▶ Ensure robust evaluation methods for gun violence programs that include community participation from those most impacted by the work.
- ▶ Support programs serving those who have caused harm in implementing best practices, such as protecting the safety and well-being of family members and tailoring services to meet the needs of individuals who are part of vulnerable communities.
- ▶ Develop a citywide awareness campaign on domestic violence, sexual assault, and human trafficking modeled after successful campaigns in other cities.



50 • Refer to Appendix C: Glossary for definition of "Teen Dating Violence."

51 • Refer to Appendix C: Glossary for definition of "Gun Violence Programs."







## PILLAR #1 | Empower and Heal People



### STRATEGY #2:

Expand access to jobs and housing for those impacted by violence.

#### ONGOING AND COMPLETED PRIORITIES:

- ▶ The Chicago Construction Careers Council (C4) has been convened to increase access to quality construction careers for Chicago residents via projects owned by City Departments and Sister Agencies. One component of this initiative includes targeted recruitment of African American and Latinx communities. This also supports recommendations in the Chicago Recovery Task Force Advisory Report,<sup>52</sup> released in July 2020.
- ▶ The Mayor's Office has prioritized job creation for residents in historically disinvested communities on the South and West sides by encouraging lead coordinating organizations for the INVEST South/West initiative to hire from the target neighborhoods. The City of Chicago and Chicago Department of Public Health (CDPH) recently awarded a \$56M contract to the Chicago Cook Workforce Partnership to hire City of Chicago residents to become contact tracers, and the hiring of residents returning from incarceration as contract tracers will be prioritized per City direction.
- ▶ In June 2020, the Mayor's Office and the Department of Housing invested \$1 million to support paid job training and wraparound services for 50 returning residents transitioning back into society.
- ▶ The Mayor's Office and the Department of Housing announced a \$330 million lending commitment from 40 banks for the acquisition and rehabilitation of 7,000 units of affordable rental housing on Chicago's South and West Sides. This commitment by Community Investment Corporation and its investor banks is expected to finance affordable rental units in up to 400 buildings over the next five years. Increased opportunities for affordable housing can contribute to increased stability for families facing challenges.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



52 • Learn more at <http://chicago.gov/recoverytaskforce>

## PILLAR #1 | Empower and Heal People



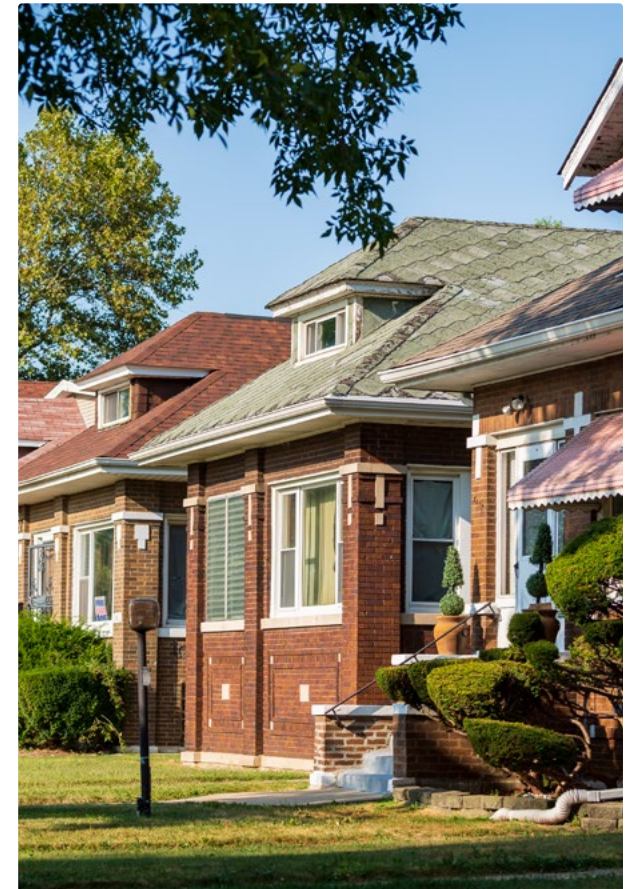
### STRATEGY #2:

Expand access to jobs and housing for those impacted by violence.

#### SHORT-TERM INITIATIVES:

- ▶ Perform inventory of workforce development programs, services, funding, and stakeholders to better understand the workforce ecosystem particularly for those who have been or are currently justice system involved.
- ▶ Raise awareness of the workforce development ecosystem for employers to be able to access diverse talent and for job seekers to receive education, job-training, and work supports to become job-ready.
- ▶ Connect employers who offer employment and internship opportunities to City of Chicago sister agencies, including: Chicago Public Schools (CPS), City Colleges of Chicago (CCC), the Department of Family Support & Service (DFSS), and Chicago Cook Workforce Partnership (CCWP).
- ▶ Expand programming that provides access to transitional jobs for individuals with a history of violence involvement and who are returning residents, in combination with other supports such as cognitive behavioral therapy.
- ▶ Increase accessibility of safe and secure housing for survivors of domestic violence through the Chicago Low-Income Housing Trust Fund rental assistance program.

#### RISK AND RESILIENCE FACTOR PAIRINGS:





## PILLAR #1 | Empower and Heal People



### STRATEGY #2:

Expand access to jobs and housing for those impacted by violence.

#### LONG-TERM INITIATIVES:

- ▶ Create alignment between and among City departments and sister agencies that fund and/or provide workforce development programs and services to specifically target those at highest risk of violence involvement, as defined in Appendix C: Glossary.
- ▶ Promote inclusion of returning residents in the design and offering of education and job-training opportunities.
- ▶ Expand inclusive employment practices—ones that promote and support diverse candidates—in partnership with the City of Chicago Department of Human Resources.
- ▶ Develop strategies to meet employers' needs for diverse talent and create a go-to-resource for job seekers to navigate the existing workforce ecosystem to access education and job-training.
- ▶ Identify pathways to expand housing opportunities for returning residents and individuals with records.
- ▶ Advance policies and legislation that remove barriers to employment for individuals with criminal records, particularly those with a history of violence involvement.

#### RISK AND RESILIENCE FACTOR PAIRINGS:





## PILLAR #1 | Empower and Heal People



### STRATEGY #3:

Expand supportive programming for youth at highest risk of violence involvement.

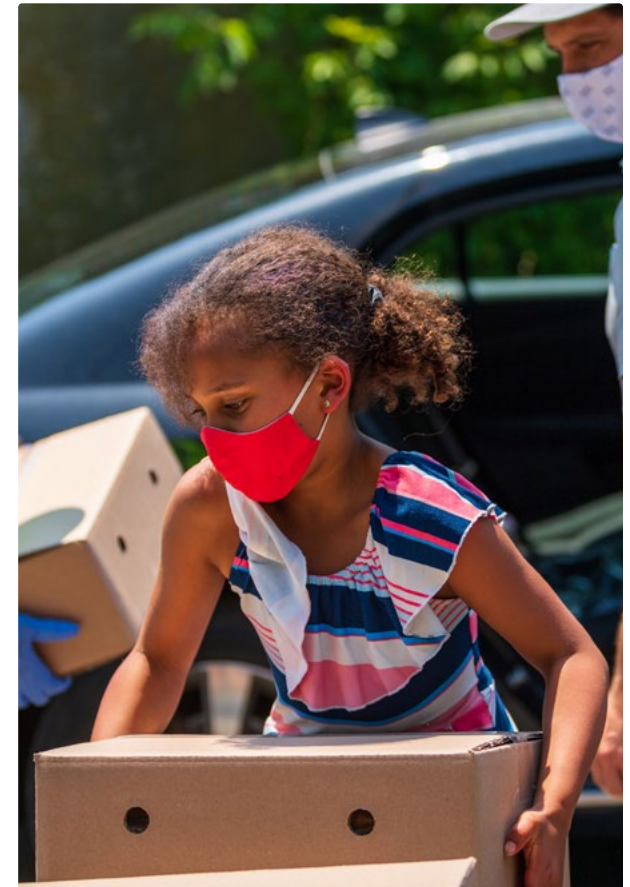
#### ONGOING AND COMPLETED PRIORITIES:

- ▶ In 2020, Mayor Lightfoot's administration and Chicago Public Schools (CPS) supported Choose to Change (C2C), a violence prevention and youth engagement program, with \$1.1 million to serve 150 young people. Proven to reduce justice system involvement and improve educational engagement, C2C includes trauma-informed cognitive behavioral therapy (CBT), wraparound services, relentless engagement, and summer employment. The program focuses on youth who may be more difficult to engage in traditional summer and after-school programming, such as those who are disconnected from school or who have a history of justice system involvement.
- ▶ In spring 2020, the Mayor's Office launched My CHI. My Future (MCMF), Mayor Lightfoot's first youth-focused initiative with the goal of connecting all of Chicago's youth to meaningful opportunities outside of school. MCMF strives for equitable access and participation in Chicago's diverse out-of-school opportunity ecosystem so that all young people

can build positive futures for themselves and their communities. While this initiative is citywide, there is a hyper-local strategy focused on the 60,000 youth under the age of 19 in Austin, Back of the Yards/New City, Roseland, and Garfield Park.

- ▶ In May 2020, the Mayor's Office and the Department of Family and Support Services coordinated to better align City's youth Prevention and Intervention portfolio to focus on youth at highest risk ages 14-24 in the communities most impacted by violence. \$4.7 million has been allocated to programming that will facilitate service coordination and navigation for youth in their current environment, increase self efficacy, and assist in their transition to adulthood with the goal of reducing violence involvement and contributing to a reduction in violence at the community-level.

#### RISK AND RESILIENCE FACTOR PAIRINGS:





## PILLAR #1 | Empower and Heal People



### STRATEGY #3:

Expand supportive programming for youth at highest risk of violence involvement.

#### SHORT-TERM INITIATIVES:

- ▶ Utilize the MCMF framework to better connect in-school and out-of-school opportunities so that youth can have more continuity in their experiences regardless of the challenges they might face in their environment.
- ▶ Partner with MCMF to increase participation of disconnected youth in self-identified interest areas to ensure they are investing their time into experiences that they value.
- ▶ Educate teachers and other school workers about appropriate alternatives to calling police for situations they encounter, including information on how to refer students to support services.
- ▶ Leverage a website platform (mychimifuture.org) and social media in response to the COVID-19 pandemic to connect youth to opportunities and experiences to explore their passions virtually.

#### LONG-TERM INITIATIVES:

- ▶ Expand MCMF from four target neighborhoods to twelve by 2023. Neighborhoods will be selected in conjunction with other Mayor's Office investments including INVEST South/West and those under the public safety umbrella.
- ▶ Expand C2C programming to serve more youth at highest risk of violence by training new partners and reaching additional community areas.
- ▶ Equip caring adults in families, schools, City departments/agencies, and communities, to be opportunity navigators for youth, so that community participation happens at all levels.
- ▶ Offer universal adverse childhood experience (ACE) screening through CPS.
- ▶ Expand restorative justice programs for youth by partnering with community organizations to promote community level healing.<sup>53 54</sup>

#### RISK AND RESILIENCE FACTOR PAIRINGS:



53 • GunStat is a partnership between the U.S. Department of Justice, the Cook County State's Attorney's Office, the Cook County Sheriff and other partners to track gun offenders from their arrest, prosecution, sentencing, and ultimate release, in order to identify trends, strengths, and address any weaknesses within the criminal justice system.

54 • Refer to Appendix C: Glossary for definition of "Restorative Justice."

## PILLAR #1 | Empower and Heal People



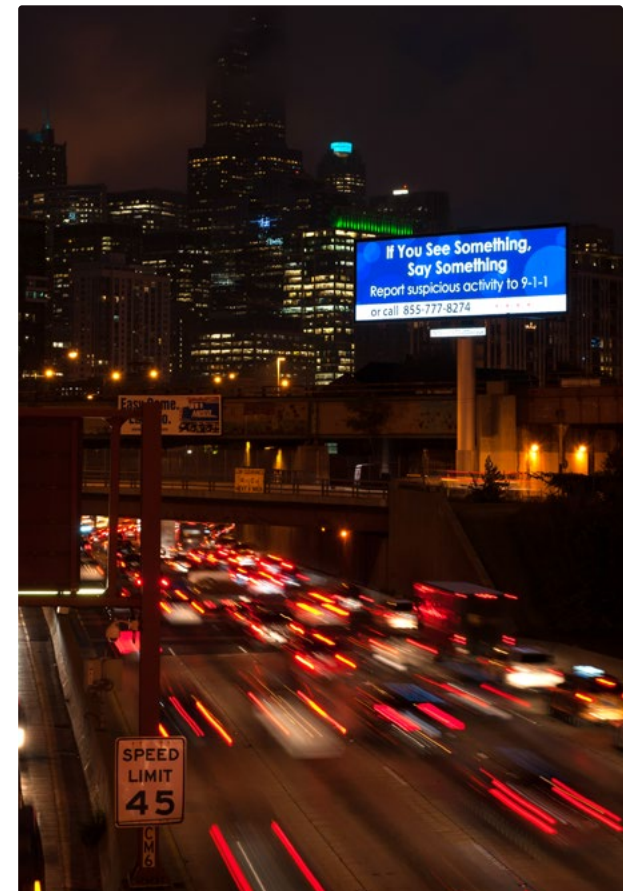
### STRATEGY #4:

Increase knowledge of services through public awareness campaigns in communities of need.

#### ONGOING AND COMPLETED PRIORITIES:

- ▶ In 2019, the City allocated \$2.7 million in the 2020 budget for census efforts. This budget made it possible to coordinate with safe passage workers to take a grassroots approach to engage community around the census.
- ▶ In 2020, the Mayor's Office launched a Census ward challenge to increase participation in neighborhoods with typically low response rates. Accurate census representation determines allocation of many funding streams such as those related to health and public safety and therefore is key to bringing in dollars for services that reduce violence.
- ▶ In 2020, The City's Racial Equity Rapid Response team hosted a series of virtual townhalls in communities most impacted by the COVID-19 pandemic, to hear firsthand what their needs were, and directly respond to them. As a result of those townhalls, the City prioritized distribution of basic need supplies, personal protective equipment, and public education materials. The team also helped the City stand up several free testing sites in the areas most impacted by COVID-19.
- ▶ In the context of the COVID-19 pandemic, those in the City's street outreach network are considered essential workers. The network has been activated to distribute and disseminate COVID-19 public education materials and personal protective equipment in communities most impacted by violence and to individuals at highest risk of violence.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



## PILLAR #1 | Empower and Heal People



### STRATEGY #4:

Increase knowledge of services through public awareness campaigns in communities of need.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### SHORT-TERM INITIATIVES:

- ▶ Use social media platforms and ethnic and community based channels to raise awareness about city's available services including domestic violence services, specifically targeting young people and vulnerable communities.
- ▶ Partner with the Attorney General's Office to increase awareness among survivors regarding crime victim compensation.
  - Distribute public education materials from the Attorney General's Office on the crime victim compensation program at public and city-sponsored events.
  - Launch a public awareness campaign across the city with information on the crime victim compensation program, including where to access more information and the intentionality of the program.

#### LONG-TERM INITIATIVES:

- ▶ Create a multi-lingual domestic violence public awareness campaign tailored to specific demographic groups (adult men, adult women, teens, LGBTQ+ community, immigrant communities).
- ▶ Leverage community connections, such as faith-based, street outreach, and others, to increase public awareness of victim services in communities most impacted by violence.
- ▶ Increase awareness of existing best practice diversion programs through the use of public awareness campaigns and outreach events.





## PILLAR #2 | Protect and Secure Places



### GOAL

Reduce the “safety gap” between safer communities and those most affected by violence by reclaiming public places as safe spaces within communities and by promoting community wellbeing with stable housing, amenities, commerce, and opportunities.

Residents on the South and West sides experience higher rates of violence than other areas of Chicago, most of which occurs in public spaces. The threat of violence impedes everyday life: kids cannot walk to school safely, going to the store requires careful consideration of routes and times of day, and parks and other public spaces are too dangerous for families.

To restore a sense of well-being and safety, the City’s violence reduction plan must reclaim public spaces and ensure community members can not only engage in basic functions without fear of violence, but also can engage each other toward rebuilding a sense of community and cohesion. This will require building violence intervention capacity for community members and organizations and sustained investments in neighborhoods on a localized level, along with intentional improvements to the built environment. ■



## PILLAR #2 | Protect and Secure Places



### INDICATORS

### COMPLEXITIES & CHALLENGES

#### Outcome Measures:

- ▶ The "Safety gap" – difference in rate of shootings and homicides in community areas with highest and lowest levels, while not decreasing safety in safer community areas
- ▶ Serious victimizations (fatal and non-fatal shootings) and reported crimes by community area (victim and incident counts and rates according to population)
- ▶ Violent incidents (homicide, rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson) by community area (victim and incident counts)
- ▶ Community perceptions of safety

#### Progress Measures:

- ▶ Outreach and victim service providers serving in the priority community areas
- ▶ Vacant lots maintained
- ▶ Infrastructure improvements in priority community areas, such as tree planting and sidewalk and road improvements, transit access, etc.
- ▶ City responses to 311 requests for public safety city services
- ▶ Proportion of 911 calls related to violence
- ▶ Community perception of resource accessibility
- ▶ Employment, unemployment, and underemployment rate by community area

- ▶ Systemic racism, including practices like mass incarceration, makes it more difficult to end concentrated generational poverty.
- ▶ There are currently service provider deserts in some of the community areas most impacted by violence and poverty.
- ▶ Service providers that are located in these communities are often resource-strapped and lack capacity to secure additional funding or coordinate with other providers.
- ▶ Many neighborhoods lack the infrastructure—physical building space to host businesses, sidewalks or pedestrian ways, population density, spending power—needed for economic development efforts to take hold and grow.
- ▶ There are over 50 languages spoken in Chicago and 30 percent of the city's population speaks a language other than English at home. To ensure information reaches all residents, messaging must be properly tailored to diverse audiences.
- ▶ COVID-19 has dampened traditional efforts at reclaiming public spaces such as large scale community gatherings, resources, fairs, and arts and cultural events.

## PILLAR #2 | Protect and Secure Places



### STRATEGY #1:

Invest in place-based programming and services.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



### ONGOING AND COMPLETED PRIORITIES:

- ▶ In 2019, the Mayor's Office identified the 15 community areas (See Statement of Problem Section for the list of communities) with the highest rates of violence to prioritize intervention and prevention strategies. The community areas were ranked by serious victimizations, which include fatal and non-fatal shooting incidents, averaged over the past three years (September 2016 – 2019).
- ▶ The City has partnered with the existing street outreach network to invest in "Light in the Night" community events that create safe outdoor events in areas by reclaiming public spaces impacted by violence that are accessible for all community members. Events occur weekly to promote community cohesion and provide positive activities during evening and weekend hours.
- ▶ In summer 2019, the City launched Grounds for Peace to beautify city-owned residential vacant lots on Chicago's South and West sides in order to engage community members in reclaiming spaces that have contributed to violence.
- ▶ In summer 2020, the Mayor's Office Education and Human Services team (EDHS) launched a cross-departmental "On the Block" mobile services pilot anchored on the Chicago Park District's summer "Rollin' Rec" program that brings services and resources to residents in communities of need. This approach promotes collaboration across departments and increases engagement between government and residents. Each of the 18 neighborhood blocks served during the 6-week summer pilot were selected by the Chicago Police Department (CPD) based on violent activity and summer safety priorities. Programming included recreational activities, job and employment services, disability services, voter registration, CityKey, mask giveaways, and more.
- ▶ The Mayor's Office has focused engagement and resources in the West Garfield Park neighborhood along Pulaski Road between the green and blue line stops. The City partnered with CPD and other service providers to distribute food, share information about city resources, and provide education about opioid use disorder. These efforts are ongoing and are aimed at promoting community engagement and reclaiming community space from violence.
- ▶ In summer 2020, CPD launched two new citywide teams that focus on combatting violent crime, strengthening community relationships, and ensuring the safety of residents during large-scale events, marches, and demonstrations. The Community Safety Team and the Critical Incident Response Team can be deployed to the places that need them most to ensure that violence is responded to quickly and drivers of violence are held accountable, ensuring that communities are kept safe.



## PILLAR #2 | Protect and Secure Places



### STRATEGY #1:

Invest in place-based programming and services.

#### SHORT-TERM INITIATIVES:

- ▶ Prioritize funding for violence intervention and victim services in underserved communities and end service deserts.
- ▶ Identify opportunities for infrastructure improvements in communities most impacted by violence.
- ▶ Identify funding opportunities to increase and support effective gun violence reduction programs that serve communities most impacted by violence to expand existing programs and to respond nimbly to changing violence dynamics and geographies (e.g., emerging concentration of violence, intensifying group conflicts).
- ▶ Coordinate citywide safe public space strategies to ensure coverage in the areas most impacted by violence.
- ▶ Use community design techniques such as strategically located greenery, optimizing the potential of public buildings, and increasing lighting to build spaces that are safer for residents.
- ▶ Coordinate with other place-based violence reduction investments across sectors such as the State's Restore, Reinvest, and Renew (R3) initiative and Partnership for Safe and Peaceful Communities.
- ▶ Assess program design, governance, and scalability of "On the Block" mobile services pilot as well as raise resources in advance of its next phase to support implementation and branding of initiative.
- ▶ Engage with communities to identify use cases for vacant parcels in neighborhoods impacted by violence, either for targeted investment (e.g., parks improvements or additional lighting, etc.) or for redevelopment in the form of tree planting, sustainable clean-up, community programming, etc. to help revitalize some of the city's most underserved communities.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### LONG-TERM INITIATIVES:

- ▶ Implement large-scale and community-driven improvements to the built environment in communities most impacted by violence.
- ▶ Grow local service capacity based on community needs.
- ▶ Scale "On the Block" mobile services pilot to reach more residents and communities in need.
- ▶ Initiate a community-led strategy to activate neighborhoods and public spaces that are impacted by violence to promote safety and well being.

## PILLAR #2 | Protect and Secure Places



### STRATEGY #2:

Revitalize neighborhood economies.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### ONGOING AND COMPLETED PRIORITIES:

► In February 2020, the Lightfoot administration launched a City-led and community-focused approach to address both the causes and symptoms of entrenched poverty and economic hardship. This approach is inclusive of a variety of economic policy projects such as:

- *Improving the wages and working conditions of low-wage workers by increasing the minimum wage and passing the Fair Workweek ordinance.*
- *Establishing a care worker strategy to give workers voice and legal rights and portable benefits.*
- *Adopting various protections for workers during COVID-19.*

► In 2019, the Mayor's Office launched INVEST South/West<sup>55</sup> in collaboration with the Department of Planning and Development (DPD). INVEST South/West brings together the public sector, businesses, and philanthropic organizations to coordinate resources for 10 neighborhoods to revitalize corridors, promote inclusive economic growth, and provide more opportunities for residents. Thus far, initiatives have included enhancements to parks, expansions to transit routes, improvements to infrastructure, and support for community-driven public art.

► In May 2020, the Mayor's Office Business, Economic, and Neighborhood Development (B.E.N.D.) team began monthly roundtables in each of the INVEST South/West neighborhoods to promote neighborhood engagement and improve trust between public sector agencies and community members.

► The City of Chicago is working to maintain its Welcoming City status by elevating our principles of inclusion and creating safe communities where everyone, including refugees and immigrants, can thrive because they belong as legitimate members of the community.

► In August 2019, the Lightfoot Administration announced the transit-oriented development planning initiative for land near the 95th and Dan Ryan red line train station to spark development that will provide more places to live, work, and shop.

55 • The target neighborhoods for the INVEST South/West initiative were primarily picked to align with the existing place based initiatives across the Mayor's Office including neighborhoods of focus for the Education and Human Services Team.

## PILLAR #2 | Protect and Secure Places



### STRATEGY #2:

Revitalize neighborhood economies.

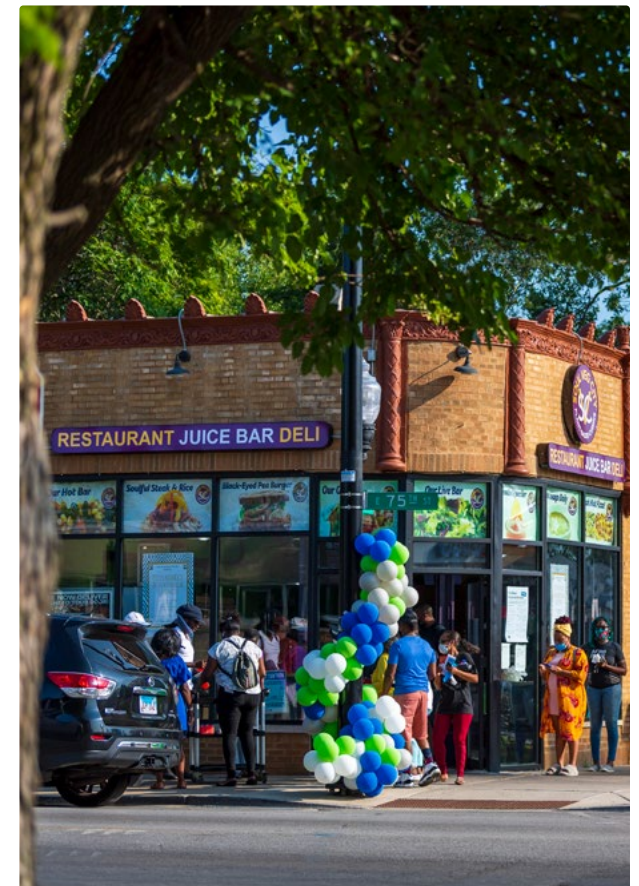
#### SHORT-TERM INITIATIVES:

- Coordinate public sector resources by encouraging departments and sister agencies to focus revitalization efforts in the INVEST South/West neighborhoods to concentrate dollars in a targeted way.
- In August 2020, the Department of Planning and Development released three RFPs to support development in Austin, Auburn Gresham, and Englewood. The city will continue to seek proposals every three months in INVEST South/West areas, with investment totaling \$750 million.

#### LONG-TERM INITIATIVES:

- Leverage the public dollars invested through INVEST South/West to catalyze private sector investments in the target neighborhoods.

#### RISK AND RESILIENCE FACTOR PAIRINGS:





## PILLAR #3 | Improve and Advance Policing



### GOAL

Increase police legitimacy in communities where trust has eroded by ensuring humane, effective, and constitutional law enforcement practices and by fully implementing the spirit and letter of the consent decree and related reforms.

Communities that have authentic partnership and trust with law enforcement tend to be safer and are better able to develop community-driven strategies to reduce violence. Thus, police legitimacy is an essential element of a comprehensive violence reduction plan. In order to effectively prevent and solve crimes, police must have the trust, approval, and acceptance of the communities they serve. To earn that trust and legitimacy, police must act as faithful guardians of the community.

On Chicago's South and West sides, trust in and legitimacy of CPD have been eroded over many decades due to structural racism and daily indignities, exemplified by egregious cases like the police torture of over 200 African American men from 1970-1990 by Jon Burge and the police shooting of Laquan McDonald in 2015. As a result, residents do not report crime, assist police in solving crime, or believe that police are in fact there to protect and serve them.

Regaining this trust will involve a variety of actions, including fulfilling the requirements of the Consent Decree, re-thinking the role of police in public safety and expanding opportunities for alternate first responders to mental health crises, improving mental health support for officers, and improving diversity recruitment efforts. ■



## PILLAR #3 | Improve and Advance Policing



### INDICATORS

#### ► Outcome Measures:

- Clearance rate for homicide and non-fatal shooting incidents
- Community perception of trust in law enforcement

#### ► Progress Measures:

- Community stakeholders who participate in CPD community policing strategic plans
- CPD personnel who completed Crisis Intervention Training (CIT)
- Excessive use-of-force incident complaints (median rate of force use per officer)
- Officer wellness supports available
- Individuals participating in community safety strategic plans
- Consent Decree paragraphs with compliance
- Quality, and type of implicit bias training opportunities (Number of officers and percentage of the department)
- Guns recovered, by recovery type
- Staff recruited, hired, retained, and promoted to meet diversity, equity, and inclusion

### COMPLEXITIES & CHALLENGES

- Decades of systemic racism in policing have eroded officer legitimacy and therefore community trust.
- Decades of negotiations have resulted in Collective Bargaining Agreements with the Chicago Police Department's unions that limit the City's ability to implement certain reforms, including items related to officer accountability and discipline.
- Because mental health and other safety net services have been drastically reduced over time, the role of officers has grown in scope such that they are not only the first responders to crime, but also to many other kinds of crisis situations, often without the adequate training to handle such situations.
- For many decades, policing nationally has prioritized a warrior mentality and increased militarization.
- As the second largest police department in the nation, the Chicago Police Department is a large, complex organization where any reform and change will take time and resources.

## PILLAR #3 | Improve and Advance Policing



### STRATEGY #1:

Acknowledge and remedy past harms between the Chicago Police Department and the communities they serve.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### ONGOING AND COMPLETED PRIORITIES:

- ▶ The Mayor's Office of Racial Equity and Justice (OREJ) has developed Healing Chicago; a strategy that focuses on racial healing and reconciliation.<sup>56</sup> The OREJ is working in collaboration with the Chicago Police Department's Restorative Justice Unit, the Mayor's Office public safety team, and community organizations to develop a city-wide process that will begin to repair harm.
- ▶ The Mayor's Office will continue to ensure compliance with the ACT (Accountability on Communication and Transparency) ordinance, which expands immigration protections by forbidding police from cooperating with ICE, thereby creating neighborhood environments where undocumented residents can go about their lives without living in fear
- ▶ The Chicago Police Department (CPD) has partnered with My Block, My Hood, My City to conduct community tours for officers to understand the history and assets of the areas where they will work.

#### SHORT-TERM INITIATIVES:

- ▶ Acknowledge and advance reconciliation efforts related to torture and other racist acts by CPD.
- ▶ Conduct a racial equity impact assessment of the CPD budget.
- ▶ Identify a new location(s) to support juvenile diversion efforts beyond the Juvenile Intervention and Support Center (JISC).
- ▶ Work with advocates to identify funding and a location for the Chicago Torture Justice Memorial.
- ▶ Work with victim service providers to build trust between the City and communities most impacted by violence through community events that include CPD.

#### LONG-TERM INITIATIVES:

- ▶ Build a lasting, legitimate structure to engage and invite communities as partners in co-creating safety.



<sup>56</sup> • Givens, A. "Chicago's Murder Rate Is Typical for a Major Metropolis — Until Fatal Shootings Are Factored In."

The Trace, 2017. <https://www.thetrace.org/2017/01/chicago-murder-rate-fatal-shootings/>

Though there are other cities that have higher homicide rates than Chicago (St. Louis, Baltimore, and Detroit), Chicago's homicide rate is much higher than that of other large cities (New York City, Los Angeles, and Houston). Appendix C: Glossary for description of Mayor's Office of Racial Equity and Justice (OREJ).





## PILLAR #3 | Improve and Advance Policing



### STRATEGY #2:

Deliver best-practice reforms to police policy and operations, consistent with the consent decree.<sup>57</sup>

### RISK AND RESILIENCE FACTOR PAIRINGS:



### ONGOING AND COMPLETED PRIORITIES:

- ▶ The Chicago Police Department (CPD) has updated its use of force policies, which center around the sanctity of human life, require de-escalation techniques, and prohibit certain uses of force.
- ▶ CPD has adopted a policy that requires notification if an officer's firearm is pointed at a person.
- ▶ Chicago Police Officers now track, review, and audit all use-of-force incidents in a timely manner to increase accountability and transparency.
- ▶ CPD launched a Use of Force Dashboard and an Accountability Dashboard that give detailed reports on use of force incidents and investigations into complaints of officer misconduct.
- ▶ CPD created a data dashboard that reports on current crime dynamics and violence trends to inform how safety resources and personnel are delegated
- ▶ The Mayor's Office has prioritized funding and building the Joint Public Safety Training Campus to accommodate best-in-class training and requirements for more training.
- ▶ The Mayor's Office, Department of Law, and CPD are working to establish all necessary structures and resources to implement the consent decree fully and on time including standing up the Office of Constitutional Policing and Reform and fully staffing all consent decree compliance units.
- ▶ In 2019, the Mayor's Office convened a Juvenile Intervention Support Center (JISC) Advisory Council to evaluate the current policies and operations at the JISC and make recommendations for improvement.
- ▶ The Chicago Neighborhood Policing Initiative (CNPI) was launched<sup>58</sup> as a means of policing in which officers stay in their geographic beats, allowing for positive contact between police officers and neighborhood community members, joint problem solving, and increased accountability between officers and the communities they serve. The goal is to allow CPD and community members to co-produce public safety by working together. It began in District 25 and has since expanded to 9, 10, 11, and 15.
- ▶ The Mayor's Office is committed to advocating in collective bargaining agreement negotiations and arbitrations for key reforms that increase accountability and transparency, including ending the prohibition on investigating anonymous complaints, ensuring that disciplinary records are not destroyed, and preventing the names of complainants from being disclosed to officers in advance of their interrogations.
- ▶ The Mayor's Office is working to adopt additional civilian oversight, using a structure that works best for the people of Chicago.
- ▶ Promoting transparency and accountability, CPD launched a reform site where the public can track CPD's progress in meeting consent decree requirements.
- ▶ The Mayor's Office, CPD, and CDPH facilitate the Chicago Council on Mental Health Equity (CCMHE), a coalition of advocates, service providers, individuals with lived experience, and experts in the field of mental health that is tasked with developing and implementing recommendations to improve its overall response to residents in need of assistance with mental and behavioral health concerns.
- ▶ In August 2020, CPD launched the Community Training Academy, a three-day community-led and designed program intended to increase officers' capacity to work collaboratively, effectively, and respectfully with the residents and stakeholders in their district. By utilizing an asset-based community development framework, restorative practice and hyperlocal focus, the training will introduce specific dynamics within a given community and deepen understanding of key historical factors related to policing.

57 • See Appendix B for a summary of the Mayor's Office work on the Consent Decree.

58 • Learn more at <https://www.chicagonpi.org>

## PILLAR #3 | Improve and Advance Policing



### STRATEGY #2:

Deliver best-practice reforms to police policy and operations, consistent with the consent decree.

### RISK AND RESILIENCE FACTOR PAIRINGS:



### SHORT-TERM INITIATIVES:

- ▶ Advance state legislation requiring police licensure. Appoint a Privacy and Technology Task Force to review the use of digital surveillance tools.
- ▶ Adopt mechanisms to dispossess prohibited individuals of their firearms if individuals are identified as prohibited and fail to surrender their Firearm Owners Identification (FOID) and/or firearms upon notice of revocation.
- ▶ Develop policies and procedures to fully implement and enforce the Firearm Restraining Order Act to properly dispossess individuals of their firearms when they are determined to present a danger.
- ▶ Establish and review discipline policies expressly regulating sexual misconduct and domestic violence committed by police officers.
- ▶ Implement reforms at the JISC that align with best practices for youth diversion.
- ▶ Ensure all sworn members of CPD receive at least 40 hours of training per year by the end of 2021, including on de-escalation, crisis intervention, cultural sensitivity, and the use of force. By the end of 2022, all sworn members will receive 60 hours of training.
- ▶ Achieve compliance with consent decree requirements for reporting period three (March 1 – December 31, 2020) and four (January 1 – June 30, 2021).

### LONG-TERM INITIATIVES:

- ▶ Promote a holistic restorative reentry process to connect justice involved youth with necessary resources before they are released by leveraging existing reentry initiatives.
- ▶ Implement a pilot program to provide neutral mediation of community misconduct complaints grounded in restorative justice principles and practices.
- ▶ Achieve compliance with consent decree requirements for reporting period five and onward.



## PILLAR #3 | Improve and Advance Policing



### STRATEGY #3:

Improve workforce management including officer wellness, recruitment, hiring, retention, and promotion.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### ONGOING AND COMPLETED PRIORITIES:

- ▶ The Chicago Police Department (CPD) has created the Office of Constitutional Policing and Reform Management, including the creation of a Deputy Superintendent position, which elevates reform efforts.
- ▶ CPD has chosen reform-minded leaders who represent our values and goals, including the appointment of Chicago Police Superintendent Brown, Deputy Superintendent West, and other critical leaders committed to reform.
- ▶ The City is developing a suite of mental health supports to complement CPD's existing therapist resources through the Employee Assistance Program to increase capacity to serve more officers, increase officer utilization of services, and tailor programs to officers' unique needs.
- ▶ CPD is developing an Officer Support System (OSS), in coordination with partners, which is an early-intervention tool that uses data to identify officers who may be struggling and connect them to needed supports that will be piloted in fall 2020.

#### SHORT-TERM INITIATIVES:

- ▶ Form a recruitment team of sworn officers dedicated full time to improve CPD's recruitment of diverse candidates that are a good fit for the department.
- ▶ Build partnership with Chicago Public Schools (CPS) and Chicago City Colleges to build and expand a robust pipeline of diverse and qualified candidates.
- ▶ Adopt a mentor program that pairs new diverse recruits with more senior officers to help the recruits navigate the hiring process, on-boarding, and assimilation into the department.
- ▶ Develop accountable metrics for achieving diversity, equity, and inclusion in CPD's hiring and promotion.
- ▶ Address the inequitable outcomes among African American and Latinx CPD applicants at the pre-POWER (Peace Officer Evaluation Report)<sup>59</sup> and background check stages of the application process.
- ▶ Develop a comprehensive officer suicide prevention initiative.

#### LONG-TERM INITIATIVES:

- ▶ Survey officers as they leave CPD to help determine the cause(s) of the department's low retention rate and then develop a work plan to address those issues.



59 • The POWER test is administered to candidates prior to entering the academy as a means to ensure that each recruit can undergo both the physical and academic demands of the academy without undue risk of injury and with a level of fatigue tolerance to meet all academy requirements. Passing the POWER test is a requirement, yet results have shown that a significant number of Black Americans and Latinx folks do not make it past this requirement.



## PILLAR #3 | Improve and Advance Policing



### STRATEGY #4:

Assess the types of needs where police may need additional training and/or rely on other resources as first or co-responders.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



### ONGOING AND COMPLETED PRIORITIES:

- ▶ The Mayor's Office, in partnership with CPS, has improved the training and accountability requirements for the School Resource Officers (SROs) to ensure they adhere to best practices and partner with school administrators to best meet the needs of students. A community working group is in the process of reviewing the current SRO policy and will make recommendations for revisions. The working group is composed of community members representative of all areas of Chicago, allowing for engagement and input for a better understanding of neighborhood needs.
- ▶ CPD has partnered with Thresholds through the Westside Narcotics Diversion Initiative, to meet resident's needs and ensure officers are receiving educational materials and training specific to this work.
- ▶ CPD's Basic Crisis Intervention Team (CIT) forty-hour training has been offered since 2004 and has been voluntarily completed by 24 percent of CPD members. Since 2018, all members of CPD have taken, at minimum, 32 hours of de-escalation and mental health signs/symptoms training.
- ▶ CPD is working toward compliance with the International Association of Chiefs of Police's One Mind Campaign, which includes all law enforcement agencies that have a 100 percent compliance with mental health awareness training. CPD has also developed remote training due to Covid-19 so that members can continue to receive the training needed to help de-escalate mental health crisis situations. The department will also roll-out CIT Refresher training by the end of 2020 and currently has a community working group to review and revise any of the crisis response related policies.
- ▶ Per Mayor Lightfoot's "90-day reform initiatives" announced during her State of the City in June, 2020, CPD is accelerating procedural justice training, enhancing community immersion training for officers deployed to a new district, and expanding youth led tours for new officers.



## PILLAR #3 | Improve and Advance Policing



### STRATEGY #4:

Assess the types of needs where police may need additional training and/or rely on other resources as first or co-responders.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### SHORT-TERM INITIATIVES:

- ▶ Pilot a co-responder program to respond to mental health calls.
- ▶ Develop a youth diversion model, including but not limited to the Juvenile Intervention Support Center (JISC) facility, where social service providers primarily determine appropriate programming based on a young person's needs.
- ▶ Conduct a careful review of calls for service, community needs and experiences and other metrics to explore how CPD currently responds to a variety of calls and explore alternatives to police response including co-responder approaches.

#### LONG-TERM INITIATIVES:

- ▶ Ensure 100 percent of CPD officers receive refresher training in procedural justice, implicit bias, and de-escalation to appropriately respond to individuals experiencing mental health crisis.
- ▶ Implement a citywide youth diversion system that prevents justice system involvement for as many young people as possible.



## PILLAR #4 | Affect Public Policy



### GOAL

Ensure that laws and policies that govern the city reflect the values, aspirations, and safety of residents by collaborating with stakeholders to implement local policy, and advocate for state and federal policy and legislation related to public safety and violence prevention, with a special focus on criminal justice reform, gun regulation, and equitable quality of life.

Public policy has the potential to impact every aspect of our lives and of public safety—from the sanctions available in response to crime, to the force officers are allowed to use, to what kinds of guns can be purchased and by whom. At its worst, public policy can disenfranchise communities, hinder social progress, and perpetuate systemic racism. We have clear evidence of this in Chicago, where historical discriminatory policies have created and perpetuated the entrenched inequity that fuels violence on the South and West sides. At its best, public policy can reduce the barriers to achieving all of the other goals articulated in this plan. For that reason, it is imperative that we develop a system of policies that are fair, effective, and inclusive.

Effectuating policy is an ongoing process that must constantly reassess how our policies are working and whether they're making the desired impact. To make that assessment, we must hear directly from community members. We must constantly evaluate what voices are not at the table and address the void. This inclusive approach helps to ensure that the policy changes we seek are reflective of and responsive to the communities' direct needs. ■



## PILLAR #4 | Affect Public Policy



### INDICATORS

#### Outcome Measures:

- ▶ Illegal guns recovered in Chicago
- ▶ Community perception of connectedness with city government
- ▶ Community perception of legitimacy of city government

#### Progress Measures:

- ▶ Policy coalitions that the Mayor's Office participates in
- ▶ Organization, businesses, City departments, and foundations that formally agree to support violence prevention efforts
- ▶ Successful legislative priorities passed into law
- ▶ Proposed policy or ordinance changes
- ▶ Policies that are implemented per the recommendations from the policy coalitions

### COMPLEXITIES & CHALLENGES

- ▶ The diverse perspectives and needs in Chicago require sustained and transparent engagement to build consensus policy position.
- ▶ Simply enacting violence prevention-focused policies is not enough; many policy changes require accompanying funding to ensure effective implementation.
- ▶ Large system improvements—like criminal justice reform—often involve short-term consequences or setbacks that can potentially derail the work if policymakers lose sight of the ultimate goal of reducing violence.
- ▶ The City's ability to regulate guns at the local level is limited, as past efforts to make guns illegal within City borders have been deemed unconstitutional.
- ▶ Certain gun reforms are only possible or effective at the federal level, and Congress has failed to pass comprehensive gun reform for many years.
- ▶ Enforcing gun laws has the potential to add to mass incarceration and sustain racial disparities.
- ▶ Chicago is geographically close to two states that have significantly looser gun laws than Illinois and guns are frequently brought into Chicago across these borders.
- ▶ Policymaking in the criminal justice and public safety area is difficult to measure and evaluate, as criminal activity may be caused by multiple, overlapping causes.
- ▶ The City of Chicago has a checkered history in participating in and supporting meaningful community engagement in its policy efforts, and any effort to promote better public policy must confront this history head-on.



## PILLAR #4 | Affect Public Policy



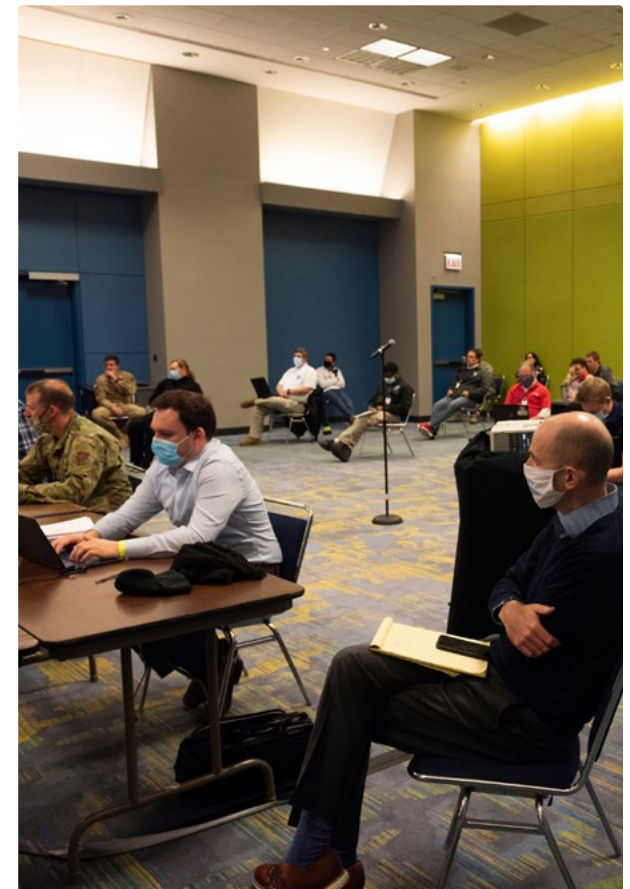
### STRATEGY #1:

Participate in local and national collaboratives to elevate policy positions.

### ONGOING AND COMPLETED PRIORITIES:

- ▶ Mayor Lightfoot is a member of the U.S. Conference of Mayors (USCM) and acts as the committee chair for the Criminal & Social Justice Committee. In response to George Floyd's murder and the subsequent protests, the Committee has formed a Police Reform and Racial Justice Working Group that has developed a framework for police reform as a tool to guide and align local leaders' efforts. The [Report on Police Reform and Racial Justice](#) was released on August 13, 2020 and reflects both the principles and specific recommendation to ensure police reform and accountability that Chicago will follow.
- ▶ Mayor Lightfoot's administration participates in violence reduction efforts put forth by National League of Cities, which acts as an advocate and sounding board for the nations leaders and officials.
- ▶ Mayor Lightfoot participates in the Metropolitan Mayors' Caucus - a platform for the Chicago area's chief elected officials to discuss common issues and find effective ways to solve them that will improve the overall quality of life for residents.
- ▶ The City of Chicago joined Government Alliance for Racial Equity (G.A.R.E.) to continue learning about ways to repair the harm that institutions have historically created for those most disadvantaged.
- ▶ Mayor Lightfoot participates in Everytown's Mayor's Against Illegal Guns, a bipartisan group of mayors across the United States who advocate for life-saving gun safety reforms from local programs to state and federal legislation.

### RISK AND RESILIENCE FACTOR PAIRINGS:



## PILLAR #4 | Affect Public Policy



### STRATEGY #1:

Participate in local and national collaboratives to elevate policy positions.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### SHORT-TERM INITIATIVES:

- Identify additional opportunities to participate in collaboratives focused on policy issues such as violence prevention, re-entry and support for returning residents, victim services, and more.

#### LONG-TERM INITIATIVES:

- Create a coalition of offices of violence prevention across the country in order to share best practices, develop relationships and partnerships, build local capacity to address community violence, and advance policy changes.



## PILLAR #4 | Affect Public Policy



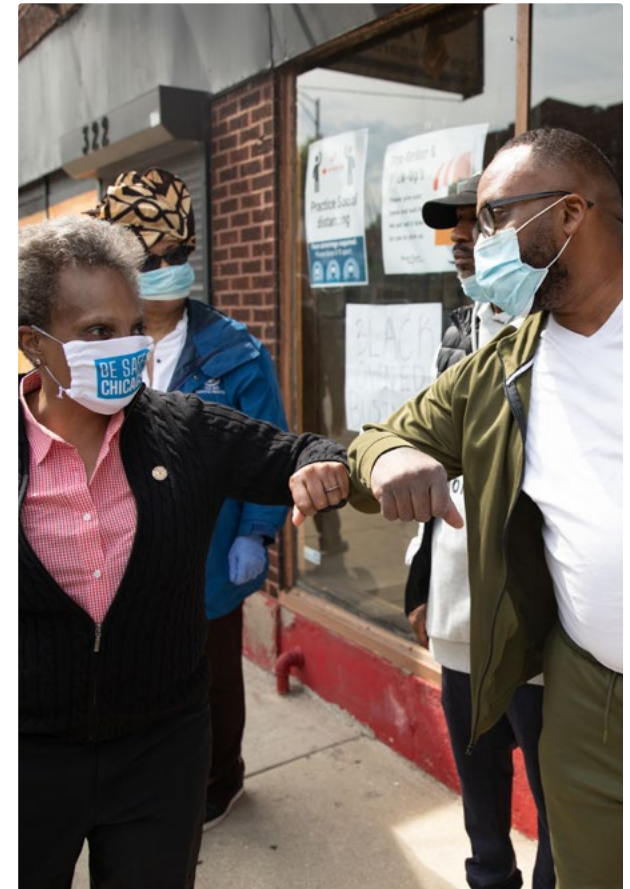
### STRATEGY #2:

Advocate for and support equity-focused legislation and policy.

#### ONGOING AND COMPLETED PRIORITIES:

- ▶ City Council has approved the Mayor's ordinance to overhaul the City's vehicle impoundment program. Under this new reform package, the City is providing a pathway for residents to pay their debt by reducing fines, ending impoundment for non-driving related offenses, adding legal defenses for innocent vehicle owners and capping storage fees, which in some cases could increase to tens of thousands of dollars, for low-income residents who may not otherwise be able to retrieve their car. This reform also broadened impoundment for firearms from a few limited categories to impoundment for any illegal firearm (excepting expired Firearm Owners Identification (FOID) cards)
- ▶ The Mayor's Office has begun reforming a historically regressive fines and fees system in order to help people move into payment plans and compliance, instead of into bankruptcy. Actions the City has taken to address this include:
  - *Eliminated city sticker ticket debt for those who can least afford it.*
  - *Ended drivers' license suspension for non-driving violations.*
  - *Created more accessible and flexible payment plans for those seeking to pay off their debts.*
- ▶ During the COVID-19 pandemic, the Mayor's Office has implemented relief programs for residents, including housing relief programs, ticketing and collections relief, and eliminating debt checks for employment. for employment.
- ▶ The Mayor's Office is deepening the City of Chicago's commitment to equity by conducting staff trainings into equitable management practices and by tracking data relevant to equity in municipal government.

#### RISK AND RESILIENCE FACTOR PAIRINGS:





## PILLAR #4 | Affect Public Policy



### STRATEGY #2:

Advocate for and support equity-focused legislation and policy.

#### RISK AND RESILIENCE FACTOR PAIRINGS:

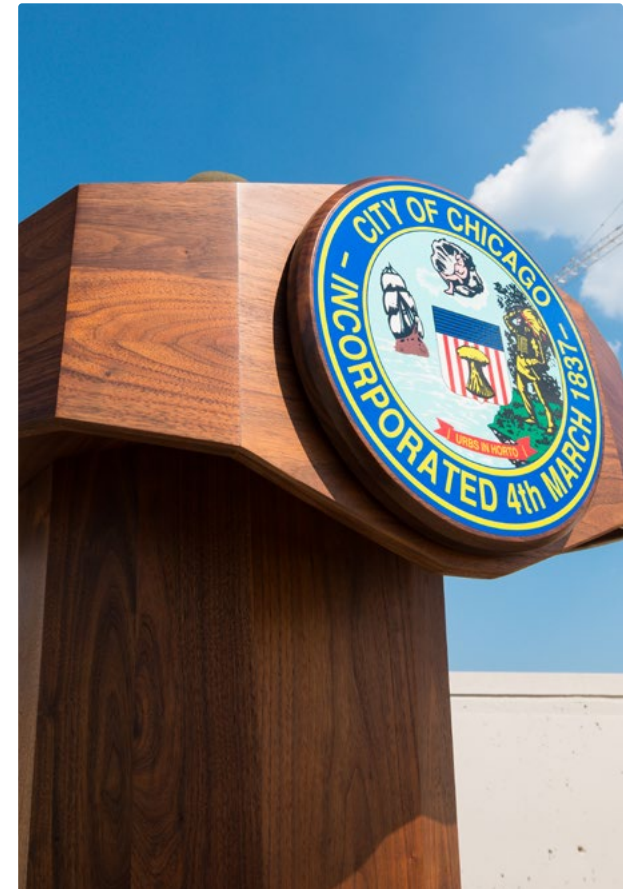


#### SHORT-TERM INITIATIVES:

- ▶ Support efforts to eliminate cash bond in Illinois, which will bring more equitable practices to the use of bond while still protecting public safety.
- ▶ Support efforts to fix the Firearm Owners Identification (FOID) law in Illinois through the passage of SB 1966.
- ▶ Advance state legislation requiring police licensure that will ensure minimum competencies and qualifications are met by all officers.
- ▶ Advocate for changes to the Illinois Public Labor Relations Act to prioritize successful negotiation for accountability and discipline.
- ▶ Advocate for the repeal of parts of the Illinois Uniform Peace Officers' Disciplinary Act that require sworn affidavits for complaints against officers.
- ▶ Establish U visa policies in pertinent city departments, including CPD, to protect immigrant victims of crime and their families and encourage cooperation and trust with law enforcement.

#### LONG-TERM INITIATIVES:

- ▶ Explore opportunities to increase Medicaid reimbursement for individuals at the highest risk violence involvement, including support for additional organizations to receive Medicaid funding for services already eligible and potentially expand eligible services for prevention programming such as street outreach, case management, and victim services. such as street outreach, case management, and victim services.
- ▶ Advocate for meaningful gun reform at the federal level, including closing background check loopholes, regulating assault weapons, and enacting strong anti-trafficking laws.
- ▶ Develop and implement a strategy to promote equitable and inclusive economic growth that provides access to high-quality jobs for all Chicagoans and provides a path out of poverty.
- ▶ Establish the City of Chicago as the city with the strongest protections for undocumented immigrants. A strong sanctuary city policy can maintain the relationships between the police and immigrant communities and strengthen community perceptions of police legitimacy.



## PILLAR #4 | Affect Public Policy



### STRATEGY #3:

Collaborate with State and County partners to align and coordinate policy efforts.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### ONGOING AND COMPLETED PRIORITIES:

- ▶ The Mayor's Office is working collaboratively with criminal justice stakeholders, both from the state and county, to establish an ecosystem of supports for individuals released from Cook County Jail on electronic monitoring.
- ▶ The Lightfoot Administration participates in the Safety and Justice Challenge, an initiative that engages a diverse set of community stakeholders to advance criminal justice reform by identifying the drivers of over-incarceration and strategies to safely reduce the jail population and address the racial and ethnic disparities that are present in the criminal justice system.
- ▶ The Mayor's Office regularly engages with State officials, legislators, and staff to seek alignment around violence reduction funding and policy priorities.

#### SHORT-TERM INITIATIVES:

- ▶ Improve alignment across County and State partners around respective violence reduction funding for Chicago's communities.
- ▶ Work with County and State partners to create stronger alignment of goals, objectives, and strategies across jurisdictional boundaries regarding use of best practices and diversion programming for youth population at highest risk of violence and on violence reduction strategies overall.
- ▶ Partner with the Attorney General's Office to increase awareness among survivors regarding crime victim compensation, including incorporating program information into City violence prevention efforts.

#### LONG-TERM INITIATIVES:

- ▶ Leverage GunStat, which has federal, State, County, and City representation, to address issues related to firearm movement across borders and prosecution of violent crime involving guns.<sup>60</sup>
- ▶ Leverage local coalitions that include law enforcement and community-based organizations to focus on enacting policies that reduce firearm movement across borders.
- ▶ Establish a regional, multi-state coalition of partners and activists to address reducing the movement of firearms across borders and advocate for state and federal gun reform, using data-driven solutions.

60 • Refer to Appendix C: Glossary for definition of "GunStat."







## PILLAR #5 | Plan and Coordinate



### GOAL

**Facilitate the development of realistic, actionable plans by promoting alignment on strategy and action among public, private, and community-based efforts to prevent and reduce violence and by ensuring a citywide commitment to rigorous planning and consistent coordination.**

Chicago has many initiatives focused on violence prevention and reduction, but the efforts have largely remained siloed and uncoordinated, foregoing the benefit that can be achieved through improved coordination to minimize duplication and maximize impact. The cross-sector coordination has improved over the past several years through efforts such as the Citywide Violence Reduction Working Group involving the City, the County, community stakeholders, faith leaders and philanthropy.

As we have seen through best practices in other jurisdictions, the more different sectors are aligned around a shared understanding of the overall violence reduction plan, each partner's respective roles and responsibilities, and mutual accountability, the more likely it is that community safety can be achieved.

The Mayor's Office is often uniquely positioned to facilitate and support planning and coordination efforts. It can easily convene City departments and sister agencies and liaise with County, State, and federal officials. Specifically, Mayor's Office of Violence Reduction is the central coordinating entity linking City agencies, community providers and stakeholders, County and State partners, and other civic leadership such as philanthropy towards establishing a city-wide violence reduction coordination. ■

## PILLAR #5 | Plan and Coordinate



### INDICATORS

#### ► Outcome Measures:

- Trust amongst stakeholder agencies

#### ► Progress Measures:

- City agencies and community organizations participating in regional coordination meetings
- City data sharing agreements between academic and community organizations
- Violence prevention working groups/coalitions with which the Mayor's Office participates (number and type)
- Mayor's Office-led stakeholder convenings with philanthropy and other policymakers
- Community listening sessions focusing on public safety
- City Memorandums of Understanding between the City and a community partner to collaborate written strategies for change developed/adopted
- Recommended strategies that are implemented

### COMPLEXITIES & CHALLENGES

- There is a lack of agreement among stakeholders as to how best to address violence.
- Coordination and alignment do not happen automatically, they require a concerted effort. This is true with respect to City departments, service providers, and elected officials.
- Planning and coordination require sustained effort; they are not one-time activities.
- In a city as large as Chicago, ensuring all relevant stakeholders are included is challenging.
- Many stakeholders and government entities lack technologies or staff that would enable better coordination.
- The City and State operate on different fiscal years, which complicates coordinating budgets and investments.

## PILLAR #5 | Plan and Coordinate



### STRATEGY #1:

Facilitate coordination among City departments and sister agencies.

### RISK AND RESILIENCE FACTOR PAIRINGS:



### ONGOING AND COMPLETED PRIORITIES:

- ▶ The Mayor's Office convenes the Public Safety Cabinet, composed of 18 City departments and sister agencies, quarterly to explore the ways in which they can collaborate on initiatives to reduce violence. Through the Cabinet, intentional alignment has been developed across city departments and initiatives to prioritize communities most impacted by violence.
- ▶ Since 2019, the Mayor's Office public safety team has coordinated summer safety planning among the Public Safety Cabinet departments and sister agencies. This effort ensures that partners are aligned in their initiatives, effectively communicating, and able to maximize impact.
- ▶ The Mayor's Office supports and the Department of Family and Support Services (DFSS) coordinates One Summer Chicago (OSC), a partnership between community organizations, City departments, and businesses that focuses on youth ages 14 – 24 to provide internship and employment opportunities. In 2020, Chicago's summer youth jobs program represented by OSC became the largest in the country, employing 19,000 young people in mostly virtual paid work experiences.
- ▶ Launched in summer 2020, the Chicago Youth Service Corp (CYSC) is a new collaboration between the Mayor's Office education and human services team, DFSS, The Chicago Park District, and various City departments and agencies, including City Colleges of Chicago, Chicago Public Libraries, Chicago Public Schools, and Mayor's Office for People with Disabilities. CYSC provides paid job and life skill training for youth through a number of programs.
- ▶ In 2020, the City stood up the Summer Operations Center (SOC) that convenes every weekend to better coordinate in real-time City operations and resource deployment where it is needed most in an effort to reduce homicides and shooting incidences. The SOC is staffed by officials from the Chicago Park District, CTA, Chicago Public Schools, the Chicago Department of Streets and Sanitation, and other city agencies.
- ▶ The Chicago Department of Public Health (CDPH) in conjunction with the Mayor's Office have developed Healthy Chicago 2025, a citywide plan to close the racial life expectancy gap. The vision of this initiative is to create a city where all people and all communities are empowered, free from oppression, and strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. Healthy Chicago 2025 also provides a unifying framework for other Mayor's Office initiatives, including the COVID-19 Recovery Task Force, INVEST South/West, the Solutions Towards Ending Poverty (STEP) Agenda, and the Racial Equity Rapid Response team's work.



## PILLAR #5 | Plan and Coordinate



### STRATEGY #1:

Facilitate coordination among City departments and sister agencies.

#### SHORT-TERM INITIATIVES:

- ▶ Assess program design, governance, and scalability of the Chicago Youth Service Corps pilot, as well as administer youth and partner surveys to analyze program metrics and youth development impacts. Assess impact and outcomes of virtual One Summer Chicago program design and implications for 2021 and beyond.
- ▶ Develop an internal city working group on returning residents to identify and advance priority initiatives, facilitate collaboration, and coordinate efforts to ensure largest impact.
- ▶ Assess lessons learned from the first year of the SOC in order to improve effectiveness for future iterations. Improve coordination with CPS to support student victims of violence and their families.

#### LONG-TERM INITIATIVES:

- ▶ Implement the plans outlined in Healthy Chicago 2025 to transform policies and processes citywide to foster anti-racist, multicultural systems related to equity in:
  - Maternal and child health
  - Access to health and human services
  - Affordable, safe, and healthy housing
  - Food access
  - Healthy environments
  - Community safety
  - Neighborhood development
- ▶ Expand Chicago Youth Service Corps to reach a larger number of youth and potentially offer opportunities year-round.
- ▶ Curate more intentional career pathways for young people in One Summer Chicago to better connect to year-round employment and post-secondary training.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



## PILLAR #5 | Plan and Coordinate



### STRATEGY #2:

Establish, facilitate, and participate in coordination tables, networks, and coalitions.

### ONGOING AND COMPLETED PRIORITIES:

- ▶ In 2019, the Mayor's Office established Regional Coordination meetings on the south and west sides between the City, CPD, street outreach organizations, and service providers to collaborate and work on shared initiatives and problem-solve issues related to preventing and interrupting violence.
- ▶ The Mayor's Office and Chicago Department of Public Health hold a regular call with city-funded victim services providers in order to coordinate responses to violent incidents and work through standardized policies and procedures.
- ▶ The Racial Equity Rapid Response Team is composed of community members and works to coordinate the use of resources and strategy development to better address inequities and disparities of vulnerable communities.
- ▶ The Mayor's Office participates in the Cook County Coordinated Re-entry Council, which is tasked with strengthening the support services offered to individuals with felony convictions returning home. The goal of this working group is to ensure that these individuals are equipped with the tools needed to rejoin the workforce in a successful manner.
- ▶ To hold itself accountable and increase transparency in its work, the Mayor's Office will convene the Violence Prevention Planning Committee every six months, beginning December 2020, to review the City's progress on implementing these initiatives.
- ▶ The Office of Violence Reduction facilitates a daily call with street outreach organizations to review incidents of violence, coordinate resources and response, and proactively plan for community safety.

### RISK AND RESILIENCE FACTOR PAIRINGS:



## PILLAR #5 | Plan and Coordinate



### STRATEGY #2:

Establish, facilitate, and participate in coordination tables, networks, and coalitions.

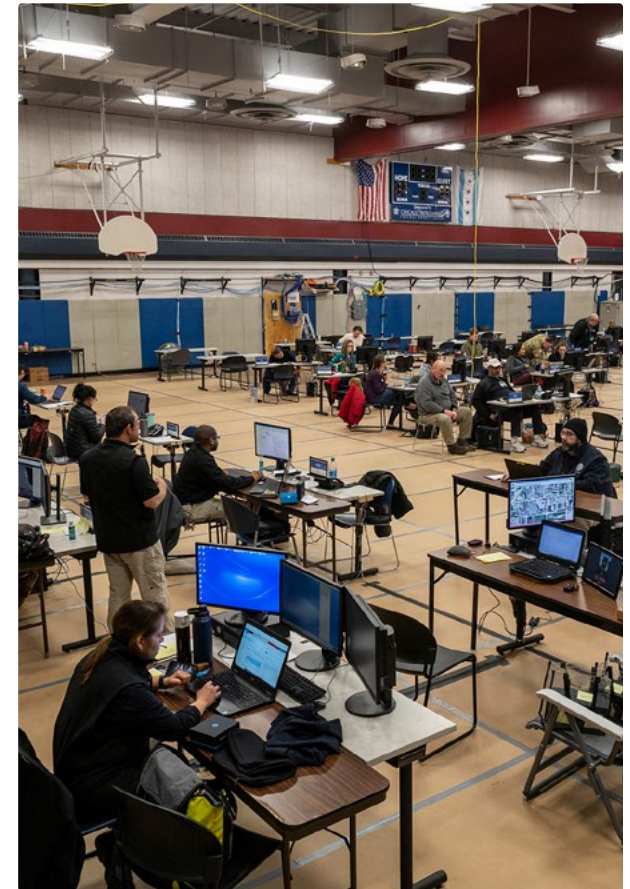
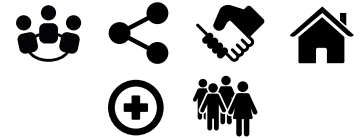
#### SHORT-TERM INITIATIVES:

- ▶ Establish a centralized City-led network for social service providers, law enforcement, educational, and employment services to meet and discuss how to map out plans for the emerging adult population.<sup>61</sup> Leverage the Regional Coordination meetings to develop methods for outreach providers to coordinate and share information about service referrals.
- ▶ Develop an inclusive coalition of victim service providers to address issues related to awareness and accessibility to victim services, identify regional service gaps and overlaps, and promote coordination of services to best support victims and families.
- ▶ Establish regular meetings between the domestic violence and gun violence service provider communities.

#### LONG-TERM INITIATIVES:

- ▶ Establish bi-monthly convenings for diversion system actors to come together and share data collection methods and common trends in program outcomes.
- ▶ Co-host an annual conference on victim services that brings together community and government partners to provide an opportunity to collaborate and work on shared initiatives and problem-solve issues.
- ▶ Develop a centralized communication channel for victim service providers to connect on an ongoing basis about services, waitlists, and referrals.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



61 • Refer to Appendix C: Glossary for definition of "Emerging Adult."



## PILLAR #5 | Plan and Coordinate



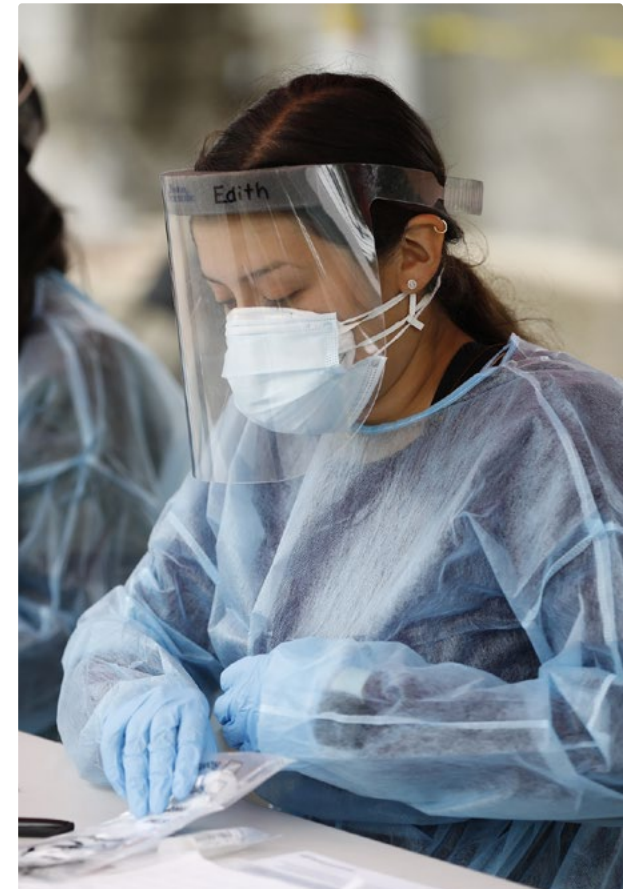
### STRATEGY #3:

Utilize data to drive decision-making.

### ONGOING AND COMPLETED PRIORITIES:

- ▶ Launched in 2020, the Mayor's Office Violence Reduction Dashboard is a tool used to share daily crime and violence data updated daily with City agencies and community-based organizations who respond to violent incidents. The objective is to make data more accessible and support community partners in using the data to inform decision-making based in real-time.
- ▶ Established in 2020, the Public Safety Research Advisory Council's principal mission is to offer input and advice as it relates to the Mayor's Office public safety strategic planning process and recommendations.
- ▶ Since Mayor Lightfoot took office, all public safety grant opportunities and funding decisions have been data-informed, and the Mayor's Office is committed to continuing to do so to ensure that funding goes to the places with greatest need.
- ▶ The Mayor's Office will continually assess the progress and outcome measures from this report to promote accountability for violence-reduction programming and initiatives. Measures will focus on positive outcomes for residents and community perception.

### RISK AND RESILIENCE FACTOR PAIRINGS:



## PILLAR #5 | Plan and Coordinate



### STRATEGY #3:

Utilize data to drive decision-making.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### SHORT-TERM INITIATIVES:

- ▶ Utilize Regional Coordination meetings between law enforcement and community violence reduction organizations to improve data sharing among City agencies, community-based organizations, and service providers in order to coordinate services and referrals.
- ▶ Increase transparency and public accessibility of data on violence trends and city efforts with focus on safety through racial equity and community-specific metrics.

#### LONG-TERM INITIATIVES:

- ▶ Support launching new and continuing current evaluations of gun violence programs to ensure they are having the desired impact.
- ▶ Establish improved tracking and evaluation methods for diversion programming, including:
  - *Improve training for program and service provider staff on uniform data collection and evaluation best practices.*
  - *Expand diversion program evaluations beyond process measures with a focus on objective of services, participant satisfaction, and positive social, professional, and behavioral outcomes.*
- *Engage external evaluators to develop a regularly conducted assessment of law enforcement's and justice system actors' use of best practice diversion methods.*
- *In partnership with evaluators, the Mayor's Office, CDPH, and other city entities will support an evaluation of the City's public safety investments reaching individuals at highest risk of violence.*
- ▶ Improve data sharing across city agencies to better match individuals to programming based on specific needs and streamline outcome measurement.

## PILLAR #5 | Plan and Coordinate



### STRATEGY #4:

Improve referral mechanisms and linkages for programs and services.

### ONGOING AND COMPLETED PRIORITIES:

- ▶ The Mayor's Office is working with County partners to provide referrals to shelter and services for individuals who are released from the jail during the COVID-19 pandemic.
- ▶ The City's investments in victim services and street outreach organizations were designed to be a coordinated effort, where service providers in the same region communicate regularly to effectively respond to violent incidents. Ongoing work includes fully building out a complete response, which involves a street outreach worker gathering information to de-escalate conflicts and prevent potential retaliation, and a victim advocate supporting the victim and their family.
- ▶ The City's focus on street outreach also involves collaboration with Chicago Police Department (CPD). Through regular regional coordination meetings facilitated by the Mayor's Office, CPD officers and street outreach teams have built relationships and established professional understandings in order to leverage each other's distinct but complementary roles in addressing violence.
- ▶ In an effort to increase alignment, The Mayor's Office Business, Economic, and Neighborhood Development (B.E.N.D) team will continue to prioritize corridors identified by CPD as experiencing high rates of violence for inclusion in the INVEST South/West initiative.

### RISK AND RESILIENCE FACTOR PAIRINGS:





## PILLAR #5 | Plan and Coordinate



### STRATEGY #4:

Improve referral mechanisms and linkages for programs and services.

#### SHORT-TERM INITIATIVES:

- ▶ Develop concrete linkage agreements between justice system actors and organizations serving the communities that youth return to.
- ▶ Educate hospitals, particularly emergency department and trauma center staff, on the resources available to victims and their families.
- ▶ Use existing platforms to share information on the crime victim compensation program, including the City website, 311 phone line, and city agency websites.
- ▶ Provide training on the crime victim compensation program to Chicago Public Schools (CPS) and Chicago Housing Authority staff as well as to city-funded victim service providers and street outreach organizations such that they are positioned to provide key information about the program to potential victims and their families.
- ▶ Improve collaboration between domestic violence and gun violence programs to raise awareness about domestic violence and to strengthen referral mechanisms from community violence programs to domestic violence services.
- ▶ Conduct a funding gap analysis to understand where current sources of victim services funding is being spent and where there are “service deserts”.
- ▶ Create an inventory of existing gun violence programs for each of the 15 priority community areas.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



## PILLAR #5 | Plan and Coordinate



### STRATEGY #4:

Improve referral mechanisms and linkages for programs and services.

#### LONG-TERM INITIATIVES:

- ▶ Build a 211 Helpline Center for Chicago that makes referrals to health, human, and social service organizations and a corresponding web-based site that allows victim service providers and city agencies to communicate and coordinate on victim services. Work with CPS to distribute information on the crime victim compensation program.
- ▶ Expand referrals to existing diversion programs using a co-responder model, where a service provider would accompany police officers to respond to calls related to mental health or substance use crises.
- ▶ Increase awareness of existing diversion resources for youth at highest risk of violence through increased outreach and visits by service providers for youth in detention centers.
- ▶ Create and maintain a centralized online directory on the City's website with information on where gun violence reduction programs are located, what populations they serve, and what types of services they provide.
- ▶ Create inventory of service providers to refer those affected by teen dating violence.
- ▶ Maintain up to date gun law repositories that include analysis of which laws are being properly enforced/implemented within Chicago.
- ▶ Create and maintain a centralized online directory for law enforcement, juvenile justice system actors, and community-based service providers to increase awareness of existing diversion programs.
- ▶ Ensure there is a viable linkage capacity between hospitals and the appropriate community-based service providers.

#### RISK AND RESILIENCE FACTOR PAIRINGS:









## PILLAR #5 | Plan and Coordinate



### STRATEGY #5:

Establish and promote standardized practices to improve coordination among partners.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### ONGOING AND COMPLETED PRIORITIES:

- ▶ In 2020, the Public Safety Administration was created to improve the productivity and efficiency of Chicago's Public Safety Agencies. The Public Safety Administration merged administrative functions from the Chicago Police Department (CPD), Chicago Fire Department, and the Office of Emergency Management and Communications.
- ▶ CPD facilitates GunStat, a forum for understanding aggregate level trends of felony gun cases with partners from the City, County, State, and Federal level. GunStat serves as an opportunity coordinate systems-level change and reduce gun violence in Chicago.
- ▶ The Mayor's Office of Violence Reduction has supported the ongoing development and implementation of standards of practice and conduct to guide all street outreach workers in the city, with a goal of "professionalizing" the field of street outreach in order to bring more legitimacy to the work.

#### SHORT-TERM INITIATIVES:

- ▶ Develop a universal standard needs assessment tool tailored specifically to youth at highest risk of violence in Chicago offering a choice/inventory of services available to be used by different departments throughout the city and county that interact with youth.
- ▶ Collaborate with researchers and providers on the creation of a standardized set of metrics for evaluating gun violence reduction programs.

#### LONG-TERM INITIATIVES:

- ▶ Identify and implement a universal standard needs assessment tool for organizations serving the emerging adult population.
- ▶ Develop a standardized program evaluation tool for existing diversion programs and service providers.
- ▶ Establish a centralized data entity to standardize gun violence program evaluation tools.





## PILLAR #5 | Plan and Coordinate



### STRATEGY #6:

Provide needed technical support to build capacity for partners and providers.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### ONGOING AND COMPLETED PRIORITIES:

- The Mayor's Office will continue to seek opportunities to create small grant opportunities, as it has done through Let's Link Chi and CARES Act funding, to support capacity development among grass-roots organizations working on violence reduction.

#### LONG-TERM INITIATIVES:

- Help secure technical support for grant writing and increase access to funding opportunities for organizations serving the emerging adult population at highest risk of violence.
- Reduce burden of reporting for service providers by engaging external analytical and evaluator partners (local University partners) to assist in outcome and referral evaluations.

#### SHORT-TERM INITIATIVES:

- Invest in technology to improve communication platforms between community-based services providers and programs.
- Increase capacity for organizations to analyze data and track referral outcomes through increased use of technology and funding resources.









## PILLAR #5 | Plan and Coordinate



### STRATEGY #7:

Engage community in decision and policy making.

#### ONGOING AND COMPLETED PRIORITIES:

- ▶ In 2019, the Juvenile Intervention Support Center (JISC) Advisory Council was launched by the Mayor's Office and is responsible for guiding the reform efforts. The Council includes experts, community organizations, and criminal justice stakeholders, with the main goals of diverting youth away from the legal system and reducing violence.
- ▶ As part of the Violence Prevention Planning process, the Mayor's Office conducted a series of interviews with community members with lived experience with diversion programs, gun violence, victim services, and domestic violence. Their feedback was used to inform policy decisions and recommendations.
- ▶ The City has convened Consent Decree work groups to involve community members in the development and implementation of required consent decree items to ensure that residents have a say in the reform of efforts of public safety agencies.
- ▶ Established in 2020, the Chicago Council on Mental Health Equity (CCMHE) serves as the City's main advisory committee on all mental and behavioral health topics. The diverse committee is made up of multiple City agencies, local elected officials, subject matter experts, and those with lived experience.
- ▶ Budget townhalls and budget surveys were used as part of the Mayor's Office community engagement process to hear the voices of residents and how they would like to see funds allocated in the 2020 budget and will use similar grassroots engagement to get feedback on future budgets, particularly around ways to address violence.
- ▶ The Racial Equity Rapid Response Team is composed of community members and works to coordinate on the use of resources and strategy development to better address inequities and disparities of vulnerable communities.
- ▶ The Mayor's Office Youth Commission includes 30 youth between ages 14-19 from neighborhoods across the city. Members advise the Lightfoot Administration on issues that impact Chicago's young people, including public safety and violence.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



## PILLAR #5 | Plan and Coordinate



### STRATEGY #7:

Engage community in decision and policy making.

#### RISK AND RESILIENCE FACTOR PAIRINGS:



#### SHORT-TERM INITIATIVES:

- ▶ Survey residents in communities most impacted by violence regarding their preferences for receiving information on victim services to inform future efforts.

#### LONG-TERM INITIATIVES:

- ▶ Create opportunities for Crime Victim Compensation applicants to provide feedback on their application experience and use this information to make improvements to how City departments provide compensation information to victims and their families.





## How to Get Involved

This comprehensive violence reduction plan consists of community-informed strategies. However, the successful implementation of these strategies is also dependent on community involvement. Reducing violence is an all-hands-on deck effort; we can't do this without you!

### ● Here Are a Few Ways To Do Your Part:

#### ► Share the Knowledge

Start by sharing this plan with your friends and family. Then, engage in conversations that explore how to make Chicago safe and how you can contribute to the cause.

#### ► Keep Learning

Visit [chicago.gov/publicsafety](https://chicago.gov/publicsafety) to learn about the Mayor's Office of Violence Reduction and to access important information and data.

Visit [chicago.gov/publicsafetyreform](https://chicago.gov/publicsafetyreform) to learn about the City's public safety reform work.

#### ► Share Your Perspective

Visit [chicago.gov/publicsafetyreform](https://chicago.gov/publicsafetyreform) to find a list of current opportunities to participate in the City's public safety reform work.

Visit [chicagopolice.org/reform/policy-review](https://chicagopolice.org/reform/policy-review) to review and provide input on CPD's policies.

#### ► Donate or Volunteer

There are countless nonprofit service providers in Chicago that are working hard every day to make our City safe. If you are able, volunteer or make a monetary contribution to support their work.

*Every contribution to making Chicago a safer city counts.*





## **APPENDICES**





## Appendix A: The Violence Prevention Planning Process

### PROCESS

In 2019 the Office of Mayor Lori Lightfoot (Mayor's Office) applied for and received State grant funding to conduct a Violence Prevention Planning (VPP) process in 2020. As part of that process, the Mayor's Office convened government officials, service providers, faith leaders, philanthropic and university partners, and advocates to form a VPP Committee, which was tasked with developing recommendations to reduce violence in the city of Chicago. The VPP Committee was organized into four subcommittees focused on: gun violence, domestic violence, diversion, and victim services.

Each subcommittee was charged with establishing goals, developing recommended strategies and initiatives to achieve each goal, and identifying indicators to measure success and progress. Each subcommittee met 6 times. Due to concerns and health risks brought on by the COVID-19 pandemic, each of these meetings was held via ZOOM. The VPP Committee will convene every 6 months for the remainder of Mayor Lightfoot's first term to assess progress and provide feedback to the Mayor's Office. Furthermore, the Mayor's Office also convened a public safety Research Advisory Council (RAC) comprised of representatives from various local universities and research based institutions. The RAC supported the identification of metrics for measuring progress and provided input on overarching goals as well as evidence supporting various approaches.

The City hired four project managers—one per subcommittee—to facilitate the subcommittees' work. The project managers synthesized research, facilitated meetings, drafted language for subcommittee review and feedback. The Civic Consulting Alliance provided pro bono program management support to the project. The VPP process was lead by the Mayor's Office Senior Advisor

for Public Safety, with oversight by the Deputy Mayor for Public Safety and input from the entire public safety team.

Each VPP subcommittee was committed to leading their work with racial equity recognizing that violence takes an inequitable toll on specific populations and neighborhoods. Furthermore, efforts and recommendations were focused on people most impacted by violence, including those at highest risk for being involved in violence and their families in order to reduce the "safety gap" across Chicago communities. Each subcommittee took a trauma-informed approach across all strategies to address the context and circumstances of people and communities to be serviced. In doing so, their work was guided by community needs and lived experience as well as by sound data and research, both qualitative and quantitative. Finally, the VPP process is geared toward long-term sustainability including public-private partnerships and a prioritization on transparency and accountability both across and within sectors working to reduce violence and improve public safety.

#### **Diversion Subcommittee:**

The Diversion Subcommittee focused on equitable best practices for alternatives to arrest, courts, or other punitive measures including youth diversion programs to increase opportunities for diversion and improve outcomes for youth (ages 13-17) and emerging adults (ages 18-25) at highest risk of violence. The subcommittee addressed the gaps in coordination and communication across and within sectors working to divert and address the needs of this population and the general lack of data and evaluation methods employed to measure the impact of these programs.

#### **Gun Violence Subcommittee:**

The Gun Violence Subcommittee was separated into tracks to focus on two different methods of reducing gun violence: improving and expanding gun violence reduction

programming (programs track) and implementing more effective gun policies (policy track). The subcommittee identified best practices that reduce gun violence and programs for those at highest risk of gun violence involvement. Additionally, it recommended policies and approaches to reduce prevalence and accessibility of illegal guns in Chicago. Though many stakeholders have been working to address gun violence in Chicago for years, this subcommittee provided a convening, brainstorming, and updating space to help move the work forward.

#### **Domestic Violence Subcommittee:**

The Domestic Violence Subcommittee recommended equitable mechanisms for reducing domestic violence and improving access to domestic violence services in Chicago for youth and emerging adults, communities at greatest risk of being affected by domestic violence, and adults who cause harm in intimate relationships. The subcommittee also identified ways that domestic violence and gun violence service providers can work together to address the co-occurrence of violence types and better make referrals to programming.

#### **Victim Services Subcommittee:**

The Victim Services Subcommittee recommended equitable improvements to victim services and victim compensation access. To do so, the subcommittee identified touchpoints through which victim services and victim compensation could be provided to Chicagoans in order to protect the safety and health of Chicagoans. The subcommittee took a victim-centered approach to this process, advocating for access to high quality, culturally competent, and trauma-informed social, emotional and mental health supports for survivors. Furthermore, the subcommittee highlighted the need for services to be community-based in order to reduce service disparities in the South and West sides of the city.

## Appendix A: The Violence Prevention Planning Process

### OUTCOMES & RECOMMENDATIONS:

#### DIVERSION

**Goal:** Increase effective diversion opportunities and improve outcomes for youth at highest risk of violence.

#### **Strategy #1: Expand access to and improve quality of diversion services within the juvenile legal system for youth at highest risk of violence**

1. Improve service referral mechanisms and tracking for youth at highest risk of violence and their families by creating a standardized eligibility criteria for diversion or deferral from courts and pretrial actors
2. Develop a universal standard needs assessment tool tailored specifically to youth at highest risk of violence in Chicago offering a choice/inventory of services available
3. Develop concrete linkage agreements between legal system actors and organizations serving the community that youth are returning to (by zip code and scope of services) through the use of memorandums of understanding and written diversion agreement documents
4. Develop a centralized and uniform training on existing restorative legal, implicit-bias, and trauma informed best practices for juvenile legal system staff
5. Increase awareness of existing diversion resources for youth at highest risk of violence through increased outreach and visits by service providers for youth in detention centers
6. Promote a holistic restorative reentry process to connect legal system-involved youth with necessary resources before they are released by leveraging existing reentry initiatives

#### **Strategy 2: Expand access to and improve quality of community-based diversion programming and services outside of the legal system for the emerging adult population at highest risk of violence**

1. Expand and promote use of collaborative best practices that are inclusive of emerging adults at highest risk of violence, which include greater involvement of families, peer mentors, case coordinators, and trauma-informed care in order to improve pathways to education and employment
2. Expand referrals to existing diversion programs through the use of an alternative responder model with increased outreach by service providers, community members, and law enforcement actors at initial point of contact in communities
3. Increase awareness of existing best practice diversion programs through the use of public awareness campaigns and outreach events
4. Develop a universal standard needs assessment tool for organizations serving the emerging adult population
5. Help secure technical support for grant writing and increase access to funding opportunities for organizations serving this population
6. Develop a centralized and uniform training on existing restorative, implicit-bias, and trauma informed best practices for program staff
7. Establish a centralized city lead network for social service providers, law enforcement, educational, and employment services to meet and discuss how to map out plans for the emerging adult population

#### **Strategy 3: Strengthen coordination of and communication about diversion programming among law enforcement, legal system, service provider, employment, and educational sectors**

1. Create a centralized well-maintained online directory for law enforcement, juvenile legal system actors, and community-based service providers to increase awareness of existing diversion programs by utilizing existing directories, relationships and channels in various geographic regions
2. Establish regular City-hosted meetings to review existing models and best practices for the purposes of asset mapping and professional development
3. Improving training on existing best practices and programs for legal system actors to expand use of diversion service referrals and overall involvement in the diversion process
4. Invest in technology to improve communication platforms between community-based services providers and programs
5. Coordinate funding opportunities to reduce competition between community based organizations
6. Develop a community-based resource hub to reassess general trends and best practices to holistically respond to community needs and disperse information on existing services
7. City, County, and State work to create a stronger alignment of goals and objectives and strategies across jurisdictional boundaries regarding use of best practices and diversion programming for youth population at highest risk of violence

## Appendix A: The Violence Prevention Planning Process



### Strategy 4: Establish better tracking and evaluation methods for diversion programming

1. Improve training for program and service provider staff on uniform data collection and evaluation best practices
2. Increase capacity for organizations to analyze data and track referral outcomes through increased use of technology and funding resources
3. Develop a standardized program evaluation template for existing programs and service providers and consolidate reporting mechanisms across funders to create a unified system and metrics
4. Expand evaluations beyond process measures with a focus on objective of services, participants satisfaction, and positive social, professional and behavioral outcomes
5. Reduce burden of reporting for service providers by engaging external analytical and evaluator partners (local University partners) to assist in outcome and referral evaluations
6. Establish bi-monthly convenings for diversion system actors to come together and share data collection methods and common trends in program outcomes
7. Engage external evaluators to develop a regularly conducted assessment of law enforcement and legal system actor's use of best practice diversion methods to reduce youth and emerging adult interaction with the legal system and ensure racial equity in those practices

### DOMESTIC VIOLENCE

#### Goal 1: Shift cultural norms on what constitutes domestic violence (DV) and its acceptability

##### Strategy #1: Improve domestic violence educational programming for young people

1. Conduct landscape scan to identify gaps and opportunities in school-based and non-school based domestic violence programming
2. Create inventory of service providers to refer those affected by teen dating violence
3. Develop protocol for referring those affected by teen dating violence
4. Improve and widely implement training for school staff and service providers on teen dating violence
5. Widely implement teen dating violence programming, based on best practices, in schools and non-school settings
6. Improve and expand educational resources on teen dating violence for parents
7. Expand existing and implement new opportunities for youth-designed programs/campaigns and youth-led advocacy related to domestic violence

##### Strategy #2: Increase awareness about domestic violence in vulnerable communities using a multi-generational approach

1. Collaborate with street outreach teams focused on gun-violence to raise awareness about domestic violence and available services
2. Create multi-lingual public messaging campaign tailored to specific demographic groups (adult men,

adult women, teens, LGBTQ+ community, immigrant communities)

3. Use ongoing social media platforms to raise awareness about domestic violence and services among young people and vulnerable communities

#### Goal 2: Improve access and quality of services for those who have caused harm

##### Strategy #1: Increase availability of services for those who have caused harm

1. Improve referral mechanisms for those who have caused harm
2. Identify current funding streams to support programs that serve individuals who have caused harm and create new funding opportunities to expand existing programs
3. Grow program capacity and offerings in under-served communities
4. Expand opportunities for non-court-ordered program offerings

##### Strategy #2: Ensure programs serving those who have caused harm implement best practices

1. Improve cultural competency of services and programming such that services can be tailored to individuals who are part of vulnerable communities
2. Protect the safety and well-being of family members and others impacted by domestic violence
3. Identify/develop a comprehensive set of best practices for those who have caused harm
4. Develop an ongoing evaluation of programs to ensure they are having the desired impact



## Appendix A: The Violence Prevention Planning Process



- Promote those best practices through funding requirements and advocacy work

### Strategy #3: Increase coordination between domestic violence and community-violence service providers

- Establish regular meetings between the domestic violence and gun violence service provider communities
- Provide domestic violence training for gun violence outreach and other community violence workers, such that they can identify individuals affected by domestic violence and educate their clients about domestic violence
- Strengthen referral mechanisms from community violence programs to domestic violence services
- Research and implement programming models that address the co-occurrence of gun violence and domestic violence

### GUN VIOLENCE--POLICY

**Goal: Reduce the availability of illegal firearms and improve gun safety in Chicago through policies that do not contribute to mass incarceration**

#### Strategy #1: Ensure effective implementation and enforcement of existing gun laws that reduce the incidence of gun violence

- Maintain up to date gun law repositories that include analysis of which laws are being properly enforced/implemented within Chicago
- Enable impact evaluation of gun laws in Chicago to better understand how best to allocate enforcement resources

- Prioritize funding and other resources needed to effectively implement existing gun laws
- Educate and train law enforcement, activists, and community stakeholders on existing laws

#### Strategy #2: Adopt strategies to close the gaps in federal and state gun legislation and local implementation and enforcement thereof

- Support efforts to fix the Firearm Owners Identification (FOID) law in Illinois through the passage of SB 1966
- Adopt mechanisms to dispossess prohibited individuals of their firearms if individuals are identified as prohibited and fail to surrender their FOID and/or firearms upon notice of revocation
- Adopt mechanisms to dispossess prohibited individuals of their firearms if individuals are identified as prohibited and fail to surrender their FOID and/or firearms upon notice of revocation

#### Strategy #3: Develop coordination coalitions to collaborate on reducing firearm movement across borders

- Leverage local coalitions that include law enforcement and community-based organizations to focus on enacting policies
- Leverage GunStat, which has Federal, State, County, and City representation, to address issues related to firearm movement across borders
- Establish a regional, multi-state coalition of partners and activists to address reducing the movement of firearms across borders and advocate for state and federal gun reform, using data-driven solutions

### GUN VIOLENCE--PROGRAMS

**Goal: Strengthen gun violence prevention programming across sectors for individuals at highest risk**

#### Strategy #1: Incorporate best practices into a coordinated, multi-service delivery model

- Establish a multi service delivery model using a public health approach
- Develop standardized training methods for street outreach and increase professionalization for community-based organizations
- Prioritize engagement with individuals at highest risk and provide supports for their families and their networks
- Identify the ideal caseload ratio for outreach partners and program participants
- Incorporate employment, housing, legal, and mental health resources into service delivery

#### Strategy #2: Increase capacity and accessibility of gun violence reduction programs for communities most impacted by violence

- Update previous funding gap analyses to determine where there is a lack of gun violence programming for communities impacted by violence and use that analysis to establish funding criteria that prioritizes funding based on greatest need
- Identify funding opportunities to increase and support gun violence reduction programs that serve communities most impacted by violence to expand existing programs
- Define the ideal capacity level for each existing program or across the board

## Appendix A: The Violence Prevention Planning Process



4. Conduct a landscape scan within communities to create an inventory of which programs exist
5. Create a centralized directory with information on where gun violence reduction programs are located, what populations they serve, and what types of services they provide

### **Strategy #3: Establish a citywide network to increase coordination and communication among city agencies, community-based organizations, and service providers**

1. Develop a centralized channel or forum for street outreach groups to connect on an ongoing basis about coordinating services and referrals
2. Build upon Regional Coordination meetings between City agencies, gun violence community organizations and service providers to collaborate and work on shared initiatives and problem-solve issues
3. Utilize Regional Coordination meetings to improve data sharing among city agencies, community-based organizations, and service providers in order to coordinate services and referrals
4. Leverage coordination efforts to collaborate and advocate for more sustainable funding streams

### **Strategy #4: Establish sustainable evaluation methods for programs**

1. Reduce the burden of reporting for programs by engaging external analytical and evaluator partners (local University partners) to assist in outcome evaluations
2. Collaborate on the creation of a standardized set of metrics for evaluating programs
3. Establish a centralized data entity for keeping track of evaluation methods in a standardized manner

4. Determine a consistent interval for programs evaluations
5. Build in a mandatory evaluation component into funding opportunities for programs
6. Expand opportunities for greater community participation in program evaluation methods to include those most impacted by the work

### **VICTIM SERVICES**

#### **Goal #1: Improve accessibility to needed victim services and the coordination of those services across multidisciplinary groups**

#### **Strategy #1: Strengthen public awareness of victim services in communities most impacted by violence**

1. Create a centralized online directory on the City's website with information on where victim services are located, what populations they serve, and types of services they provide. Launch a public awareness campaign of the directory across different communication platforms
2. Conduct an assessment among Chicago residents living in communities most impacted by violence on their preferred methods of receiving information on victim services to guide future methods of information dissemination on victim services
3. Partner with organizations with street outreach programs and/or strong community connections to get the message out on victim services

#### **Strategy #2: Support the coordination and collaboration of victim service providers**

1. Develop an inclusive coalition of victim service providers to address issues related to awareness and accessibility to victim services
2. Co-host an annual or bi-annual conference in Chicago on victim services that brings together community and government partners, to provide an opportunity to collaborate and work on shared initiatives and problem-solve issues
3. Work with City and State agencies to implement multi-agency, multi-disciplinary co-located victim service hubs that provide wrap-around services to victims and families
4. Develop a centralized communication channel for victim service providers to connect on an ongoing basis about services, waitlists, and referrals
5. Educate hospitals, particularly ER and trauma center staff, on what resources to make available to victims and their families

#### **Strategy #3: Strengthen the pipeline from city agencies to victim services**

1. Create an alliance group between City agencies and community-based organizations that responds to acts of violence and coordinates on victim services through weekly standing calls
2. Support the design of a web-based referral system that allow victim service providers and city agencies that are contact points in victimization to communicate and coordinate on victim services
3. Inform police officers on the different victim service providers in their district and train them on a trauma-informed approach when connecting victims and families to services

## Appendix A: The Violence Prevention Planning Process



4. Work with victim service providers to build trust between the City and communities most impacted by violence through social community events that include CPD

### **Strategy #4: Increase the provision of services in underserved communities**

1. Advocate for more victim service providers in underserved communities
2. Conduct a funding gap analysis to demonstrate where different funding sources (philanthropic groups and City and State agencies) currently allocate funding for victim services and where there are “service deserts”
3. Access existing and identify new sources of funding for victim services and prioritize funding for communities of need

### **Goal 2: Improve the accessibility and awareness of the victim compensation program to best serve the needs of survivors, particularly those who are most harmed and least served**

#### **Strategy #1: Increase the familiarity of the victim compensation program across City agencies that serve as a contact point in victimization**

1. Use existing information platforms to share information on the crime victim compensation program, including the City website, 311 phone line, and city agency websites
2. Provide training among CPS and CHA on the crime victim compensation program
3. Require and coordinate crime victim compensation training among all agencies and organizations that receive funding from the City for victim services work

4. Work with CPS to distribute information on the crime victim compensation program during report card pick-ups and open houses

### **Strategy #2: Partner with the Attorney General’s Office to increase awareness among survivors regarding compensation**

1. Distribute public education materials from the Attorney General’s Office on the crime victim compensation program at all public City sponsored events
2. Launch a public awareness campaign across the city with information on the crime victim compensation program, including where to access more information and the intentionality of the program
3. Provide ongoing training for organizations with street outreach on the crime victim compensation program
4. Include CVC program information and personnel when appropriate in City Violence Prevention efforts

### **Strategy #3: Collaborate with the Attorney General’s Office to use a victim-centered approach to compensation**

1. Require ongoing training for CPD employees regarding CVC, and how to connect families to the program using a trauma-informed, victim-centered approach
2. Deliver ongoing training for victim service providers on trauma and how to utilize a trauma-informed, victim-centered approach when providing victims and families services on compensation
3. Work with CPD to strengthen victim-centered policies and procedures as it relates to connecting and enabling victims to apply for compensation
4. Create opportunities for CVC applicants to provide feedback on their application experience, and use this information to make improvements to how City agencies approach victims and families with information on compensation



## Appendix A: The Violence Prevention Planning Process



### Violence Prevention Planning Committee Participating Organizations

- Advocate Trauma Recovery Center
- Alliance for Safety and Justice
- Apna Ghar Inc.
- Archdiocese of Chicago
  - Domestic Violence Outreach (ACDVO)
- Bright Star Church
- BUILD Chicago
- Catholic Charities
- Chicago Children's Advocacy Center
- City of Chicago Commission on Human Relations
- Chicago CRED
- Chicago Police Department
- Chicago Public Schools
- Chicago Survivors
- Cook County Juvenile Probation
- Cook County Juvenile Temporary Detention Center Foundation
- Cook County Justice Advisory Council
- Cook County President's Office
- Cook County Public Defender's Office
- Cook County Sheriff's Office
- Cook County State's Attorney's Office
- Department of Family Support and Services
- Department of Public Health
- Family Rescue
- Gary Comer Youth Center
- Healing Hurt People
- Heartland Alliance – READI Chicago
- Hope Community Church
- Illinois Criminal Justice Information Authority
- Illinois Juvenile Justice Commission
- Illinois Justice Project
- Institute for Nonviolence Chicago
- Northwestern University, Neighborhood and Network Initiative (N3)
- Joyce Foundation
- Kids Off the Block Inc.
- Lawndale Christian Legal Center
- MacArthur Foundation
- Marillac St. Vincent Family Services
- Maryville Academy
- Mayor's Office
- Robert R. McCormick Foundation
- Mercy Home for Boys & Girls
- Metropolitan Family Services
- Mujeres Latinas en Acción
- NAMI: National Alliance on Mental Illness
- New Life Centers of Chicagoland
- Office of Alderman Villegas
- Office of the Chief Judge
- Office of the Illinois Attorney General
- Polk Bros Foundation
- Pritzker Pucker Family Foundation
- Purdue University Northwest
- Purpose Over Pain
- Saint Sabina Church
- TARGET Area Development Corporation
- The Network: Advocating Against Domestic Violence
- UCAN
- University of Chicago Crime and Education Labs
- Youth Guidance

### Research Advisory Council Participating Organizations

**Public Safety Research Advisory Council members represent various local academic institutions and corresponding departments, including:**

- DePaul University, College of Liberal Arts and Social Services
- Loyola University, Center for Criminal Justice Research, Policy and Practice
- North Park University, Urban Peace Lab
- Northeastern Illinois University, Social Work
- Northwestern University
  - Feinberg School of Medicine
  - Institute of Policy Research
  - Neighborhood and Network Initiative (N3)
- University of Chicago
  - School of Social Service Administration
  - Chapin Hall
  - Crime and Education Labs
- University of Illinois at Chicago
  - Jane Addams School of Social Work
  - School of Medicine
  - Department of Psychiatry
  - Criminology, Law and Justice
  - African American Studies
  - Great Cities Institute

## Appendix B: Consent Decree and Mayor's Office Police Work



### CONSENT DECREE IMPLEMENTATION

#### History of the Consent Decree

In 2015, prior to becoming Mayor of the City of Chicago, Mayor Lori E. Lightfoot served as president of the Chicago Police Board and Task Force Chair (CPATF). The task force was created as a mechanism to review the Systems of accountability, oversight, and training for Chicago Police Officers. The tragic murder of Laquan McDonald at the hands of Chicago Police Officers was one of the main precipitators to the creation of the CPATF. In April of 2016, the task force released its final report which acknowledged the racism and systemic failures in the Chicago Police Department (CPD). Roughly one third of the 76 recommendations made in the report were implemented.

In August of 2017, Attorney General Lisa Madigan filed a lawsuit to obtain reform of CPD. The Illinois Attorney General's Office and the City of Chicago agreed to stay the lawsuit and develop an enforceable consent decree that was responsive to the findings of the Justice Department's investigation and the Task Force's report. After months of negotiations, the Attorney General's Office and the City of Chicago announced a draft consent decree in July of 2018. This was the first reform in Chicago's history to mandate broad police reform. The consent decree is tasked with implementing reforms that bring about safe and constitutional policing practices and policies. A draft of the consent decree was made publicly available to invite Chicagoans to offer their input. The Attorney General's Office and the City carefully reviewed each of the nearly 1700 public comments received and worked to integrate the recommendations into a revised draft. The City allocated \$25.5 million in the 2020 budget for consent decree implementation work.

Federal Judge Robert M. Dow was assigned to oversee the consent decree and approved the revised draft on January

31, 2019. To ensure full compliance is met, he appointed an independent monitor, who manages the work of the independent monitoring team. In addition to ensuring that CPD performs legitimate, fair, and effective policing, the goal of the consent decree overtime is to restore community trust in the City and CPD. The consent decree will be in effect for at least five years and during that time CPD will be required to develop, revise, implement, and sustain the practices and policies required by the consent decree.

#### Consent Decree Focus Areas:

- Community Policing
- Impartial Policing
- Crisis Intervention
- Use of Force
- Recruitment, Hiring, and Promotion
- Training
- Supervision
- Officer Wellness and Support
- Accountability and Transparency
- Data Collection, Analysis, and Management
- Implementation, Enforcement, and Monitoring

Since the consent decree became effective in March 2019, CPD has made significant progress on a number of consent decree reforms, including an increase of in-service training and mental health support for officers, updated use of force policies that emphasize the sanctity of life, de-escalation and officer safety, and an updated approach toward community engagement. As is typical for police department consent decrees, the first year of implementation focused on establishing the infrastructure and building the processes that allow for consent decree compliance to occur.

The Consent Decree is a complex, 228-page document that has a minimum five-year term for compliance. In other large cities, this process has taken a decade or more to fully implement. To prioritize its efforts and resources in the areas that will have the greatest impact on the communities it serves along with the department itself, and to maximize the ability to achieve significant progress before the end of the next monitoring period, CPD created a Consent Decree Priority Plan for the second half of 2020. In that plan, CPD has identified a full suite of deliverables that simultaneously help determine the documents required for demonstrating compliance, while maintaining focus on the overarching goals for sustainably improving the department over the long term.

## Appendix B: Consent Decree and Mayor's Office Police Work



The matrix below lays out the implementation priorities for the remainder of 2020 that are included in the Consent Decree Priority Plan.

Target Reform Outcome (Consent Decree related paragraphs)	Planned Activities
<b>COMMUNITY POLICING</b>	
<b>Best practices School Resource Officer (SRO) program</b>	<ul style="list-style-type: none"> <li>• Get community input on School Resource Officer (SROs) policies</li> <li>• Develop a refresher training course for SROs for consistent training</li> <li>• Implement the intergovernmental agreement between CPD and Chicago Public Schools (CPS)</li> <li>• Provide opportunities for CPS principals to provide feedback on CPD's SRO selections</li> </ul>
<b>Community Policing Training (internal to Department)</b>	<ul style="list-style-type: none"> <li>• Develop a new curriculum for 8-hour in-service training on problem solving and relationship building</li> <li>• Develop an instructor training course and identify external instructors</li> <li>• Launch a beta testing of new in-service training course</li> </ul>
<b>Officer Knowledge of Communities They Serve</b>	<ul style="list-style-type: none"> <li>• Finalize a training curriculum for the Community Training Academy</li> <li>• Write a plan to expand community youth-led tours</li> <li>• Develop a plan for neighborhood immersion of Probationary Police Officers (PPO)</li> </ul>
<b>Establish District Specific Policing Strategies</b>	<ul style="list-style-type: none"> <li>• Review the district level 2020 Strategic Plan progress with the Office of Community Policing</li> <li>• Update the annual Strategic Plan Form for 2021 to reflect the IMT improvements</li> <li>• Develop a draft of district level 2021 Strategic Plans</li> <li>• Collect evidence of community input in 2021 Strategic Plans (such as meeting minutes, agendas)</li> <li>• Conduct internal audit of District Advisory Committee functions and practices</li> </ul>



## Appendix B: Consent Decree and Mayor's Office Police Work



Target Reform Outcome (Consent Decree related paragraphs)	Planned Activities
Improve Youth Interaction	<ul style="list-style-type: none"> <li>• Develop train-the-trainer courses for Advancing Youth Development training</li> <li>• Continue the development of Youth District Advisory Councils in every District</li> <li>• Develop a project plan and include the initial progress on JISC reforms with support from Civic Consulting Alliance (CCA)</li> <li>• Get community input on policies for interactions with youth and revise per recommendations</li> <li>• Conduct an internal audit of juvenile processing</li> </ul>
Rights of the Public	<ul style="list-style-type: none"> <li>• Launch public awareness campaign and measure demographic reach</li> <li>• Update policies related to the rights of the public and recording of officers</li> </ul>
<b>IMPARTIAL POLICING</b>	
Design a community input approach for policies	<ul style="list-style-type: none"> <li>• Develop a strategy and work-plan alignment, and secure necessary resources for solicitation of required community input for impartial policing topics</li> </ul>
Impartial Policing training	<ul style="list-style-type: none"> <li>• Complete Procedural Justice 1, 2, and 3 training for all members and update training records to reflect completion</li> <li>• Develop 2021 Training Plan once completion of Procedure Justice 1, 2, and 3 is done</li> </ul>
Establishment of a Language Access Program	<ul style="list-style-type: none"> <li>• Hire a full-time Language Access Coordinator (LAC)</li> <li>• LAC to review and make recommendations on CPD's policies and training materials</li> <li>• Get community input and recommendations on policies</li> </ul>
Establishment of an ADA Program	<ul style="list-style-type: none"> <li>• Hire a full-time Americans with Disabilities Act (ADA) Coordinator</li> <li>• ADA Coordinator to review and make recommendations on CPD's policies and training materials</li> <li>• Get community input and recommendations on policies</li> <li>• Develop an ADA Training bulletin that provides department members guidance on interactions with people with disabilities</li> </ul>

## Appendix B: Consent Decree and Mayor's Office Police Work



Target Reform Outcome (Consent Decree related paragraphs)	Planned Activities
<b>Improve interactions with transgender, intersex, and gender non-conforming (TIGN) Communities</b>	<ul style="list-style-type: none"> <li>• Collect evidence of community input and recommendations on policy</li> <li>• Update policies and training curriculum to reflect policy changes</li> </ul>
<b>Assess demographic frequency of police interactions</b>	<ul style="list-style-type: none"> <li>• Report and publish on misdemeanor arrests and Administrative Notices or Violations (ANOV) and determine if data collection methods need improvement</li> <li>• Update the Use of Force Dashboard to reflect all requirements of consent decree</li> </ul>
<b>CRISIS INTERVENTION</b>	
<b>CIT Training for all officers</b>	<ul style="list-style-type: none"> <li>• Continue the Use of Force and Custodial Escort Training of all CPD sworn members. This training contains CIT components, which are to be validated by IACP and One Mind Campaign</li> <li>• Update policies to reflect that all eligible sworn CPD members in 2021 and beyond, will be required to attend 40-hour basic CIT training and/or CIT refresher course</li> </ul>
<b>Improve CIT data collection and analysis</b>	<ul style="list-style-type: none"> <li>• Update the CIT Officer Response Rate Dashboard to reflect data collection improvements</li> <li>• Revise the CIT Officer Implementation Plan to reflect data collection improvements</li> </ul>
<b>Update Crisis Intervention Team (CIT Program)</b>	<ul style="list-style-type: none"> <li>• Update the CIT Org Chart and standard operating procedures to reflect working group and IMT recommendations.</li> <li>• Develop district-level crisis response unit standard operating procedures to reflect goals and needs of district.</li> </ul>
<b>Increase CIT response capacity</b>	<ul style="list-style-type: none"> <li>• Determine the method to maintain CIT officer response ratios</li> <li>• Finalize the CIT dashboard with recommended data collection methods</li> <li>• Finalize the CIT Officer Implementation Plan with all recommendations and to include available diversion / deflection strategies</li> </ul>

## Appendix B: Consent Decree and Mayor's Office Police Work



Target Reform Outcome (Consent Decree related paragraphs)	Planned Activities
<b>USE OF FORCE</b>	
<b>Implement Use of Force best practices</b>	<ul style="list-style-type: none"> <li>• Collect evidence of documentation from Use of Force Working Group, (which can include meeting minutes and formal recommendations for policy revisions)</li> <li>• Revise the Use of Force Policy suite with recommendations from working group and IMT</li> <li>• Draft the 2021 Use of Force training curriculum based on revised policies</li> <li>• Develop a Help-Guide for District / Units completing FRD recommendations</li> </ul>
<b>Continue HQ-level review of Use of Force</b>	<ul style="list-style-type: none"> <li>• Develop the Force Review Division (FRD) and Force Review Board standard operating procedures</li> <li>• Complete an assessment for FRD staffing and equipment needs</li> <li>• Coordinate with IMT to develop an audit plan for Body-Worn Camera and in-car camera usage</li> </ul>
<b>Strengthen Use of Force reporting structure</b>	<ul style="list-style-type: none"> <li>• Improve the Tactical Response Report and Use of Force reporting requirements</li> <li>• Develop a method for collection and maintain all documents related to Use of Force incidents</li> <li>• Update the Use of Force dashboard to electronically track all Use of Force data</li> <li>• Complete an internal audit of supervisory review of Use of Force incidents</li> </ul>
<b>Improve vehicle use practices</b>	<ul style="list-style-type: none"> <li>• Develop an audit and risk management assessment of the Traffic Review Board</li> <li>• Update the CPD vehicle pursuits policy</li> <li>• Determine the approach to revised vehicle pursuit training</li> </ul>
<b>Firearms pointing policy review</b>	<ul style="list-style-type: none"> <li>• Develop the firearms pointing dashboard on the Tableau system for public viewing</li> <li>• Develop an audit to determine if FRD recommendations have been applied to officers in the field</li> <li>• Increase the number of trained reviewers for the Force Review Division unit</li> </ul>



## Appendix B: Consent Decree and Mayor's Office Police Work



Target Reform Outcome (Consent Decree related paragraphs)	Planned Activities
Foot pursuit policy review	<ul style="list-style-type: none"> <li>Review the foot pursuit policy standard operating procedures</li> <li>Increase the number of trained reviewers for the Force Review Division unit</li> <li>Complete an audit of April-December 2019 foot pursuits</li> </ul>
<b>RECRUITMENT, HIRING, AND PROMOTIONS</b>	
Review promotions practices	<ul style="list-style-type: none"> <li>Identify the criteria, duties, knowledge, skills and abilities to inform the selection process for Captains and Commanders</li> <li>Publish the qualifications and the selection process both internally and externally to inform all department members of promotion process</li> <li>Develop a transparency plan and publication of the knowledge, skills, and abilities required for Captain / Commander</li> <li>Complete the selection of an independent assessor for Sgt. / Lt. Promotions</li> <li>Engage an independent expert to complete an assessment of promotion process</li> </ul>
<b>TRAINING</b>	
Continue to implement Training Oversight Committee (TOC)	<ul style="list-style-type: none"> <li>Publish the Training Oversight Committee meeting minutes and member list (monthly)</li> <li>Develop the annual Training Division report to the Training Oversight Committee</li> </ul>
Electronically track training	<ul style="list-style-type: none"> <li>Develop a read-only access to the Acadis / Learning Management System for the IMT</li> </ul>
Review Field Training Program	<ul style="list-style-type: none"> <li>Conduct a review of the Field Training Officer training program for revisions and staffing needs and include in the Annual TOC review of FTEP</li> <li>Document the Field Training Review Board minutes for 2020 meetings</li> </ul>
Ensure training is current	<ul style="list-style-type: none"> <li>Develop the CPD 2021 Training Plan</li> <li>Conduct an audit of all Department training to ensure all training materials reflect current policy</li> </ul>

## Appendix B: Consent Decree and Mayor's Office Police Work



Target Reform Outcome (Consent Decree related paragraphs)	Planned Activities
<b>SUPERVISION</b>	
<b>Expansion of Unity of Command / Span of Control Pilot Program</b>	<ul style="list-style-type: none"> <li>Report on the 006<sup>th</sup> District Unity of Command / Span of Control pilot with lessons learned and expansion plans to determine if adjustments are needed</li> </ul>
<b>Design revamped Performance Evaluations Framework</b>	<ul style="list-style-type: none"> <li>A performance evaluations handbook to be developed by Civic Consulting Alliance as a guide for revised performance evaluation framework</li> </ul>
<b>OFFICER WELLNESS</b>	
<b>Launch pilot of Officer Support System (OSS)</b>	<ul style="list-style-type: none"> <li>Develop an officer support system designed to prompt conversations between supervisors and officers who may be in need of support and launch pilot at district level</li> </ul>
<b>Increased Wellness Services</b>	<ul style="list-style-type: none"> <li>Perform an assessment of additional resources needed and write an Officer Wellness Support Plan</li> <li>Re-evaluate the Peer Support Program (volunteer peer counselors) and what improvements are needed</li> <li>Expand clinical services by the hiring of additional clinicians</li> </ul>
<b>Define Chaplains services</b>	<ul style="list-style-type: none"> <li>Develop the training for the Chaplains Unit members on standard operating procedures</li> </ul>
<b>Increased awareness of services</b>	<ul style="list-style-type: none"> <li>Complete the Department-wide FOID card training via eLearning</li> <li>Collect documentation and training curriculum related to EAP in-service and recruit training courses on EAP</li> </ul>

## Appendix B: Consent Decree and Mayor's Office Police Work



Target Reform Outcome (Consent Decree related paragraphs)	Planned Activities
<b>ACCOUNTABILITY &amp; TRANSPARENCY</b>	
<b>Increased accessibility to file a complaint</b>	<ul style="list-style-type: none"> <li>• Develop Bureau of Internal Affairs (BIA) policies and department directives to align procedures for making a complaint</li> <li>• Develop joint standard operating procedures with COPA and BIA regarding intake procedures</li> <li>• BIA to develop a brochure, and a plan for translation of brochure, to inform the public about the complaint process</li> </ul>
<b>Improved communication with complainants</b>	<ul style="list-style-type: none"> <li>• BIA to develop standard operating procedures on communications with complainants and the expectations of those communications</li> </ul>
<b>Encourage and protect officers who report misconduct</b>	<ul style="list-style-type: none"> <li>• Develop relevant CPD Department-wide directives that include anonymous reporting and protection of members who report misconduct</li> </ul>
<b>Launch new Accountability Case Management System</b>	<ul style="list-style-type: none"> <li>• Develop standard operating procedures with COPA to establish agreed-upon rules of use for Case Management System</li> <li>• Develop and implement training for all relevant members on the use of CMS</li> </ul>
<b>Begin internal audit of misconduct discipline process</b>	<ul style="list-style-type: none"> <li>• Develop a standard operating procedure on the BIA annual audit</li> <li>• Complete the 2020 BIA annual audit</li> </ul>
<b>Improved complaint tracking</b>	<ul style="list-style-type: none"> <li>• Develop a standard operating procedure with all relevant City departments in memorializing the tracking system of complaints</li> </ul>
<b>Improved communication with involved officers in misconduct investigations</b>	<ul style="list-style-type: none"> <li>• Develop a standard operating procedure on communications with officers involved in misconduct investigations</li> <li>• BIA to develop an Administrative Summary report to be created in CMS</li> </ul>
<b>Publicly report on CD progress</b>	<ul style="list-style-type: none"> <li>• Complete and publish the 2019 annual report</li> </ul>



## Appendix B: Consent Decree and Mayor's Office Police Work



Target Reform Outcome (Consent Decree related paragraphs)	Planned Activities
<b>Improved Misconduct Investigation Procedures</b>	<ul style="list-style-type: none"> <li>• Develop onboarding and annual refresher training for Accountability Sergeants</li> <li>• Revise policies and standard operating procedures for BIA investigator and Accountability Sergeants</li> </ul>
<b>Strengthened requirements for misconduct investigators</b>	<ul style="list-style-type: none"> <li>• Develop and document initial and in-service training programs for investigators</li> <li>• Develop new screening / selection criteria for investigators</li> <li>• Conduct audits on disciplinary histories of members currently serving in specialized roles</li> </ul>
<b>Improved Officer Involved Shooting / Office Involved Death (OIS/OID) investigation procedures</b>	<ul style="list-style-type: none"> <li>• Perform a feasibility study to determine possible long-term methods for improving the city's response to OIS/OID</li> <li>• Develop standard operating procedures between BIA and COPA to establish protocols for on-scene investigations</li> </ul>

## Appendix B: Consent Decree and Mayor's Office Police Work



A complete copy of the Illinois v. Chicago Consent Decree can be found here:

<http://chicagopoliceconsentdecree.org/wp-content/uploads/2019/02/FINAL-CONSENT-DECREE-SIGNED-BY-JUDGE-DOW.pdf>

### MAYOR'S OFFICE CONSENT DECREE WORK

The Mayor's Office Public Safety team oversees and coordinates the operations of the Chicago Police Department (CPD), Chicago Fire Department, Office of Emergency Management and Communications, Civilian Office of Police Accountability, Chicago Police Board, and the newly-formed Office of Public Safety Administration. In that role, the Public Safety team is deeply involved in the work to comply with the consent decree. The Public Safety team works closely with the Department of Law and CPD's Office of Reform Management to make sure that compliance on specific items is met in a timely manner. Additionally, the Public Safety team facilitates quarterly Public Safety Cabinet meetings, which fulfill the consent decree requirement for regular communication and coordination among the City departments and sister agency's that play a role in public safety.

To support the ongoing reforms around policing in Chicago, the Public Safety team prioritized the following public safety operations during the first year of Mayor Lightfoot's Administration:

- Expanded CPD's Area Tech Centers to Area North and Area Central. With all three ATCs launched in Chicago, the digital video and data nerve center will help detectives solve crime and improve the crime clearance rate.
- Began planning the Public Safety Administration to increase efficiency of shared functions across existing public safety agencies

- Launched GunStat in partnership with CPD, the U.S. Attorney's Office, and the Cook County State's Attorney. GunStat is a collaborative effort to curb violence by tracking gun offenders from their arrest, prosecution, sentencing and ultimate release, in order to identify trends, build on strengths, and address weaknesses within the criminal justice system.
- Opened two new police areas, Areas 4 and 5, to improve neighborhood policing and homicide clearance rates across Chicago.
- Implemented a comprehensive restructuring plan at CPD to streamline operations, elevate reform efforts and deploy more than 1,100 police officers and detectives back to the districts.
- Expanded the West Side Narcotics Diversion program to three additional police districts (from 11 to 10, 15, and 25) to increase substance use supports and reduce non-violent arrests.
- Increased the CPD Mass Transit unit and enhanced coordination with CTA including additional technology to improve safety on public transit.
- Facilitated Summer Safety Planning exercises with city agencies through the Mayor's Public Safety Cabinet to proactively prepare for and respond to increased levels of violence during the summer months.
- Launched the Summer Operations Center (SOC) to facilitate departments and agencies working together to ensure timely communication, coordination, and response to violent incidents that occur over the summer. The SOC is staffed by representatives from the Chicago Park District, CTA, Chicago Public Schools, the Chicago Department of Streets and Sanitation, and other city agencies.
- Launched two new citywide CPD teams that focus on combatting violent crime, strengthening community

relationships, and ensuring the safety of residents during large-scale events, marches, and demonstrations.

- Community safety team – comprised of 300 officers who will operate on the South and West sides. Their main responsibility is to interact with the community in a positive way and respond to crime hotspots.
- Critical incident response team (CIRT) - comprised of 250 specially trained officers focused on making sure protests, demonstrations, and large gatherings remain peaceful and safe.

To ensure transparency and accountability in its consent decree work, CPD posts updates on their efforts to meet consent decree compliance on [chicagopolice.org/reform](http://chicagopolice.org/reform). On the site, residents can access CPD's Consent Decree Priority Plan, public comment and draft revised policies, and details on reform efforts throughout the different sections of the department. These sections include community policing, training, use of force, and more. Please visit the site for the most up to date information on consent decree progress.

## Appendix C: Glossary



**Diversion** – Diversion encompasses a variety of programs that are designed to minimize involvement with the criminal justice system. These programs typically offer services that range from case management, to counseling or therapy, to job training. Diversion practices and programs are an attempt to reduce violent crime and address the inequities in our justice system.

**Domestic Violence** – Domestic violence is defined to include all acts of physical, sexual, psychological, or economic violence that may be committed by a family member or intimate partner.

**Emerging Adults** – For the purposes of this plan, this refers to those between the ages of 18-25.

**Gun Violence** – Includes any act of violence committed with a gun, regardless of whether the gun is fired during the incident.

**Gun Violence Programs** – Intervention programs that engage individuals at risk of gun violence and connect them to resources, such as job training, employment, therapy, or other support services that aim to reduce the individual's likelihood of involvement with gun violence.

**Highest Risk** – The City of Chicago considers individuals who meet the below risk criteria to be at highest risk of violence involvement. Individuals are required to meet either A or B and at least one of C, D, E, or F. Note that there is no age restriction or gender or racial limitation for inclusion.

### A. Active street involvement

- In actively violent group (e.g. gang/group/cliq) [OR]
- Reputation or key role in group (e.g. influencer) [OR]
- Family history of activity in violent group

### B. Historical justice-system involvement

- Recently released from jail/prison/other detention facility (e.g. Cook Co Jail, IDOC, IDJJ facilities, JTDC, and JTDC's Nancy B. Jefferson High School) [OR]
- Multiple prior arrests, charges, or convictions for violent felonies (e.g. homicide, aggravated battery, armed robbery, weapons charges)

### C. Previous victimization

- Recent victim of violence [OR]
- Recent family/friend victim of violence

### D. Violent online behavior

- Aggressive or violent online behaviors such as instigating or threatening violence or accepting credit for violence

### E. Symptoms of trauma

- Response to a trauma screening or assessment

### F. Disconnected from school (18 years old and younger)

- Chronically absent from school and/or in the process of disengaging

**Juvenile** – For the purposes of this plan, this refers to those 17 and under in the state of Illinois.

**Restorative Justice** – Restorative justice includes practices and programs reflecting restorative purposes in response to crime by: identifying and taking steps to repair harm, involving all stakeholders, and transforming the traditional relationship between communities and their governments in responding to crime (Center for Justice and Reconciliation).

**Street Outreach** – Street Outreach is a practice that includes actively working in "the streets" to engage individuals who are at immediate and high risk of being either victims or

perpetrators of violence. Street Outreach staff are focused on building relationships with persons at high-risk so that they can promote peace by mediating potential and existing conflicts. The staff also serve as connectors to services and as a support to both the individuals and their families.

**Teen Dating Violence** – Teen Dating Violence is Intimate Partner Violence (IPV) between people who are dating between ages 13 - 19. The abusive behaviors between dating partners include verbal, physical, emotional, sexual, financial and/or electronic harassment.

**Trauma-Informed Approach** – An approach to services that recognizes the physical, social, and emotional impact of trauma on the individual and integrates this knowledge into practice to reduce the likelihood of re-traumatization. A trauma-informed approach incorporates five elements: **1.** Realizing the prevalence of trauma **2.** Recognizing how trauma affects all individuals involved with the program, organization, or system, including its own workforce. **3.** Responding by putting this knowledge into practice. **4.** Resisting in re-traumatizing victims by ensuring that rules and practices do not place a burden on the victims **5.** Supporting resiliency in that practices align with healing and recovery outcomes.

**Victim-Centered Approach** – An approach that seeks to minimize re-traumatization by placing the needs and concerns of the victim at the center of processes and decisions.

**Victim Services** – Social, legal, financial, and health services that respond to the needs of victims of violent crimes.

**Victimization** – The process of when an individual becomes a victim of a criminal act.

**Youth** – For the purposes of this plan, this refers to individuals ages 13 - 17.



## Appendix C: Glossary

### MAYOR'S OFFICE TEAMS

**Business, Economic, and Neighborhood Development (B.E.N.D.)** – The B.E.N.D. team works to bring together the public, private, and non-profit sectors to leverage funding that will improve quality of life for residents and revitalize neighborhoods on the City's South and West sides.

**Community Engagement** – The Community Engagement team works collaboratively with the City's diverse stakeholders to better address and serve the needs of community members.

**Education and Human Services (EDHS)** – The EDHS team employs an interdisciplinary approach, using methods of prevention and intervention to address inequities experienced in these areas. The EDHS team works closely with the Chicago Department of Public Health, Department of Family and Support Services, Chicago Public Libraries, and the Chicago Park District to ensure that City supports and services enable all Chicagoans to thrive. The EDHS team also serves as a liaison to The Chicago Public School District and City Colleges of Chicago.

**Intergovernmental Affairs (IGA)** – Provides outreach to and serves as a liaison between other city, county, and state officials as well as federal agencies to increase communication and coordination.

**Office of New Americans (ONA)** – The Office of New Americans is dedicated to improving services for and engaging the City's global immigrant community.

**Office of Racial Equity and Justice (OREJ)** – In addition to repairing the years of harm experienced by communities of color due to historical disinvestment and mistreatment, the OREJ works to dismantle systemic racism by transforming public systems and policies.

**Office of Violence Reduction (OVR)** – OVR works to build relationships and coordinate with street outreach services. OVR also makes sure that all victim services providers are equipped with trauma informed training. In addition, the Office of Violence Reduction dedicates a significant amount of resources to at risk youth and individuals most impacted by violence.

**Policy** – The policy team is responsible for consulting with various stakeholders, engaging relevant research and best practices, and analyzing the ways in which policy decisions may disproportionately impact certain demographics. These three components help to ensure that policies created by the City of Chicago bring about equitable, fair, and sustainable change.

**Public Safety** – The Public Safety team is responsible for protecting the life of Chicago's residents, reducing crime, and making sure that the laws and policies enforced across the city are equitable and fair. In addition to preventing and intervening when a resident becomes a victim of a crime, the PS team is responsible for assisting and providing individuals with services that improve their quality of life.

