



CIVILIAN OFFICE OF POLICE ACCOUNTABILITY

INTEGRITY ● TRANSPARENCY ● INDEPENDENCE ● TIMELINESS

COPA Launch Update Report

1st Quarter 2017

Since the October 5, 2016 enactment of the ordinance establishing the new Civilian Office of Police Accountability (“COPA”) to replace the Independent Police Review Authority (IPRA), the leadership of COPA has been working diligently on the development and launch of Chicago’s new civilian police oversight agency. While COPA is not yet operational, significant progress has been made toward an official launch date of September 15, 2017.

This report highlights some of the key accomplishments achieved to date toward the agency launch and outlines our future goals for a smooth and seamless transition of authority from IPRA to COPA. We are committed to building a best-in-class civilian police oversight agency for Chicago that deserves the trust of the community and the Chicago Police Department (the Department) members alike. In keeping with our commitment to transparency, we will continue to report on the development of the agency in the upcoming months as we move closer to the official launch date.

Organizational Structure

The most significant challenge inherent in the development of the agency is the process for organizing and staffing the agency. After a comprehensive review of the strengths and weaknesses of IPRA as well as the duties and responsibilities assigned to COPA, a top-to-bottom organizational design is being implemented.

Because COPA’s mandate is broader than that of IPRA, the new organization will be larger and will encompass individuals with additional skills and capabilities. Our hiring plan, which is well underway with the assistance of the Department of Human Resources, is designed to populate the new agency with a staff that has the requisite training and experience to conduct quality and timely police misconduct investigations. Based on the organizational vision and budget for COPA, the new entity will be comprised of 141 full-time employees.

The new civilian oversight agency will be comprised of three core organizational components:

Investigations

Because conducting quality and timely investigations of police misconduct is at the core of the new agency’s mission, the majority of COPA staff members will be professionals engaged directly in the investigative process. Based on the establishing ordinance, the scope of COPA’s investigatory jurisdiction is broader than that of IPRA. As such, we have elevated the minimum qualifications for COPA’s investigative staff members.

The Investigations Section of COPA will be led by First Deputy Chief Administrator Thomas Kim and will be comprised of Deputy Chief Investigators, Supervising Investigators, Major Case Specialists, and Investigators. In addition, the Investigations Section will include a newly created Investigations Quality Management function that will support the agency’s mission to provide quality and timely investigations.

Additional changes to the Investigations section of the agency include the addition of new and critically important internal capabilities: Quality Assurance Managers, Evidence Specialists and Digital Forensic Analysts. In addition, the complaint intake function of the agency, overseen by Deputy Chief Jay Westensee, is being restructured to better facilitate the complaint intake process and to ensure that the preliminary investigative processes are done efficiently and with quality.

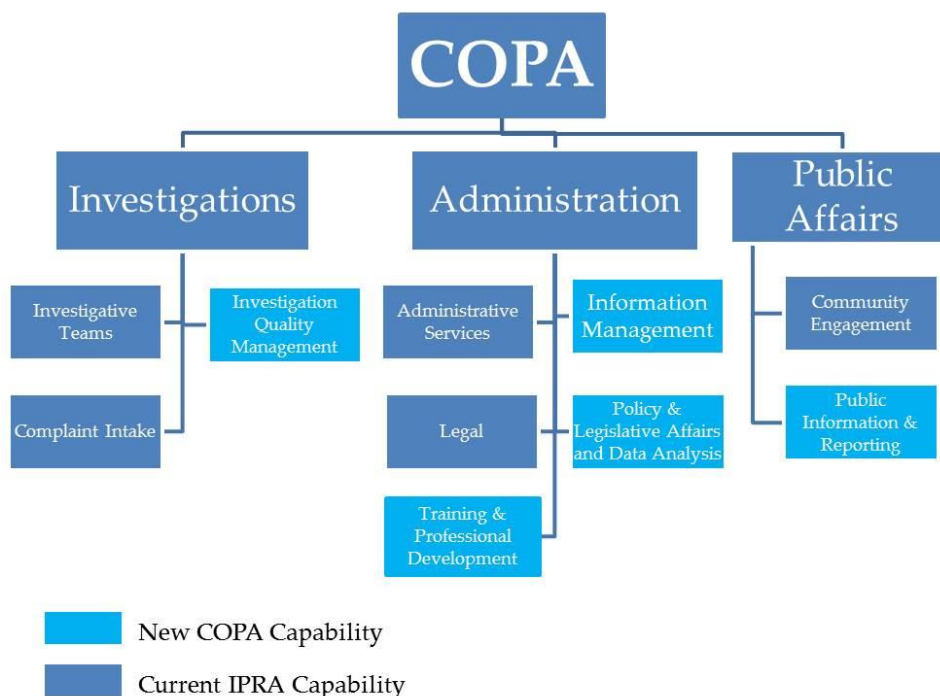
Administration

The Administration Section will support the agency’s mission by providing legal support, training, administrative support, information technology and data management services, and policy analysis. The Administrative Section will be led by the Deputy Chief Administrator – Chief of Staff Annette Moore and will include essential operational functions such as human resources, and finance and budgeting. The agency’s administrative services will be overseen by Director Karlo Flowers. The Legal section, led by Deputy Chief/General Counsel Helen O’Shaughnessy, will provide advice and counsel to the investigative staff as well as oversee legal matters in which the agency is involved. The information management section, led by Director Martin Guzman, will be responsible for developing and implementing the agency’s newly designed information technology infrastructure, including a new and independent case management system. The Administration Section will also house the new training and professional development department, led by Director Lydia Watts, which will be responsible for onboarding all new staff members and for providing continued in-service training of all staff. Finally, the members of the Policy and Legislative Affairs team, led by Director A.D. Lewis, will enhance the agency’s policy recommendation function and data analysis framework, help develop COPA’s new pattern and practice investigative function, and support the agency’s legislative goals.

Public Affairs

The Public Affairs section, led by the Deputy Chief Administrator- Public Information Officer Mia Sissac with assistance from Larry Merritt, Director of Community Engagement, will encompass the agency’s community engagement function and will have responsibility for creating and disseminating information to the public about the work of the agency. In addition, this section will have dedicated case liaisons that will interface with complainants and officers regarding their cases.

The following organizational chart is a graphic representation of the current vision for COPA’s organizational structure:



IT Infrastructure

Information systems and information management are critical to support COPA's mission to provide independent, timely, and quality investigations. Historically, IPRA information systems were tied to those of the Chicago Police Department, which was an impediment to the agency's independence and operational efficiency. With the assistance of the City of Chicago Department of Information Technology, the COPA team is currently implementing plans to develop and operationalize an independent IT infrastructure that untethers the agency from CPD's network, email, and storage framework. The goal is to create a more effective case management system that is independent from that of CPD while maintaining critical access to CPD systems that is necessary for effective oversight. In addition to making agency operations more efficient, the new case management system will provide a stronger platform from which the agency can manage data related to policing and police accountability.

Additionally, our plans include the development of an updated website that is integrated with the new case management system to allow (a) complainants and law enforcement to track the status of their investigations and (b) for the publication of in-depth dashboards which reflect information collected by the agency on police misconduct investigations.

Lastly, COPA leadership is also exploring ways to leverage technology in furtherance of the agency's mission. In particular, COPA is evaluating ways to use technology to facilitate the complaint intake process at locations in and around the City.

Hiring Plan and Progress

The response to COPA's local and national recruiting efforts has been truly exciting. In particular, we are proud of the depth of the experience, skills, and talent reflected in the applicant pool for our investigative positions. Moreover, the number of people who have expressed interest in participating in this new civilian oversight agency is compelling.

The following chart details that status of our hiring process. To date, we have filled just over 60% of COPA positions. To follow the progress of the agency's staffing or find additional information about the positions available at COPA, please consult our website at www.chicagocopa.org. The table below details all positions filled to date and the number of positions open.

Title	# of Positions	# of Vacancies Available	# of Applications Received	Job Posting Status/Application Deadline
Administration				
Chief Administrator	1	0	N/A	Position Filled
1 st Deputy Chief Admin	1	0	N/A	Position Filled
Chief of Staff	1	0	N/A	Position Filled
Executive Admin Assistant	1	0	N/A	Position Filled
Dir., Admin Serv.	1	0	197	Position Filled
Dir., Training & Prof. Dev	1	0	58	Position Filled
Dir., Info Systems	1	0	42	Position Filled
Dir., Public Policy & Leg. Affairs	1	0	N/A	Position Filled
Admin Services Officer II	1	0	317	Position Filled
Admin Assistant II	3	3	720	Posting Closed
Inquiry Aide III	1	1	836	Posting Closed
Policy Analyst	1	1	149	Posting Closed
Senior Info Analyst	2	0	71	Position Filled
Technical Support Admin	1	0	200	Position Filled
Investigations				
Chief Investigator	3	0	N/A	Position Filled
Supervising Investigator	15	7	361	Posting Closed
Major Case Specialist	15	~4-5	227	Posting Closed
Investigator	60	~ 30-31	956	Posting Closed
Dir., Quality Management	1	1	TBD	May 3, 2017
Quality Mgmt. Analyst	2	2	108	Posting Closed
Evidence Specialist	2	2	25	Posting Closed
Digital Forensic Analyst	2	2	25	Posting Closed
Data Entry Operator	2	2	649	Posting Closed
Legal				
General Counsel	1	0	N/A	Position Filled
Supervising Staff Attorney	1	0	N/A	Position Filled
Senior Litigation Counsel	1	1	TBD	April 14, 2017
Attorney	6	0	123	Position Filled
Supervising Paralegal	1	0	42	Position Filled
Paralegal II	5	0	87	Position Filled
Clerk IV	1	0	905	Position Filled
Public Affairs				
Deputy Chief, Public Information Officer	1	0	N/A	Position Filled
Dir., Community Outreach & Engagement	1	0	N/A	Position Filled
Senior Public Info Officer	2	0	71	Position Filled
Case Liaison	2	0	425	Position Filled
Total	141	57		

COPA Culture & Values

The goal of every COPA investigation is (a) to determine whether allegations of misconduct are well-founded, applying a preponderance of the evidence standard; (b) to identify and address patterns of police misconduct; and, (c) based on information obtained through such investigations, to make policy recommendations to improve the Department and thereby reduce incidents of police misconduct. To achieve these goals, we are striving to launch the agency with a culture that demonstrates commitment to the four core values of integrity, independence, timeliness, and transparency.



To seed this culture from the start, all COPA employees will be required to participate in a one-week onboarding program to introduce the mission and vision for the new agency and to clearly establish expectations for integrity, professionalism and excellence in their performance. Additionally, members of the Investigations and Legal staffs will be required to participate in the agency's six-to-eight-week in-depth training program, named COPA Academy.

COPA Academy

COPA Academy is designed to develop investigative skill sets that ensure thorough investigations happen in a timely manner for every case.

The inadequacies of IPRA's investigations have been well documented. Our goal with COPA Academy is to instill the skills and establish the operational rules that our investigative staff must employ to deliver on the Agency's mission. The comprehensive curriculum will cover COPA investigative policies and

procedures, CPD rules, legal concepts governing the investigative process, investigative skills and management techniques, and hands-on training in critical topics in policing and police accountability.

Public Engagement

Proactive and productive community engagement is essential to COPA's mission. We also recognize the importance of providing transparency to how the agency is being built and how it will operate on an ongoing basis. Thus, we plan to regularly engage with members of the community (both civilian and law enforcement). The following outlines a few of our community engagement and transparency initiatives:

Public Comment for COPA Rules

Pursuant to MCC §2-78-170, the Chief Administrator of COPA is authorized to adopt rules and procedures as deemed appropriate for the proper administration and enforcement of COPA's mission. To foster transparency about how the new agency will operate, we want to provide the Chicagoans with an opportunity to provide feedback on the Rules that will govern agency operations. Beginning today, draft rules will be posted for public comment on the COPA website<<insert link>> for 45 days (i.e. until Monday, May 29, 2017). After the public comment period has ended, the agency will aggregate the comments received, publicly share the feedback and post the final rules on our website.

COPA Community Advisory Council (CAC)

The Community Advisory Council serves as a communication conduit and feedback loop between the community and the agency. The CAC members provide the agency an opportunity to hear directly from members of the community on the impact of the agency's work on City residents. The inaugural members of the CAC include:

- Dr. Byron T. Brazier – *Pastor*, Apostolic Church of God
- William Calloway – Social Justice Activist
- Emmett Farmer – Affected Family Member
- Dean Creasie Finney Hairston – *Dean and Professor*, University of Illinois Chicago – Jane Addams College of Social Work
- Rev. Dr. Johnny Miller – *Pastor*, Mt. Vernon Baptist Church
- Maria del Socorro Pesqueira –*President & CEO*, Mujeres Latinas en Acción
- Atty. Steve Saltzman – Civil Rights Attorney
- Richard Wooten – Former Chicago Police Officer

Community Meetings

On March 22, 2017 Chief Administrator Sharon Fairley attended a public meeting hosted by Jamie Kalven of the Invisible Institute. The meeting named, "**Reinventing Police Oversight: A Public Conversation with Sharon Fairley and Jamie Kalven**" was the first of several public meetings COPA leadership will either attend or facilitate between now and the launch of the agency to discuss COPA's mission and contribute to the public debate on police accountability. As meetings are scheduled the dates, times and locations will be posted on COPA's website.