

City of Chicago

DRAFT RACIAL EQUITY ACTION PLAN

CHICAGO POLICE DEPARTMENT

Under the City of Chicago's Municipal Code (Ch. 2-4-100), all City of Chicago departments must create and maintain Racial Equity Action Plans (REAPs) "to articulate and guide strategy aimed at advancing equity and making it a permanent pillar in all departmental workstreams." Progress on all REAPs are accounted for annually as a part of the City of Chicago's budget process. This document outlines the components of the REAP and ensures that all strategies are aligned to Chicago's citywide vision: ***All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025)***

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THE CITY OF CHICAGO'S DEFINITION OF 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 persist 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.

Further, our focus is on evaluating our own 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 rebuild systems that produce systemic inclusion.☒

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The coordination of the development and implementation of City of Chicago REAPs is led by the Office of Equity and Racial Justice. For more information about REAPs and/or the work of the office visit www.chicago.gov/equity.



OFFICE OF EQUITY
AND RACIAL JUSTICE

DRAFT 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

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 draft REAP. They were selected for inclusion in this draft 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	Status
<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>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. 		

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	Status
<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>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: <ol style="list-style-type: none"> a. Feedback on community policing strategies from consent decree community surveys. b. Feedback from beat and patrol officers. c. Available data on time spent on community policing functions by district, activity, etc. 		

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	Status
<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>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>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>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. 		

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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	Status
4.1 Launch a Racial Equity Advisory Committee	<ol style="list-style-type: none">1. Identify a community partner to co-chair2. 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>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.		
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DRAFT 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 draft REAP. They were selected for inclusion in this draft 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	Status
<p>1.1</p> <p>Continue recruitment efforts that focus on hiring officers that reflect the broad cross-sections of Chicago.</p>	<p>1. Develop and implement a comprehensive recruitment and retention strategy which includes targeted recruitment to demographic groups that are underrepresented within the Department.</p> <p>2. Regularly evaluate and adjust the recruitment plan as needed.</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>	<p>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.</p> <p>2. Evaluate feedback from retiring or resigning officers on their experiences and why they choose to leave.</p> <p>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>		
<p>1.3</p> <p>Assess the recruitment and hiring process to ensure that the process is fair and equitable.</p>	<p>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>		

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	Status
<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>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>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>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>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 on integrating equity values when delivering internal and external communications 		

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	Status
3.1 Foster an inclusive and welcoming environment for all members of the Chicago Police Department.	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>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>3.3</p> <p>Ensure members know what benefits are available to them.</p>	<ol style="list-style-type: none"> 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. 		

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	Status
<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>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>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>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.		

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	Status
5.1 Create a team within the Chicago Police Department dedicated to leading CPD's efforts on diversity, equity, and inclusion, led by a Director.	1. Identify budgetary needs to support the creation of the position and team 2. Post and hire a Director		
5.2 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.	1. Identify members from relevant bureaus/units 2. Launch Cross-functional Team		

DRAFT 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)
Post-contact surveys
Trends in local news stories
Neighborhood quality of life plans
City service requests
Consent decree
External reports (Office of Inspector General, BPI, etc.)

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 draft REAP. They were selected for inclusion in this draft 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	Status
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.		

<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>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>4. Invite the community to review drafts of the district's strategic plan so they can provide their input and feedback during its development.</p> <p>5. Develop a process to ensure regular reporting, both internally within CPD and externally with the community, on the progress of each district's strategic plan. This should also include obtaining community feedback on their experience and view of how the district is implementing the plan.</p>		
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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	Status
<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>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>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>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.		
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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	Status
<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>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 their perceptions of safety, their interactions with CPD, and their input on crime reduction efforts.7. Continuously evaluate the impact of these strategies through data analysis, community input, and stakeholder feedback. Adjust as needed to improve effectiveness.		
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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. 6. Enhance officers' communication skills, including active listening and verbal de-escalation techniques, to improve their ability to defuse tense situations without resorting to force. 7. Embrace community-oriented policing approaches that emphasize building positive relationships with community members, promoting trust, and addressing underlying issues contributing to crime. 8. Collect, analyze, and publicly report data on use-of-force incidents, including demographic information, to identify patterns and disparities. Use this data to inform policy and training improvements. 		
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	<p>9. Continuously evaluate the effectiveness of training and policy changes through data analysis, officer feedback, and community input. Adjust strategies and tactics as needed to reduce the use of force.</p>		
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