



# Superintendent Search 2023

## Process Report

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July 13, 2023

## Executive Summary

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The purpose of this report is to document the steps taken by the Community Commission for Public Safety and Accountability to conduct the 2023 search for the Chicago Police Superintendent.

Following the passage of an ordinance by the Chicago City Council in July 2021, the seven-member Commission is responsible for conducting the search and submitting three candidates for the position to the Mayor (MCC 2-80-080). On March 16, 2023, Chicago Police Superintendent David Brown resigned his position. His retirement led to the initiation of the Commission's search process.

The Commission created a detailed application brochure, identifying key challenges and opportunities for the next Superintendent, and establishing minimum qualifications for applicants (pages 3-19). On April 7, the Commission posted the application on its website. A national search firm, which works exclusively on police executive searches, helped to circulate the application across the country.

The Commission received 54 applications. Based on the application brochure, the Commission developed a scoring rubric to evaluate written applications and to assess candidate interviews (page 20). After an initial screening (page 20) and a thorough review of the applications by each Commissioner, the Commission invited 13 applicants to a first round of interviews. After the first round, the Commission invited 6 finalists to a second round of interviews. The process culminated with a special public meeting held on July 13, 2023, where the Commission voted on three candidates to submit to the Mayor.

The Commission took great care to ensure the voices of the community were at the forefront of the process. The Commission conducted seven community listening sessions across the entire city, including a virtual session and a session in Spanish (page 21). The Commission met with the three unions that represent the vast majority of sworn members of the Chicago Police Department (page 21). To expand opportunities for people to provide input, the Commission developed and circulated several surveys. The Commission surveyed community members, organizations, members of law enforcement, and members of the newly elected District Councils, obtaining over 600 responses (page 21). The Commission also met with 34 subject matter experts and held targeted listening sessions with over 65 organizations spanning across multiple sectors, including activist and advocacy groups, affinity groups, business groups, community-based organizations, faith-based organizations, labor groups, legal aid providers, and social service agencies. Throughout these engagement efforts, the Commission solicited suggestions for how to assess the applicants and what to ask them during interviews (page 31). Using recommendations from a variety of sources, the Commission developed a set of interview questions for two rounds of interviews (pages 28-30).

In the spirit of full transparency, the Commission has documented all of these measures in this report.

# Application Brochure

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*Application brochure begins on next page*



A NATIONAL SEARCH IS  
UNDERWAY FOR A NEW  
POLICE SUPERINTENDENT



# SUPERINTENDENT OF THE CHICAGO POLICE DEPARTMENT





# THE CITY OF CHICAGO, ILLINOIS





# THE OPPORTUNITY

A national search is underway to attract effective, forward-thinking, community-minded candidates to serve as the next Superintendent of the Chicago Police Department.

The position of Police Superintendent offers an extraordinary opportunity to be a significant agent of change in Chicago. Leading the second largest police agency in the country, the Police Superintendent will take on critical challenges facing our city: increasing public safety, delivering systemwide police reforms, supporting officer wellness, and cultivating deep and lasting trust with communities. The next person to serve in this role must be prepared to manage a workforce of approximately 13,000 people and an annual operating budget of almost \$2 billion, communicate effectively while building community with Chicagoans of all walks of life, and implement innovative, equitable, and research-driven strategies to improve the quality of life in every neighborhood of Chicago.







# THE COMMUNITY



Chicago is the third largest city in the country, with over 2.7 million people residing in an area of 234 square miles. Chicago is a world-class city, with the city's bustling commerce district centered in a downtown. But at its heart, Chicago has always been a city of neighborhoods. Chicago's 77 official community areas are incredibly diverse, each one boasting its own character and history.



Chicago is a vibrant city with an array of amenities. One of the most notable features of the city is its stunning and eclectic architecture, including the iconic Willis Tower, the Wrigley Building, and the Tribune Tower. The city is home to two zoos, an aquarium, a planetarium, and a number of renowned museums, including the Art Institute of Chicago, the Museum of Science and Industry, and the Field Museum of Natural History.







## Discover an Urban Icon of Beauty and Culture

Situated next to Lake Michigan, the city has many beaches and beautiful lakeside trails. The Chicago River flows through the middle of the city and branches out to the north and south, providing a variety of riverfront activities, boat tours, and amazing views of Chicago's scenic skyline.

The city features more than 600 parks in neighborhoods across the city, including Grant Park, Millennium Park, Garfield Park, Jackson Park, and Humboldt Park. They offer walking and biking trails, picnic areas, and countless other opportunities for recreation, as well as year-round cultural programming.

Chicago also has extraordinary opportunities to enjoy theater, music, and dance in venues large and small throughout the city.

The city also boasts a vibrant culinary scene with an abundance of restaurants serving a variety of cuisines that reflect the city's rich and diverse ethnic and cultural heritage.

Chicago is a sports fan's paradise, with teams in all major professional sports leagues, including recent WNBA Champions, the Chicago Sky.

Chicago is a large city, but it's also easily traversable, with plenty of bike lanes and a highly developed public transit system, including its well-known elevated trainline (the "L") that connects each corner of the city.







# THE GOVERNMENT

The City of Chicago operates under a mayor and a city council. The mayor is the head of the executive branch of the city government and oversees municipal departments. The Police Superintendent reports to the mayor. City Council is the legislative branch and is comprised of alders who each represent one of Chicago's 50 wards. The mayor and the alders serve four-year terms. Current Mayor Lori Lightfoot finishes her term on May 15, 2023, at which point Brandon Johnson, recently elected to serve as the next mayor, will succeed her.

In July 2021, the City Council passed an ordinance expanding the City's system of police oversight, accountability, and public safety. The law creates two bodies: a citywide Community Commission for Public Safety and Accountability, with the power to advance systemic reform, and District Councils, which are elected in each police district and work to improve policing and public safety at the local district level.

The Commission is responsible for nominating candidates for Superintendent, setting annual goals, and reviewing performance. The Commission also plays a central role in removal proceedings. The Commission and District Councils bring police officers and Chicago residents together to plan, prioritize, and build mutual trust; strengthen the police accountability system; give Chicagoans a meaningful new role in oversight; and explore and advance alternative effective approaches to public safety.





# THE POLICE DEPARTMENT

The Chicago Police Department is the nation's second largest police agency. The Department strives for proactive and constitutional policing, transparency, accountability, and an overall commitment to professionalism among its officers. Recently, the Department opened a state-of-the-art police training academy situated on 30 acres of land. The Department currently organizes its police force into 22 police districts and 5 detective areas. The Superintendent oversees the Department with support from two deputy superintendents and multiple chiefs overseeing different bureaus.



## Chicago Police Consent Decree

The Department is currently in its fourth year under a federally enforced Consent Decree. The Consent Decree requires the Department to make systemic reforms in the following areas: community policing; impartial policing; crisis intervention; use of force; recruitment, hiring, and promotions; training; supervision; officer wellness and support; accountability and transparency; and data collection, analysis, and management. The Consent Decree is overseen by a court-appointed Independent Monitor. As of June 30, 2022, the Department had reached:

- 78% preliminary compliance (or higher)
- 22% secondary compliance (or higher)
- 5% full compliance.





### **Vision Statement:**

All Chicagoans are safe, supported, and proud of the Chicago Police Department.

### **Mission Statement:**

To serve our communities and protect the lives, rights, and property of all people in Chicago.

### **Core Values:**

Professionalism, Integrity, Courage, Dedication, and Respect.

### **Size of the Department:**

Approximately 11,700 sworn officers  
Approximately 950 other employees  
Budget for approximately 14,000 employees

### **2023 Department Budget:**

\$1,943,389,802





# CPD'S CORE VALUES

## **Professionalism**

"As members of a highly trained profession, we will conduct ourselves in a manner that is consistent with professional standards for performance, both on duty and off duty. These standards include adherence to our Vision, Mission Statement, and other Core Values. We perform our roles ethically and knowledgeably, and we represent the values of the Chicago Police Department regardless of the circumstances. We hold ourselves and each other accountable to these standards."

## **Integrity**

"The adherence to moral and ethical principles and the consistency of value-based actions, is our standard. We strive to earn the trust and respect of those whom we serve. We are of strong character, possessing the personal values and mental and emotional attributes that enable us to make ethical decisions and empathize with others. We do what is right because it is the right thing to do."

## **Courage**

"Courage is not the absence of fear, but rather its mastery. We will remain courageous in our actions. We recognize that there are two types of courage, physical and moral. Physical courage is recognizing danger to oneself or to others, but persisting in our duty regardless. Moral courage is the adherence to principle, integrity, and dedication no matter how easy it may be to do otherwise. It is putting character ahead of expediency; putting what is right ahead of what may be popular."

## **Dedication**

"As police officers, we are charged to serve and protect all people of the City of Chicago, to preserve order, and to uphold the law. However, our calling extends above and beyond the obligations of professionalism or the law. Dedication means that we are driven by a sense of personal duty to our work and the Department's Vision, Mission Statement, and other Core Values. We demonstrate our dedication by striving to give our best effort in every interaction and task, no matter how small. Every day, we seek creative and effective solutions to public safety and aspire to be a symbol for excellence in the policing profession."

## **Respect**

"Respect means that we treat each other and the communities we serve as we would like to be treated: with compassion and dignity. Within the Department, we strive to ensure all members are supported and empowered, regardless of rank or position. Outside of the Department, we strive to partner with the communities we serve through transparency, accountability, and building mutual trust. We recognize that the respect we owe to our communities is not conditional, and we recognize that respect as a value must permeate every police action we undertake."





# THE POSITION

The Police Superintendent oversees the Chicago Police Department. The Superintendent is nominated by the Community Commission for Public Safety and Accountability, appointed by the mayor of Chicago, and confirmed by the Chicago City Council. The Superintendent is responsible for the Chicago Police Department's relationship with the entire community, municipal government, and outside agencies. The Superintendent serves at the pleasure of the mayor.





# KEY CHALLENGES & OPPORTUNITIES

The role of Superintendent of the Chicago Police Department is one of the most demanding positions in law enforcement nationwide. The next Superintendent must grapple with reduced trust in policing, rooted in a painful history of unconstitutional practices, as well as higher crime rates, and an increase in the number of police officers who have left their jobs.

Chicago's next superintendent must chart a path forward, increase community trust and officer morale and lead one of the most important reformations and transformations that directly tackle the following:

- Reducing Chicago's crime rates, with an emphasis on addressing gun violence.
- Increasing clearance rates.
- Enacting forward-looking systemic reforms to bring the Department into full operational compliance with the requirements of the Consent Decree.
- Building a crime fighting strategy that places a primary emphasis on building trusting relationships between the Police Department and the communities it serves, and on community problem solving.
- Improving morale, working conditions, and communications within the Department, and dedicating more resources to officer mental health and wellness.
- Developing and enacting a workforce allocation plan that meets the requirements of the Consent Decree, rationally deploys officers, provides beat integrity and consistency, ensures faster response times, and most efficiently uses Police Department resources to meet the city's public safety needs.
- Building productive relationships with the District Councils and the Community Commission for Public Safety and Accountability.
- Strengthening the Department's internal accountability processes.
- Bolstering the Department's recruitment, retention, and promotion efforts and ensuring that its workforce reflects the diversity of the communities they serve, and the process is fair and equitable.
- Enhancing officer training and education programs to improve legal and policy compliance.





# QUALIFICATIONS

## Experience

Extensive experience as a high-level executive in charge of critical departmental functions in a large law enforcement agency. At least 10 years of increasingly responsible managerial and supervisory experience in municipal law enforcement. A demonstrated track record of working effectively with diverse communities, conducting meaningful public engagement, and fostering positive ties with neighborhoods. Experience implementing reforms and working with court-enforced consent decrees is preferred.



## Education

### Required:

- Either a bachelor's degree from an accredited college or university, or
- A minimum of 60 credit hours from an accredited college or university plus at least 15 years of experience as detailed above.

### Preferred:

- Graduate degree from (or successful completion of a significant number of graduate-level courses at) an accredited college or university.
- Successful completion of advanced law enforcement and leadership training at a recognized institution.



## Residency

The Chicago Municipal Code requires all City employees to reside within the city limits. If the successful candidate is not currently a Chicago resident, they must relocate within the shortest feasible time after being appointed.





## A successful candidate will demonstrate the following key attributes:

- A personal and professional history reflecting the highest standards of integrity.
- A track record of successfully implementing mission-driven and community-oriented crime-reduction strategies.
- An ability to motivate police officers to reduce crime and build public trust through constitutional policing and ensure that any personnel who engage in excessive force or other misconduct are held appropriately accountable.
- An exemplary record of working with diverse populations and interest groups found within a major urban city and integrating community input into the planning and implementation of police services.
- An ability to identify and assess needed changes in a department and create reforms and organizational policies to address those needs.
- Administrative, budgetary, and strategic management skills to direct a large, complex police agency.





- Outstanding skills in communicating and interacting with the media, community organizations, elected officials, other government agencies, and the general public.
- The ability to hold supervisory personnel accountable for the timely and effective execution of organizational policy.
- A history of fostering positive and sustained changes in workforce culture.
- Experience implementing data-driven initiatives for deploying personnel and resources.
- A commitment to expand and retain a diverse and inclusive workforce.
- The ability to work effectively with employee unions.
- Experience in supporting officer mental health, wellness, and morale.
- Knowledge of Consent Decree requirements and ideas about how to accelerate compliance.







# APPLICATION & SELECTION PROCESS

## **Apply by May 7, 2023 for optimal consideration**

This position is open until an appointment has been made.

Candidates are encouraged to apply by submitting a comprehensive resume, compelling cover letter, and list of five professional references to [apply@publicsectorsearch.com](mailto:apply@publicsectorsearch.com). References will not be contacted until mutual interest has been established. After the mayor makes a selection, an offer will follow, contingent on confirmation by City Council and the successful completion of the remainder of the City's hiring process.

### **Process:**

Pursuant to Chicago Municipal Code 2-80-080, the appointment of the Police Superintendent follows a three-stage process:

1. The Community Commission for Public Safety and Accountability will review applications, interview applicants, and submit the names of three finalists to the mayor by July 14.
2. The mayor will review the three finalists and select one to be the next Superintendent. If the mayor declines to appoint any of the three finalists, the mayor will request three new names from the Commission.
3. The mayor's selection for Superintendent is subject to City Council approval.

### **Confidentiality:**

The Commission will make every effort to maintain confidentiality regarding all matters pertaining to individual applicants. However, the names of the three nominees that the Commission submits to the mayor will become public. The three finalists will be notified in advance of any public announcement of their nomination and may also be asked to appear at community events. If the mayor declines to appoint any of the three finalists, the law requires the Commission to publish the mayor's written explanation for not selecting any of the Commission's nominees. Finally, a portion of your application may become public via an Illinois FOIA request.

## **COMPENSATION AND BENEFITS**

The City of Chicago's 2023 budgeted salary is \$260,004 and includes an excellent benefits package. The budget is assessed annually.

For more information, please email [info@publicsectorsearch.com](mailto:info@publicsectorsearch.com)





# TRANSPARENCY BUILDS TRUST, TRUST BUILDS COMMUNITY.

Community Commission for Public Safety and Accountability has engaged a national search firm, Public Sector Search & Consulting, Inc., to support the Commissions search & selection process. for the next Superintendent of Police.

## Search Team

Mr. Gary Peterson, 916-622-5323  
gary@publicsectorsearch.com

or

Mr. Kenton Buckner, 502-794-1943  
kenton@publicsectorsearch.com

## WEB & EMAIL

[www.publicsectorsearch.com](http://www.publicsectorsearch.com)  
[apply@publicsectorsearch.com](mailto:apply@publicsectorsearch.com)

The City of Chicago is an Equal Employment Opportunity and Military Friendly Employer.



**Chicago deserves a leader who is committed to public safety and understands the importance of building trust and relationships with the communities they serve. We need a visionary leader who is willing to work collaboratively with community members to create a safer and more equitable city for all.**



**Anthony Driver**  
**Commission President**



Community Commission for  
Public Safety and Accountability



## Scoring Rubric

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The Commission rigorously reviewed each application and conducted multiple rounds of interviews to evaluate candidates. A comprehensive rubric, developed based on the standards outlined in the application brochure, guided the evaluation of each candidate.

Standards for Assessing Written Applications to Select Candidates to Interview:

1. Executive Experience
2. Officer Wellness and Morale
3. Reform Experience/Consent Decree
4. Violence/Crime Reduction
5. Community Engagement and Outreach
6. Planning, Management, and Administrative Experience
7. Communication Skills
8. Research and Data-Driven Strategies

Standards for Evaluating Applicant Interviews:

1. Executive Experience
2. Reform Experience/Oversight Experience
3. Community Engagement and Outreach
4. Candidate Submission Materials
5. Planning, Management, and Administrative Experience
6. Quantifiable Execution
7. Adaptability
8. Education

## Initial Screening Topics for Applications

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Public Sector Search Conducted the initial phone screening. The phone screening included questions related to the following aspects of each candidate:

- Background
- Education
- Policing Philosophy
- Disciplinary History



## Community Listening Sessions

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Commissioners Anthony Driver and Remel Terry attended seven listening sessions across the city. Commissioners identified locations across the city to hold community forums where attendees could learn about the Superintendent search process, and speak to the Commissioners about what they are looking for in a Superintendent. CCPSA staff organized five of the forums and widely publicized the opportunity to attend the forums. In two cases, Commissioners were invited to participate in listening sessions organized by community constituents.

At the meetings, attendees could sign up for public comment and each person was given two minutes to provide their thoughts and feedback to Commissioners about the Superintendent search.

Community listening sessions were held on the following dates at the following locations:

- April 11, 2023 at Kehrein Center for the Arts (5628 W Washington Blvd)
- April 19, 2023 at St. Sabina Church (1210 W 78<sup>th</sup> Pl)
- April 25, 2023 - Virtual Public Hearing
- May 4, 2023 at Roosevelt High School (3436 W Wilson)
- May 10, 2023 at Kennedy High School (6325 W 56<sup>th</sup>)
- May 18, 2023 at Little Village Lawndale High School (3120 S Kostner Ave) (Spanish and English)
- May 22, 2023 at Beverly Arts Center (2407 W 111<sup>th</sup>)

## Law Enforcement Listening Sessions

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Commissioners Driver and Terry attended a membership meeting of the Fraternal Order of Police Lodge 7. Attendees were asked about what they wanted in the next Superintendent and what issues they thought it was most important for CPD leadership to address.

Commissioners and staff also met with leaders of the Police Benevolent & Protective Association (Sergeant's Union) and the Chicago Police Lieutenant's Association. Participants were asked the same questions that were asked in the meetings with subject matter experts.



## Surveys

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To expand opportunities for people to provide input, the Commission developed and circulated several surveys. The Commission received a total of 611 survey responses.

### **Community input survey**

- Commission staff developed a survey instrument and made it available from mid-April until the end of May. The Commission publicized the survey through social media platforms and at community forums. The Mayor's Office of Community Engagement also promoted the survey. Issues covered by the survey included what qualities were most important for the next Superintendent to have, what concerns and issues the next Superintendent should focus on, and what steps the next Superintendent should take to build community trust and improve police-community relations.
- The Commission received 200 responses.

### **Law enforcement survey**

- Commission staff developed a survey instrument and refined it based on feedback from the Fraternal Order of Police (FOP). The FOP, the Police Benevolent & Protective Association (Sergeant's Union), and the Police Lieutenant's Association helped to circulate the survey. CPD sent links to the survey on its messaging system, which reaches all currently employed police personnel.
- The Commission received 270 responses.

### **Organizational input survey**

- As described below, the Commission organized targeted listening sessions with representatives from various sectors. Representatives who could not attend the listening session were asked to complete a survey on behalf of the agency they represent.
- The Commission received 96 responses.

### **District Council survey**

- Commission staff developed a survey instrument and shared it with all 65 District Council members.
- The Commission received responses from 45 District Council members representing 21 of the 22 District Councils.

## Subject Matter Experts

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Commissioners and Commission staff identified people with expertise and experience in public safety, law enforcement, and violence prevention and intervention. Commissioners and staff met with and gathered input from 34 subject matter experts.

<b>NAME</b>	<b>TITLE</b>	<b>ORGANIZATION</b>
<b>Arif Alikhan</b>	President	Alikhan Insights, LLC
	Former Director of Constitutional Policing and Policy	Los Angeles Police Department
	Former Deputy Mayor of Homeland Security and Public Safety	City of Los Angeles
<b>Karyn Bass Ehler</b>	Assistant Chief Deputy Attorney General	Office of the Illinois Attorney General
<b>Charlie Beck</b>	Former Interim Superintendent	Chicago Police Department
	Former Chief of Police	Los Angeles Police Department
<b>Sheila Bedi</b>	Clinical Professor of Law	Northwestern Pritzker School of Law
	Director, Community Justice and Civil Rights Clinic	Bluhm Legal Clinic, Northwestern Pritzker School of Law
<b>Kathryn Bocanegra</b>	Assistant Professor	Jane Addams College of Social Work, University of Illinois at Chicago
<b>Robert Boik</b>	Vice President for Public Safety	Civic Committee of the Commercial Club of Chicago
	Former Executive Director, Office of Constitutional Policing and Reform	Chicago Police Department
<b>Max Caproni</b>	Executive Director	Chicago Police Board
<b>Maurice Classen</b>	Chief Operating Officer	Zencity
	Former Chief of Staff	Office of the Mayor, City of Chicago
	Director of Strategy	Chicago Police Department
<b>Kenneth Corey</b>	Director of Outreach and Engagement, Policing Leadership Academy	University of Chicago Crime Lab
	Former Chief of Department	New York City Police Department



<b>NAME</b>	<b>TITLE</b>	<b>ORGANIZATION</b>
<b>Brendan Deenihan</b>	Chief of Security	Google
	Former Chief, Bureau of Detectives	Chicago Police Department
<b>Arne Duncan</b>	Managing Partner	Chicago CRED
<b>Sharon Fairley</b>	Professor from Practice	University of Chicago Law School
	Former Chief Administrator	Civilian Office of Police Accountability
<b>Ghian Foreman</b>	President	Chicago Police Board
<b>Sharlyn Grace</b>	Senior Policy Advisor	Law Office of the Cook County Public Defender
<b>Mary Grieb</b>	Deputy Chief, Civil Rights Bureau	Office of the Illinois Attorney General
<b>Teny Gross</b>	Executive Director	Institute for Nonviolence Chicago
<b>Brian Johnson</b>	Chief Executive Officer	Equality Illinois
<b>Walter Katz</b>	Vice-President of Criminal Justice	Arnold Ventures
	Former Deputy Chief of Staff for Public Safety	Office of the Mayor, City of Chicago
<b>Susan Lee</b>	Chief of Strategy and Policy	Chicago CRED
	Former Deputy Mayor for Public Safety	Office of the Mayor, City of Chicago
<b>Sean Malinowski</b>	Director of Policing Innovation and Reform	University of Chicago Crime Lab
	Former Chief of Detectives	Los Angeles Police Department
<b>Ganesha Martin</b>	Vice-President of Public Policy and Community Affairs	Mark43
	Associate Consultant	21CP Solutions
	Former Director, Mayor's Office of Criminal Justice	City of Baltimore
<b>Amy Meek</b>	Chief, Civil Rights Bureau	Office of the Illinois Attorney General
<b>Sharone Mitchell</b>	Public Defender	Law Office of the Cook County Public Defender

<b>NAME</b>	<b>TITLE</b>	<b>ORGANIZATION</b>
<b>Kathleen O'Toole</b>	Partner	21CP
	Former Chief of Police	Seattle Police Department
	Former Police Commissioner	Boston Police Department
<b>Charles Ramsey</b>	Partner	21CP
	Former Police Commissioner	Philadelphia Police Department
	Former Chief of Police	Metropolitan Police Department of the District of Columbia
<b>Noel Sanchez</b>	Chief of Enforcement	Illinois Liquor Control Commission
	Former Commander	Chicago Police Department
<b>Nicola Smith-Kea</b>	Principal	Smith-Kea Consulting
	Executive in Residence	Philadelphia Police Department
<b>Lisa Stephens</b>	Chief Operating Officer	Institute for Nonviolence Chicago
<b>Chico Tillmon</b>	Director, Community Violence Leadership Academy	University of Chicago Crime Lab
<b>Bob Wasserman</b>	Policing Project	New York University School of Law
	Former Advisor to the Police Commissioner	New York City Police Department
	Former Advisor to the Chief of Police	Los Angeles Police Department
<b>Christopher Wells</b>	Chief, Public Interest Division	Office of the Illinois Attorney General
<b>Chuck Wexler</b>	Executive Director	Police Executive Research Forum
<b>Manuel Whitfield</b>	Director of Community Engagement	Community Safety Coordination Center
<b>Deborah Witzburg</b>	Inspector General	City of Chicago Office of Inspector General



## Targeted Listening Session Groups

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Commissioners Remel Terry and Anthony Driver, along with CCPSA staff, identified eight sector groups to target, created a comprehensive list of representative groups in each sector, and then invited these groups to attend a targeted listening session.

Invitations were sent to 166 groups.

Over 65 groups participated in the targeted listening sessions.

Commissioners facilitated each targeted listening session and asked representatives attending these sessions several questions to prompt discussion. Commissioners also asked the attending representatives to share the Superintendent community survey with their networks. As noted above, the Commission asked representatives who could not attend the listening session to complete a survey on behalf of the agency they represent. The Commission received 96 survey responses.

Below is a list of the targeted sectors and, in most cases, the number of groups invited and the names of the groups that participated:

### **Activist and Advocacy Groups (18 organizations invited)**

Brave Space Alliance  
The 411 Movement for Pierre Loury  
Illinois Coalition for Immigrant and Refugee Rights (ICIRR)  
Ex-Cons for Community and Social Change

### **Affinity Groups (11 organizations invited)**

Cambodian Association of Chicago  
Chinese Mutual Aid Association  
Indo-American Center  
League of Black Women  
Polish American Association  
Unite Africans

### **Business and Economic Development Groups (36 organizations invited)**

Austin African American Business Networking Association  
Andersonville Chamber of Commerce  
Calumet Area District Commission  
Chicagoland Chamber of Commerce  
Greater Roseland Chamber of Commerce  
Lakeview East Chamber of Commerce  
Lincoln Park Chamber of Commerce  
Portage Park Chamber of Commerce  
Roseland Special Service Area #71  
South Shore Chamber of Commerce  
Uptown Chamber of Commerce  
Women's Business Development Center

**Community-Based Organizations (33 organizations invited)**

1 Woodlawn  
Beverly Area Planning Association  
Buena Park Neighbors Association  
Carole Robertson Center for Learning  
Clearing Night Force  
Erie Neighborhood House  
Joffrey Ballet  
Metropolitan Planning Council  
Near North Unity Program  
Network of Woodlawn  
River City Community Development Center  
Southeast Chicago Commission  
West Humboldt Park Family and Community Development Council

**Faith-Based Organizations**

11 representatives of the Council of Religious Leaders of Metropolitan Chicago participated in the session. The participants represented a large and diverse cross section of the many faith communities of Chicago. The Commission did not obtain permission to share the individual names of the organizations that participated.

**Labor Groups**

Chicago Federation of Labor and a diverse group of unions participated in the session. The participants represented workers from many industries such as construction, manufacturing, transportation, and the public sector. The Commission did not obtain permission to share the individual names of the organizations that participated.

**Legal Aid Providers (11 organizations invited)**

Access Living  
Center for Disability and Elderly Law  
Cabrini Green Legal Aid  
Equip for Equality  
First Defense Legal Aid  
Lawndale Christian Legal Center  
Law Center for Better Housing  
Shriver Center on Poverty Law  
Uptown People's Law Center

**Social Service Organizations (55 organizations invited)**

Breakthrough Ministries  
Building Brighter Futures Center for the Arts  
Center on Halsted  
Esperanza Health Centers  
Habitat for Humanity Chicago  
Lawrence Hall  
Metropolitan Family Services  
Metropolitan Peace Initiatives  
North Lawndale Employment Network  
READI



## Interview Questions – Round 1

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Based on recommendations received from variety of sources, the Commission developed a list of baseline questions for the first round of interviews. Commissioners Remel Terry and Anthony Driver conducted the interviews on behalf of the Commission. They also asked different follow-up questions in each interview based on the responses to the baseline questions. Below are the baseline questions from the first round of interviews:

1. Why do you want the job of Superintendent?
2. What are the top leadership challenges the next Superintendent will face? How would you address those challenges? How would you build a leadership team to support your approach?
3. How significant a problem is racism and sexism in the Department? What is the role of the Superintendent in countering racism and sexism in the Department and acknowledging its impact on Chicago communities?
4. What are short-term and long-term solutions to workforce allocation challenges, including disparities in response times? How would you address workforce allocation challenges while also significantly reducing cancelled days off?
5. If you were selected as the next Superintendent, what would your plans be in the first month? First six months? First year?
6. What experience have you had advancing and managing change in a police organization? What challenges have you encountered and how have you navigated them?
7. What are the biggest impediments to achieving operational compliance with the consent decree? What would your priorities be in advancing consent decree compliance?
8. Chicago faces significant challenges with a high murder rate, a rising property crime problem, and low clearance rates. What would you do in your first year to effectively reduce crime and violence while increasing clearance rates?
9. Do you believe that any of the work that is now carried out by police officers could be done more effectively or efficiently by others? If so, how would you foster effective collaboration with other actors?
10. Discuss your experience dealing with community members over difficult and controversial situations. How have your experiences prepared you to improve CPD's approach to community engagement?
11. How do you plan to transform the culture at CPD around officer wellness and improve morale?
12. What is the hardest message you have ever had to deliver in your capacity as a leader? What was your process for formulating the message?
13. The CCPSA has a role in the Superintendent search process for the first time. One of our primary objectives is to enhance community oversight of policing in Chicago. What is your perspective on the role of community oversight as a means to improve policing and public safety in our city?

## Interview Questions – Round 2

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Based on recommendations received from a variety of sources, the Commission developed a list of baseline questions for the second round of interviews. The full Commission conducted the interviews in closed sessions that had been authorized by a vote at the Commission's April 27, 2023 regular public meeting, in accordance with the Illinois Open Meetings Act. Below are the baseline questions from the first round of interviews:

1. What makes you the best candidate for Superintendent at this moment in time?
2. What brought you to police work and what drives you to do the work that you do?
3. Developing trust with internal and external stakeholders is essential to sustained success. How will you approach this endeavor? Specifically, with marginalized groups and communities of color?
4. What will be your approach to unhoused migrants, once they are no longer living in police stations?
5. As Superintendent, how would you measure the effectiveness and quality of services your police department provides?
6. As a Superintendent, what would be your non-negotiables? Essentially, what are you willing to lose your job over?

In addition to the baseline questions, each Commissioner had approximately 12 minutes to ask questions. Commissioner-specific questions varied from interview to interview based on the candidates' responses to baseline questions and information the candidates had previously provided. Below is a sampling of the Commissioner-specific questions that Commissioners asked at the interviews:

1. What are your thoughts about pretextual stops of drivers and pedestrians as a crime reduction strategy? What would your strategy be for traffic stops and pedestrian stops?
2. What are the reasons CPD has such low clearance rates for crimes, particularly murders? What will you do to increase clearance rates?
3. Please give 2-3 examples of policing reforms you have implemented in your career.
4. Tell us about a recent strategic plan you created for an organization, department, etc.
5. Some in CPD hear the word "accountability" as something that is anti-cop, unnecessary and stifling. How can you change their minds, hearts, and culture?
6. The CPD budget is \$1.94 billion, and yet officers have to buy their own equipment. What would be your top priorities for increasing efficiencies, eliminating waste, maximizing personnel, and freeing up money that is contained in that budget?
7. How do you understand systemic racism? What will you do to intentionally work on creating a department that is actively anti-racist?
8. As Superintendent, how would you ensure that people who are transgender and non-binary feel safe and included in the Chicago Police Department?



9. Former Interim Superintendent Beck recently commented that a new superintendent from outside CPD would have a steep learning curve, a new superintendent from inside CPD would have a steep forgetting curve. What will you need to “forget” if you are the new superintendent?
10. The explosion of technology in policing has raised many concerns about residents' civil and privacy rights. At the same time, police departments everywhere are utilizing data to better measure their effectiveness, and to be more accountable to the community. How would you balance the protection of residents' due process with the need to tackle complicated crime issues?
11. What is your approach to discipline and accountability? How will you ensure the department provides a process that is fair to officers and the public?
12. The Commission, COPA, the Police Board, and the IG all have oversight over CPD. Please describe your understanding of the roles each of these entities play in the oversight process, the pros and cons of this oversight model, and the strategies you will use to collaborate with these oversight bodies to ensure CPD officers are held accountable when appropriate.

## Suggestions for Interview Questions

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Below is a list of questions gathered by the Commission from a variety of sources in preparation for the candidate interviews. The Commission solicited suggestions from the twenty-two District Councils, the Non-citizen Advisory Council, members of law enforcement, subject matter experts, and the community at large. These questions provided the basis for how the Commission developed its interview questions.

<b>Question</b>	<b>Source</b>
How do you solve toxic culture internal and external?	District Councils
What measures will you take to address root causes issues in different communities?	District Councils
How to ensure that CPD have the same set values as communities they serve? How to operationalize those values in communities with different needs?	District Councils
How do you see the role in mental health providers in Public Safety?	District Councils
What does a vital and safe community like to you? What's your role in that?	District Councils
How Do District Councils and Commissioners fit into the role of superintendent?	District Councils
What strategy do you employ to meet each unique district needs?	District Councils
What qualifications do you have to fulfill the needs of both police and community?	District Councils
How would superintendent address: "Code of Silence"? Gang Database? Members of hate groups? Promotions?	District Councils
How does superintendent address putting rookies in variety of districts?	District Councils
Management and Police experience?	District Councils
Response time with staff shortages?	District Councils
Accessible to all communities?	District Councils
How can we balance the people who dislike the police while allowing police to do their job so they can handle crime?	District Councils
How do you hold police accountable given limitations?	District Councils
Define Leadership.	District Councils
How do you respond to those who whose attitudes is against the police?	District Councils



Force for unification?	District Councils
More with less?	District Councils
Address staffing while addressing district inequalities?	District Councils
Prioritization of calls	District Councils
Commander/comm. Input	District Councils
Best practices for chronic non-violence offenses?	District Councils
Situations where you used conflict resolution skills?	District Councils
Practices you should start, stop and continue in this job.	District Councils
Address white nationalism in police force?	District Councils
How do you plan on ensuring that communities with diverse languages are supported by the police?	Listening Session
How should the CPD work to enact the mandate of Illinois and Chicago as sanctuary places?	Listening Session
Artificial intelligence and other technologies are allowing for more speedy translation. What do you think of the use of apps and other interpreting devices for the sake of communicating with community members?	Listening Session
How do you define a hate crime? What role can the CPD play in curbing the growth of these incidents?	Listening Session
There are over 1000 police vacancies in the department. How do you intend on ensuring that the new batch of recruits reflects Chicago's diversity?	Listening Session
How would you approach training and policies that inform how police interact with people experiencing homelessness and living on the streets or in parks?	Listening Session
What do you see as alternatives to criminalization of homelessness?	
How would you approach the issue of people experiencing homelessness sleeping on CTA trains?	Listening Session
What is your position on the current practice of the Chicago Police Department barring people from entering the airport from the Blue Line CTA station overnight (preventing them from accessing services at Haymarket's 24/7 drop in center at the airport)?	
What are strengths and weaknesses in CPD?	Subject Matter Expert
Where have you worked?	Subject Matter Expert
How did you come up through the ranks?	Subject Matter Expert
What strategies do you have to work with community (including CVI)?	Subject Matter Expert

What skills do you need to build and repair relationships with community?	Subject Matter Expert
Does CPD have the right organizational structure?	Subject Matter Expert
How would you build your team?	Subject Matter Expert
How do you build a culture to support reform and Consent Decree implementation?	Subject Matter Expert
What characteristics do you look for in a District Commander?	Subject Matter Expert
What are the first things you'd do?	Subject Matter Expert
What is your Day 1/Week 1/Year 1 plan?	Subject Matter Expert
What is your 30 day/60 day/90 day crime plan?	Subject Matter Expert
Get a written strategic plan outline	Subject Matter Expert
What are key components of your strategic mission?	Subject Matter Expert
What is process for workforce allocation?	Subject Matter Expert
What is your assessment of current workforce allocation?	Subject Matter Expert
What is the difference between CAPS and NPI?	Subject Matter Expert
What went wrong with CAPS?	Subject Matter Expert
Tell us about a controversy and how you handled it.	Subject Matter Expert
Tell us about a controversy where community was unhappy with you and how you handled it.	Subject Matter Expert
What steps would you take to address recruitment and retention?	Subject Matter Expert
Would you talk to the Mayor before making certain promotions?	Subject Matter Expert
What role should civilians play?	Subject Matter Expert
What is the highest rank for civilians?	Subject Matter Expert
What are the strengths and weaknesses of task forces and citywide units?	Subject Matter Expert
As people move up, what is the most important rank and why?	Subject Matter Expert
What would you do to improve officer morale?	Subject Matter Expert
What police departments do you see as models? What are examples of approaches/programs/policies you'd like to explore bringing to Chicago?	Subject Matter Expert
Are you open to having people review the people who supervise them?	Subject Matter Expert



What strategies would you have to work with unions?	Subject Matter Expert
What is your experience/understanding of labor unions?	Subject Matter Expert
What are your thoughts about when the States Attorney releases people? How do you respond?	Subject Matter Expert
Of police leaders today, who stands out in your mind as a highly effective leader in the current environment?	Subject Matter Expert
It has been common in the Chicago Police Department to promote Lieutenants to Commanders of a Police District. There is rarely any preparation for these Lieutenants to become effective Commanders. What are your thoughts regarding that practice? How would you address the situation?	Subject Matter Expert
The clearance rate for serious crimes in Chicago is far below the national clearance rate in similar cities. Why do you think that is the case and how can it be addressed?	Subject Matter Expert
It has become common for police agencies to create special anti-crime and tactical units that are assigned to neighborhoods to drive down crime. What are your thoughts on task forces?	Subject Matter Expert
Chicago has had a community policing strategy for some years called CAPS. Recently a new community policing strategy – Neighborhood Policing Initiative (NPI) - which is programmed to be the policing strategy for the city’s neighborhoods is being implemented. What do you know about these strategies? What are your thoughts about them?	Subject Matter Expert
What are the elements of effective community engagement? Why is it so important? How should community engagement be done, and with whom?	Subject Matter Expert
With a large number of vacancies in the Chicago Police Department, many Police Districts have shortages of officers to staff beat units. In the short term, how should this be addressed? What should the priority be for staffing in the department/	Subject Matter Expert
The homeless population in Chicago and many other cities has been increasing. What should the police role be in addressing the issues related to homeless people living on the streets?	Subject Matter Expert
Members of a Police Tactical Team in Memphis were filmed aggressively abusing members of the community. What are your thoughts on tactical teams and how they are used?	Subject Matter Expert
There are concerns in many cities that Prosecutors are not filing charges requested by the police against young people and those who have committed relatively minor crimes. Although the police have arrested those individuals, they are frequently released without bail and it appears in many cases that those persons often then continue their problem behavior. How should that be addressed?	Subject Matter Expert
Many calls for police service relate to persons who have mental health crises. How can the police best be prepared to address those challenges?	Subject Matter Expert
The community often says that it wants the police to be more transparent. In what areas is it important to address the transparency issue? How does transparency impact community trust in policing?	Subject Matter Expert
What are your thoughts on police use of gang databases? How can the issues around them be addressed?	Subject Matter Expert

What are your thoughts regarding pretextual stops of drivers and pedestrians as a crime reduction effort? Pretext stops are stops of civilians for other reasons, not that the person has committed a crime or violation. How can a department limit pretext stops?	Subject Matter Expert
How is the Police Superintendent's Office going to cooperate with the Office of the Illinois General Attorney to protect immigrants rights' to pursue a U-Visa and what is your plan to help with this effort?	Noncitizen Advisory Council
How do you plan to shift the Chicago Police Department's cultural mindset to proactively help immigrant communities	Noncitizen Advisory Council
How will your efforts safeguard the U-visa process to avoid abuse, mishandling of information, and encourage participation of the program?	Noncitizen Advisory Council
Prior Superintendent Beck recently commented, not verbatim: A new superintendent from outside CPD will have a steep learning curve, a new superintendent from inside CPD will have a steep forgetting curve. What will you need to "forget" as the new superintendent?	Law Enforcement
Cultural Changes: Question: An officer approaches you in the hallway at work and asks you to "please stop handcuffing the police, let us do what we are trained to do, let us be the old school police again" - How would you respond to that officer?	Law Enforcement
Regarding Officer Morale: In your experience in law enforcement have you experienced periods of low morale? How did you bounce back or start to improve your morale? Based on your personal experiences - how would you suggest helping improve morale in CPD?	Law Enforcement
Regarding recent policy changes: Question: The Foot Chase Policy, Vehicle Chase Policy (balancing test), Pointing Incidents - these are some of the more recent, highly criticized policies enacted by CPD. What are your thoughts on these policies?	Law Enforcement
Do you support PCI (positive community interactions) as an important policing metric?	Law Enforcement
Regarding communication with rank-and-file: How would the candidates plan on maintaining an understanding of street-level officer's needs throughout their term as Sup?	Law Enforcement
Regarding communication with rank-and-file: Do they have a plan or desire to increase transparency/dialogue regarding the efficiency/effect of their policies throughout their term?	Law Enforcement
Leadership and Communication: Brian McDermott, the CPD's chief of patrol, when asked about the 30-minute police response time to the ShotSpotter alert at Officer Preston's location gave the following response to a Chicago Tribune reporter on May 10:  "This is a time we should be focusing on grieving while sending our thoughts and prayers to the Preston family and being there for Aréanah's friends, fellow Chicago police officers," McDermott said. "This is a terribly tragic incident and I don't believe we should be placing blame on anyone other than squarely on the backs of the four offenders just charged with murder."	Law Enforcement

<p>Question: Would you have changed anything about this statement?</p>	
<p>Mayor Johnson’s inauguration speech included the statement, “The tears of Adam Toledo’s parents are made of the same sorrow as those of Officer Preston’s parents.”</p> <p>FOP President John Catanzara published a youtube commentary shortly afterwards in which he said, “[Mayor Johnson] owes [Officer Preston’s] family an apology, I don’t know if he can ever repay the damage he just did to the Police Department...inexcusable, disgusting”</p> <p>Question: If Mayor Johnson asks you why CPD members are so upset with him regarding his comments, how would you answer him?</p>	<p>Law Enforcement</p>
<p>Training Concerns:</p> <p>“Chicago Police Training Teaches Officers That Their Lives Matter More Than Community Lives” - March 2023</p> <p>This Report from community representatives of Chicago’s Use of Force Community Working Group offers our feedback on the Chicago Police Department’s (CPD) training on de-escalation and the use of force. The Working Group was first convened in the Summer of 2020 in response to the requirements of the federal civil rights Consent Decree designed to bring an end to the CPD’s pattern of police brutality and racial discrimination.</p> <p>The report states current training they witnessed "teaches officers their lives are worth more than the lives of community members," officers are taught an "us against them" mentality, and the report claims officers are taught how to "justify or even cover up police brutality."</p> <p>Question: Do you agree with these statements? If you were in a meeting with the authors of this report how would you address their claims?</p>	<p>Law Enforcement</p>
<p>Addressing White Supremacy</p> <p>21CPSolutions - August 2022, Guarding Against Extremism in Law Enforcement</p> <p>“The infiltration and proliferation of white supremacy... in American policing is a concern that has garnered increased attention in recent decades...In the media, anecdotes abound. Consider, for example, among hundreds of others:</p> <ul style="list-style-type: none"> <li>• A Chicago police officer investigated for wearing extremist insignia to a protest in June 2020</li> </ul> <p>A 2019 study reported indicators of wide-spread white supremacist ideology in departments around the country, with incidents in over 100 different departments, in nearly every state, involving overtly racist statements by officers. Records leaked from the Oath Keepers, a far right-wing, anti-government organization, not only show membership rosters comprising active duty officers from departments –including major departments – from around the country, but also describe recruitment strategies targeted specifically at law enforcement and military organizations.”</p>	<p>Law Enforcement</p>



<p>Question: As the leader of the CPD, how do you plan to address extremism and white supremacy among officers?</p>	
<p>Promotional Pipeline:</p> <p>The merit promotions system was introduced in the 1990s as a way to increase the number of Black and Latino officers in supervisor positions within the CPD. The system allowed for officers to move up the ranks even if their promotional exam scores did not place them at the top of the list. (WGN, 7/19/21)</p> <p>ABC7 looked at the most recent data available on merit promotions from 2006 until 2017. We found that the greatest number, at 36-percent, went to white officers, while 34-percent of merit promotions went to black officers, and only 25-percent went to Hispanics. (ABC7, 12/17/19)</p> <p>A report by the United States Department of Justice, prompted by the fatal shooting of Laquan McDonald in 2014, found that CPD officers often complained about the opaque nature of the process. Officers often told federal investigators that merit promotions were viewed as “a reward for cronyism, rather than a recognition of excellence.” (WGN, 7/19/21)</p> <p>Prior Sup. Charlie Beck, 12/11/2019.          “In consultation with Mayor Lori Lightfoot and Fraternal Order of Police President Kevin Graham, I decided that I will not make any merit promotions during my tenure as Interim Superintendent,” Beck wrote. “I will also recommend that my successor not utilize the merit promotion system and that the department hold promotional examinations every two years in the future.”</p> <p>Question: As the new Sup of CPD what are your plans for the promotional process?          **What is your personal experience with promotions/being selected for merit? **</p>	<p>Law Enforcement</p>
<p>30 by 2030</p> <p>Previous CPD Superintendent David Brown issued a news release which was quietly posted on the CPD website on March 13, 2023 in which he stated that he signed the 30x30 Pledge (30% of police academy recruits should be women by 2030). CPD has an above average number of female officers (25%) and female leaders (27%) but by signing the pledge, CPD publicly aligns itself with a national movement focusing on DEI in law enforcement.</p> <p>If you were to ask rank-and-file CPD officers, both men and women, if they are aware of the 30x30 Pledge they would say they are not aware of it.</p> <p>Question: Do you think DEI programs and pledges have an important role to play in policing? If so, how would you communicate those ideas to members of the Chicago Police Department?</p>	<p>Law Enforcement</p>
<p>Primacy of Patrol</p>	<p>Law Enforcement</p>

<p>21CPSolutions- Building Trust in Policing Document, March 2023.</p> <p>“The organization of a police department should reflect the primacy of the patrol function. Specialist units...are vital, but they should in no way be seen as ‘elite’ or superior to patrol. They should be seen, and see themselves, as part of a wider community policing service, in support of their colleagues on the front line. There should be no notion that an officer has to serve in the specialized units to move up the ranks.”</p> <p>Question: What are your thoughts on the above statement?</p>	
<p>Embracing the future: Already understands forward thinking police ideas Question: Where do you go to learn more about the profession?</p>	Law Enforcement
<p>Traffic stop issues Traffic stop data highlighted by community members/activists during community forums. Question: As superintendent what are your operational plans and goals/data points if you cannot continue to rely on judging officer output by the number of traffic stops they conduct?</p>	Law Enforcement
<p>Consent Decree: Question: How do they explain, in their own words, what the consent decree is?</p>	Law Enforcement
<p>“What do you think will help the Department become a better organized and maintained agency?”</p>	Law Enforcement
<p>1) Tell me about the last time you talked to a regular beat cop. When was it? What did you talk about? What were your takeaways as a boss? 2) what’s your plan to stop mandatory overtime?? 3) How are you going to make sure your exempt staff is qualified for the position you give them?</p>	Law Enforcement
<p>1. Ask them where they see themselves in 3, 5, 7, 10 years. If political aspirations are in their answer, then they are not the right person. 2. Ask them if they plan on meritoriously promoting their driver, or they immediate personnel. 3. Ask them if they become Superintendent, will they only rule from 35th Street or will they introduce themselves to the rank and file. I personally never met or even saw the last 2 Superintendents except on television and video. Been on the job for over 25 years.</p>	Law Enforcement
<p>1. Are you willing to remove Command Staff who are not doing their jobs? 2. Are you willing to stop the practice of promoting people for who they know not for what they know.</p>	Law Enforcement
<p>1. How can we eliminate civilian oversight? 2. Do you have the ability to do what’s right even if it goes against the grain? If so what are concrete examples of that trait?</p>	Law Enforcement
<p>1. What are your expectations? 2. What's the most important thing you should accomplish in the first 90-180 days? 3. What are your short and long term goals to make the CPD reputable once again? 4. What type of leadership style do we expect to see on a daily basis?</p>	Law Enforcement

5. What are the biggest challenges facing the CPD right now? 6.	
1. What are your thoughts and suggestions to combat the resignations and high retirement rate for those leaving earlier than the previous normal age and years of service? 2. What are you going to do to combat the low morale?	Law Enforcement
1. Why do you care about Chicago. 2. Where do you think previous Superintendents have went wrong. 3. What areas do you think need the most improvement and do you have a plan for improving them. 4. What are the best qualities for promoting meritorious and how can we make that system work to promote better leaders instead of old friends. 5. How long do you plan to hold this position, and how long do you think it will take to get Chicago on the right track. 6. How do you scout talent for important and appointed positions. 7. What ideas do you have for improving community relations in the department. 8. Can you tell me something you have done in you capacity to to improve or rebuild relationships between either management and subordinates, officers and the community or amongst officers or supervisors. Why do you think you're a good fit to lead Chicago .	Law Enforcement
A person's resume and reputation should speak for themselves. Brown was a charlatan and an idiot. He was hired by an idiot, who was elected by idiots. Look at the upper echelon of this department and tell me that you can hand the keys off to somebody and walk away without worrying. You can't. We are paying the price for shit Merit promotions over the last 15 years and minimum competence	Law Enforcement
Ask what their plan is, including how they will deal with the progressive actions/attitude of our new mayor.	Law Enforcement
Are they willing to challenge the mayor and do actual police work	Law Enforcement
Are you allowed to run the dept without the mayor threatening to fire you?	Law Enforcement
Are you capable of employing old school policing, and as they worked in Chicago's past	Law Enforcement
Are you going to back up your officers?	Law Enforcement
Are you going to end merit promotions?	Law Enforcement
Are you going to service the community or just do what the mayor tells you to do	Law Enforcement
Are you Larry Snelling?	Law Enforcement
Are you serious about reducing the crime rate which is beneficial to all citizens.	Law Enforcement
Are you willing to commit, today, that you will be visible to the citizens and actually interact with them? Are you willing to actually ride on an in progress job once in a while?	Law Enforcement



As a citizen in this city what do they want to see from the next superintendent and what advice they would give to that person.	Law Enforcement
Ask about experience and what they would do if they knew the mayor was implementing changes in the department that were going to be harmful to the department and counter active to stopping crime. We don't need another yes man like brown and Carter who destroyed this department and city.	Law Enforcement
Ask candidates their Ideas on how to deal with the states attorney office. Ask for their strategies on reclaiming downtown. Ask them their opinions on how to retain the officers we have now.	Law Enforcement
Ask for his/her ideas on addressing violent crime, low morale among the rank and file, and plan to build community trust.	Law Enforcement
Ask for their best professional accomplishment, with evidence of said success. What interactions are the candidate capable of achieving with the community and their peers.	Law Enforcement
Before taking Officers RDOs, find order, have structure/ a plan	Law Enforcement
Can you be Superintendent that can lead from your individual moral compass for the greater good of the city?	Law Enforcement
Can you Juggle?	Law Enforcement
Can you make "real" decisions, and not political decisions, i.e., stand up to people that have never been the police?	Law Enforcement
Do the boots on the ground respect you? Will you admit your ideas are not working and quickly change strategy?	Law Enforcement
Do you care what happens in the communities. How can you solve some of these unsolved cases. Why not bring retired detectives back to solve these cases.	Law Enforcement
Do you have a plan to combat crime with current staff levels. How can you utilize department personnel so days off aren't cancelled without enormous amount of overtime.	Law Enforcement
Do you have a plan? Can you clearly communicate that plan to the rank and file. Do you believe stats are the only way to gauge successful policing?	Law Enforcement
Do you have outstanding bills that you should have paid as a responsible adult?:) What is your previous experience and was it with CPD (a must.) How can you marry crime fighting with the new progressive movement. Will you stand by your officers after you look at the totality of the circumstances?	Law Enforcement
Do you have the respect of the officers. Cato and carter do not	Law Enforcement
Do you owe any politicians a favor. Have you ever been the real Police or a house mouse. Have you ever been merit promoted.	Law Enforcement
Do you remember what it's like to be on patrol or respond to a job?	Law Enforcement
Do you support cpd having a UAS drone program?	Law Enforcement
Do you think it is important when someone gets promoted that they spend time in that role- in a patrol setting- prior to being placed in a special unit, inside, or promoted?	Law Enforcement

<p>What style of leadership do they lead by?  How would you cultivate and develop leadership amongst the command staff?  How will you connect with and support the officers on the street?</p>	
<p>Do you think parents matter. A father and a mother</p>	<p>Law Enforcement</p>
<p>Explain what your plan is to fix the crime problem.</p>	<p>Law Enforcement</p>
<p>First and format most, What are you gonna do to improve morale of the police department?  What are your immediate goals? What is the first issue you were going to address? What are your plans for the first 100 days? What is your vision after the first six months? What is your vision after the first year and what do you anticipate the police department looking like after your first year?</p>	<p>Law Enforcement</p>
<p>Have they done any real police work.</p>	<p>Law Enforcement</p>
<p>Have you ever been the police, and did you work the streets? If so, how many years were you on the street or were you behind a desk? Are you or were you from the city of Chicago and do you know the dynamics of the city? Can you separate the difference between what needs to be done, and what the politicians and media think needs to be done?</p>	<p>Law Enforcement</p>
<p>Have you ever been the working police. Have you ever arrested someone. Have you ever chased after someone. Have you ever been in a 10-1.</p>	<p>Law Enforcement</p>
<p>Have you ever smoked weed, speeded, or stolen.</p>	<p>Law Enforcement</p>
<p>Have you ever worked in the "inner city"? if not, how do expect to even understand the problems here.</p>	<p>Law Enforcement</p>
<p>Honest its very sad that this Commission team that was put together doesn't have anyone on the panel that has law enforcement background. Really how are they picking next superintendent if No on this panel walked in our shoes. Very disheartening.</p>	<p>Law Enforcement</p>
<p>How are you going to address the lack of manpower the department is facing?</p>	<p>Law Enforcement</p>
<p>How are you going to boost moral with media, COPA, law, cameras, and city policies tying the hands of the police to do their jobs? Ultimately seemingly trying to punish police officers, instead of building the relationship with community?</p>	<p>Law Enforcement</p>
<p>How will you stop making the police department and us vs them (police vs. community citizens) mentality?</p>	
<p>How are you going to hold individuals accountable for their actions?</p>	<p>Law Enforcement</p>
<p>How are you going to implement new and updated training for officers to be equipped with the best practices and technology offered in order for them to safely and justly police the city of Chicago</p>	<p>Law Enforcement</p>
<p>How are you going to improve department morale? How are you going to curb violence downtown? How are you going to solve these car gatherings and street take overs?</p>	<p>Law Enforcement</p>
<p>How are you going to stop the mass amount of people working for the police department from leaving the CPD because their quality of life has become</p>	<p>Law Enforcement</p>

<p>so poor working in this job?</p> <p>What are you going to do to improve morale in the department? Are you going to continue to canceled my days off and take time away from me to see my family?</p> <p>Are you going to get rid of the foot chase policy so we can actually catch criminals?</p> <p>What are you going to do to push back against COPA and their excessive and overreaching investigations against officers doing their jobs?</p>	
<p>How can you accommodate new police officers with such vague backgrounds such as those who were former attorneys,medics, attended West point,someone who recently graduated college without work experience, those who took a paycut to join, to someone who has been doing receptionist work for the past 6 years.</p>	Law Enforcement
<p>How can you disband copa?</p>	Law Enforcement
<p>How can you effectively supervise someone who scored higher on the test than you but didn't have the juice to receive a merit promotion like you did?</p>	Law Enforcement
<p>How can you encourage officers to effectively and proactively fight crime?</p> <p>How will you attack the problem of not getting enough applicants?</p> <p>The merit promotion process seems unfair, how will you change it?</p>	Law Enforcement
<p>How can you improve morale and mental health of officers</p>	Law Enforcement
<p>How can you lead the finest to ensure this city is safe and every officer returns home!</p>	Law Enforcement
<p>How do they really feel about their police officers? Do they have officers back? Is there something more they can do for officers mental health.</p>	Law Enforcement
<p>How do you determine who a good leader is? Is it because they scored well on the test or by what block you live on or fraternity or sorority you were in?</p>	Law Enforcement
<p>How do you expect officers to enforce the law when politicians do not back them? Will you back the police?</p>	Law Enforcement
<p>How do you expect to retain officers - lift residency requirement ? Make fair promotions - added pay</p> <p>How can the department expect officers to do their jobs when Copa is suspending people for 45 days plus for minor infractions?</p> <p>Will you change policies to give the officers tools to deter crime ? Charge more people instead of catch and release ?</p> <p>Since policing has failed - repeatedly do you plan on demoting the exempt staff (like Weiss did) to build a new exempt staff that will increase morale and foster relations at the same time ?</p>	Law Enforcement
<p>How do you improve morale? How do you reduce number of officer suicides? How do you intend to change anything if the same upper management leadership is still at Hq?</p>	Law Enforcement



<p>How do you intend to rebuild the Chicago Police Department? What is your plan to achieve and sustain consent decree compliance? How will rebuild trust and create a more positive environment for Chicago Police Officers? How will you get your officers the necessary resources to do their job? What are your priorities to accomplish over the next year, 2 years and 3 years? What do you see as your top challenges in the Chicago Police Department?</p>	Law Enforcement
<p>How do you plan on promoting officers that are not required to take a test? What will the promotion be based on? Do you plan or working with the DA to enforce the laws that are written?</p>	Law Enforcement
<p>How do you promote office wellness? At least one of those dudes is going to say “ Well every Wednesday I have a juice lady, massages, and puppy dogs at the station as well as YOGA” this is a joke because I’m not a big fan of dogs and who’s to say I’m not allergic? A juice lady who sells overpriced juice taking money out of officers pockets. Massages with your vest on or off is ridiculous when I’m getting called on my radio for a domestic battery in progress and can’t truly relax. Yoga??? They come in there to tell you how to breathe and then tell you youre breathing wrong. I think I know how to breathe I’ve been living this long.</p> <p>Ask, Do you know what is needed in districts such as 018,017,&amp;024? Someone is going to try to tailor south side needs to north side needs because they are probably so use to catering to a specific demographic and don’t even know how to deal with the business districts.</p> <p>Ask, how are you handling stress in your current roles? Because I tell you this...one of the possible candidates be stressed out from COMPSTAT . If you already in your office crying about COMPSTAT, how are you gonna handle the pressures Of superintendent? If you’re more worried about a totaled department vehicle more than your officers this job ain’t for you.</p>	Law Enforcement
<p>How do you see Chicago in 5 years?</p>	Law Enforcement
<p>How do you stick up for good officers?</p>	Law Enforcement
<p>How does he/she envision the next 4 years? What is their main goal if they were to be selected? How are they going to deal with the mass exodus of Officers since 2020? Why in the world would they want this job?</p>	Law Enforcement
<p>How does he/she feels about investing their time to increase police officer morale and motivate them to work together.</p>	Law Enforcement
<p>How have you demonstrated servant leadership in your career as a police supervisor? What plan do you have for addressing the problem of suicides and burnout among officers in the Department? What is your plan for addressing the carjackings and teen take-overs of tourist areas in the City? Have you personally been accused of sexual harassment? How have you dealt with sexual harassment complaints in your Department previously?</p>	Law Enforcement
<p>How important is the job of superintendent to you? What do you think is lacking in the leadership of this city? Name 3 common sense approaches to implementing policies, both on the department members and those of the community?</p>	Law Enforcement

How long has it been since you actually did real police work? Respond to a domestic, make an arrest, Chase a suspect? Are you too far removed from the actual job of policing?	Law Enforcement
How long were they in patrol? How do they feel about the typical patrol person and what could be done to improve moral? What could they do to better back their police officers when they are painted in a negative light?	Law Enforcement
How many active gang members are in Chicago	Law Enforcement
how many felony arrests have you made? How many police related shootings have you been on the scene for	Law Enforcement
How many times have you been promoted based upon your score? What was your score? Have you ever been promoted by Merit? If Yes, then by who? How many times by Merit? What family members have been on the Chicago police department? Merit promotions dont give you leaders, they give you "Yes Men/Women" who are beholden to those that "made" them. That doesnt work.	Law Enforcement
How many years have they worked for the Chicago police department.	Law Enforcement
How they plan to address the low morale in the in department, how they plan to address staffing, if they will stop canceling days off, how they plan to address the communities most plagued by historic crime.	Law Enforcement
How well do they know Chicago and the department	Law Enforcement
How will he cut overtime? Why do detectives direct traffic when a civilian at oemc can do that. How many murders actually go to trial and how many are closed because the states attorney stone wall.	Law Enforcement
How will they address the issues raised in the previous five responses?	Law Enforcement
How will they improve members mental health and fight overworking officers/burnout?	Law Enforcement
How will you address worsening morale within the police department?	Law Enforcement
How will your approach to community policing be different than past superintendents?	
How will you ensure that districts are staffed appropriately so that every beat car is manned?	Law Enforcement
How will you stand up for the police officers and use justice rather than politics to address issues?	Law Enforcement
How with you handle pressure from political interest?	Law Enforcement
How would they address low troop morale.	Law Enforcement
How would they boost morale? What do they feel is the biggest issue within the department? What will they do about days off canceled ?	Law Enforcement
How would you boost morale, retain officers, and improve officer wellness?	Law Enforcement
How would you bring integrity to the promotion and assignment process?	Law Enforcement

How would you continue to grow number of officers out on the street, how do you plan on combating the lawlessness that has overtaken the city of Chicago.	Law Enforcement
How would you handle the teenage behavior that goes on all over the city and how will you make public transit safe to travel on.	Law Enforcement
How would you make the promotional process more fair, in order to improve morale and upward mobility of ALL officers.	Law Enforcement
How would you stop carjackings and overnight roaming street robberies? How does a superintendent try to prevent crime when many of the root causes are due to cultural issues relating to the breakdown of the family structure? How do you stop teens looking for trouble from gathering in large groups?	Law Enforcement
how you would deploy the officers how would you gain the public trust how could you work with states atty office to insure prosecution of offenders	Law Enforcement
I don't think it makes a difference, because every candidate will answer the questions in a politically correct way, and or in a manner in which they think the interviewers want to hear	Law Enforcement
If asked what would the rank and file under your command say about your leadership? what have you done in your community to reach out to the community about policing? How would you deal with a mayor who demands a supervisory part of your dep't.?	Law Enforcement
If there's riots and looting what are you going to do specifically. Will you be honest and explain the truth to the mayor and media when it doesn't conform to liberal politics. Are you afraid to lock people up. Will you look out for the police or backstab them like other political hacks	Law Enforcement
Is cancelling officers days off every week the only answer?! I would love hear some other ideas.	Law Enforcement
No one wants the job, officers are leaving; applicants are scarce and unqualified. "What will you do about the manpower crisis?" "Will you continue to cancel days off every summer AND holiday?"	Law Enforcement
One of the first questions should be; Do you have any hobbies? And if so, what are they? Seriously, that question may sound very simplistic and not relevant to the job of police Superintendent but it goes to the heart of the candidate's personality and humanity. Another question that will give you an idea of a candidate's sincerity and pragmatism is; Given that it will take some time for you to receive the proper staffing levels, are you prepared to own less than acceptable results in your first year on the job? You want to ask this question because a true leader earns respect from all people when they are honest, sincere and pragmatic. Of course you're also looking for someone with high standards and a solid reasonable plan but a person that's good at the bullshit is no one that you want in any position of authority-anywhere!	Law Enforcement
Previous questions used by the Police Board are probably a good guide.	Law Enforcement
Qualifications not necessarily Education as Experience	Law Enforcement
Questions that will reveal courageous leadership. How do you operate in a status quo environment? What behaviors have you demonstrate that support peer advocacy?	Law Enforcement



<p>Have you ever fallen on your sword, and if yes, what prompted that choice?  Have you ever chosen to STAND ALONE in your convictions, and if so, describe your values that prompted that choice?  The workplace is full of paradoxes. Have you ever been given a project that you felt made no sense? Describe those situations and your resolve.  When faced with a conflict of interest, how do you support your image to validate the ethics of the organization?</p>	
<p>should the laws on the books be enforced eqatably across the city, how can officers be treated like humans and not robots, how would you recognize each officers strength, how can you improve officers morale, can you speak out against injustice</p>	Law Enforcement
<p>Stop cancelling rdos and holidays!</p>	Law Enforcement
<p>The commission is a joke. A bunch of police haters dictating police policy. Being a cop is easy enforce the law which is passed by the legislation. It is not systemically racist, it is a inanimate object. People can be racist.</p>	Law Enforcement
<p>The should about his or her experience. Ask about decision making and leadership especially when the media or protestors portray things that are not.</p>	Law Enforcement
<p>Their experience</p>	Law Enforcement
<p>Their relationship with the field troops including any input.</p>	Law Enforcement
<p>There are so many questions.  1. Have you lived in the City of Chicago all your life?  2. What neighbors have you lived in?  3. How many years have you served as a Chicago Police Officer?  4. What is you level of education and what are your specialties.?  5. Have you been a subject of racism?  6. What communities have you served as a Police Officer, Sergeant?  7. Do you have any Military leadership experience as a high ranking enlisted (E-7 and above) or high-ranking officer Captain and above?  8. What are your priorities and how would you address those priorities?</p>	Law Enforcement
<p>There back ground of faith and disciplines of life and how will they control crime in the city</p>	Law Enforcement
<p>There is no question that currently crime prevention efforts are in shambles. What would you do to immediately improve crime prevention.</p>	Law Enforcement
<p>They should be asked how they feel about all the other city resources that have fallen to the police to handle and what they would do to relieve the police department of some of these responsibilities.</p>	Law Enforcement
<p>They should be very inquisitive to their backgrounds. If they haven't done the job hands on then they can't lead by example.</p>	Law Enforcement
<p>Time frames of when they can expect certain changes. What he feels the driving force is behind the increased violence and his/her suggestions to curve</p>	Law Enforcement
<p>To complete a case report, how many years worked the street as a beat officer.</p>	Law Enforcement
<p>What and how they plan on lowering crime, increasing the morale and well being of the officers.</p>	Law Enforcement

What are their long term plans for the department and how to you plan to achieve them	Law Enforcement
What are their plans regarding CST, tact teams in less busy districts, tiered deployment, filling the watch sheets	Law Enforcement
What are they going to do specifically do address gang violence . Appropriating officers to community policing is fine but what about police actually bringing criminal cases against hardened gangs	Law Enforcement
What are you going to do for Officer Wellness? How will you improve overall morale within the department? How are you going to make CPD a more appealing place to work? How are you going to address the retention issues?	Law Enforcement
What are you going to do to boost morale among rank and file, and make the citizens of chicago feel safe.	Law Enforcement
What are you going to do to have you officers back and lift morale.	Law Enforcement
What are your plans to turn around this failing department? How do you plan to get the rank and file to accomplish your goals? What are your plans to keep the city safer? How will you reduce skyrocketing property crimes?	Law Enforcement
What are your plans to work with the state's attorney office to hopefully get on the same page and find a solution to getting a better hold on how to stop allowing habitual offenders from being able to continually being free to commit violent crimes!	Law Enforcement
What are your strategies to lower crime and improve moral in the department	Law Enforcement
What are your thoughts on merit and how can you make it more transparent a d fair.	Law Enforcement
What are your views on cancelling days off? Previous administrations would only cancel large holiday weekends (Memorial Day, 4th of July) on the actual day, not 3-4 days before and after.  How do you plan to restore morale within the rank and file of the department after the last administration has essentially brought it to nothing?  How do you plan on recruiting not just recruits but quality recruits?	Law Enforcement
What changes would you make to improve the morale of CPD officers?  What issues, if any, do you disagree with the Mayor on?  How will you inspire more people to want to apply for CPD?  What ideas do you have for sustainable community engagement and cooperation?  Do you believe Chicago Police Officers have a fair contract?	Law Enforcement
What criteria do you have to promoting people to the Exempt Ranks. How will you choose Commanders and Deputy Chiefs. How will you reduce the number of Commanders and Deputy Chiefs in so-called "political spots", that could easily been ran by Captains or Lieutenants?	Law Enforcement

<p>What do you intend to do about the lawlessness and the anti-police climate? Do you plan to let the politicians dictate how the Police Department should do their job?</p>	Law Enforcement
<p>What do you plan to do for your officers?</p> <p>How would you boost Department morale?</p> <p>What steps are absolutely necessary to prevent suicides within the department?</p> <p>Are you willing to go against the narrative that the media portrays? Are you willing and able to stand up against political issues when the department is being wrongfully attacked and/or targeted? And how?</p> <p>What sets the Chicago police department apart from other law enforcement agencies?</p> <p>How can we prevent domestic terrorism? Riots? Unruly protests/large gatherings?</p> <p>Any plans for the juvenile delinquents?</p> <p>Thought on mental health issues in Chicago? Any plans to have social workers sent out on jobs where police don't need to respond?</p> <p>How would you decrease car jackings? Shootings? Homicides?</p> <p>How would you provide more of a "one team one fight" effort with the officers and our union.</p>	Law Enforcement
<p>What do you think of the merit system? Do you think hard work gets overlooked by who you know not what you know?</p>	Law Enforcement
<p>What do you think you can do to raise morale in the Chicago Police Department? Are you willing to demote Exempt members who have been over promoted? Are you willing to promote based on skill and experience?</p>	Law Enforcement
<p>What experience do you have in law enforcement? How are you familiar with Chicago and its vast communities? How can you improve community-police relations? How will you improve Officer wellbeing or boost Officer morale?</p>	Law Enforcement
<p>What have they done to benefit the Chicago police</p>	Law Enforcement
<p>What have you done in your police career that helped build community relations</p> <p>How would you boost police morale that's at an all time low</p> <p>How would you curb the robberies and violent car jackings when offenders know the police can not chase them</p>	Law Enforcement
<p>What he/she plans to do to stop teens from committing crimes</p>	Law Enforcement



<p>What is more important, bolstering District Law Enforcement or citywide units?</p> <p>Are you going to continue to cancel members days off, even though they request to have them?</p> <p>Who has helped them up the ranks of their job?</p>	Law Enforcement
<p>What is so special about Chicago to you, is it the people or the opportunity?</p> <p>There are people within the city that are afraid to leave their homes, so the solution you create can not be a quick fix.</p>	Law Enforcement
<p>What is the difference between a leader and a person in a position of leadership. Explain which one you are and why.</p> <p>Explain the difference between training people and putting people through training. What will you do to ensure our department effectively trains people.</p> <p>How do you measure success in policing?</p>	Law Enforcement
<p>What is the place for officers health , mental &amp; physical and how to increase morale</p>	Law Enforcement
<p>What is their plan to stop violent crime. How do they plan to change the mindset of officers and let them know that they will have their back if they do the right thing.</p>	Law Enforcement
<p>What is your experience in running a major metropolitan police department?</p> <p>What are you going to do to restore the morale in the department. Will you allow officers to enjoy their days off and actually prioritize their mental wellbeing by not canceling days off or banning them from taking days off throughout parts of the year?</p>	Law Enforcement
<p>What is your leadership style? Would you consider yourself a micromanager? Would you be willing to work closer with the collective bargaining units to improve morale due to canceled days off?</p>	Law Enforcement
<p>what is your legitimate plan to take control of the city from the criminals.</p>	Law Enforcement
<p>What is your plan to improve police morale among the ranks?</p>	Law Enforcement
<p>What is your plan to shift more officers into patrol away from administrative duties?</p> <p>How diverse are the neighborhoods you've lived in and the schools you've attended?</p> <p>What percentage of officers that have worked for or with you would recommend you for this position?</p> <p>What is the next big innovation in Policing?</p> <p>How do you keep people motivated in tough times?</p>	Law Enforcement
<p>What is your plan to work with judges and prosecutors to actually punish those that commit crimes. What is your plan to develop a fair system for punishment What is your plan to increase staff in all the police districts.</p>	Law Enforcement
<p>What is your plan, how will you actually support your troops? Not taking about mental health support, I mean actually support them, hear them, respect them, appreciate them, their lives and what is important in their lives and family's lives.</p>	Law Enforcement
<p>What is your plan? What are you going to do about the lack of manpower?</p> <p>How do you gain the trust of the rank and file?</p>	Law Enforcement

<p>What is your strategy to resolve the issue of officer retention and negative morale within the department rank and file?</p> <p>What is your position on suicide prevention and officer wellness? What is your strategy to improve support for officers with mental health challenges and burn out as well as continued support in retirement</p>	Law Enforcement
<p>What is your vision of community</p>	Law Enforcement
<p>What Leadership skills do they possess? The definition of leadership? Whom and what organizations have they led? What is the definition of fairness, what is their definition of fairness? What critical decision making skills do they possess? Do they possess managerial skills? Do they lead from the front or the rear? Will they ask and demand people to do what they themselves, have not done or wouldn't do? What stress management skills do they possess? Is the potential candidate Humble?</p>	Law Enforcement
<p>what makes you qualified to lead to Chicago police department? Which strategies have been successful in Chicago and other cities? Which have been failures? What type of people will you choose to assist you in leading the Chicago Police Department? What new vision can you bring to the department to help it accomplish its mission?</p>	Law Enforcement
<p>What makes you the qualified candidate?  What will you tell your family when they ask you, why you would take on such a demanding position?  How will you manage your work/home life balance and most importantly your mental health?</p>	Law Enforcement
<p>What makes you think your are qualified to lead the great men and woman of this dept?</p> <p>If face with a decision, can you be trusted to pick the hard right over the easy wrong? If so give an example?</p>	Law Enforcement
<p>What policies will the superintendent work to have in place that will show reduction in crime?</p>	Law Enforcement
<p>What proactive ideas do you have to curb crime?  How do you plan on lowering crime across the city?  How do you plan on using the US attorney's office and federal partners to help lower crime?</p>	Law Enforcement
<p>What should be asked is, how well do they know the city of chicago, how would they improve the moral of the officers , how would they build the relationship with the police and the community what is the plan to help with over worked Officers.</p>	Law Enforcement
<p>What they will do to back officers and call out criminals for their actions</p>	Law Enforcement
<p>What they will do to combat crime?</p>	Law Enforcement
<p>What units have they worked. Don't hire a house mouse. They don't get it.</p> <p>What is their plan to reduce crime?</p> <p>Have you ever been meritoriously promoted? If they were politics will affect the way the department is run.</p>	Law Enforcement

What vision do you have for the future CPD? How will will improve police moral? What do you think about the merit promotions? Give scenarios of a deadly and violent crime weekend & ask what can be done to stop the violence?	Law Enforcement
What will be done about logistics and manpower? How will you improve technology in department that is sorely lacking in that department?	Law Enforcement
What will be the relationship between you and the mayor, will you be comfortable with opposing his ideas and actions while giving your own when I comes to discussion?  How do you plan on strategically tackling crime within the city without compromising your officers mental health and overall wellness?  When you look at the recent previous superintendents and what they've done to "improve crime", what do you plan on doing differently? Do you plan on creating units that are essentially the same thing with different names, or will there be actually new ideas that may work?	Law Enforcement
What will he do to raise the moral of the rank and file.	Law Enforcement
What will he/she do to improve officer morale and wellbeing	Law Enforcement
What will their decision process be to select people for exempt or meritorious positions? What will their focus be when it comes to policing? (Responding to calls, stop reports, clearing cases, etc.?) What will be their goal for each and how will they achieve that goal?	Law Enforcement
What will they do about the moral on the department. Will they be willing to sign an affidavit saying they will immediately put something in place for the moral or resign after (6) months. I say this because everyone who get the position say they will do something about the moral but as soon as they become the boss they continue the trend of undeserving merit promotions and canceling days off.	Law Enforcement
What will they do to increase morale within the department	Law Enforcement
What will you do to ensure the wellness of officers under your command?	Law Enforcement
What will you do to get more officers to not want to leave the department. What will you do to keep officers mental health good	Law Enforcement
What will you do to relieve the city of the chaos with teens and young adults	Law Enforcement
What would you do to improve the working conditions and moral of officers. How is he or she going to fight the up swing of violent crime in the city.	Law Enforcement
What's your plan to win the respect and admiration of all the good and great citizens and rank and file police police officers of the great city of chicago ?	Law Enforcement
What's your high level plan?	Law Enforcement
What's your plan to reduce crime? What's your plan to reduce attrition?	Law Enforcement

<p>WHATS YOUR PLAN???? The last superintendent had absolutely NO plan for 4 years and the department was in constant change. It was horrible. They should have a well documented plan of action. If not why are they here. Chicago doesn't need more trial and error.</p>	<p>Law Enforcement</p>
<p>Where did they grow up? Ideally as far from Chicago as possible with zero ties to any of this Machine. They need to be clairvoyant and make their own decisions based on their own research and knowledge.</p>	<p>Law Enforcement</p>
<p>Where have you worked during your career as an officer, supervisor, etc? What is your plan to engender loyalty from the rank and file? What type of leadership style do you employ to engender that loyalty? I would expect that the committee would look at the officers activity when he was a patrolman as well. On this job people change star numbers all the time and move up the chain of command yet were never difference making officers even as patrolman.</p>	<p>Law Enforcement</p>
<p>Who is really going to lead the department the new sup or mayor and sup is fall guy</p>	<p>Law Enforcement</p>
<p>Why did you apply to be Chicagos Superintendent as opposed to other cities?</p> <p>What qualities do you possess that makes you more qualified to be the next superintendent over the other candidates?</p> <p>What are some changes that you'll implement to the department in order for it to operate more smoothly?</p>	<p>Law Enforcement</p>
<p>Why do they deserve to be the Leader of the 2nd biggest Police Department in the US, What changes would you implement in the first 30, 60, 90, 120 days, What is something as a leader of an organization that they regret doing, What is something they did as a leader of an organization that improved it as a whole, What was their proudest moment as a Leader of an organization</p>	<p>Law Enforcement</p>
<p>Why do you want the position of Superintendent?  What are your values and pillars as a person?  What does leadership and compassion means to you?  What does mental health means to you?  What do you plan on doing about the suicide rate amongst the rank and file?  How are you mentally, spiritually, physically, and emotionally? This is a tough job and will you be able to handle such a heavy load?  Will you promote people who are DESERVING of the position and not promote them based off of politics and you know them?  What are your thoughts concerning the merit process?  How are you going to strengthen the relationship between rank and file?  How are you going to START a healthy relationship between the community &amp; police?</p>	<p>Law Enforcement</p>
<p>Why do you want this God forsaken job?</p>	<p>Law Enforcement</p>
<p>Why do you want this job? Do you think the men and women of the Chicago Police Department respect you? What makes you think you're qualified for this job? What will you do to help the police do their job?</p>	<p>Law Enforcement</p>
<p>Why do you want this job? What will you bring to it?</p>	<p>Law Enforcement</p>



Why do you want this job? What would you do, if the Mayor told you to do something that you knew was the wrong decision? What would you do if you felt that wrong decision would cost citizens lives?	Law Enforcement
Why do you want to be CPD's next Superintendent? If you're not selected and are willing to be transparent, who would you like to see fill the role of Superintendent? What is the most important aspect of the policing profession?	Law Enforcement
Why do you want to be here	Law Enforcement
why do you want to jump into this cluster fuc*	Law Enforcement
Why does no one like Cato	Law Enforcement
why is he/she interested in running a big city department?	Law Enforcement
Why on Earth would you want this job?	Law Enforcement
Why should you be selected to run the Chicago police department and what can you do to improve the moral	Law Enforcement
Why they want the job to begin with!! Like Supt Brown, it was just a money grab for him, his heart was never in it! Now he's off to the next payday!! Someone has to actually care about the members and this city.	Law Enforcement
Will they just be the next mayors puppet? (There needs to be transparency between the two.)	Law Enforcement
Will you back your officers? How will you fight for charges when the states attorney won't charge? Why should we trust you to lead our department? Will you follow the laws/rules or what the politicians tell you?	Law Enforcement
Will you be number driven? Will you promote the old fashion way ? Who you know? Will you refuse to do something any politician tells you to do that's wrong ?	Law Enforcement
Will you come up with a legitimate plan to make the City safer and if you cannot do this job to the best of your abilities will you be willing to step down from your position ?	Law Enforcement
Will you do what's best for the citizens and not the mayor?	Law Enforcement
Will you end the merit process, stop arbitrary canceling days off, provide context to the public about policing/ police involved incidents not throw people under the bus	Law Enforcement
Will you follow unethical, immoral or illegal directions from the Mayor?	Law Enforcement
Will you go to bat for Officer Stillman, who did nothing wrong in the Adam Toledo incident?	Law Enforcement
Will you hold leaders accountable and remove unsuccessful managers when there is a better fit?	Law Enforcement
Will you let political hacks sway your decisions in policing	Law Enforcement
Will you limit merit promotions?	Law Enforcement

Will you make decisions on your own or only make decisions based on what you're told by the mayor?	Law Enforcement
Will you make policy on your own and not what the mayor wants	Law Enforcement
Will you serve the citizens of the city or just be a yes man to the mayor? Do you have ideas on how to stop the looting and complete lawlessness downtown? Will you lead by example and be present/ visible to the rank and file during chaotic times?	Law Enforcement
Will you stand up to the Chicago politicians to defend the officers / department when the politicians are wrong in their criticism of the police.	Law Enforcement
Will you stand your ground? Will you support your officers regardless of the outcome of cases?	Law Enforcement
Will you stop merit based promotions? and if not, why? Other than neopostims what is the value of merit based promotions?	Law Enforcement
Will you stop or limit merit promotions ?  How will you get the respect of the rank and file ?  Will you stop cancelling days off for officers ?  How will you help clear migrants from police stations ?	Law Enforcement
Will you support your officers and stand against the media and the political agendas? Do you think that parents of juvenile delinquents should be held responsible?	Law Enforcement
Will you uphold the constitution.	Law Enforcement
Without knowing what criteria the Commission is working within to interview prospective candidates for Superintendent of Police, this question is moot. I don't expect the Commission to take much feedback if any from this survey. There are too many agendas at play to have a genuine concern for policing.	Law Enforcement
You must have practical law enforcement experience, not just theoretical, to effectively guide a large department. What ranks have you held and what have you learned in those ranks that will assist in being Superintendent?	Law Enforcement
Describe yourself as a Student of Law Enforcement, a Mentor of Law Enforcement, and a Leader of Law Enforcement?	
Another jurisdiction you admire and why?	Subject Matter Expert
What should you do with large gatherings of youth?	Subject Matter Expert
How do you take care of yourself?	Subject Matter Expert
What's your 5-year vision?	Law Enforcement
Why do you want the job?	Law Enforcement
What do you want to do when you get here?	Law Enforcement

What things can be done to improve officer morale?	Law Enforcement
Appropriate role for the police in public safety?	Subject Matter Expert
What role do police currently have that could be better served by other services?	Subject Matter Expert
What are your visions and barriers and outcomes?	Subject Matter Expert
Ask them story problems, create situations where you want to hear about how the candidate perceives the world	Subject Matter Expert
Ask about value tradeoffs – e.g. needing to take officers from the TRED unit and send them to patrol an event	Subject Matter Expert
Reflect on balance of data informed versus community informed decision making	Subject Matter Expert
What do Detectives need to be effective?	Subject Matter Expert
Why do you want to be police chief?	Subject Matter Expert
Are you willing to make the sacrifices that this job is going to take	Subject Matter Expert
How do you plan to build your team?	Subject Matter Expert
What is your crime fighting strategy?	Subject Matter Expert
How are you going to build up your bench?	Subject Matter Expert
How are going foster organizational development?	Subject Matter Expert
What is your strategic plan?	Subject Matter Expert
How would you deploy your staff?	Subject Matter Expert
What are the core functions?	Subject Matter Expert
Special units are good to have but sometimes you do not have the luxury to have them	Subject Matter Expert
Hiring philosophy?	Subject Matter Expert
What is the city doing with the consent decree that is not working?	Subject Matter Expert
Are you going to be serious about reform? It is not in opposition to public safety	Subject Matter Expert
Are the mechanism in place to effectively produce public safety?	Subject Matter Expert
How do you see the relationship with the mayor and Superintendent working?	Subject Matter Expert
What administratively needs to be in place?	Subject Matter Expert
What has gone wrong in the last few years?	Subject Matter Expert

Question about candidates thoughts on the oversight and reform landscape and how they will interact with the various bodies?	Subject Matter Expert
What are your priorities?	Subject Matter Expert
How do you see the relationship with the mayor and Superintendent working?	Subject Matter Expert
What are the top challenges?	Subject Matter Expert
How will they make sure Consent decree items will be integrated?	Subject Matter Expert
Ask if candidate knows about charging override and explain how it works?	Law Enforcement
What was the deadliest day in the history of Chicago?	Law Enforcement
What will you do to coordinate with city services on issues of public safety?	Law Enforcement
Relationship with the FOP?	Subject Matter Expert
Views on hot spots policing and city-wide teams?	Subject Matter Expert
Example of how they've used empirical research that informed their policing strategy?	Subject Matter Expert
What would you like your management team to look like?	Subject Matter Expert
Would you include civilian positions?	Subject Matter Expert
State of training question	Subject Matter Expert
To what extent, in your previous roles, have you engaged in multi-disciplinary approaches?	Subject Matter Expert
Question should be in a "show me orientation"	Subject Matter Expert
What are your Union concerns?	Subject Matter Expert
How will you promote people and who will you surround yourself with?	Law Enforcement
What should the relationship between the police and the communities they serve look like?	Subject Matter Expert
Give candidate real life scenarios to address	Subject Matter Expert
Explain a time when you instituted a change that was not embraced. Describe experience.	Public Safety Forum
What does a reformed department look like?	Public Safety Forum
Use real situation to see how they process information and come up with conclusions	Subject Matter Expert
Ask about their communication and marketing plans?	Subject Matter Expert
How will you approach your work so everything isn't adversarial?	Subject Matter Expert



How will you be creative to get people in policing?	Subject Matter Expert
How would you explain Use of Force policy to a lay person?	Law Enforcement
What's your position on stripping officers?	Law Enforcement
Why do you want to be Superintendent?	Subject Matter Expert
Why did you leave the Department?	Subject Matter Expert
Details about their strategic plan	Subject Matter Expert
How do you plan to work with the unions?	Subject Matter Expert
How do you plan to bring the troops on board?	Subject Matter Expert
What does consent decree mean to you?	Subject Matter Expert
What's your plan?	Subject Matter Expert
How are you going to work to get the city on your side to build trust?	Subject Matter Expert
What do you need to be successful at this job?	Subject Matter Expert
How will you keep up with the generational difference across diverse groups?	Subject Matter Expert
Tell me a time you made a mistake and how you dealt with it?	Subject Matter Expert
Tell me about a time when you upset the community	Subject Matter Expert
What are the key components of your strategy?	Subject Matter Expert
How do you get the crime lab back at the table?	Subject Matter Expert
Is there anything that will come out that will embarrass you, the department, and city?	Subject Matter Expert
Feeling about technology?	Subject Matter Expert
Our African immigrant youth are faced with challenges faced by larger Black youth. How will the new Superintendent ensure that our youth feel that they belong in Chicago, that they can live long in Chicago, and feel safe in the city?	Listening Session
We come from cultures where police rouses our trauma. How will the Superintendent work to ensure that good partnerships are built between CPD and community groups?	Listening Session
What will the Superintendent do to ensure that U-visa certification are a priority for CPD?	Listening Session
Without adding more police, what ways will you reduce crime across the city?	DC Survey

Please share how you'll address bias and racism within the department. I'd love to hear their thoughts as to why the Consent Decree is in place and how they plan on enforcing it.	DC Survey
How will you start to address the low clearance rates particularly for violent offense like shootings both fatal and non-fatal? Will you work to implement the recommendations made in the 2019 PERF report and other subsequent reports that have been conducted to help address ongoing CPD issues?	DC Survey
What their plan is to help our young teens who are finding themselves in trouble for assembling in large crowds downtown?	DC Survey
Which practices do you find it most important to stop, start, and continue doing as part of your job as Superintendent?	DC Survey
How will he maintain staffing levels in the face of retirements ? Ideas on promotions? Thoughts on the effectiveness of Merit Promotions?	DC Survey
How would you gain the respect and approval of CPD officers to increase morale while also having effective, lawful and constitutional policing? Describe in detail your honest opinion about what is needed to address the manpower shortage of officers.	DC Survey
After police involved shootings how will you respond to the community without always taking the side of CPD-in a neutral voice and one that shows empathy towards hurting families and communities?	DC Survey
What is your plan to improve working conditions for police officer's and to provide a better understanding for both the police and community to help build trust.	DC Survey
What does your 90-day Plan looks like? How would you describe the ideal environment to achieve that above 90-day Plan? Are you open to purging those officer out of the department who has a history of non/compliance to policy and procedures?	DC Survey
Are you willing to work for all other communities in Chicago no matter what race they are as well as your coworkers?	DC Survey
Are you willing to listen to the Police District Councils who represent their communities?	DC Survey
What do you consider to be "community policing"? How would you approach infusing the Department with a community-policing philosophy?	DC Survey
Questions about military service, educational fortitude, and history of working with a large metropolitan police force.	DC Survey
What influence and power will the applicant provide to communities through their district council members around district budgeting and staffing.	DC Survey
Will you allow the file and ranks to actually return to being allowed to do police work.	DC Survey
Why do you think you are more qualified for the position of Police Superintendent of Chicago?	DC Survey
Will you eliminate the merit process to ensure supervisory candidates have proven their knowledge, skills and abilities through competitive testing to ensure only the best candidates are promoted.	DC Survey
Can the new superintendent make the difficult decisions needed to move policing forward. For example remove officers who are not in compliance with the law.	Westside Forum survey
How they plan to work with community as partners around safety and reducing violence?	Westside Forum survey

Provide proven examples of using partnerships to reduce violence?	Westside Forum survey
What would you like for the community to do to help the police combat crime in all 77 communities?	Westside Forum survey
What is your strategy for decreasing crime on CTA?	Westside Forum survey
What is the length of time in your supervisory position and where?	Westside Forum survey
To dismantle the rogue Holman and Filmore unit and address any officers that has complaints of excessive force or any misconduct	Westside Forum survey
What's your plan on on dealing with carjacking?	Westside Forum survey
How would you reduce violent crime immediately?	Westside Forum survey
What are creative solutions to address petty youth crime (theft, vandalism, car jacking)?	Westside Forum survey
What is your goal for reducing crime in Chicago? How can this mission be executed while maintaining your integrity and providing equitable resources?	Westside Forum survey
What strategies have you personally created and implemented to reduce crime and violence?	Westside Forum survey
What will be their plans to improve police and community relations?	Westside Forum survey
What have you done in your career to address crime and violence at the policy and implementation level?	Westside Forum survey
Why do want this job?	Westside Forum survey
I recommend the next superintendent be open to contracting Root2fruit Youth Foundation to train officers on youth and community engagement	Westside Forum survey
How have they resolved complaints against officers and how have they used their dispute resolution skills?	Westside Forum survey
Would you consider a youth training camp in the parks?	Westside Forum survey
Is it even possible for an officer come out of retirement to lead the force?	Westside Forum survey
What has been the person's experience/success in resolving complicated matters.	Westside Forum survey
Do you have children and what would you tell them to do if stopped by a police officer.	Westside Forum survey
How can you increase recruitment without lowering hiring standards?	Westside Forum survey
Our youth are seeing crimes daily in many communities. The trauma that they've experienced is mind boggling. When a student experiences or sees gun violence, is there a way for CPD and CPS to get together to make sure that counseling is offered to the children? PTSD is real and it affects the coping skills that children have or don't have.	Westside Forum survey
Describe an experience incorporating and acting on feedback from a person or entity with views different from your own.	Westside Forum survey
What are your views of the Consent Decree? How will you work to ensure the Department achieves full compliance, and on what timeline?	Westside Forum survey

What actions will you take to help bolster the efforts of the Office of Constitutional Policing and Reform?	Westside Forum survey
Plans for hiring more African American male and female officers?	Westside Forum survey
Addressing the culture of systemic racism within the department?	Westside Forum survey
How will you hold police accountable for misconduct, violations of policies and lawlessness? Community members are fed up with mere wrist slaps.	Westside Forum survey
How progressive will you be in alignment with a progressive Mayor? (We do not need another yes man)	Westside Forum survey
Would you be willing to scrub the entire police department to begin identifying and weeding out the bad apples either for more appropriate trainings or possible departing them from the Department?	Westside Forum survey
The incoming Mayor wants to hire 200 new detectives to help with case load...do you think this is feasible or a best practice.	Westside Forum survey
How will you respond to Police Board recommendations for termination of officers?	Westside Forum survey
Transparency has been a major issue with CPD/City around the Consent Decree with meeting deadlines, how will you address?	Westside Forum survey





Commission President Anthony Driver, Jr.  
Commission Vice President Oswaldo Gomez  
Commissioner Beth Brown  
Commissioner Yvette Loizon  
Commissioner Cliff Nellis  
Commissioner Remel Terry  
Commissioner Isaac Troncoso

