

Independent Monitoring Report 13

Officer Wellness and Support

Compliance Assessments by Paragraph

Specific assessments, by paragraph, for the Officer Wellness and Support section are available here. This includes paragraphs where the City gained or lost compliance in the thirteenth reporting period, as well as paragraphs with significant developments toward or away from compliance. A fuller description of the history of compliance efforts, methodologies, compliance determinations for each original monitorable paragraph in the Officer Wellness and Support section is available in *Comprehensive Assessment Part I* (which included *Independent Monitoring Report 8*): <https://cpdmonitoringteam.com/imr-8-1/>.

Officer Wellness and Support: ¶385

385. *As a component of CPD’s Officer Support Systems Plan, CPD will develop and implement a communications strategy. The objectives of this communications strategy will be: a. to inform CPD members of the support services available to them; b. to address stigmas, misinformation, or other potential barriers to members using these services; and c. to emphasize that supporting officer wellness is an integral part of CPD’s operations.*

Compliance Progress

(Reporting Period: July 1, 2025, through December 31, 2025)

Preliminary:	<i>In Compliance</i> (THIRD REPORTING PERIOD)
Secondary:	<i>In Compliance</i> (THIRD REPORTING PERIOD)
Full:	<i>Under Assessment</i>

In the thirteenth reporting period, the City and the CPD remain under assessment for Full Compliance with the requirements of ¶385.

To assess Preliminary compliance, the IMT reviewed whether the CPD had a sufficient plan to develop and implement a communications strategy per ¶385. To assess Secondary compliance, the IMT reviewed data and gathered information to determine whether the communications strategy, when put into practice, would be sufficient to meet the objectives of ¶385.

To assess Full compliance, the IMT assessed whether the CPD had implemented a communications strategy that effectively disseminates information regarding support services, dispels misinformation, and emphasizes the CPD’s commitment to wellness for both sworn and nonsworn personnel. The IMT also considered whether the CPD was continuously assessing its communications strategy and adjusting as appropriate. Specifically, the IMT reviewed the *2025 Officer Wellness Support Plan* (which is the CPD’s title for the required *Officer Support Systems Plan*) and the *2025 Officer Wellness Communications Strategy*.

In the thirteenth reporting period, the City and the CPD demonstrated their implementation of some facets of the required communications strategy. As reflected in the *2025 Officer Wellness Support Plan*, wellness training materials now frequently include direct messaging from the Superintendent, reflecting a strategic, top-down prioritization of employee wellness. These efforts aim to reduce stigma by consistently reinforcing the importance of officer and employee wellness. The CPD delivers regular, timely, and accurate wellness information through palm cards, announcements, information boards, roll calls, and training sessions.

However, ¶385 explicitly requires implementation of the communication strategy. As mentioned in the *2025 Officer Wellness Communications Strategy*, some steps have not yet been implemented, and therefore, relevant data could not be evaluated for Full compliance. For example, the *Strategy* states that “Intranet Posting,”

a portion of the strategy aimed at enhancing wellness initiatives through enhanced communications, will “begin in the first quarter of 2026 and continue [every quarter] throughout the year.” As the IMT has previously noted, without evaluating whether these and other aspects of the strategy are implemented in the future, the IMT cannot determine whether the requirements of ¶385 have been met. IMT looks forward to reviewing further productions which demonstrate the full implementation of these portions of the strategy, as well as evidence that the CPD is evaluating both the impacts of the strategy on officer wellness and its own adherence to the strategy’s recommendations.

Maintaining a sustained focus on wellness priorities, communicated effectively to sworn members, civilians, recruits, and their families, remains essential. The IMT looks forward to reviewing continued implementation and progress on CPD’s *Officer Wellness Communications Strategy*.

Paragraph 385 Compliance Progress History

FIRST REPORTING PERIOD MARCH 1, 2019 – AUGUST 31, 2019 COMPLIANCE PROGRESS: Not Applicable	SECOND REPORTING PERIOD SEPTEMBER 1, 2019 – FEBRUARY 29, 2020 COMPLIANCE PROGRESS: None	THIRD REPORTING PERIOD MARCH 1, 2020 – DECEMBER 31, 2020 COMPLIANCE PROGRESS: Secondary
FOURTH REPORTING PERIOD JANUARY 1, 2021 – JUNE 30, 2021 COMPLIANCE PROGRESS: Secondary	FIFTH REPORTING PERIOD JULY 1, 2021 – DECEMBER 31, 2021 COMPLIANCE PROGRESS: Secondary	SIXTH REPORTING PERIOD JANUARY 1, 2022 – JUNE 30, 2022 COMPLIANCE PROGRESS: Secondary
SEVENTH REPORTING PERIOD JULY 1, 2022 – DECEMBER 31, 2022 COMPLIANCE PROGRESS: Secondary	EIGHTH REPORTING PERIOD JANUARY 1, 2023 – JUNE 30, 2023 COMPLIANCE PROGRESS: Secondary	NINTH REPORTING PERIOD JULY 1, 2023 – DECEMBER 31, 2023 COMPLIANCE PROGRESS: Secondary
TENTH REPORTING PERIOD JANUARY 1, 2024 – JUNE 30, 2024 COMPLIANCE PROGRESS: Secondary	ELEVENTH REPORTING PERIOD JULY 1, 2024 – DECEMBER 31, 2024 COMPLIANCE PROGRESS: Secondary	TWELFTH REPORTING PERIOD JANUARY 1, 2025 – JUNE 30, 2025 COMPLIANCE PROGRESS: Secondary
THIRTEENTH REPORTING PERIOD JULY 1, 2025 – DECEMBER 31, 2025 COMPLIANCE PROGRESS: Secondary		

Officer Wellness and Support: ¶386

386. *As part of this communications strategy, CPD will, at a minimum: a. make information about the support services available, on a continuing basis, to members on its internal websites; b. post information, including pamphlets and posters, in each CPD facility in areas frequented by officers; c. issue wallet-sized cards to every CPD member with contact information for the CPD support services available; d. inform and remind members about the CPD support services offered, including providing handouts with contact information, at the annual use of force training required by this Agreement, during Academy training of new recruits, and at in-service trainings relating to stress management and officer wellness; e. provide training to supervisory personnel regarding available CPD officer support services and strategies for communicating with officers about these services in a manner that minimizes any perceived stigma; and f. seek to identify and correct misperceptions among CPD members about receiving counseling services.*

Compliance Progress

(Reporting Period: July 1, 2025, through December 31, 2025)

Preliminary:	<i>In Compliance</i> (THIRD REPORTING PERIOD)
Secondary:	<i>In Compliance</i> (THIRD REPORTING PERIOD)
Full:	<i>Under Assessment</i>

In the thirteenth reporting period, the City and CPD remained under assessment for Full compliance with the requirements of ¶386.

To assess Preliminary and Secondary compliance with ¶386, the IMT reviewed the CPD’s relevant policies and documents pursuant to the process outlined in the Consent Decree (¶¶626–41), including consultation, resolution, workout, and public comment periods. The IMT also reviewed CPD’s training development, implementation, and evaluation to determine whether CPD developed a plan to comply with ¶386 and whether the plan would be effective when implemented. Specifically, the IMT reviewed previous *Officer Support Systems Plans* which included plans for communicating support services to in-service members, recruits, retired members, and family members. We also reviewed roll-call trainings, online resources, suicide awareness and prevention videos, and eLearning modules which reflected an earnest commitment to disseminate thorough and accurate information regarding support services.

To assess Full compliance, the IMT reviewed whether the CPD sufficiently sustained outreach and communication to increase and maintain awareness of Professional Counseling Division (PCD) services for both sworn and non-sworn personnel by reviewing both qualitative and quantitative data including interviews of personnel at all ranks to determine awareness and officers’ perceived ease of access to information.

Specifically, the IMT reviewed emails, CPD’s internal webpage The Wire, newsletters, memoranda, and Superintendent’s messages to inform CPD members and their families about available wellness programs and services.

The IMT looks forward to reviewing the CPD’s ongoing implementation and regular updates on its *Officer Wellness Communications Strategy*, including progress toward compliance with each subparagraph requirement, a–f.

Paragraph 386 Compliance Progress History

FIRST REPORTING PERIOD MARCH 1, 2019 – AUGUST 31, 2019 COMPLIANCE PROGRESS: Not Applicable	SECOND REPORTING PERIOD SEPTEMBER 1, 2019 – FEBRUARY 29, 2020 COMPLIANCE PROGRESS: None	THIRD REPORTING PERIOD MARCH 1, 2020 – DECEMBER 31, 2020 COMPLIANCE PROGRESS: Secondary
FOURTH REPORTING PERIOD JANUARY 1, 2021 – JUNE 30, 2021 COMPLIANCE PROGRESS: Secondary	FIFTH REPORTING PERIOD JULY 1, 2021 – DECEMBER 31, 2021 COMPLIANCE PROGRESS: Secondary	SIXTH REPORTING PERIOD JANUARY 1, 2022 – JUNE 30, 2022 COMPLIANCE PROGRESS: Secondary
SEVENTH REPORTING PERIOD JULY 1, 2022 – DECEMBER 31, 2022 COMPLIANCE PROGRESS: Secondary	EIGHTH REPORTING PERIOD JANUARY 1, 2023 – JUNE 30, 2023 COMPLIANCE PROGRESS: Secondary	NINTH REPORTING PERIOD JULY 1, 2023 – DECEMBER 31, 2023 COMPLIANCE PROGRESS: Secondary
TENTH REPORTING PERIOD JANUARY 1, 2024 – JUNE 30, 2024 COMPLIANCE PROGRESS: Secondary	ELEVENTH REPORTING PERIOD JULY 1, 2024 – DECEMBER 31, 2024 COMPLIANCE PROGRESS: Secondary	TWELFTH REPORTING PERIOD JANUARY 1, 2025 – JUNE 30, 2025 COMPLIANCE PROGRESS: Secondary
THIRTEENTH REPORTING PERIOD JULY 1, 2025 – DECEMBER 31, 2025 COMPLIANCE PROGRESS: Secondary		

Officer Wellness and Support: ¶390

390. CPD currently employs three licensed mental health professionals and a supervising psychologist who serves as the Director of CPD’s Professional Counseling Division. CPD offers free counseling services to CPD members through the Professional Counseling Division and through external referrals in certain circumstances. CPD will expand its capacity to provide the counseling services to CPD members as set forth in this Agreement.

Compliance Progress

(Reporting Period: July 1, 2025, through December 31, 2025)

Preliminary: *In Compliance* (FOURTH REPORTING PERIOD)
Secondary: *In Compliance* (FOURTH REPORTING PERIOD)
Full: *In Compliance* (THIRTEENTH REPORTING PERIOD)

In the thirteenth reporting period, the City and CPD achieved Full compliance with the requirements of ¶390.

To assess Preliminary and Secondary compliance with ¶390, the IMT reviewed E06-01 *Professional Counseling Division*, recent annual *Reports to the Superintendent*, and the 2025 *Officer Wellness Support Plan*, as well as Professional Counseling Division records.

To assess Full compliance, the IMT reviewed recent results from the QR code survey which measures satisfaction with various EAP services, the PCD licensing documentation for PCD clinicians, and the 2025 updates to E06-01 *Professional Counseling Division*, which document the CPD’s efforts to “expand its capacity to provide the counseling services” per the Consent Decree’s requirements. During this reporting period, the CPD provided licensing information for over 25 clinical staff members.

Looking ahead, the IMT will review the results of the CPD’s Workforce Allocation Study, and consider documentation related to the timeliness of PCD service provision (i.e., ¶395).

Paragraph 390 Compliance Progress History

FIRST REPORTING PERIOD
MARCH 1, 2019 – AUGUST 31, 2019

COMPLIANCE PROGRESS:
Not Applicable

SECOND REPORTING PERIOD
SEPTEMBER 1, 2019 – FEBRUARY 29, 2020

COMPLIANCE PROGRESS:
None

THIRD REPORTING PERIOD
MARCH 1, 2020 – DECEMBER 31, 2020

COMPLIANCE PROGRESS:
None

FOURTH REPORTING PERIOD
JANUARY 1, 2021 – JUNE 30, 2021

COMPLIANCE PROGRESS:
Secondary

FIFTH REPORTING PERIOD
JULY 1, 2021 – DECEMBER 31, 2021

COMPLIANCE PROGRESS:
Secondary

SIXTH REPORTING PERIOD
JANUARY 1, 2022 – JUNE 30, 2022

COMPLIANCE PROGRESS:
Secondary

SEVENTH REPORTING PERIOD
JULY 1, 2022 – DECEMBER 31, 2022

COMPLIANCE PROGRESS:
Secondary

EIGHTH REPORTING PERIOD
JANUARY 1, 2023 – JUNE 30, 2023

COMPLIANCE PROGRESS:
Secondary

NINTH REPORTING PERIOD
JULY 1, 2023 – DECEMBER 31, 2023

COMPLIANCE PROGRESS:
Secondary

TENTH REPORTING PERIOD
JANUARY 1, 2024 – JUNE 30, 2024

COMPLIANCE PROGRESS:
Secondary

ELEVENTH REPORTING PERIOD
JULY 1, 2024 – DECEMBER 31, 2024

COMPLIANCE PROGRESS:
Secondary

TWELFTH REPORTING PERIOD
JANUARY 1, 2025 – JUNE 30, 2025

COMPLIANCE PROGRESS:
Secondary

THIRTEENTH REPORTING PERIOD
JULY 1, 2025 – DECEMBER 31, 2025

COMPLIANCE PROGRESS:
Full

Officer Wellness and Support: ¶399

399. CPD will ensure the number of drug and alcohol counselors available, either on staff or through referrals, meets the needs of CPD members consistent with the needs assessment and the Officer Support System Plan.

Compliance Progress

(Reporting Period: July 1, 2025, through December 31, 2025)

Preliminary: *In Compliance (FOURTH REPORTING PERIOD)*

Secondary: *In Compliance (NEW)*

Full: *Not Yet Assessed*

In the thirteenth reporting period, the City and CPD achieved Secondary compliance with the requirements of ¶399.

To assess Preliminary compliance, we reviewed policies and documents which demonstrate the CPD has developed a sufficient plan to ensure that staffing of drug and alcohol counselors is sufficient to meet the needs of CPD members as outlined in the needs assessment and *Officer Support Systems Plan*. Specifically, we reviewed E06-01 *Professional Counseling Division*, which sets requirements for counselors to track their activities and deployed resources.

To assess Secondary compliance, the IMT reviewed E06-01 *Professional Counseling Division*, along with recent annual *Reports to the Superintendent*, and the *2025 Officer Wellness Support Plan*, as well as Professional Counseling Division records. We determined whether the CPD's data sufficiently demonstrate that the CPD's staff of drug and alcohol counselors meet the needs of CPD members. We reviewed data summaries and analysis from CPD's Column Case Management system, which tracks the provision of services. Those data indicate that members who seek assistance from drug and alcohol counselors receive it.

Moving forward, the IMT will continue to review data demonstrating that members who seek such services receive it, internally or through referrals, consistent with the *Officer Support Systems Plan*.

Paragraph 399 Compliance Progress History

FIRST REPORTING PERIOD
MARCH 1, 2019 – AUGUST 31, 2019

COMPLIANCE PROGRESS:
Not Applicable

SECOND REPORTING PERIOD
SEPTEMBER 1, 2019 – FEBRUARY 29, 2020

COMPLIANCE PROGRESS:
None

THIRD REPORTING PERIOD
MARCH 1, 2020 – DECEMBER 31, 2020

COMPLIANCE PROGRESS:
Secondary

FOURTH REPORTING PERIOD
JANUARY 1, 2021 – JUNE 30, 2021

COMPLIANCE PROGRESS:
Preliminary

FIFTH REPORTING PERIOD
JULY 1, 2021 – DECEMBER 31, 2021

COMPLIANCE PROGRESS:
Preliminary

SIXTH REPORTING PERIOD
JANUARY 1, 2022 – JUNE 30, 2022

COMPLIANCE PROGRESS:
Preliminary

SEVENTH REPORTING PERIOD
JULY 1, 2022 – DECEMBER 31, 2022

COMPLIANCE PROGRESS:
Preliminary

EIGHTH REPORTING PERIOD
JANUARY 1, 2023 – JUNE 30, 2023

COMPLIANCE PROGRESS:
Preliminary

NINTH REPORTING PERIOD
JULY 1, 2023 – DECEMBER 31, 2023

COMPLIANCE PROGRESS:
Preliminary

TENTH REPORTING PERIOD
JANUARY 1, 2024 – JUNE 30, 2024

COMPLIANCE PROGRESS:
Preliminary

ELEVENTH REPORTING PERIOD
JULY 1, 2024 – DECEMBER 31, 2024

COMPLIANCE PROGRESS:
Preliminary

TWELFTH REPORTING PERIOD
JANUARY 1, 2025 – JUNE 30, 2025

COMPLIANCE PROGRESS:
Preliminary

THIRTEENTH REPORTING PERIOD
JULY 1, 2025 – DECEMBER 31, 2025

COMPLIANCE PROGRESS:
Secondary