

# FOR THE RECORD

BUILDING SAFE NEIGHBORHOODS  
IN CHICAGO

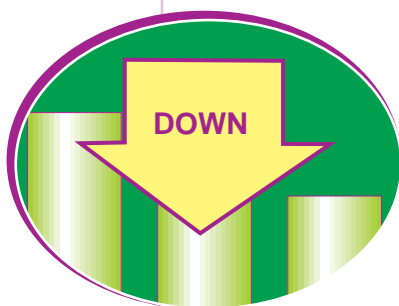


Taking CAPS to the Next Level:  
Impacting Crime and Disorder Through Management Accountability

**1**2000

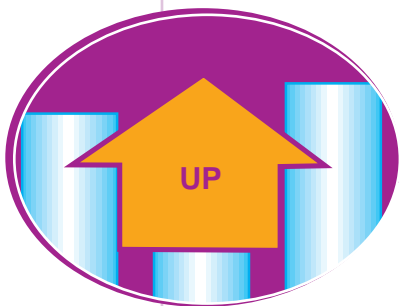
QUARTERLY UPDATE

CHICAGO POLICE DEPARTMENT



**Incidents.** With safe neighborhoods the focus, crime continues its downward trend into an eighth year. See page 2.

**Management Accountability.** See how management accountability is taking CAPS to the next level. Details on page 6.



**Arrests.** Mission driven strategies result in increases in arrests for the first quarter of year 2000. Turn to page 12.

## Strong partnerships, clear focus and lasting results . . .

### Taking CAPS to the next level

During my tenure as police superintendent, I have often talked about taking CAPS to the next level. This edition of “For The Record” features a key component of that next level—[management accountability](#). Three themes characterize this effort:

#### PARTNERSHIP

**Fact:** Members of the community and the officers who work there on a day-to-day basis know better than anyone the chronic crime and disorder problems that need to be addressed.

**Fact:** Crime and disorder problems are better solved by residents, service providers and police working together.

[Management accountability](#) ensures that processes are employed that strongly support police, community agency, and service provider problem solving collaboration.

#### FOCUS

**Fact:** A small percentage of offenders commit a large percentage of crime.

**Fact:** A large share of police resources are spent providing service at a relatively small number of multi-problem locations.

**Fact:** The underlying logic of CAPS is powerful—focus limited resources on the most chronic problems to attain the most lasting impact.

[Management accountability](#) ensures that management teams use their decades of collective wisdom, specialized expertise, and police practical experience, in partnership with the community, to develop and implement effective and creative strategies to impact chronic problems.

#### RESULTS

**Fact:** The CAPS model emphasizes improvements at the neighborhood level not solely on police activity.

**Fact:** Multi-dimensional problem solving efforts have had a positive impact on crime and disorder in many Chicago neighborhoods.

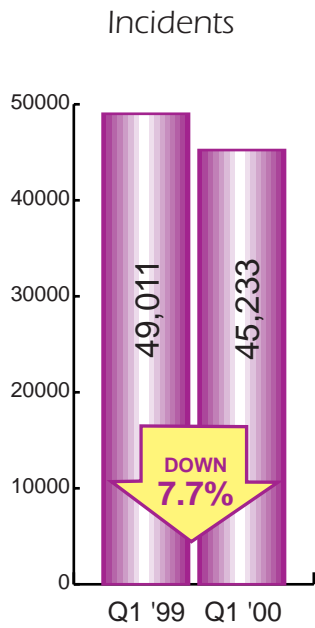
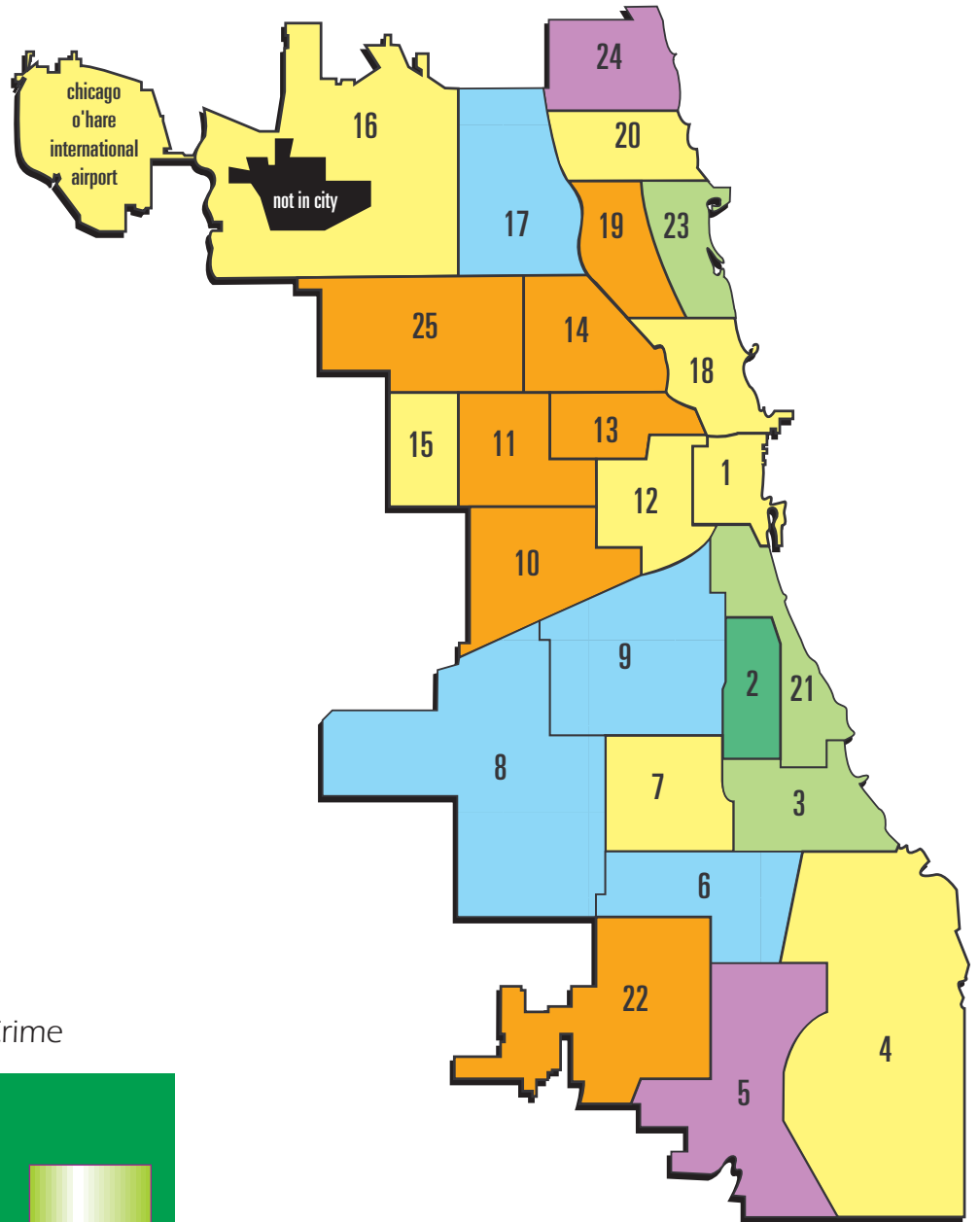
[Management accountability](#) ensures that strategies producing results with a positive and lasting impact on chronic crime and disorder are rewarded, documented and shared.



A handwritten signature in blue ink that reads "Terry P. Holliday".

# Index Crime — 1st Quarter 2000

Citywide Total: Down 7.7%



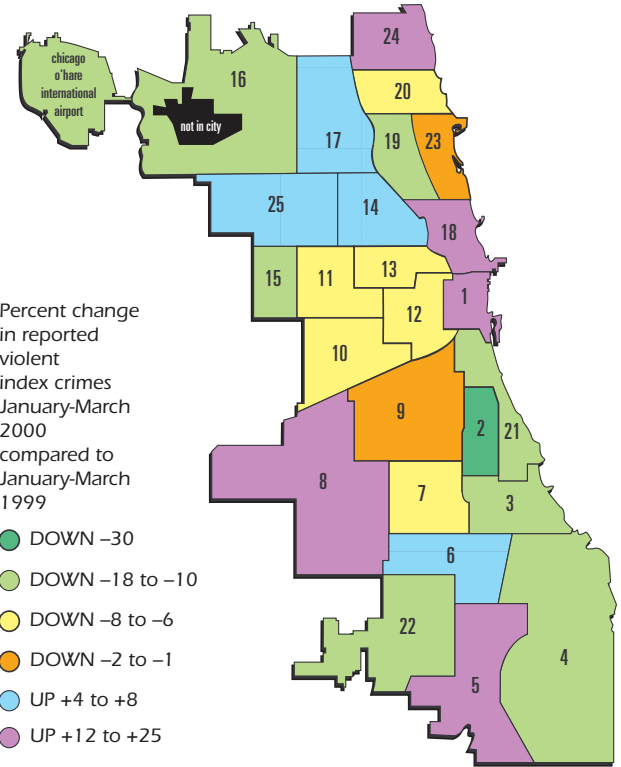
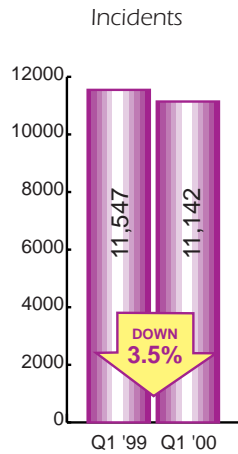
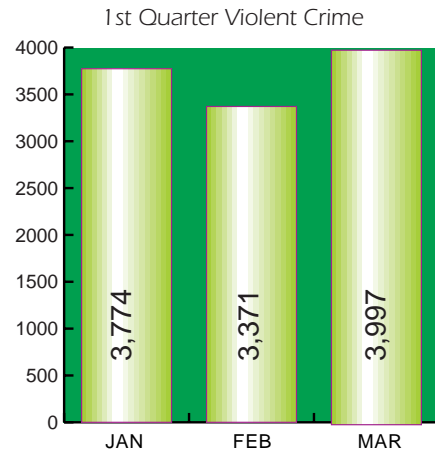
Percent change in reported total index crimes January-March 2000 compared to January-March 1999

- DOWN -29
- DOWN -23 to -19
- DOWN -16 to -9
- DOWN -5 to -2
- NO CHANGE -1 to +1
- UP +4 to +10

# Violent Index Crimes

Citywide: Down 3.5%

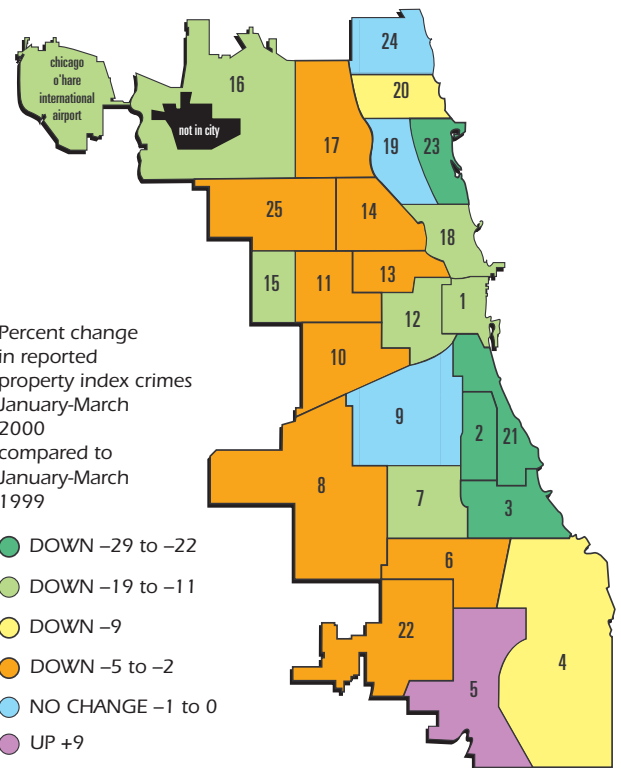
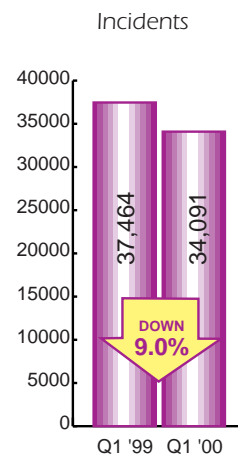
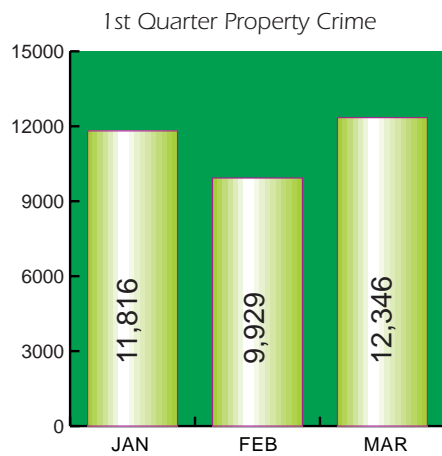
NOTE: Violent Index Crime for this report includes Homicide, Agg. Assault/Battery, Robbery, and Criminal Sexual Assault.



# Property Index Crimes

Citywide: Down 9.0%

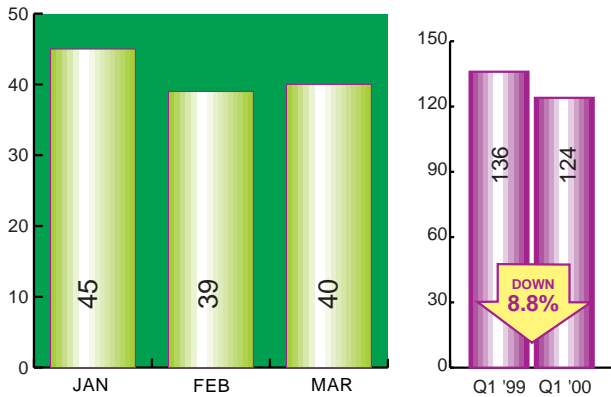
NOTE: Property Index Crime for this report includes Burglary, Theft, Vehicular Theft, and Arson.



# Homicides

Citywide: Down 8.8%

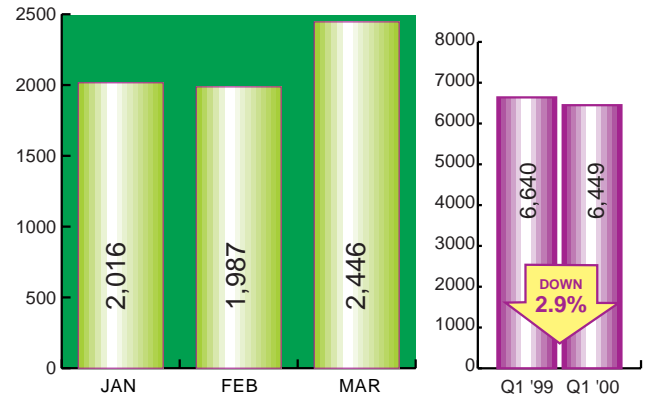
- Lowest 1st Quarter since 1968
- 57% victims killed by firearm
- 84% male victims



# Agg. Assaults/Batteries

Citywide: Down 2.9%

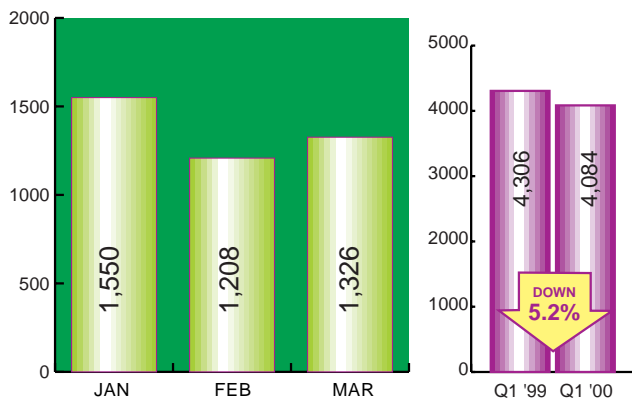
- 58% of all violent crimes
- 90% of all violent crime victims
- More than half involve shooting or stabbing



# Robbery Incidents

Citywide: Down 5.2%

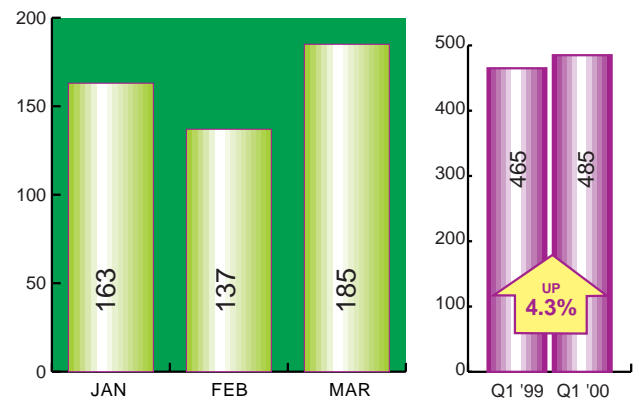
- 1 out of 3 involve no weapon
- 4 out of 10 use handguns



# Sexual Assaults

Citywide: Up 4.3%

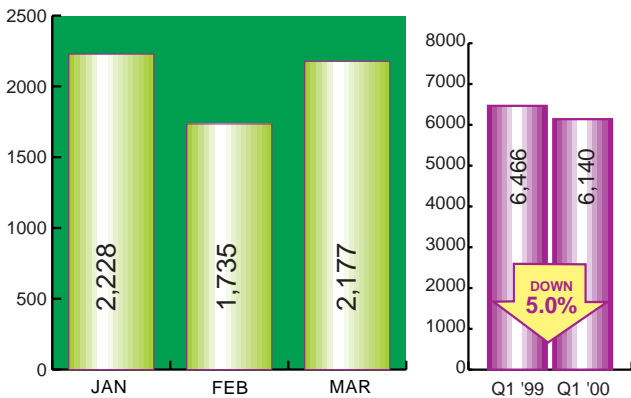
- 28% between 10 pm and 2 am
- 20% on Saturday



## Burglary Incidents

Citywide: Down 5.0%

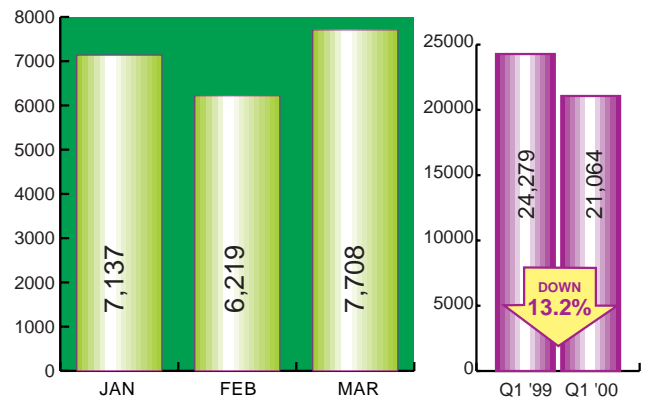
- 1 in 4 use no force for entry
- 20% of all property crime
- 7 out of 10 targets are residential
- Offenders most likely to repeat



## Theft Incidents

Citywide: Down 13.2%

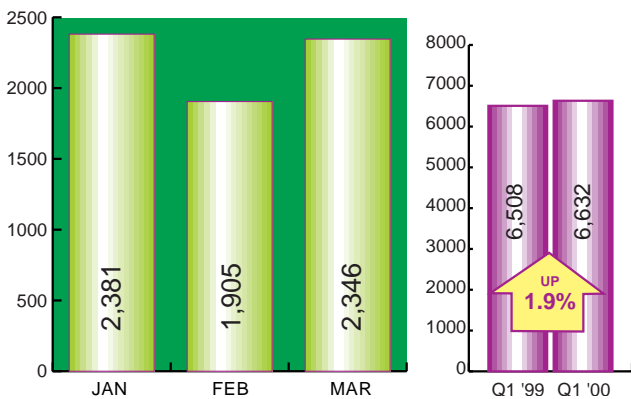
- 2 out of 3 property crimes
- 7 out of 10 under \$300 in value



## Vehicular Theft Incidents

Citywide: Up 1.9%

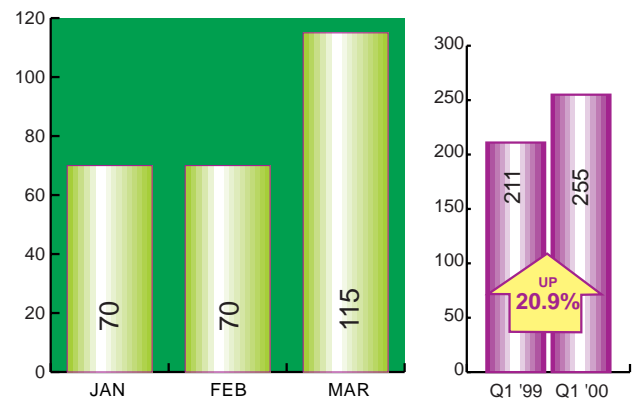
- 1 out of 3 between 6 and 10 pm
- 20% of all property crimes



## Arson Incidents

Citywide: Up 20.9%

- Less than 1% of all property crimes



# Taking CAPS to the Next Level



## Hillard Details Improved Management Response

In February, Chicago Police Superintendent Terry G. Hillard announced his intention to strengthen the Department's management response to the City's community policing strategy, CAPS. "The success of CAPS over the past six years has been outstanding," said Hillard. "Our partnership with the community grows each day and crime continues to decline. But this is no time to slow down."

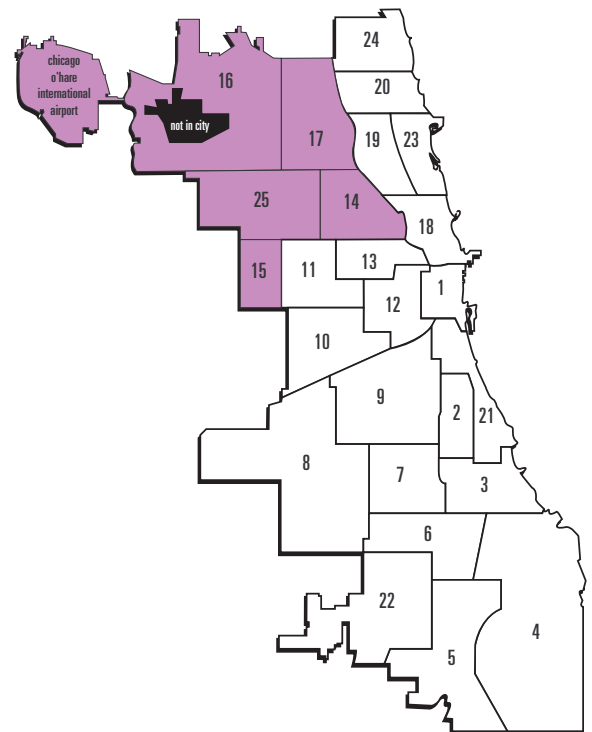
Successful businesses constantly evaluate their product lines and production methods to remain competitive. "Safe neighborhoods are the Department's business," said Hillard. "It's my job to see that we do the best we possibly can to meet that objective. I believe we can improve the way we focus and allocate our resources to address the chronic crime and disorder problems that the community and our officers identify. Success depends on our managers working together to capitalize on our many strengths and I've put a plan in place to ensure just that."



**Anthony Chiesa addresses members of the 17th District Area Management Team**

The plan:

- Creates Office of Management Accountability to oversee the initiative.
- Gives initiative oversight to Deputy Superintendent Anthony S. Chiesa, former Chief of the Patrol Division.
- Announces a pilot test in Police Area 5 prior to citywide expansion.
- Orders a department-wide cooperative management focus.



**Area 5 within the Chicago Police Department**





# Impacting Crime and Disorder Through Management Accountability

## Fine Tuning Management's Response

A team of independent evaluators provided some of the impetus for the new initiative. The Chicago Community Policing Evaluation Consortium, headed by Dr. Wesley Skogan of Northwestern University, has been studying CAPS from the beginning. "I saw in the Consortium reports a recurring finding that bothers me ... a lack of consistent problem-solving." Some of the concerns listed in the reports include:

- Beat meetings that become community '911' gripe sessions or 'show-and-tell' demonstrations of police activity,
- Slow response by police after problems are identified,
- Other Department units slow to buy into their role in problem solving.

"While responsibility doesn't belong just to the police," Hillard pointed out, "I can't expect community support if we don't step up to the

plate ourselves. Management accountability will ensure that every unit within the Department is working together to consistently and systematically address chronic crime and disorder." Deputy Superintendent Anthony Chiesa, picked by Hillard to head the initiative, further described some of the challenges ahead. "Every unit has a part to play in solving these chronic problems. The Patrol Division can't just be radio-driven, the Detective Division can't just be case-driven, and the Youth Investigations Group can't just be processing-driven."

"On a certain level, it's like football," Hillard interjected. "To win the Superbowl, you need a team that's committed, motivated and makes use of the assets of all of its players. Since 1993, with CAPS, our team has improved each season—I believe we have what it takes. But unlike football, Chicagoans expect us to address crime and disorder problems as if the Superbowl was played everyday. Management accountability is the key to our doing this and I'm putting criminals on notice. We will win!"

*"The Patrol Division can't just be radio-driven, the Detective Division can't just be case-driven, and the Youth Investigations Group can't just be processing-driven." — Anthony Chiesa, Deputy Superintendent*

# Taking CAPS to the Next Level



## The Goal: Directed Resources

“It’s all very simple, really,” Chiesa continued. “Problem solving is just good crime solving, and central to crime solving success is one straightforward idea ...

**To maximize all Department resources on a daily basis to impact those chronic crime and disorder problems identified and prioritized with the community.**

## Four Core Activities Guide Accountability

Department managers will be held accountable for four key functional activities:

- Reducing chronic crime and disorder as identified at the beat and district levels.
- Identifying and containing or eliminating emerging crime patterns and trends.
- Optimizing community involvement and responding appropriately to community priority concerns.
- Managing the efficient use of police personnel and other resources.

## Multi-dimensional Approaches Managed By Teams

Chronic crime and disorder problems are multi-dimensional. As an example, on many beats, gangs, drugs, property crimes, and housing problems often go hand in hand to create unlivable conditions. Multi-dimensional problems require multi-dimensional approaches and combined resources. The Department’s key resource managers will be required to meet regularly at police district and area levels to collectively focus the use of their resources on the most pervasive problems.

“That multiplies the chances for success many-fold, and that’s how management accountability will work,” said Chiesa. Two key teams are charged to provide this coordinated support—the District Management Team (see figure 1) and the Area Management Team (see figure 2). The benefits of these teams are:

- Knowledge of local crime patterns, criminals and geography;
- Specialized expertise;
- Creative solutions borne of collective expertise; and
- Optimal allocation of resources.

*“The Area Management Team decides what priority – from School Patrol to Organized Crime – and ensures*



# Impacting Crime and Disorder Through Management Accountability

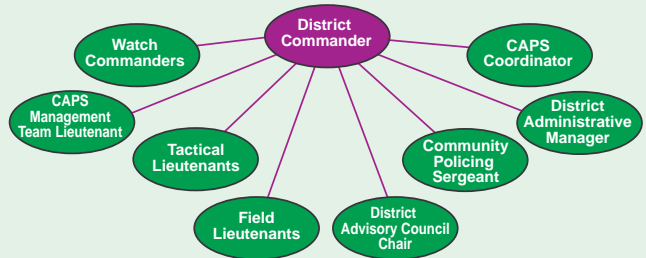
## District Management Teams

Coordination and directing of resources at the district level falls to each of the City's twenty-five district commanders. In addition to beat teams, other district resources, such as foot, rapid response, and tactical officers, will focus their efforts on problems. Speaking from his Marine Corps background, Commander Thomas Walton, who heads the 25th District Management Team and is also a member of the Area 5 Management Team, described the initiative as "...surgical strikes with combined staff support."



**Commander Tom Walton explains the Beat Priority Board used in the 25th District**

**Figure 1: District Management Team**



- 25 Citywide—key district supervisors and managers
- District Commander heads team, also represents needs of district as member of Area Management Team
- District Advisory Committee Chair and CAPS Implementation Office Staff are members of the team
- Team communicates daily and meets monthly
- Prioritizes problems to be addressed throughout the district
- Allocates resources to address these problems
- Assesses results and makes refinements
- Requests additional resources, when appropriate

*problems need the attention of specialized units that the help is forthcoming.” — Thomas Byrne, Deputy Chief*

# Taking CAPS to the Next Level

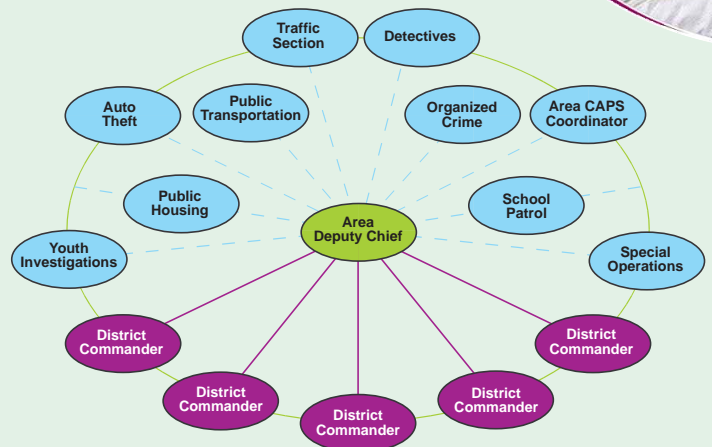


## Area Management Team

Responsibility for coordinating the more comprehensive resources available at the area level will be the job of the Department's five area deputy chiefs. The deputy chiefs not only oversee the use of the Patrol resources from the five districts in their area, they will also ensure that detectives; youth, narcotics, gang and vice officers; and members from other specialized units will also hone in on the problems. "I welcome the challenge," said the Area 5 Management Team Chairman, Patrol Deputy Chief Thomas G. Byrne. "We'll target chronic problems with a creative combination of resources by cutting through the tunnels of bureaucracy and develop our plans as a group. It will be my job to see that progress is made."

"With inter-bureau collaboration as the standard operating procedure, each participating unit will need to move towards a shared identity and discard some of its independent practices," explains Harvey Radney, Deputy Superintendent, Bureau of Investigative Services.

Figure 2: Area Management Team



- Area Management Team—Department key resource managers
- Area Deputy Chief heads team
- Team communicates daily and meets monthly
- Prioritizes problems to be addressed throughout the area
- Coordinates resource deployment to address these problems
- Assesses results and makes refinements

## Fitness Reports and After Action Sessions

The progress of each team and the activities of individual managers will be monitored on an on-going basis through the use of various "fitness reports". Periodically, just to keep everyone on their toes, Chiesa will conduct "After Action" sessions with members of the management teams from each of the areas. At these sessions, the Superintendent and the rest of his executive staff—the Deputy Superintendents of the five Department Bureaus—will have the opportunity to view, first hand, the progress being made and help direct areas where more work is needed.

First Deputy Superintendent John R. Thomas, whose Bureau of Operational Services was the initial arena for CAPS, asserted, "Management accountability will fully integrate CAPS into the Department's responses. This Department and our City realize that good policing involves merging enforcement, community, and City services into one comprehensive strategy. That's how we do business—as a partnership."

# Impacting Crime and Disorder Through Management Accountability



## Management Accountability “Fitness Report”

- ✓ 1. **Develop and implement plans to address crime/disorder problems**
  - ✗ Identify and prioritize chronic problems
  - ✗ Verify and analyze problems, develop strategies
  - ✗ Involve both police and community in strategy development
  - ✗ Regularly deploy community, City agency and district police resources to bombard problems
  - ✗ Deploy area and Citywide specialized resources, as appropriate

- ✓ 2. **Contain, abate, or eliminate emerging crime**

- ✗ Utilize fully the available information tools
- ✗ Solicit community input
- ✗ Monitor crime daily
- ✗ Identify similarities, patterns and linkages between crimes
- ✗ Exchange information regularly with other units
- ✗ Develop missions and allocate necessary resources

- ✓ 3. **Optimize community input and involvement and respond appropriately to community priority concerns**

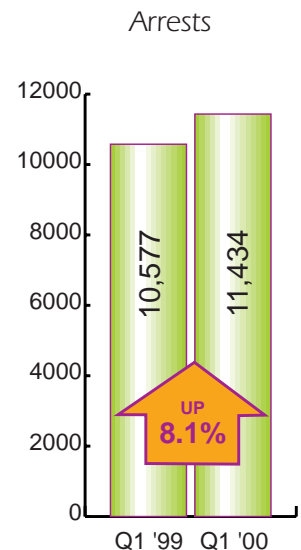
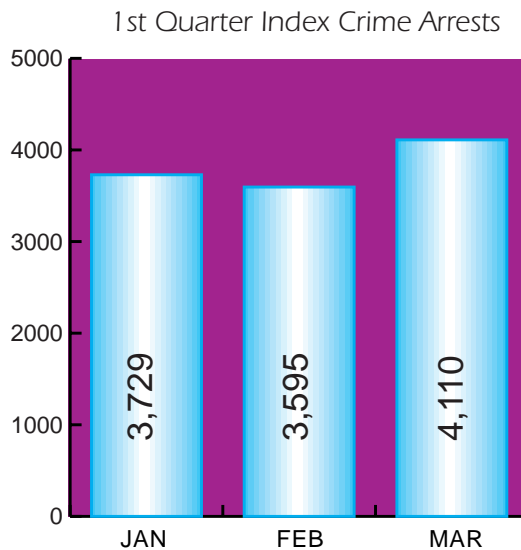
- ✗ Communicate regularly with community organizations and individuals, business people, and government officials
- ✗ Solicit advice from CAPS representatives
- ✗ Monitor progress toward addressing community requests and concerns

- ✓ 4. **Manage available human and material resources**

- ✗ Staff and properly deploy personnel
- ✗ Ensure work and behavioral (rewards, incentives, coaching and discipline) accountability standards are understood and adhered to.
- ✗ Allocate and maintain equipment according to needs

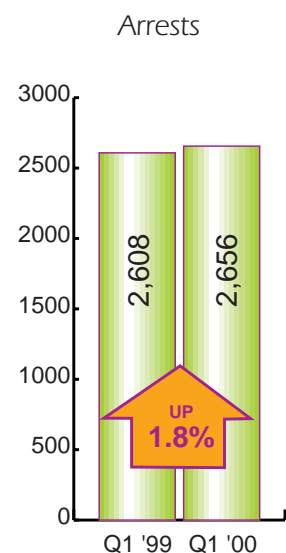
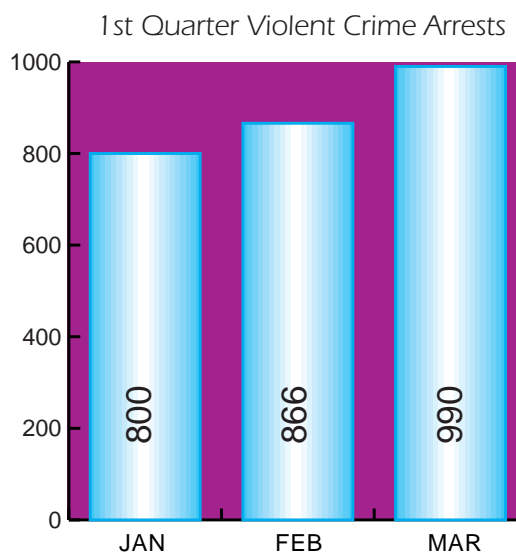
# Total Index Crime Arrests

Citywide: Up 8.1%



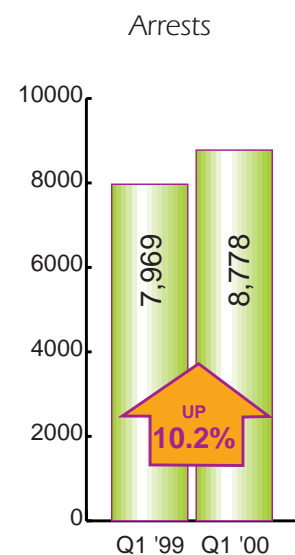
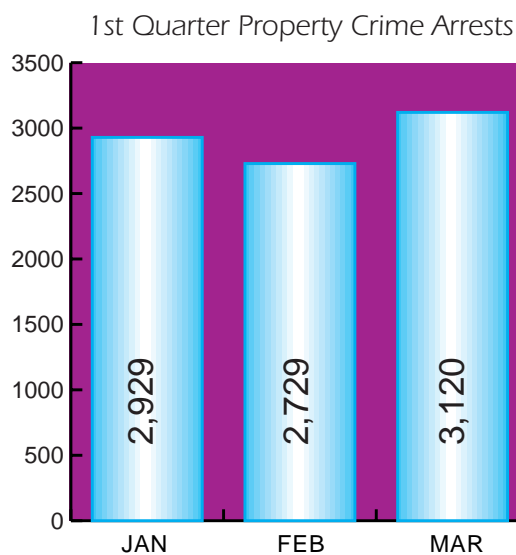
# Violent Index Crime Arrests

Citywide: Up 1.8%



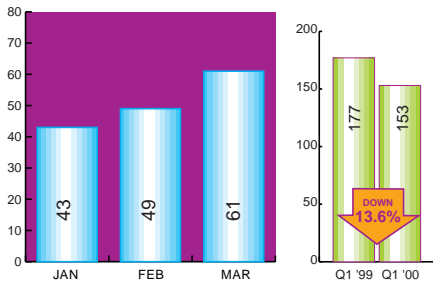
# Property Index Crime Arrests

Citywide: Up 10.2%



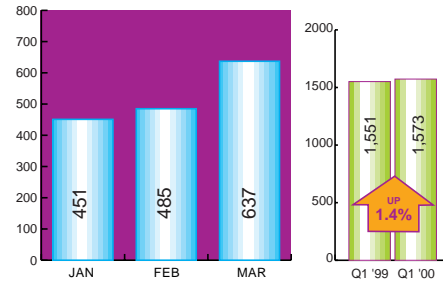
# Homicide Arrests

Citywide: Down 13.6%



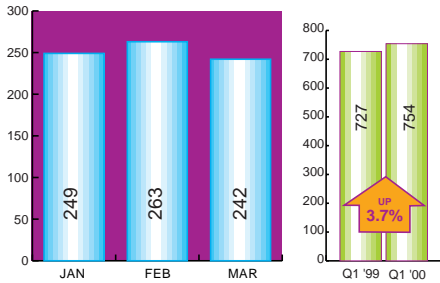
# Agg. Assault/Battery Arrests

Citywide: Up 1.4%



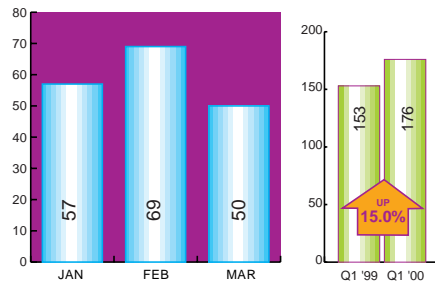
# Robbery Arrests

Citywide: Up 3.7%



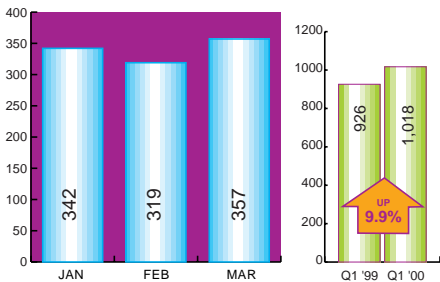
# Sexual Assault Arrests

Citywide: Up 15.0%



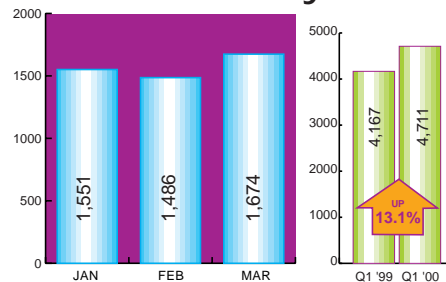
# Burglary Arrests

Citywide: Up 9.9%



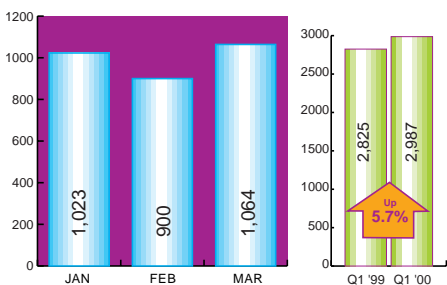
# Theft Arrests

Citywide: Up 13.1%



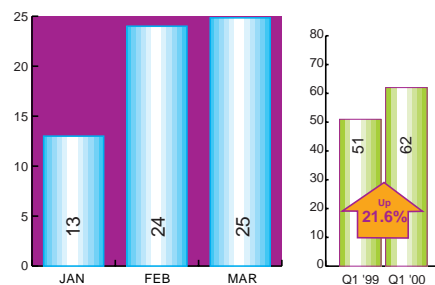
# Vehicular Theft Arrests

Citywide: Up 5.7%



# Arson Arrests

Citywide: Up 21.6%





For The Record: Building Safe Neighborhoods  
is produced by the Research and  
Development Division of the  
Chicago Police Department.

For more information contact:

Research and Development Division  
Chicago Police Department  
3510 South Michigan Avenue  
Room 4001  
Chicago, IL 60653

(312) 745-6071

(312) 745-6932 (fax)

[police@ci.chi.il.us](mailto:police@ci.chi.il.us)

[www.ci.chi.il.us/CAPS](http://www.ci.chi.il.us/CAPS)