

Law enforcement officers need to continuously train for pre-planned and spontaneous events where large crowds gather [1]. Large crowds can become unruly and riots can ensue if law enforcement officers are not trained properly in crowd control tactics and techniques [2]. In June of 2011, the City of Chicago was notified that it would have the honor of hosting the North Atlantic Treaty Organization (NATO) Summit in May of 2012. I tasked the Chicago Police Department with developing a training program that would provide training for all members of the Chicago Police Department. This task involved creating curriculum and training for over 12,000 members of my Department in eight months. I stressed that crowd control training would increase officer confidence in their crowd control tactics and that effective crowd control training and officer professionalism would increase public trust in the Chicago Police Department.

The training topics covered in preparation for the NATO Summit were the history of civil disorder, legal perspectives, team tactics, demonstrator tactics, crowd dynamics, personal protective equipment, riot control agents, less-lethal munitions, shield and baton training, the use of force, the long range acoustic device (LRAD), suspicious package response, mass arrest, flex cuffing, medical and rescue training, field force extrication, and scenario based training concerning the use of crowd control formations. In addition to classroom and hands-on training, I directed the Chicago Police Department to develop training bulletins, eLearning modules, and streaming videos concerning crowd control-related topics [3].

There were four pivotal points of the crowd control training leading up to the NATO Summit that I would like to emphasize.

The first is recognizing, understanding, and granting the citizens of Chicago and all visitors to the city their First and Fourth Amendment rights. The First Amendment of the United States Constitution grants citizens the right to assemble, communicate ideas, and share problems and desires. The Fourth Amendment gives people the right to be secure in their persons and that unreasonable searches and seizures will not be tolerated. It is important to recognize and understand these rights, then react to crowd situations accordingly. Any unjust denial of these basic rights can give rise to feelings of frustration.

The second is using the appropriate and reasonable amount of force. Police officers need to use an amount of force reasonably necessary based on the totality of the circumstances to perform a lawful task, effect an arrest, overcome resistance, control a subject, or protect themselves or others from injury. Police officers need to employ the progressive and reasonable escalation and de-escalation of officer applied force in proportional response to the actions and level of resistance offered by a subject. Prior to the NATO Summit, I changed the Chicago Police Department policy concerning the use of the Long Range Acoustic Device (LRAD) and Oleoresin Capsicum (OC) in order to ensure that any force used remained reasonable. Our policy now states that the use of the LRAD as a pain control device on crowds or OC on crowds is prohibited unless the Superintendent or my designee authorizes its use. Additionally, although the Chicago Police Department may have military equipment such as rifles and Mine Resistant Ambush Protected (MRAP) vehicles, we would only use it when reasonable and necessary. There is no reason to escalate a peaceful situation with the presence of military equipment.

Third, the team concept was instilled into the training courses because working as a team builds confidence and reinforces proper reaction. It was continuously reinforced that the key to successful team tactic operations were in the creation of a well-disciplined, professional, and controlled working team. Professional is paramount during protest situations and police officers cannot let the heat of the protest or the circumstances dictate their actions [3]. I told my officers to always remain professional, impartial, unbiased, and objective.

The fourth point is that strong leadership must be provided from all supervisors. This on-the-ground leadership lends itself to more timely and accurate decisions, as well as flexibility in responding to situations. Supervisors need to ensure that their subordinate's needs are met and that information is communicated freely in order to establish effectiveness. Additionally, supervisors were instructed that they would be held accountable for the conduct and appearance of all on-duty subordinate personnel.

Now, in addition to training members of our own Department for the NATO Summit, we conducted joint police and fire training exercises and instructed courses for outside agencies in order to prepare for the NATO Summit. The outside agencies that we instructed were the Chicago Fire Department, Chicago Traffic Management Authority (TMA), City of Chicago Inspectors, and the Independent Police Review Authority (IPRA), which is our civilian oversight agency.

Lastly, I guided the Chicago Police Department to conduct Command Staff tabletop exercises. The purpose of the Command Staff tabletop exercises were to:

- Prepare to respond to crowd control situations
- Test plans, critical response, and recovery functions
- Challenge systems and procedures
- Identify gaps and shortfalls

The objectives of the Command Staff tabletop exercises were to assess and validate our capabilities and roles in the following:

- Communications
- Critical resource logistics and distribution
- Mass care (sheltering, feeding, and related services)
- Medical needs
- Crowd Control

Due to the quality and abundance of training that the Chicago Police Department members and outside agencies received from the Chicago Police Department, all of the Chicago Police officers and outside agencies worked well together as a disciplined team during the NATO Summit. The front line officers displayed their patience and restraint, which visibly frustrated some protesters who tried to illicit an excessive response. During some skirmishes with violent demonstrators, where bottles, rocks, and other objects were thrown at the police, the police officers made arrests quickly and efficiently. Additionally, when aggressive groups of protesters charged police formations, the police lines proved to be impenetrable [4].

Once the NATO Summit left Chicago in 2012, I directed our training academy to develop a procedural justice and legitimacy training program. Procedural justice is the process used by police officers where citizens are treated fairly and with proper respect. The police gain acceptance when they are viewed by the public as fairly distributing police services across people and communities [5]. Legitimacy refers to when a citizen feels that a police officer should be deferred to, complied with, and trusted. It has been stated that positive citizen experiences lead to positive evaluations of the police [6]. The Chicago Police Department's training focuses on four core principles of Procedural Justice and Legitimacy, which are:

1. Giving others a Voice (Listening);
2. Neutrality in decision making;
3. Respectful treatment; and
4. Trustworthiness.

My entire Department has received Procedural Justice and Legitimacy training and now we are moving into a second phase of the training. Procedural justice and legitimacy in law enforcement is not just a strategy, but a movement. By fostering an environment where procedural justice principles become standard practice, police departments can create an organizational culture that fosters a true partnership with the public and leads to safer work environments. It is about doing the right thing all of the time and treating others how you would want to be treated [7].

In concert with the Procedural Justice training, the Chicago Police Department continues to conduct crowd control sustainment training in order to keep the officers' knowledge and skills fresh. The Chicago Police Department crowd control teams need sustainment/refresher training in crowd control tactics and techniques in order to keep the citizens of the city safe, the businesses of the city operational and undamaged, the police officers uninjured, and to uphold civil liberties.

There continue to be protests on a regular basis in Chicago that concern a wide array of topics. There are usually minimal arrests, most protests remain peaceful, and the police officers serve the city of Chicago with honor, pride, professionalism, integrity, courage, and excellence. Due to the crowd control training that my officers receive continually, the procedural justice and legitimacy culture within our Department, and the leadership of the Department being held accountable for effective results, the Chicago Police Department continues to strengthen its bond with our community. Chicago Police Department members serve the community, but are also members of the same community that they serve. By doing all of the right things during mass demonstrations, Chicago Police officers keep building positive and trusting relationships among all that they serve.

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