

Chicago Police Department's

Racial Equity Action Plan



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Letter from Superintendent Larry Snelling



Dear Residents:

Chicago is one of the most unique and culturally diverse cities in the world – a true melting pot of ethnic backgrounds and faith traditions set amid historic communities. Our neighborhoods hold the experiences of countless families and individuals who settled in Chicago seeking a better life filled with fairness and opportunity. The Chicago Police Department's Racial Equity Action Plan (REAP) – our first-ever racial equity initiative – seeks to enhance public safety by promoting fairness and creating opportunity for all Chicagoans.

This three-year plan is a comprehensive effort informed by the City of Chicago's definition of equity as both an outcome and a process by which every resident is an active and involved stakeholder in dismantling systemic inequality. Broadly stated, the chief priorities of our REAP include community engagement, workforce development, and public safety. With these priorities, we seek to address racial disparities and support a culture of understanding through increased transparency and dialogue while transforming law enforcement services and education.

The Department is fully invested in identifying issues and exploring innovative strategies alongside community members. We will keep initiating candid conversations, creating safe spaces for youth, and facilitating opportunities for widespread input on departmental programming and policies. In addition, the preparedness and performance of our workforce are some of the metrics by which we'll measure our success. We're dedicating department resources to recruiting and retaining diverse, qualified candidates, prioritizing officer wellness, and introducing more community/cultural-based training and education. We also recognize the historical nuances of identity and intersectionality when it comes to race, gender/gender expression, and sexual orientation in the context of public safety.

In our plan, you'll see that we're strengthening our approach to learning, collaborating, and taking equitable action on every level. Whether we use the term constitutional, impartial, or community when it comes to policing, fairness and respect will always be at the center. Public safety is about our personal and communal health and well-being, and the Chicago Police Department is committed to enhancing safety by building and maintaining trust among all the people we serve.

Sincerely,

Larry Snelling
Superintendent of Police
Chicago Police Department

Acknowledgments

Chicago Police Department's Racial Equity and Justice Acknowledgement

As an organization, the Chicago Police Department is facing an unprecedented change in everything we do and, in some cases, believe. These next months and years will test all of us who work for the police department and our community. To change, we must start with an acknowledgment of the historical and ongoing challenges within the criminal justice system and the tangible steps we need to take to address them. We are committed to this change and to the people of Chicago. The Chicago Police Department acknowledges:

That throughout our nation's history, law enforcement has played a role in perpetuating systemic injustices that have disproportionately affected marginalized communities. From slavery to the Civil Rights Movement and beyond, the actions of law enforcement in this country have, at times, contributed to the dehumanization and oppression of individuals based on their race, ethnicity, socio-economic status, gender, and other identity factors.

That communities, particularly people of color, have faced systemic biases, discrimination, and violence at the hands of law enforcement. The infringement of basic civil and human rights has created profound and lasting scars within our society.

That racial injustice has deep historical roots within our organization and the City of Chicago. The impact of discriminatory practices, excessive use of force, and systemic biases have had lasting effects on individuals and communities, contributing to a sense of fear, mistrust, and resentment.

That the anger, frustration, and pain felt by our fellow residents, particularly our communities of color are justified. We have a responsibility to listen, to empathize, but more importantly, to act. We must act with integrity, compassion, empathy, and kindness whenever we witness oppression and injustices taking place, especially if it means confronting our own colleagues and our leaders within the Chicago Police Department and the City.

While these truths are difficult and uncomfortable, we recognize that acknowledging this painful history is an essential first step toward fostering healing, understanding, and positive change. This acknowledgment is intended to serve as a starting point, not an endpoint. We understand that actions speak louder than words. It is our collective responsibility to dismantle the systems that perpetuate inequality and to build a more just and equitable future for all.

City of Chicago Land Acknowledgment

The City of Chicago is located on land that is and has long been a center for Native peoples. The area is the traditional homelands of the Anishinaabe, or the Council of the Three Fires: the Ojibwe, Odawa, and Potawatomi Nations. Many other Nations consider this area their traditional homeland, including the Myaamia, Ho-Chunk, Menominee, Sac and Fox, Peoria, Kaskaskia, Wea, Kickapoo, and Mascouten. The City specifically acknowledges the contributions of Kitihawa of the Potawatomi in fostering the community that has become Chicago. We acknowledge all Native peoples who came before us and who continue to contribute to our City. We are committed to promoting Native cultural heritage.

Community Contributions

The Chicago Police Department would like to acknowledge the many community members and organizations who provided their knowledge and feedback to the Department during the development of this REAP. CPD recognizes that any meaningful plan to address racial equity must be informed by the real experiences of Chicago's diverse residents and communities. CPD expresses its gratitude and appreciation to everyone who contributed to this process by sharing your stories with us, reviewing the drafts of the REAP, providing your feedback, and guiding us to ensure this plan is as strong and actionable as possible.

Executive Summary

The Racial Equity Action Plan (REAP) is a strategic plan for the Chicago Police Department (CPD or the Department) that details priorities and actions that CPD will take over the course of three years (2024 – 2026) to advance racial equity and inclusivity within its operations and interactions with the community. Implementation of the plan intends to improve equitable outcomes, reduce racial disparities, and achieve racial equity and inclusion in CPD’s core work by fostering inclusivity, diversity, and fairness within the Department and its interactions with the community. By addressing community engagement, workforce diversity, and public safety with a racial equity lens, CPD aims to build trust, promote justice, and create a safer and more equitable Chicago for all.

The REAP also emphasizes the importance of ongoing efforts, committing to a sustained focus on diversity, equity, and inclusion. This involves creating dedicated teams within CPD that focus on equity work, launching an internal Equity Cross-Function Team, establishing an Equity Office within the Department, and engaging in continuous dialogue with the community. CPD also pledges to evaluate and adapt its strategies based on feedback, ensuring a dynamic and responsive approach to achieving lasting racial equity within the Department.

This REAP outlines strategies and initiatives across three priority areas:

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|  |  |  |
| COMMUNITY ENGAGEMENT | WORKFORCE | PUBLIC SAFETY |
| All Chicagoans have a meaningful opportunity to influence City of Chicago programs, policies, and initiatives. | The City of Chicago’s workforce reflects the demographics of the City, and all employees are connected to training and advancement opportunities. | All Chicagoans are safe across the city and have trusting relationships with law enforcement and first responders. |

Priority Area 1: Community Engagement

CPD's REAP aims to enhance community engagement through increased partnerships with community-based services and resources. Recognizing the diverse needs of the community, CPD plans to identify and collaborate with organizations to provide better support. Strategies include creating a community resource dashboard for officers, improving communication between police districts and residents, establishing safe spaces for youth interactions, and fostering ongoing collaboration with the community on policy reforms.

Priority Area 2: Workforce

In addressing workforce diversity, the REAP focuses on recruiting and retaining a diverse workforce that mirrors the demographics of Chicago. Strategies involve targeted recruitment efforts, understanding barriers to joining or staying with CPD, and assessing hiring processes for equity. Training initiatives aim to incorporate racial equity principles, impartial policing, and community building into annual and recruit training, ensuring that members are well-equipped to serve the community fairly and without bias. Officer wellness, inclusivity, and accountability measures are also prioritized.

Priority Area 3: Public Safety

To enhance public safety, the REAP emphasizes increasing collaboration with the community to develop community safety strategies, acknowledging the need for community involvement in addressing crime and violence. This involves partnerships with the Mayor's Office of Community Safety and violence intervention organizations. Efforts to sustainably reduce violence include data-driven strategies, equitable solutions to gun violence, expanded victim services, and the incorporation of restorative justice practices. CPD commits to evaluating post-violence response plans and ensuring they align with principles of equity and inclusion.

Background and Overview

This REAP is the first in CPD history and the Department's most comprehensive strategy that focuses specifically on racial equity. This plan was born out of the City of Chicago's municipal code (2-4-100) and was guided by a framework and training provided by the City of Chicago's Office of Equity and Racial Justice (OERJ).

It is the goal of CPD's REAP to ensure that its policing strategies and practices are developed and implemented by being mindful of their impacts on race and equity within Chicago and that they promote more equitable and inclusive practices and relationships within CPD and communities in Chicago.

Development of CPD's Racial Equity Action Plan

Thanks to funding from the Chicago Department of Public Health (CDPH), OERJ provided substantive training for all City departments to gain professional development on how to operationalize equitable policies and practices and build REAPs. This training was designed by the Government Alliance on Race and Equity (GARE). To develop its REAP, CPD used GARE's Racial Equity Tool, which ensures data analysis and community engagement informs plans.

Training consisted of nine full-day sessions over five months that focused on various topics aimed at helping to teach Department members how to meaningfully develop the REAP. The training was provided by CZL P.C, a Black woman-owned Chicago law firm whose DEI programs focus on restoring community, equity, inclusion, and transformation through a holistic approach centered around anti-racism/colonialism, diversity, equity, and inclusion (ARCDEI+), and Offshootz, a women-owned, DEI consultancy, helping organizations design equitable systems for change.

Some of the topics covered in the training included:

- A historical context of public safety in the United States and Chicago.
- Identifying the impacts of bias at the personal, departmental, and societal levels.
- Define what inclusion and equity currently are and should be and what they are not.
- Understanding individual identities and their intersectionality.
- Deep dive into privilege, how it relates to our identities, what impact it has on communities, and how to use it for the service and benefit of others to advance equity.
- Identifying the dynamics of power at an interpersonal and organizational level.
- Understanding of what oppression is; how it relates to our identities; how it subverts equity, and how it is embodied in service provision to the City's communities.
- Identifying and understanding how to use data, what metrics to track, and how to track them to assess progress in advancing equity.

CPD leadership identified a cohort of 14 members, comprising both sworn and non-sworn members and members ranging from police officers to top leadership, to participate in the training. These members attended nine full-day trainings over five months that focused on

various topics including the history of racial injustices in America and Chicago, understanding and addressing implicit biases, data collection and analysis, and community engagement.

CPD members assigned to the REAP CPD Cohort were:

- Officer Alise Buford, Training and Support Group
- Officer Barbara Cisek, 012th District
- Commander Brendan McCrudden, 020th District
- Officer Calla Roulds, LGBTQ+ Liaison
- Officer Danielle Brown, Area Four Community Area Response Team
- Officer Jocelyn De La Torre, Immigration and Refugee Liaison
- Officer Karho Chin, 020th District
- Deputy Director Michael Milstein, Office of Community Policing
- Sergeant Raymond Fierro Jr., Training and Support Group
- Deputy Director Sarah Boyle, Office of the Superintendent
- Youth Services Coordinator Stanee Wills, Office of Community Policing
- Sergeant Tanyshia Parlor, Training and Support Group
- Officer Vanessa Barajas, 012th District
- Assistant Director William Townsell, Office of Community Policing

Community Engagement

CPD first began community engagement on its REAP in March 2023 when one of the REAP training sessions included a panel discussion from community stakeholders on racial equity in public safety. The panel, organized by the OERJ, comprised several community members in Chicago who focused on diversity and equity work and had experience working in public health and community safety. Panelists were asked a series of questions and provided valuable feedback about what they believed was important for Departments to include in their REAP. As part of the session, the CPD cohort had the opportunity to meet directly with several of the community panelists to discuss in depth the CPD's draft REAP and hear initial thoughts and feedback on the REAP.

Following the completion of the OERJ training, CPD published a first draft of its REAP on its website in May 2023 and invited the public to review the draft and provide feedback on it. CPD also created a public input form where the public could respond to a set of questions aimed at drawing feedback on its REAP, or more specifically, what the public felt was important to include in CPD's REAP. Between both public input opportunities, CPD received over 650 comments and responses.

CPD also invited residents and community organizations to meet with members of the Department to discuss the draft REAP and other racial equity priorities. CPD engaged in over a dozen conversations with various community groups from across the City throughout the summer where community members could directly voice their input and engage in constructive dialogue with CPD around the REAP.

Throughout the community engagement process, CPD heard a diverse range of feedback from across the City. Some of the consistent feedback and themes heard from the community include:

- CPD should include something that acknowledges past challenges and harms by law enforcement against people of color, and how that has contributed to the current relationship between police and the community.
- Officers should receive more training, specifically DEI and cultural competency training, implicit bias training, communication training, and trauma-informed and sensitivity training.
- Police officers are not always the best option to respond to or handle certain incidents; the City needs more community services and response options.
- Acknowledgment that low morale and poor member wellness lead to poor performance by officers and the Department must understand how valuing and improving wellness can also improve officer performance and officer interactions with the public.
- Many communities expressed wanting to see more officers participate in community events and activities. This helps educate the officers about the communities they serve while also building a constructive relationship with the officers. It also helps humanize officers for the community and humanizes the community for the officers.
- Recognition that police have a tough job and that many officers work hard and do great work but are often tarnished by mistakes and misconduct by other officers.

External Reports

When developing its REAP, CPD conducted research on recent reports that highlighted racial equity challenges at the Department and/or made recommendations on ways CPD can advance racial equity. Several of the reports that were closely reviewed for their research and recommendations include:

- Police Accountability Task Force Recommendations for Reform: Restoring Trust Between the Chicago Police and the Communities They Serve
- Department of Justice Investigation of the Chicago Police Department
- City of Chicago Office of the Inspector General Report on Race- and Ethnicity-Based Disparities in the Chicago Police Department's Use of Force
- Independent Monitoring Team's Special Report Regarding the City of Chicago's and the Chicago Police Department's Responses to Protests and Unrest
- Independent Monitoring Team's Special Report: Focus Groups with Black and Latino Men, Ages 18–35
- Independent Monitoring Team Community Survey Report (October 2021 – May 2022)
- Business and Professional People for the Public Interest report titled *A New Vehicle for "Stop and Frisk"*.

In reviewing these reports, a common theme noted was they all collectively emphasize the urgent need for comprehensive reforms within the Department to address racial disparities.

Issues raised throughout the reports include bias in the use of force, disparate treatment of individuals, and community relations. Recommendations consistently noted the importance of transparency, community engagement, cultural sensitivity training, and ongoing assessment to rebuild trust and ensure fair and equitable policing practices within CPD.

City of Chicago's Definition of Racial Equity

Equity is both an outcome and a process:

As an **outcome** equity results in fair and just access to opportunity and resources that provide everyone the ability to thrive. Acknowledging the present and historical inequality that persists in our society, equity is a future state we strive to create where identity and social status no longer predestine life outcomes.

As a **process**, equity requires a new way of doing business: one that

1. Prioritizes access and opportunities for groups who have the greatest need.
2. Methodically evaluates benefits and burdens produced by seemingly neutral systems and practices.
3. Engages those most impacted by the problems we seek to address as experts in their own experiences, strategists in co-creating solutions, and evaluators of success.
- 4.

Further, our focus is on evaluating our strategies, interventions, and resources in a way that prioritizes those who are most negatively impacted by current policies, procedures & practices.

Racial equity focuses on the social construction of race and how it has been used (historically and presently) to unjustly distribute opportunity and resources based on a person's skin color, heritage, ethnicity, and/or national origin. Advancing racial equity requires an analysis of systemic racism inclusive of the ways harm is created at the individual, interpersonal, institutional, and structural levels. It also requires a commitment to dismantling systems that perpetuate racialized outcomes and rebuilding systems that produce systemic inclusion.

PRIORITY AREA 1: COMMUNITY ENGAGEMENT

Community Engagement Strategies

1. Increase community partnerships between CPD and community-based services and resources.

Having strong and diverse partnerships with community-based services and resources is vital to supporting Chicago's community. CPD recognizes the varying challenges and needs of the community, especially historically marginalized and underserved communities. CPD also recognizes that its officers are most often not equipped to provide the support or resources that many individuals may need. Increasing partnerships between CPD and community-based organizations and service providers will allow officers to provide more options and referrals to individuals they come into contact with.

Actions for this strategy include:

1. Identify community-based organizations and service providers that are willing to connect and partner with CPD. This includes looking at what partnerships already exist, which community-based agencies are already doing this work, and where gaps exist.
2. Develop a community resource dashboard or application for officers so that they have easy access to information on various services that they can offer or refer an individual to.

2. Increase communication and partnership between local police districts and their residents.

An effective and impactful community engagement strategy that promotes equity must start with having good communication and partnership at a hyperlocal level, starting with the police districts and the residents, businesses, and community members in each district. Currently, several different structures and mechanisms exist to promote collaboration and communication between each police district and the community, however, sometimes these systems don't always connect. With better communication and partnership between police districts and the community, residents can have a greater voice and input into the strategies the district employs to address crime and support non-enforcement engagements between the police and the community.

Actions for this strategy include:

1. Conduct a review of the existing community engagement structures in police districts. Identify where overlaps, gaps, and areas to streamline exist.
2. Develop a plan that allows for greater communication between the existing community engagement structures within each neighborhood and police district. This will include collaborating directly with the community on how to do this.

3. Identify and support opportunities to allow more district police officers who are not assigned to a community policing office to engage in community-oriented activities and non-enforcement engagements. This will also include hearing directly from the community on how they want to see officers engage with them in these ways.

3. Create safe spaces for youth and emerging adults to engage with the Department.

Young people are the future of our City and must have a voice in improving the safety of Chicago's communities. Young people must also have safe and easy access to engaging with CPD to share their experiences and help guide CPD's strategies and reform efforts. CPD is committed to working to improve its relationship with youth and emerging adults, especially young people of color, but cannot do it without hearing from and working directly with them.

Actions for this strategy include:

1. Create a robust set of programs that brings youth and emerging adults together with police officers in a safe and collaborative way. This will start by conducting a landscape analysis of the existing youth programs within CPD to identify any gaps, overlaps, successes, and challenges. CPD will also work with community organizations within the youth space, especially ones that represent a racially, geographically, and socio-economic diverse cross-section of Chicago youth, including but not limited to at-risk youth and youth who have a prior history of interactions with police or the justice system.
2. Redevelop the Youth District Advisory Councils (YDAC) in each of the 22 police districts. This will begin by evaluating the current YDAC program, hearing from its current members, and reviewing the original mission of the YDAC, which was created in partnership with Mikva Challenge's Youth Safety Advisory Council in 2017.
3. Create opportunities for officers to use deflection and diversion tools to prevent young people from entering the justice system by launching the City's Youth Intervention Pathways program. This is a partnership between CPD and the Department of Family and Support Services that will allow officers to refer young people who commit low-level offenses to various community-based service providers instead of arresting them or entering them into the justice system.
4. Ensure that officers engage with youth in a trauma-informed way by developing a robust youth interactions policy and providing youth-specific training to all members of the Department.
5. Identify other gaps and challenges the Department faces in providing with young people vital resources and services by seeking feedback from the community and current youth participants of CPD's programs.

4. Establish ongoing opportunities for the community to collaborate with CPD on future reforms to policies, trainings, and strategies.

A meaningful and lasting transformation effort for CPD can only happen when the community is involved. CPD is dedicated to increasing opportunities for the community to work with CPD to develop and implement new policies, trainings, and strategies. In particular, CPD is committed to working with the community on its racial equity goals and the implementation of this REAP.

Actions for this strategy include:

1. Develop a comprehensive community engagement plan that focuses on collaborating with the community, especially individuals who have had negative experiences with police on CPD's reform efforts. CPD will work directly with communities to develop this plan and identify the best and most accessible ways to partner in this effort.
2. Launch a Racial Equity Advisory Committee, made up of community members with lived experiences and a background in racial equity, to work with CPD on the implementation of this REAP and all other efforts and initiatives around racial equity within CPD.

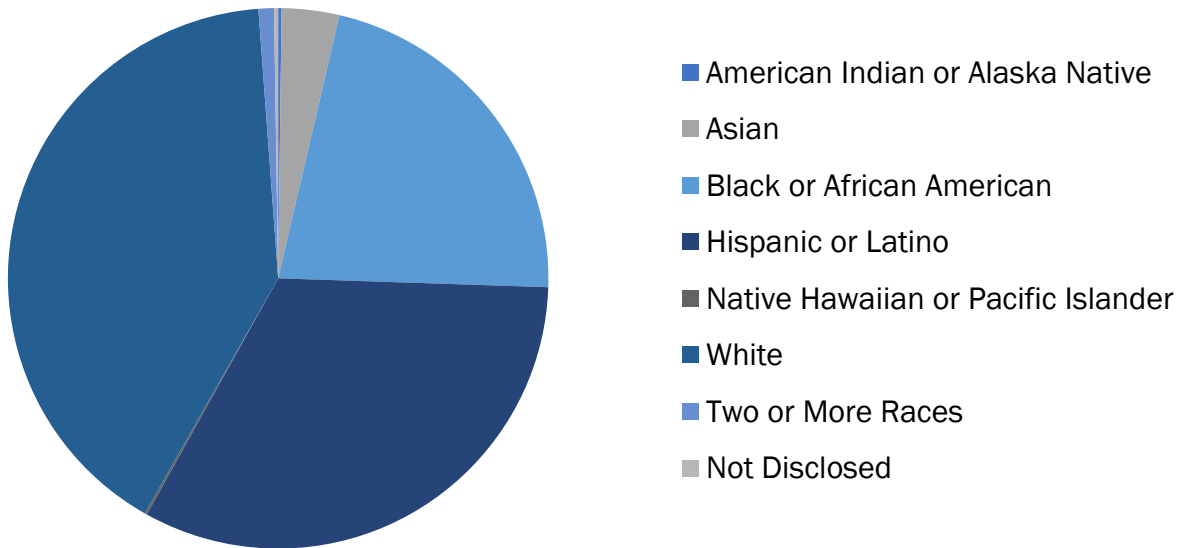
PRIORITY AREA 2: WORKFORCE

Workforce Strategies

1. Recruit and retain a diverse workforce that represents the demographics of the City of Chicago.

CPD strives to have its workforce represent the broad cross-sections of the City of Chicago. While CPD has seen increases over the past several years in new officers who identify as Hispanic or Latino, CPD has struggled to attract individuals from other backgrounds to join the Department.

CPD Membership by Race
As of January 2024



| RACE | NUMBER | PERCENT |
|-------------------------------------|---------------|-------------|
| American Indian or Alaska Native | 25 | 0.20% |
| Asian | 427 | 3.44% |
| Black or African American | 2,715 | 21.88% |
| Hispanic or Latino | 4,040 | 32.56% |
| Native Hawaiian or Pacific Islander | 16 | 0.13% |
| White | 5,040 | 40.62% |
| Two or More Races | 115 | 0.93% |
| Not Disclosed | 30 | 0.24% |
| TOTAL | 12,408 | 100% |

Actions for this strategy include:

1. Enhance recruitment efforts that focus on hiring officers that reflect the broad cross-sections of Chicago by developing a comprehensive recruitment and retention strategy. While this strategy will focus on attracting new candidates who are qualified to join the Department, a specific focus will be included on recruitment to demographic groups that are underrepresented within the Department, compared to the City of Chicago's demographics.
2. Develop a comprehensive understanding of why people do not want to join CPD or do not stay at CPD and why. This will include engaging with communities across Chicago and current officers within CPD to hear directly from them about why they don't want to join CPD or why they are wanting to leave the Department. CPD will also evaluate feedback from officers who are retiring or resigning before retirement to analyze reasons for leaving the Department.
3. Assess the recruitment and hiring process to ensure that the process is fair and equitable by completing a comprehensive review of the recruitment, hiring, and training processes to identify any barriers and challenges to employment.

2. Ensuring our workforce is trained on all topical issues related to racial equity through constitutional policing, impartial policing, and community policing.

A major component of promoting culture change within CPD starts with providing meaningful and impactful training to all Department members. In addition to the training that individuals receive when they first join the Department, all current CPD officers are required to partake in at least 40 hours of training each year. CPD commits itself to incorporating concepts and elements of racial equity, constitutional policing, impartial policing, and community policing into its annual in-service training and recruit training.

Actions for this strategy include:

1. Develop annual in-service and recruit training around racial equity, constitutional policing, impartial policing, and community policing alongside community partners and organizations. This will include working directly with individuals with lived experiences.
2. Require that recruit officers are exposed to and trained on the principles of racial equity, impartial policing, and implicit bias by reviewing current recruit training and ensuring it includes these principles or by adding it into the curriculum.
3. Require that current officers and non-sworn members are exposed to and trained annually on the principles of racial equity, impartial policing, and implicit bias. This can include incorporating these topics into various in-service training courses such as Use of Force, Crisis Intervention, or others.

4. Include principles and elements of community policing, community building, communications, and problem-solving in CPD's recruit training and annual in-service training.
5. Ensure equity values and practices are integrated into communications with staff, the public, and the media by developing a Department-wide training that includes these topics.

3. Ensuring individual officer and member wellness is part of the culture of the Department to provide better service to the community.

Officer and member wellness is crucial to ensuring the success of the Department and promoting equity both internally and externally. While Department members are required to create and foster inclusive interactions with the public, CPD must also ensure that the Department fosters an inclusive and welcoming environment for all of its members. The impact of an officer or member coming to work where they don't feel is inclusive or supportive of them and their identity can have detrimental impacts on their well-being and their performance in their role. The Department must create opportunities to support the diversity of its membership while providing ample and accessible resources to promote wellness for its members.

Actions for this strategy include:

1. Foster an inclusive and welcoming environment for all members of the Chicago Police Department. This will begin by identifying current officer and member wellness programs to evaluate their effectiveness and representation of diverse communities and identities. CPD will also identify any policies that may need updating to enhance member wellness and satisfaction.
2. Normalize and annually assess officer and member wellness programs and efforts by identifying ways to incorporate wellness into the daily operations of the Department. This will include training for management and supervisors on the types of resources available to members and appropriate and meaningful ways to promote them to their members.
3. Ensure members know what benefits are available to them by developing communication materials that are easily digestible and accessible for all members that inform them of the benefits available to them and their well-being.

4. Hold members accountable for treating all people fairly, with courtesy and dignity, and without bias.

Holding members accountable when they violate law or policy is essential to ensuring the legitimacy of the Department and building confidence and trust with the community. CPD will hold its members to the highest standards of integrity to support a culture of accountability that promotes member safety, morale, equity, inclusion, and respect.

Actions for this strategy include:

1. Ensure that CPD policies and practices prohibit discrimination based on any protected class under federal, state, and local law, including race. This will begin by reviewing current policies and practices within the Department to ensure they meet this requirement.
2. Prohibit officers from using race, ethnicity, color, national origin, ancestry, religion, disability, gender, gender identity, sexual orientation, immigration status, homeless status, marital status, parental status, military discharge status, financial status, or lawful source of income when making routine or spontaneous law enforcement decisions, unless the information is related to a specific description of an individual being sought by police.
3. Prohibit CPD members from posting, displaying, or transmitting content that is disparaging to a person or group based on race, religion, sexual orientation, or any other protected class on personal social media accounts.
4. Require that members immediately report to a CPD supervisor all incidents where they observe other CPD members who have engaged in misconduct, including discrimination, profiling, or other bias-based policing.

5. Establish Department resources to focus on ongoing equity and diversity work.

Initiatives and opportunities to promote racial equity within CPD, like this REAP, must not be a one-time effort. To make meaningful and long-term impacts, they must be ongoing and have sufficient resources to support their work.

Actions for this strategy include:

1. Create a team within the Department dedicated to leading CPD's efforts on diversity, equity, and inclusion. This will include both non-sworn and sworn members dedicated to this work.
2. Launch an internal Racial Equity Cross-function Team comprised of Racial Equity Liaisons from each of CPD's Bureaus and relevant units that will prioritize racial equity efforts within their unit.

PRIORITY AREA 3: PUBLIC SAFETY

Public Safety Strategies

1. Collaborate with the community on CPD's community safety strategies.

CPD recognizes the importance of including the community in helping inform effective policing strategies to address crime and violence in Chicago, especially in communities most impacted by violence. CPD also acknowledges that many of the root causes of crime and violence in Chicago are beyond the scope of CPD and require community partnership and intervention.

Actions for this strategy include:

1. CPD will work closely with the Mayor's Office of Community Safety and community partners and other City and government agencies to discuss and implement strategies aimed at root causes of crime and violence.
2. Expand partnerships and collaboration with violence intervention and street outreach organizations. CPD will work closely with the Mayor's Office, City agencies, and current violence prevention partners to identify any gaps and areas for improvement and future expansion.
3. Build yearly high-level crime fighting and community engagement strategies in each police district in collaboration with the community. These plans will analyze community feedback and crime data and trends to determine yearly priorities and will include actionable steps and follow-up plans the district will take to support its goals.

2. Sustainably reducing violence and making Chicago a city where everyone is and feels safe.

Crime and violence impact every neighborhood of Chicago, especially in historically marginalized and underserved communities. As a law enforcement agency, CPD has a responsibility to work towards reducing violence and building a City where everyone is and feels safe.

Actions for this strategy include:

1. Identify and implement equitable solutions to gun violence and support for affected communities and individuals. This will begin with analyzing data on gun violence incidents to identify patterns and trends. CPD will collaborate with affected communities
2. Increase support for victims of crime by expanding CPD's Crime Victim Services Program to provide Citywide coverage of services and sufficient resources to support victims of gun violence and other forms of violence.

3. Increase efforts on developing and incorporating restorative justice into the justice system by developing restorative justice programs that are culturally sensitive and tailored to the needs of diverse populations. CPD will work with community-based organizations to support this effort.
4. Evaluate post-violence response plans to ensure after-action plans incorporate principles of equity and inclusion. In doing so, CPD will evaluate past post-violence response plans, including hearing directly from the communities they were conducted in, to better understand the impact they had.

3. Use public safety strategies that are data-driven, effective, and mindful of equity.

Building a culture of equity within CPD and externally within the community can only occur when the Department uses public safety strategies that include principles of equity and inclusion. CPD commits itself to looking at its existing strategies while identifying new ones to ensure that they are mindful of equity, that they are supported by data, and that they have a positive effect on the community.

Actions for this strategy include:

1. Ensure that evaluations of crime reduction strategies do not focus on or include the number of arrests, traffic stops, investigatory stops, and citations made. This will include reviewing any existing plans and strategies that use these metrics to identify alternatives.
2. Increase crime reduction strategies that include premise checks, wellness checks, problem-solving efforts, community building, and positive community interactions by incorporating these metrics into performance evaluation and assessments of all crime reduction strategies.
3. Invest in training and strategies that are intended to increase police effectiveness while reducing the use of force during police actions. This includes regularly reviewing CPD's de-escalation and use of force policies and training alongside community feedback.

Moving Forward

Racial equity is of significant importance to CPD as it serves as the cornerstone for fostering trust, fairness, and collaboration within the diverse communities it protects. Recognizing the historical challenges and disparities faced by communities of color, prioritizing racial equity is a proactive step that CPD is committed to taking toward dismantling systemic biases and promoting a more just and inclusive city. By addressing and rectifying inequities, CPD aims to strengthen community relationships, enhance transparency, and ensure that law enforcement services are administered with fairness, dignity, and respect for every individual, regardless of their racial or ethnic background. Ultimately, the commitment to racial equity is integral to building a police force that reflects the values and needs of the entire Chicago community.

As CPD begins to implement this REAP, the Department will prioritize ongoing dialogue with community members to ensure that their voices are heard and incorporated into the decision-making process. Recruiting a diverse workforce that reflects the diversity of the City will remain a central focus. Training initiatives will be expanded to ensure all members receive comprehensive education on racial equity and procedural justice, emphasizing the importance of fair and unbiased interactions with the public. To hold members accountable for respecting individuals irrespective of race or identity, CPD will establish clear mechanisms for oversight and evaluation. By fostering a culture of accountability, CPD aims to reinforce the principles of equity and respect within its ranks. Internally, CPD will set up mechanisms to support racial equity, including member wellness programs and ongoing assessments of workforce diversity and inclusion. These measures are designed to create an environment that encourages diversity, values inclusivity, and supports the well-being of all members.

In the realm of public safety, CPD is committed to developing and implementing strategies that are mindful of equity and inclusion. This involves increased collaboration with the community to co-create safety measures that address the unique needs of different neighborhoods. Partnerships with community organizations, the Mayor's Office of Community Safety, and violence intervention groups will be strengthened to ensure a holistic and community-driven approach to public safety.

CPD recognizes that sustained progress requires ongoing commitment and collaboration with the community it serves, and these next steps reflect a steadfast dedication to building a more equitable and just police department for the city of Chicago.

Reporting on REAP Progress

As required by the City of Chicago's municipal code (2-4-100), CPD will report progress on its REAP annually to the City of Chicago's Chief Equity Officer. In addition to this annual reporting, CPD will develop an online digital dashboard to highlight progress on the REAP. The dashboard will display what actions and steps have been taken related to each strategy and what next steps, if any. CPD aims to launch the dashboard before the end of 2024.

Appendix

The Appendix of the Chicago Police Department's Racial Equity Action Plan serves as a detailed roadmap for the implementation of key strategies and actions outlined in the main document. This project plan provides a comprehensive overview of the strategies, actions, implementation steps, and timelines involved in advancing racial equity within the CPD. It serves as a vital tool for guiding the CPD's efforts in creating a more equitable and inclusive environment for officers and the communities they serve, fostering transparency and trust throughout the process.

CPD RACIAL EQUITY ACTION PLAN: Priority #1

Citywide Priority Area & Desired Result:

COMMUNITY ENGAGEMENT: All Chicagoans have a meaningful opportunity to influence City of Chicago programs, policies, and initiatives.

Indicators Examined:

Community Data

Public sentiment surveys (trust and safety)

Post-contact surveys

Trends in local news stories

Neighborhood quality of life plans City

service requests

Consent decree

Program/Department Data

Community engagements hosted by CPD

Community engagements co-hosted by CPD and community

engagements hosted by community and attended by CPD Number of community members CPD engages

Number of community participants at CPD engagements

Survey feedback on CPD engagements

Community Feedback and Narratives

The following quotes were provided from CPD's public survey regarding the development of this REAP. They were selected for inclusion in this because they reflected an overall theme seen in public feedback and within this REAP.

“I think engagement and public safety are the biggest challenges. Many people in my family fear the police and/or have a skewed perspective about the police/justice systems as a whole. I think more engagement and education in cool and innovative ways could mediate those challenges. Presence is everything!”

“The time needed for Police to engage in the community has to be built into their schedule.”

“Excessive tension due to the fact that people do not know each other and must expect the worse to protect themselves from potential harm. The relationship between the community and the police has gotten worse. The trust level is very low and yet, most residents in most communities want police presence but they want it without violence or abuse.”

“Community engagement needs to meet the community where they are- churches, schools, parks, etc. The police should be seen as wanting to engage and be a part of the community.”

““Engaging” with the community is not the answer. Authentically partner with them instead. This means more than just the occasional transactional relationships with communities (e.g., CAPS meetings and showing up at community events). It means the police giving freely to the community FIRST before asking ANYTHING of the community. Then, invite community to the decision-making table and develop long-standing relationships with them over years, and slowly over that time ceding decision-making power back to the community. All of this must be done with the people in the community who DO NOT hold traditional power—no elected officials. Instead do this with current and formerly incarcerated people, church members, and the customers and clients of community based social service organizations.”

Define the Problem

The lack of trust and tension between police and communities has made it challenging for CPD to partner with communities to further advance public safety and transformation within Chicago.

Identify Root Causes to the Problem

Past incidents of police misconduct has led to a lack of trust and tension between police and the community, especially in Black and Brown communities.

Define Your Department's Opportunity

Build trust between police and the community
Engage in more problem-solving activities with community
Collaborate more with community on strategies and engagements

COMMUNITY ENGAGEMENT STRATEGY 1

Increase community partnerships between CPD and community-based services and resources.

Measures of Impact: Number of community partnerships, number of referrals made from officers to community-based organizations and service providers, input from community partners on the effectiveness of the partnership, categories/types of community partnerships, outcomes from referrals to community partners.

| Actions | Implementation Plan | Timeline |
|--|---|---------------------|
| <p>1.1</p> <p>Identify community-based organizations and service providers that are willing to connect and partner with CPD.</p> | <ol style="list-style-type: none"> 1. Define what a community partnership means. 2. Look at systems already in place - avoid re-creating the wheel when possible. 3. Conduct outreach to communities to establish new partnerships / maintain existing partnerships. 4. Build a method to track community partnerships and regularly evaluate them. 5. Develop a method to track when officers make referrals to community partners. | <p>Q1 - Q4 2024</p> |
| <p>1.2</p> <p>Develop a community resource dashboard or application for officers.</p> | <ol style="list-style-type: none"> 1. Identify digital database to track community partner and service provider information. 2. Build a Citywide and a District-level guide that lists the community partners and service providers. | <p>Q3 2024</p> |

COMMUNITY ENGAGEMENT STRATEGY 2

Increase communication and partnership between local districts and their residents.

Measures of Impact: Time spent by beat and patrol officers on community policing functions and engagements; number of engagements where beat and patrol officers participated; community member participation in district-level engagements; community feedback and recommendations on district-level partnerships; positive outcomes resulting from coordination with local district residents.

| Actions | Implementation Plan | Timeline |
|--|---|--------------------------|
| <p>2.1</p> <p>Review existing community engagement structures in districts and identify ways to streamline them and improve collaboration between them.</p> | <ol style="list-style-type: none"> 1. Conduct a landscape analysis of all of the different community boards, councils, and committees focusing on public safety and policing issues within each district. 2. Identify overlaps and gaps between existing community engagement structures. 3. Work with existing structures to build greater synergy and coordination. 4. Solicit feedback on local districts' policing efforts and strategies. | <p>Q3 2024 - Q4 2025</p> |
| <p>2.2</p> <p>Engage more police officers within Districts in community policing activities, not just those officers assigned to community policing roles.</p> | <ol style="list-style-type: none"> 1. Identify and develop strategies to include more beat and patrol officers into community policing functions and engagements. 2. Annually evaluate strategies to include more beat and patrol officers into community policing functions and engagements, including the following information: <ul style="list-style-type: none"> • Feedback on community policing strategies from consent decree community surveys. • Feedback from beat and patrol officers. • Available data on time spent on community policing functions by district, activity, etc. | <p>Q3 2024 - Q4 2025</p> |

COMMUNITY ENGAGEMENT STRATEGY 3

Create safe spaces for youth and emerging adults to engage with the Department.

Measures of Impact: Number of active youth programs, number of young people and emerging adults engaging in CPD programs, feedback from young people on the effectiveness and impact of CPD's youth programs, youth participation in YDACs, number of districts with active YDACs, number of youth referred to diversion programs and outcomes.

| Actions | Implementation Plan | Timeline |
|--|---|--------------------------|
| <p>3.1</p> <p>Create a robust set of programs that brings youth and emerging adults together with police officers in a safe and collaborative way.</p> | <ol style="list-style-type: none"> 1. Conduct a landscape of existing youth programs within CPD and identify any gaps, overlaps, successes, and challenges. 2. Work with youth and emerging adults to identify new programming. 3. Partner with community-based organizations to identify strategies to include participants that represent a racially, geographically, and a socio- economically diverse cross section of Chicago youth, including, but not limited to at-risk youth and youth who have been arrested, incarcerated, or otherwise involved in the criminal and juvenile legal systems. 4. Develop a method for ongoing evaluation of each youth program, including feedback from youth participants. | <p>Q2 2024 - Q4 2026</p> |
| <p>3.2</p> <p>Redevelop the Youth District Advisory Councils (YDAC) in each of the 22 police districts.</p> | <ol style="list-style-type: none"> 1. Engage youth and youth-focused community organizations to rebuild and relaunch the YDAC. 2. Evaluate past version(s) of YDAC to identify lessons learned and areas for improvement. | <p>Q2 2024 - Q4 2026</p> |

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| <p>3.3</p> <p>Ensure that officers engage with youth in a trauma-informed way and use deflection and diversion tools to avoid young people from entering the justice system.</p> | <ol style="list-style-type: none"> 1. Launch the Youth Intervention Pathways (YIP) program. 2. Develop a corresponding policy on trauma-informed interactions with youth and diversion and deflection tools. 3. Conduct training for all officers on interacting with young people in trauma-informed ways and on diversion and deflection tools. | <p>Q2 2024 - Q4 2025</p> |
| <p>3.4</p> <p>Identify other gaps and challenges the Department faces in providing with young people vital resources and services.</p> | <ol style="list-style-type: none"> 1. Seek feedback through the community survey to identify gaps and challenges in providing young people with resources and services. 2. Coordinate with existing community partners and youth organizations to hold community forums and focus groups seeking perspectives from youth. | <p>Q3 2024 - Q4 2025</p> |

COMMUNITY ENGAGEMENT STRATEGY 4

Establish ongoing opportunities for the community to collaborate with CPD on future reforms to policies, trainings, and strategies.

Measures of Impact: Number of community members participating in reform engagements, outcomes and deliverables from Racial Equity Advisory Committee, outcomes from community collaboration on reform efforts.

| Actions | Implementation Plan | Timeline |
|---|--|----------------|
| <p>4.1</p> <p>Launch a Racial Equity Advisory Committee</p> | <ol style="list-style-type: none"> 1. Identify a community partner to co-chair 2. Identify CPD lead and participants, including members with authority to remove any barriers to implementation. Include representation up and down CPD's hierarchy. 3. Include members with lived experiences, strong racial equity analysis skills, and experience in strategic planning and project management. 4. Ensure that all committee members are familiar with and share a common understanding of racial equity terminology. 5. Ensure that the committee represents the demographic diversity of Chicago. 6. Communicate with the community about the purpose of the Committee and provide regular updates on progress and results. | <p>Q3 2024</p> |

| | | |
|--|--|----------------|
| <p>4.2</p> <p>Develop a comprehensive community engagement plan that focuses on collaborating with the community on CPD reforms.</p> | <ol style="list-style-type: none"> 1. Develop a strategy that focuses on engaging people of color most impacted by racial inequities. 2. Identify community partners already working on racial equity issues who can host events and assist with research (focus groups, interviews, surveys). 3. Use existing reports on racial equity developed by the City as research material. | <p>Q3 2024</p> |
|--|--|----------------|

CPD RACIAL EQUITY ACTION PLAN: Priority #2

Citywide Priority Area & Desired Result:

WORKFORCE: The City of Chicago's workforce reflects the demographics of the City, and all employees are connected to training and advancement opportunities.

Indicators Examined:

Community Data

Census Data
External reports

Program/Department Data

Demographic breakdown of CPD
diversity Officer exit interviews
Check-ins with officers after 1 year, 3 years, 5 years, etc. on the job

Community Feedback and Narratives

The following quotes were provided from CPD's public survey regarding the development of this REAP. They were selected for inclusion in this because they reflected an overall theme seen in public feedback and within this REAP.

“The workforce is constantly evolving, with new technologies and changing skill requirements. It can be challenging for organizations to find and retain employees with the necessary skills and expertise. Additionally, diversity and inclusion are becoming increasingly important, and organizations need to ensure that they have a workforce that reflects the communities they serve.”

“Officers need to be required to engage in meaningful work around race, racial biases, and training around the topic. Once this takes place, it feels like groups should be established with officers and community leaders to have open and honest conversations about how to move forward on specific community levels.”

“They need training on how to counteract and minimize unconscious/unintentional bias in fast-paced situations in which they are experiencing fear and/or anger. Unintentional bias in these situations places them and others in unnecessary danger.”

“Ensure they are trained with cultural awareness in dealing with the melting pot Chicago is. To see everyone as humanly possible and treat them as they would like to be treated. Respect goes both ways especially in certain communities where there is disparities and police are seen as the enemy.”

Define the Problem

Although getting better, the workforce has room for improvement to match the cross sections of diversity across the city.
Need more training for all officers on cultural competencies and interacting with the public in procedurally just ways.
Poor officer wellness has an impact on the performance of officers when interacting with the public.

Identify Root Causes to the Problem

Because of past incidents of police misconduct, there is a lack of trust between police and Black and Brown communities. This lack of trust and negative perception of policing has led CPD to struggle to recruit more officers, especially from Black and Brown communities.

Define Your Department's Opportunity

A more diverse and better trained Department can help build new trust between community and police and help reduce violence in communities.

WORKFORCE STRATEGY 1

Recruit and retain a diverse workforce that represents the demographics of the City of Chicago.

Measures of Impact: Demographics of new recruits joining CPD, demographics of current CPD members retiring or resigning, applicant feedback on recruitment and hiring process, CPD member feedback from their job, community feedback and perception of joining CPD. Breakdown of number of people dropping out of the process and failure rates.

| Actions | Implementation Plan | Timeline |
|--|--|--------------------------|
| <p>1.1</p> <p>Continue recruitment efforts that focus on hiring officers that reflect the broad cross-sections of Chicago.</p> | <ol style="list-style-type: none"> 1. Develop and implement a comprehensive recruitment and retention strategy which includes targeted recruitment to demographic groups that are underrepresented within the Department. 2. Regularly evaluate and adjust the recruitment plan as needed. | <p>Q1 2024 - Q4 2026</p> |
| <p>1.2</p> <p>Develop a comprehensive understanding of why people do not want to join CPD or do not stay at CPD and why.</p> | <ol style="list-style-type: none"> 1. Identify the attrition rate of officers retiring vs. those that separate before retirement. This should include reviewing the number of separations and retirements demographically to identify if there are any trends within specific demographics. 2. Evaluate feedback from retiring or resigning officers on their experiences and why they choose to leave. 3. Engage communities across Chicago to understand their perceptions of becoming a police officer for the CPD; and possible reasons why people do not want to join. | <p>Q1 2024 - Q4 2026</p> |
| <p>1.3</p> <p>Assess the recruitment and hiring process to ensure that the process is fair and equitable.</p> | <ol style="list-style-type: none"> 1. Complete a comprehensive review of the recruitment and hiring, training, retention, and promotion processes to identify artificial barriers, and challenges to employment, retention, and promotion. The review should include detailing and analyzing the steps in each process. | <p>Q1 2024 - Q4 2025</p> |

WORKFORCE STRATEGY 2

Ensuring our workforce is trained on all topical issues related to racial equity through constitutional policing, impartial policing, and community policing.

Measures of Impact: Pre and post-training tests, public surveys, and feedback on officer performances during interactions, officer complaint data, and termination data.

| Actions | Implementation Plan | Timeline |
|--|--|----------------|
| <p>2.1</p> <p>Collaborate with the community and with officers during the development of annual training.</p> | <ol style="list-style-type: none"> 1. Develop and implement a plan to engage communities during the development of training in the comprehensive community engagement plan listed in Priority 1 Action 4.2 2. Coordinate with Training and Support Group to include racial equity as part of all training and the annual training review. | <p>Q3 2024</p> |
| <p>2.2</p> <p>Require that recruit officers are exposed to and training on the principals of racial equity, impartial policing, and implicit bias.</p> | <ol style="list-style-type: none"> 1. Identify where in current recruitment training topics of racial equity, impartial policing, and implicit bias is covered. 2. Work with community, academic partners, and other relevant stakeholders to review, revise, or develop training that includes principals of racial equity, impartial policing, and implicit bias. | <p>Q3 2024</p> |
| <p>2.3</p> <p>Require that current officers are exposed to and trained annually on the principals of racial equity, impartial policing, and implicit bias.</p> | <ol style="list-style-type: none"> 1. Identify where in current annual in-service training topics of racial equity, impartial policing, and implicit bias is covered. 2. Work with community, academic partners, and other relevant stakeholders to review, revise, or develop training that includes principals of racial equity, impartial policing, and implicit bias. 3. Coordinate with the Training and Support Group to assist in the annual needs assessment and development and delivery of training materials | <p>Q3 2024</p> |

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| <p>2.4</p> <p>Include principles and elements of community policing, community building, communications, and problem- solving in CPD's recruit training and annual in-service training.</p> | <ol style="list-style-type: none"> 1. Identify where in current annual in-service training topics of community policing, community building, communications, and problem- solving are included or require updating/revising. 2. Work with community, academic partners, and relevant stakeholders to review, revise, or develop training that includes principals of community policing, community building, communications, and problem- solving. | <p>Q3 2024</p> |
| <p>2.5</p> <p>Ensure equity values and practices are integrated into communications with staff, the public, and the media.</p> | <ol style="list-style-type: none"> 1. Develop Department-wide training that includes equity values and practices and coordinate the Training and Support Group to include racial equity as part of all training and the annual training review. 2. Coordinate with CPD 's News Affairs and Office of Community Policing 3. on integrating equity values when delivering internal and external communications | <p>Q4 2024</p> |

WORKFORCE STRATEGY 3

Ensuring individual officer wellness is part of the culture of the Department to provide better service to the community.

Measures of Impact: Number of CPD members taking advantage of Department officer wellness programs, number, and types of officer wellness programs available. Amount of time it takes for members requesting services and member surveys and Directors report on services on general metrics. The number of people suicides, the attrition rate for employees leaving per category – family issues, health, move to another agency, etc.

| Actions | Implementation Plan | Timeline |
|---|---|--------------------------|
| <p>3.1</p> <p>Foster an inclusive and welcoming environment for all members of the Chicago Police Department.</p> | <ol style="list-style-type: none"> 1. Identify current officer wellness programs and evaluate their inclusiveness and representation of diverse communities and identities. 2. Review that services are culturally appropriate and provide services for a wide variety of employees including race and that service contracts requests for proposals include those requirements. 3. Identify policies that need updating to enhance employee satisfaction. | <p>Q3 2024 - Q4 2025</p> |
| <p>3.2</p> <p>Normalize and annually asses officer wellness programs and efforts.</p> | <ol style="list-style-type: none"> 1. Identify additional ways to evaluate current officer wellness programs to highlight areas for improvement. 2. Ensure that management has knowledge of resources and supports that are available to officers. 3. Explore potential training for supervisors on knowledge of and support of the wellness of their officers. 4. Include support service information at roll call training. | <p>Q3 2024 - Q4 2025</p> |

| | | |
|---|---|---------|
| 3.3 Ensure members know what benefits are available to them. | 1. Develop communication materials that are easily digestible and accessible for all members that inform them of benefits available to them and their well-being. | Q3 2024 |
|---|---|---------|

WORKFORCE STRATEGY 4

Hold members accountable for treating all people fairly, with courtesy and dignity, and without bias.

Measures of Impact: Number of complaints against officers filed for misconduct by category. Percentage of personnel completing annual training by category- basic, supervisor, in-service, etc. The number of policy violations for social media. Quarterly and annual reports published by CPD on aggregate data of allegations involving discriminatory policing based on an individual's identity.

| Actions | Implementation Plan | Timeline |
|---|--|----------------|
| <p>4.1</p> <p>Ensure that CPD policies and practices prohibit discrimination on the basis of any protected class under federal, state, and local law, including race.</p> | <ol style="list-style-type: none"> 1. Conduct a review of CPD's human rights policies and highlight where changes are needed. 2. Implement annual training that emphasizes this requirement and the requirements of the Department's human rights policies. | <p>Q1 2024</p> |
| <p>4.2</p> <p>Prohibit officers from using race, ethnicity, color, national origin, ancestry, religion, disability, gender, gender identity, sexual orientation, immigration status, homeless status, marital status, parental status, military discharge status, financial status, or lawful source of income when making routine or spontaneous law enforcement decisions, unless the information is related to a specific description of an individual being sought by police.</p> | <ol style="list-style-type: none"> 1. Conduct a review of CPD's civil and human rights policies. 2. Implement annual training that emphasizes this requirement and the requirements of the Department's human rights policies. 3. Coordinate with the Training and Support Group to include racial equity as part of all training and the annual training review. | <p>Q1 2024</p> |

| | | |
|--|---|----------------|
| <p>4.3</p> <p>Prohibit CPD members from posting, displaying, or transmitting content that is disparaging to a person or group based on race, religion, sexual orientation, or any other protected class on personal social media accounts.</p> | <ol style="list-style-type: none"> 1. Conduct a review of CPD's social media policies and revise accordingly. 2. Conduct training for all Department members on the social media policy. | <p>Q1 2024</p> |
| <p>4.4</p> <p>Require that members immediately report to a CPD supervisor all incidents where they observe other CPD members who have engaged in misconduct, including discrimination, profiling, or other bias-based policing.</p> | <ol style="list-style-type: none"> 1. Conduct a review of CPD's human rights policies. 2. Conduct a review of CPD's duty to intervene and accountability policies. 3. Implement annual training that emphasizes this requirement and the requirements of the Department's human rights policies. | <p>Q1 2024</p> |

WORKFORCE STRATEGY 5

Establish Department resources to focus on ongoing equity and diversity work.

Measures of Impact: Number of members within CPD working on equity work, outcomes from the CPD team and cross-functional team

| Actions | Implementation Plan | Timeline |
|--|--|--------------------------|
| <p>5.1</p> <p>Create a team within the Chicago Police Department dedicated to leading CPD's efforts on diversity, equity, and inclusion.</p> | <ol style="list-style-type: none"> 1. Identify budgetary needs to support the creation of the position and team 2. Post and hire staff to support the office | <p>Q1 2024 - Q4 2024</p> |
| <p>5.2</p> <p>Launch an internal Racial Equity Cross-function Team comprised of Racial Equity Liaisons from each of CPD's Bureaus and relevant units that will prioritize racial equity efforts within their unit.</p> | <ol style="list-style-type: none"> 1. Identify members from relevant bureaus/units 2. Launch Cross-functional Team | <p>Q1 2024</p> |

CPD RACIAL EQUITY ACTION PLAN: Priority #3

Citywide Priority Area & Desired Result:

PUBLIC SAFETY: All Chicagoans are safe across the city and have trusting relationships with law enforcement and first responders.

Indicators Examined:

Community Data

Public sentiment surveys (trust and safety)

Program/Department Data

Comparing years of spikes in violence vs. years with violence reductions Racial disparities in where violence occurs

Internal clearance rate data Youth citations

Hours spent on training procedural justice to officers

Comparing traffic stops / ISRs / citations in majority minority communities vs. non-minority communities Response rates

UCR data NIBERS data

Community Feedback and Narratives

The following quotes were provided from CPD's public survey regarding the development of this REAP. They were selected for inclusion in this because they reflected an overall theme seen in public feedback and within this REAP.

"The need to address the entire environment and cause of violence -the lack of jobs and opportunities, systemic racism, violence prevention, the need for Police to be part of a larger mechanism to address public safety."

"Ensuring public safety is a complex challenge that involves a range of factors, including crime prevention, emergency response, disaster preparedness, and community policing. Factors such as poverty, social inequality, and mental health can also impact public safety. Finding effective solutions that address these issues requires collaboration between multiple stakeholders, including law enforcement, government agencies, community organizations, and the public."

Define the Problem

High levels of violence that primarily impact Black and Brown communities in Chicago.

Not enough community partners with enough capacity to support long-term violence reduction efforts.

Racial disparities in enforcement strategies, with more Black and Brown individuals interacting with police than White individuals.

Identify Root Causes to the Problem

A lack of investment in certain communities creating a lower quality of life for individuals living there. Many communities that experience higher levels of crime and violence also experience higher levels of poverty, poor economic opportunity, and few resources.

Define Your Department's Opportunity

Developing a comprehensive public safety strategy that works with the community to address short-term and long-term challenges that can cause violence while focusing on enforcement efforts that are proven to be effective and mindful of equity.

PUBLIC SAFETY STRATEGY 1

Collaborate with the community on CPD's public safety strategies.

Measures of Impact: Number of City agencies engaged in public safety efforts, number of partnerships with violence intervention and street outreach organizations, capacity of violence intervention and street outreach organizations, district crime-fighting strategic plans.

| Actions | Implementation Plan | Timeline |
|--|---|-------------------|
| 1.1 Work with community partners and other City and government agencies to address the root causes of crime and violence. | <ol style="list-style-type: none">1. Partner with the Mayor's Office of Community Safety to identify ways to bring more City and government agencies and community partners together to discuss community safety strategies aimed at root causes of violence and crime. This should include expanding existing partnerships and committees.2. Review existing CPD programming around crime prevention and problem-solving, such as Beat meetings, to identify where more discussion on root causes and analysis can be discussed to identify needed community-based partners in specific districts and neighborhoods.3. Develop a comprehensive Problem-Solving module or tool within CPD that Department members can use alongside community members and community partners. | Q1 2024 - Q4 2026 |

| | | |
|---|--|--------------------------|
| <p>1.2</p> <p>Expand partnerships and collaboration with violence intervention and street outreach organizations.</p> | <ol style="list-style-type: none"> 1. Work closely with the Mayor’s Office of Community Safety and current partners to evaluate effectiveness of current violence intervention and street outreach partnership to identify any gaps and areas for improvements and future expansion. 2. Identify needs for future expansion and new partnerships. 3. Increase collaboration with violence intervention and street outreach organizations. 4. Maintain partnerships with existing violence intervention and street outreach organizations and partner with any new organizations. 5. Continuously assess the impact of these efforts by collecting data on available outcomes and reductions in crime. | <p>Q1 2024 - Q4 2026</p> |
| <p>1.3</p> <p>Build a yearly high-level district crime fighting strategy in collaboration with the community.</p> | <ol style="list-style-type: none"> 1. Review CPD’s current district strategic plan process to identify gaps and areas for improvements, including the content of each plan and the team in each district that is tasked with developing the plan. 2. Identify, gather, and analyze crime data, including trends and types of crimes occurring in the district. 3. Conduct robust community engagement to hear directly from residents of a district on what they experience and believe should be a priority for the District’s plan. This should include a combination of community conversations, surveys, and other opportunities for dialogue. | <p>Q1 2024 - Q1 2025</p> |

PUBLIC SAFETY STRATEGY 2

Sustainably reducing violence and making Chicago a city where everyone is and feels safe.

Measures of Impact: Numbers of shootings; numbers of homicides; number of shooting victims; number of homicide victims; racial disparities in victimization; racial disparities in offenders; number of victims connected to services; effectiveness of post-violence response plans.

| Actions | Implementation Plan | Timeline |
|--|--|--------------------------|
| <p>2.1</p> <p>Identify and implement equitable solutions to gun violence and support for affected communities and individuals.</p> | <ol style="list-style-type: none"> 1. Collect comprehensive data on gun violence incidents, including their location, demographics of victims and perpetrators, and circumstances surrounding the incidents. Analyze this data to identify patterns and trends. 2. Collaborate with affected communities, community leaders, and grassroots organizations to understand their unique experiences, concerns, and needs related to gun violence. Ensure that their voices are heard in shaping solutions. 3. Work with community members and experts to identify and address the root causes of gun violence in the affected areas. 4. Regularly evaluate the impact of implemented programs and policies. Use data and feedback from communities to assess effectiveness and make necessary adjustments. 5. Conduct public awareness campaigns to educate the community about the consequences of gun violence and the available support services. | <p>Q1 2024 - Q4 2026</p> |

| | | |
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| <p>2.2</p> <p>Increase support for victims of crime.</p> | <ol style="list-style-type: none"> 1. Review existing programs that support victims of crime. 2. Assess the needs of crime victims in the city of Chicago. 3. Expand CPD’s Crime Victim Services program to cover the entire City. 4. Identify and reach out to city departments, community organizations, non-profits, and faith-based groups that can be potential partners in providing support to crime victims. Collaborate with them to provide expanded services. | <p>Q3 2024 - Q4 2025</p> |
| <p>2.3</p> <p>Increase efforts on developing and incorporating restorative justice into the justice system.</p> | <ol style="list-style-type: none"> 1. Identify current efforts on restorative justice programs within CPD. 2. Develop restorative justice programs that are culturally sensitive and tailored to the needs of diverse populations, including Indigenous communities and those with specific cultural practices. This must include Identify and partnering with community-based organizations and non-profits experienced in restorative justice. 3. Identify areas where restorative justice can be incorporated and embedded into other Department operations and programs. 4. Build a process that allows for the regular evaluation of CPD’s restorative justice programs. | <p>Q1 2024 - Q4 2026</p> |

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| <p>2.4</p> <p>Evaluate post-violence response plans to ensure after-action plans incorporate principles of equity and inclusion.</p> | <ol style="list-style-type: none"> 1. Thoroughly review the post-violence response plans, including protocols, procedures, and guidelines. Examine how these plans address the needs of diverse populations and vulnerable groups. This should include clearly defining the metrics and criteria that will be used to assess the response and after-action plans in terms of equity and inclusion. 2. Assess the impact of the response plans on different demographic groups to identify disparities and gaps. Analyze the experience of those impacted by post-violence response plans. This must include seeking input and feedback from the affected communities, especially those who may have been marginalized or underserved in the response. 3. Continuously evaluate and refine the response plans to address evolving needs and challenges. | <p>Q4 2024 - Q4 2026</p> |
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PUBLIC SAFETY STRATEGY 3

Use public safety strategies that are data-driven, effective, and mindful of equity.

Measures of Impact: Number of arrests, traffic stops, investigatory stops, and citations. Number of premise checks, wellness checks, problem-solving efforts, community-building activities, and positive community interactions. Analysis of enforcement strategies with black, brown, and white individuals; use of force incidents; complaints of excessive force and officer misconduct.

| Actions | Implementation Plan | Timeline |
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| <p>3.1</p> <p>Ensure that evaluations of crime reduction strategies do not focus on or include the number of arrests, traffic stops, investigatory stops, and citations made.</p> | <ol style="list-style-type: none"> 1. Review current crime reduction strategy evaluations to identify areas for improvement and inclusion. 2. Develop alternative evaluation metrics that emphasize the outcomes and impact of crime reduction strategies rather than the quantity of law enforcement actions. Focus on measures that assess community safety, trust, and well-being. Prioritize metrics that reflect the perspectives and needs of the community, such as reductions in crime rates, victim satisfaction, perceptions of safety, and community engagement. 3. Identify alternative data sources, including community surveys, feedback from residents, and independent evaluations, to gauge the impact of crime reduction strategies from multiple perspectives. 4. Evaluate strategies based on their effectiveness in reducing crime and in addressing the root causes of crime, such as poverty, substance abuse, mental health issues, and lack of access to social services. 5. Encourage a culture of continuous improvement by regularly reviewing and revising strategies based on evaluation findings and community input. | <p>Q2 2024 - Q4 2026</p> |

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| <p>3.2</p> <p>Increase crime reduction strategies that include premise checks, wellness checks, problem-solving efforts, community building, and positive community interactions.</p> | <ol style="list-style-type: none"> 1. Build mechanisms to track problem-solving efforts and community building efforts. 2. Incorporate reporting of data and analysis of premise checks, wellness checks, problem-solving efforts, community building, and positive community interactions into regular evaluation of crime reduction strategies. 3. Embrace a community policing model that emphasizes positive community interactions, problem-solving, and proactive engagement with residents. 4. Implement problem-solving initiatives that involve CPD, community members, and social service agencies working together to address specific issues contributing to crime, such as drug hotspots or blighted properties. 5. Use crime data and community input to identify high-impact areas and prioritize resources and efforts where they are needed most. 6. Regularly conduct surveys and seek feedback from residents to gauge 7. their perceptions of safety, their interactions with CPD, and their input on crime reduction efforts. | <p>Q2 2024 - Q4 2026</p> |
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| <p>3.3</p> <p>Invest in trainings and strategies that are intended to increase police effectiveness while reducing the use of force during police actions.</p> | <ol style="list-style-type: none"> 1. Review CPD's de-escalation, response to resistance, and use of force policies. 2. Review CPD's de-escalation, response to resistance, and use of force training. 3. Develop and implement comprehensive annual training programs for all CPD officers, with a focus on de-escalation techniques, response to resistance, crisis intervention, conflict resolution, and use of force. These programs should include both classroom instruction and practical scenarios. 4. Incorporate implicit bias training into the curriculum to help officers recognize and address unconscious biases that may influence their action. 5. Provide cultural competency training to enhance officers' understanding of and ability to interact with diverse communities, reducing the risk of biased actions. | <p>Q2 2024 - Q4 2026</p> |
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