

Chicago Police Department's

Equity Action Plan



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My fellow Chicagoans,

I am proud to introduce the Equity Action Plan, a critical initiative that supports our mission to advance fairness, inclusion, and justice within our department. This plan is designed to integrate equity into our policies, training, and community interactions, ensuring that we serve all Chicagoans with respect and impartiality. Community engagement is at the heart of this plan—by working closely with residents, listening to their concerns, and acting on their feedback, we will build stronger, more trusting relationships with those we serve.

The importance of equity in policing cannot be overstated. For public safety to be effective, it must be equitable. By promoting fairness and impartiality within our department, we can strengthen trust and legitimacy with the communities we serve. When we act with equity in mind, we ensure that our actions are just, our policies are inclusive, and all individuals, regardless of background or identity, are treated with dignity and respect.

A critical component of this plan is the establishment of the Office of Equity and Engagement. This office will be dedicated to overseeing the implementation of the Equity Action Plan, coordinating equity initiatives across the department, and ensuring that community voices are central in shaping our work. The Office will lead efforts to promote diversity, equity, and inclusion within the department, work with external partners to drive systemic change, and provide resources and guidance on best practices in equitable policing.

In addition, the Equity Action Plan directly supports our progress under the Consent Decree. As we work to fulfill the requirements of the Consent Decree, this plan will guide us in achieving systemic reforms that promote accountability, transparency, and fairness across all areas of our work.

This is a collective effort that requires dedication from each of us. Together, we will ensure that equity remains a central focus of everything we do, ultimately contributing to a more inclusive and just Chicago.

Sincerely,

Larry Snelling
Superintendent
Chicago Police Department

Our Equity Values

Equity:

We are committed to fair and impartial treatment of all individuals, ensuring that our policies and practices promote equality and justice.



Community Partnership:

We value collaboration and engagement with the communities we serve, recognizing that strong relationships are essential for effective policing promote equality and justice.



Respect:

We treat everyone with dignity and respect, valuing the diversity and unique perspectives of all community members and our workforce.



Transparency:

We believe in openness and accountability, providing clear and accessible information about our operations and decisions.



Integrity:

We uphold the highest standards of ethical conduct, honesty, and accountability in all our actions.



Continuous Improvement:

We are dedicated to ongoing learning and development, striving to improve our policies, practices, and interactions to better serve the community.



Introduction

The Chicago Police Department's (CPD) Equity Action Plan serves as a transformative blueprint for embedding equity, transparency, and community engagement into every facet of the Department's operations. Developed to align with the requirements of the Consent Decree and the evolving needs of Chicago's diverse communities, this plan reinforces CPD's commitment to fostering fair, impartial policing practices, while enhancing trust and accountability.

A Vision for Equitable Policing in Chicago

The Chicago Police Department's Equity Action Plan represents a comprehensive commitment to reforming public safety through equity, transparency, and community engagement. By institutionalizing fairness in policies, enhancing training, and prioritizing community collaboration, CPD seeks to build enduring trust and ensure equitable law enforcement for all residents. This initiative positions CPD as a model for equitable policing, fostering a safer, more inclusive Chicago for future generations.

At the heart of the Equity Action Plan is the establishment of CPD's Office of Equity and Engagement (OEE), designed to embed equity into CPD's policies, training, and operational strategies. The OEE serves as the driving force behind the Department's reform initiatives, prioritizing collaboration with residents, community organizations, and shareholders to amplify diverse voices in shaping public problem solving. By fostering transparency, accountability, and shared ownership of equity-driven reforms, the OEE aims to address systemic disparities to build a safer, more inclusive Chicago.

Vision

A Chicago Police Department that exemplifies fairness, justice, and inclusivity, fostering trust and collaboration with the communities it serves.

Mission

To promote and ensure equitable policing practices, enhance community trust, and create a diverse and inclusive workplace within the Chicago Police Department.

Core Pillars of the Equity Action Plan

Community Engagement and Collaboration

CPD's *Community Engagement Plan* integrates equity and impartial policing into all interactions, ensuring that community voices guide public safety strategies across all levels:

- **Citywide Initiatives:** Through advisory committees, policy consultations, and public sentiment surveys, residents engage in shaping CPD's broad reform efforts.
- **District-Level Strategies:** Tailored engagement through District Advisory Committees (DACs) and beat meetings ensures community-specific concerns are addressed.
- **Daily Officer Interactions:** Officers participate in problem-solving and informal interactions, reinforcing CPD's commitment to respectful, responsive policing.

The Reform Engagement Cycle further institutionalizes community involvement by integrating feedback into policy development, training, and evaluation. This cyclical process strengthens transparency, accountability, and public trust by ensuring that reforms are informed by diverse community perspectives.

Policies Promoting Equity

CPD has established a comprehensive framework of policies designed to foster impartial, bias-free policing and uphold human rights, including:

- **Bias-Based Policing Prohibitions:** Policies addressing racial profiling, interactions with marginalized communities, and protections for individuals with disabilities.
- **Human Rights and Fair Treatment:** Guidelines ensuring respectful interactions across gender, language, and religious differences.
- **Ongoing Evaluation:** The OEE collaborates with the Research and Development team to review and update policies, ensuring alignment with evolving equity goals.

Equity-Focused Training and Development

CPD's 2025 Annual Training Plan and 5-Year Strategic Plan emphasize equity, impartial policing, and community engagement as core components of professional development. Key training initiatives include:

- **Foundational Courses:** De-escalation, procedural justice, crisis intervention, and community engagement.
- **Specialized Training:** Gender-based violence, hate crimes, interactions with marginalized populations, and officer wellness.
- **Scenario-Based Learning:** Practical exercises that simulate real-world situations to enhance officers' capacity for fair, constitutional policing.

These training programs ensure that officers at all ranks are equipped to engage with Chicago's diverse communities in a manner that prioritizes fairness, respect, and the sanctity of human life.

Data-Driven Accountability and Evaluation

To promote transparency and continuous improvement, CPD employs rigorous data collection methods to monitor and evaluate equity-related practices:

- **Public Sentiment Surveys:** Feedback from community interactions to gauge public trust and officer performance.
- **Complaint and Misconduct Data:** Analysis of civil rights and bias-related complaints to identify areas for policy or training improvements.
- **Body-Worn Camera Reviews:** Randomized evaluations to ensure compliance with procedural justice principles.
- **Internal Feedback Mechanisms:** Department-wide surveys to assess officers' perceptions of equity initiatives and inform future reforms.

Recruitment and Retention: Reflecting Chicago's Diversity

CPD's recruitment strategies aim to build a workforce that mirrors the city's demographics while emphasizing equity and inclusivity:

- **Strategic Recruitment Goals:** Targeting a diverse pool of candidates, with a goal of increasing the representation of women and underrepresented groups.
- **Community-Centric Campaigns:** Initiatives like "Be Better Behind the Badge" focus on authentic engagement and trust-building with communities historically underrepresented in law enforcement.
- **Lateral and Re-Hire Programs:** Designed to attract experienced officers from other jurisdictions and former CPD members, strengthening diversity across all ranks.

The *2023-2025 Recruitment Strategic Plan* outlines measurable goals, such as increasing diverse applicants and enrolling 1,000 recruits by 2025, reflecting CPD's commitment to inclusivity and community representation.

Racial Equity Action Plan

In January 2024, CPD published its inaugural Racial Equity Action Plan (REAP). CPD began developing its REAP in December 2022, with guidance from the City of Chicago's Office of Equity and Racial Justice. The creation of CPD's REAP stems from the City of Chicago's municipal code (2-4-100), which requires that all city departments must create and maintain REAPs "to articulate and guide strategy aimed at advancing equity and making it a permanent pillar in all departmental workstreams." Progress on all REAPs is accounted for annually as a part of the City of Chicago's budget process.

The REAP will serve as a core component of the Department's broader Equity Action Plan, serving as a focused strategy to address racial equity within the department's practices and community interactions. By zeroing in on racial equity, the REAP provides a targeted approach within the broader equity framework, addressing systemic inequities that disproportionately affect marginalized racial and ethnic communities. This includes

actionable priorities such as fostering community trust through equitable safety initiatives, embedding racial equity principles in recruitment and training, and ensuring accountability through data-driven evaluations and feedback mechanisms.

The REAP includes focuses on three priority areas:

- **Community Engagement:** Strengthening partnerships with community organizations, improving communication between police districts and residents, and collaborating on policy reforms.
- **Workforce:** Recruiting and retaining a diverse workforce reflective of Chicago's demographics, eliminating barriers to employment, and integrating racial equity principles into training and wellness initiatives.
- **Public Safety:** Collaborating with communities to develop equitable safety strategies, reducing violence through data-driven approaches, and incorporating restorative justice practices.

Ultimately, the REAP amplifies the goals of the Equity Action Plan by ensuring that racial equity remains a distinct and integral focus, complementing broader efforts to advance fairness, justice, and inclusivity throughout CPD's operations and its relationship with Chicago's diverse communities.

Office of Equity and Engagement

CPD's new Office of Equity and Engagement (OEE) is a cornerstone of the Department's commitment to building a more just and inclusive approach to public safety. As a dedicated unit within CPD, the Office focuses on embedding equity into the Department's policies, training, and strategies to ensure fair and impartial policing practices.

Central to CPD's mission is the belief that effective reform requires meaningful collaboration with the communities we serve. The Office also actively partners with residents, organizations, and stakeholders to amplify diverse voices and foster shared ownership of the Department's equity-driven initiatives. By prioritizing transparency, accountability, and community-centered engagement, the OEE works to strengthen trust, address systemic disparities, and create a safer, more equitable Chicago for all.

Office of Equity and Engagement's Mission:

The Office of Equity and Engagement is committed to fostering a culture of equity and inclusivity within the Chicago Police Department. Through the promotion of fair and impartial policing practices, we aim to integrate equitable principles into all aspects of the Department's policies, trainings, and strategic operations. By actively engaging with community members, stakeholders, and partner organizations, we work collaboratively to drive reform efforts that prioritize transparency, accountability, and justice. Our mission is to ensure that every individual, regardless of background or identity, is treated with dignity, fairness, and respect, while reinforcing trust and mutual understanding between CPD and the communities we serve.

Function of the Office of Equity and Engagement

The Office of Equity and Engagement focuses on fostering community partnerships, advancing equity initiatives, and ensuring accountability within CPD. Its core functions include engaging diverse communities to inform reforms, implementing equity-related policies and plans, reviewing and revising departmental practices, providing training on equity and impartial policing, and analyzing data to identify and address disparities.

1

Partner and engage with diverse communities to ensure public feedback and experiences are included in CPD's reform efforts, including in policies and trainings that focus on equity and impartial policing.

2

Implement the Impartial Policing Section of the Consent Decree, ensuring that all paragraphs achieve and maintain full and operational compliance.

3

Implement CPD's Racial Equity Action Plan and Equity Action Plan, working closely with the City's Office of Equity and Racial Justice.

4

Review Department policies and practices and advise on revisions and to ensure principles of equity and impartiality are included, including laws regarding human rights.

5

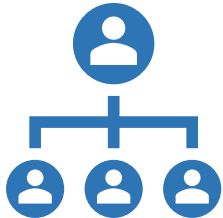
Develop and deliver training on equity and impartial policing topics and concepts to all members of the Department.

6

Analyze and evaluate data to identify trends, gaps, and disparities, and make recommendations to the Department on ways to address them.

Roles within Office of Equity and Engagement:

Senior Leadership



Sets the strategic vision for the Office, ensuring initiatives align with its mission to promote equity and engagement. This team oversees policy development, provides high-level guidance for operations, and ensures organizational priorities are met. By fostering collaboration within the Office and with external stakeholders, the Senior Leadership Team drives impactful decision-making and steers initiatives toward long-term success.

Roles include:

- Deputy Director of Equity and Engagement
- Assistant Director of Equity and Engagement

Project Management and Compliance Team



Plans, implements, and monitors the Office's projects, ensuring efficient use of resources and alignment with equity goals. This team conducts data analysis to assess project impact, evaluates outcomes against established metrics, and identifies opportunities for improvement. They oversee timelines, budgets, and deliverables while coordinating cross-functional teams to maintain accountability and achieve measurable results.

Roles include:

- Projects Administrator
- Senior Equity Officer
- Equity Officer
- Language Access Coordinator
- ADA Compliance Officer

Community Engagement Team



Focuses on building strong relationships with community members, stakeholders, and partner organizations to support equity initiatives. This team facilitates community input, designs inclusive programs, and ensures that feedback informs decision-making. By fostering trust and collaboration, they create opportunities for meaningful dialogue and participation, ensuring the Office's work reflects the needs and priorities of the communities it serves.

Roles Include:

- Community Outreach Coordinator
- LGBTQ+ Liaison
- Migrant and Refugee Liaison
- Unhoused Community Liaison

Community Engagement and Collaboration

CPD recognizes the importance of having meaningful engagement and partnership with communities across Chicago as the Department continues its effort to reform and incorporate equity and impartial policing into its practices. The Department's community engagement plan integrates equity and impartial policing into all interactions, fostering trust and collaboration at every level. This tiered approach ensures that residents have multiple avenues to voice concerns, share feedback, and participate in shaping public safety strategies. The framework promotes meaningful dialogue and incorporates principles of fairness and inclusion to address citywide, district-level, and individual concerns effectively. This structured approach ensures that CPD's community engagement efforts are comprehensive, equitable, and directly informed by the voices of Chicago's residents.

Tiered Framework for Community Engagement

Tier 1: Department-wide Strategies

CPD engages with residents on broad issues affecting the entire city through:

- Engagements on policies, trainings, and strategies.
- Advisory committees.
- Public sentiment surveys and feedback surveys.

Tier 2: District-level Strategies

Each police district focuses on the unique priorities of its neighborhoods by:

- Hosting District Advisory Committee (DAC) meetings.
- Organizing beat meetings to address local safety concerns.
- Collaborating with residents on district-specific initiatives and events.

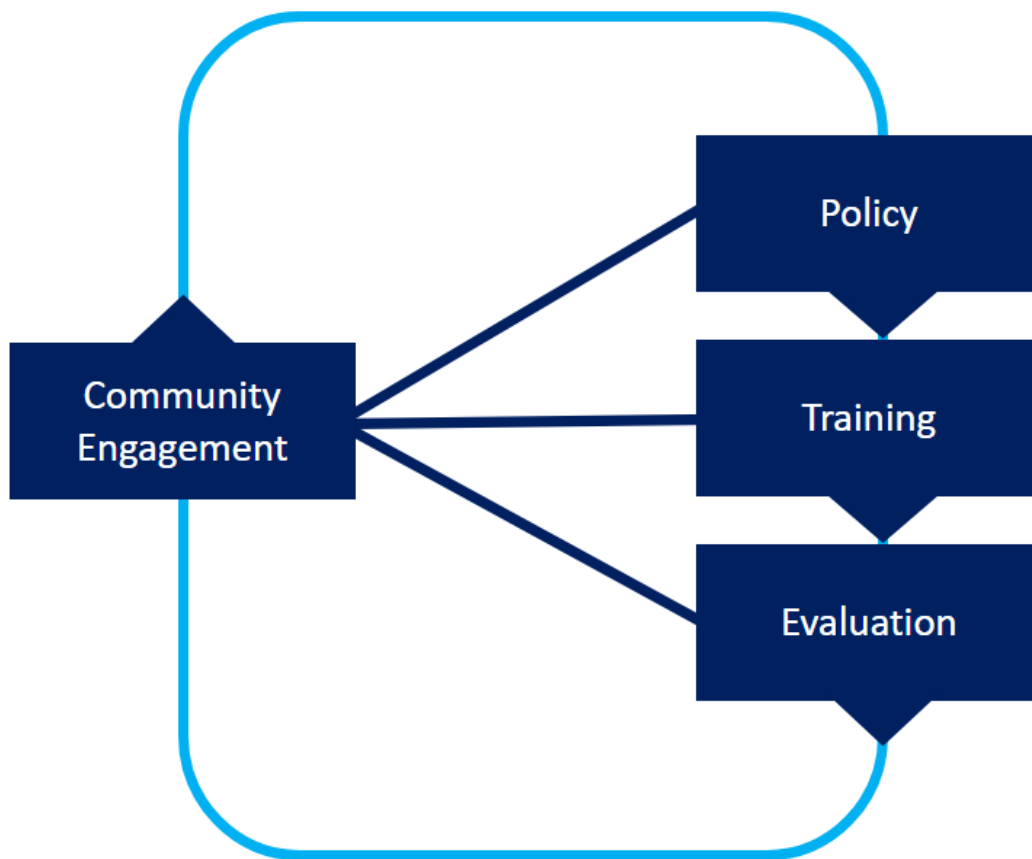
Tier 3: Member Interactions

Officers engage with residents during daily interactions to build trust and address immediate concerns through:

- Regular check-ins and informal conversations.
- Problem-solving efforts tailored to community needs.
- Reinforcing CPD's commitment to respectful and responsive policing.

Reform Engagement Cycle

The Reform Engagement Cycle integrates community involvement into every stage of CPD's reform efforts, including policy implementation, training, and evaluation. This process mirrors consent decree requirements and emphasizes trust, transparency, and accountability by actively engaging residents. This cycle aims to create sustainable change, fostering a more equitable and effective law enforcement system in Chicago.



CPD engages the community in policy reviews, training development, and performance evaluation to ensure alignment with public safety needs, transparency, and fairness. Residents provide input through forums, advisory committees, and feedback sessions, shaping policies, officer training, and reform evaluation. This collaborative approach enhances equity by incorporating diverse perspectives, fostering trust, and ensuring CPD’s practices reflect community values. Through these efforts, the Office of Equity and Engagement strengthens CPD’s commitment to fair, inclusive, and effective policing.

Community Engagement Plan

CPD’s Community Engagement Plan highlights the importance of meaningful collaboration with residents to shape equitable, accountable, and responsive policing strategies. By engaging with Chicago’s diverse neighborhoods through open dialogue and shared decision-making, CPD seeks to tailor its practices to address local challenges effectively. To maintain transparency, CPD will publish an annual report summarizing past community engagement efforts, detailing successes and challenges, and outlining priorities for the upcoming year. This ensures ongoing accountability and demonstrates the tangible impact of community input in shaping the department’s reforms and operations.

Policies that Promote Equity

By establishing clear guidelines and protocols for officer conduct and interactions with the community, these policies aim to prevent discrimination, bias, and abuse of power, fostering greater trust and cooperation between law enforcement and the diverse communities they serve.

Foundational Policies

The Chicago Police Department's foundational policies on equity and impartial policing are embodied in two key directives: the Protection of Human Rights (G02-01) and the Prohibition of Racial Profiling and Other Bias-Based Policing (G02-04). These policies reflect the department's commitment to fair and unbiased law enforcement practices. The Protection of Human Rights directive emphasizes the importance of respecting and safeguarding the rights of all individuals, fostering interactions based on neutrality, respect, and trust. It also mandates compliance with critical civil rights laws and encourages public oversight. The Prohibition of Racial Profiling and Other Bias-Based Policing policy further reinforces the department's stance against discrimination, mandating that officers base their actions on specific facts rather than stereotypes or biases. Together, these directives underscore the department's dedication to fostering a culture of procedural justice, ensuring accountability, and strengthening community relationships by upholding human dignity and fairness in all policing activities.

Protection of Human Rights (G02-01)

The Protection of Human Rights (G02-01) policy underscores the Chicago Police Department's dedication to respecting and safeguarding the rights of all individuals. It directs officers to interact with the public in a manner that reflects neutrality, respect, and fairness. The directive also mandates compliance with key civil rights laws, such as the First and Fourth Amendments and the Americans with Disabilities Act, and supports public oversight of police actions, as long as it does not compromise safety or the integrity of investigations. The policy aims to foster trust between the department and the community by ensuring law enforcement practices are aligned with principles of procedural justice and human dignity.

Prohibitions of Racial Profiling and other Bias-Based Policing (G02-04)

The Prohibition of Racial Profiling and Other Bias-Based Policing (G02-04) policy strictly prohibits any form of racial profiling or bias-based policing in all law enforcement activities. Officers are required to make decisions based on specific, articulable facts, avoiding the use of stereotypes or generalizations linked to characteristics such as race, ethnicity, gender, religion, or immigration status. This directive mandates fairness and respect in all interactions with the public, including stops, searches, and arrests. It also includes provisions for training, oversight, and regular reviews to ensure compliance and promote a culture of accountability, reinforcing the department's commitment to unbiased policing.

External-facing Policies

In addition to the foundational policies, CPD will also use the below policies, which are specific to a particular community, identity, or individual, to further ensure equity and impartial policing are incorporated into Department practices. These policies help ensure that Department members are mindful of the different cultural norms and differences between different diverse communities.

- Crime Victim and Witness Assistance (S02-01-03)
- Gender-based Violence Incidents (SO-TBD)
- Hate Crimes, Hate Incidents, and Related Incidents Motivated by Bias or Hate (G04-06)
- Homeless Bill of Rights (G02-01-04)
- Interactions with Transgender, Intersex, Gender Nonconforming (G02-01-03)
- Limited English Proficiency (S02-01-05)
- People with Disabilities (S02-01-01)
- Prohibition of Retaliation (G08-05)
- Religious Interactions (G02-01-05)
- Responding to Incidents Involving Citizenship (S06-14-03)
- Older Adults at Risk (S02-01-07)

OEE will have responsibility for conducting ongoing community engagement and evaluation of these policies, including making recommendations for revisions to the policies in partnership with the Research and Development team.

Internal-facing Policies

The below policies are Department policies set by City Municipal Code, the City of Chicago's Department of Human Resources, or the Office of Public Safety Administration:

- City of Chicago Reasonable Accommodations Policy (E01-04)
- Crisis Intervention (E06-01-01)
- Department Recruitment, Selection, and Hiring (E05-34)
- Equal Employment Opportunity Policy (E01-01)
- Lactation Accommodations (E01-05)
- Paid Parental Leave - Sworn Members (E01-16-01)
- Pregnancy - Sworn Department Members (E01-18)
- Skin Condition Aggravated by Shaving (E03-01-07)

OEE does not have direct oversight of these policies, however can, when requested, provide feedback on the policies. OEE will work with other Department units to provide meaningful feedback on the policies when able.

Training on Impartial Policing

The Chicago Police Department's (CPD) 2025 Annual Training Plan and 5-Year Strategic Plan represent a transformative approach to reform and professional development, centered on equity, accountability, and community engagement. These plans serve as a comprehensive framework to modernize training programs, ensuring officers are prepared to meet community needs with professionalism, transparency, and adherence to constitutional policing standards. Developed collaboratively with input from community members, organizations, oversight bodies, and Department personnel, the plans emphasize trust-building, impartial policing, and the sanctity of human life. They aim to enhance public trust and strengthen partnerships across Chicago's diverse communities by fostering fair, respectful, and community-focused policing practices.

The 2025 Training Plan outlines a strategic approach to training that spans recruit onboarding, in-service learning, and leadership development. It prioritizes innovative methods, including scenario-based exercises, advanced problem-solving techniques, and compliance with the Consent Decree and Illinois Law Enforcement Training and Standards Board (ILETSB) mandates. Critical topics such as de-escalation, procedural justice, crisis intervention, and active bystandership are central to its curriculum, reinforcing the Department's commitment to fostering accountability and equity. Specialized initiatives like the Field Training and Evaluation Program (FTEP) and tailored pre-service promotional courses prepare officers of all ranks to effectively serve Chicago's diverse communities. The plan is designed to be adaptable, addressing emerging needs while adhering to core principles that guide all training efforts.

The Training Plan is further underpinned by the following core principles, which guide all aspects of CPD's training efforts:

- **Sanctity of Human Life:** Prioritizing the inherent dignity and worth of all individuals.
- **Community Policing:** Building strong, collaborative relationships to enhance safety and trust.
- **De-escalation:** Promoting voluntary compliance and conflict resolution to minimize the need for force.
- **Impartial Policing:** Ensuring interactions are fair, unbiased, and respectful to build public confidence.
- **Procedural Justice:** Strengthening trust through respect, neutrality, and giving community members a voice.
- **Constitutional Policing:** Upholding the constitutional rights of all individuals with integrity and diligence.
- **Professionalism:** Maintaining accountability, respect, and ethical conduct to uphold the highest standards.

By embedding these guiding principles, the 2025 Annual Training Plan and 5-Year Strategic Plan demonstrate CPD's unwavering commitment to professionalism, equity, and meaningful community engagement, creating a foundation for a trusted and effective police force.

The Training and Support Group (TSG) has been actively integrating community policing and impartial policing principles into the Chicago Police Department's (CPD) training programs to foster stronger community relationships and equitable policing practices. Since introducing a foundational Community Policing course in 2021, CPD has embedded these principles across various training initiatives, emphasizing strategies for community engagement, collaborative problem-solving, and respectful interactions with youth. In the 2025 In-Service Training Program, these efforts will be further reinforced through courses like Community Policing and Interactions with Youth eLearnings. Concurrently, TSG has prioritized the integration of procedural justice concepts, ensuring that fairness, respect, and neutrality are central to officer training. Courses such as Procedural Justice and Police Legitimacy and Gender-Based Violence provide foundational knowledge, while core training programs, including De-escalation, Use of Force, Crisis Intervention, and weapons certification, weave these concepts throughout. Together, these efforts ensure that CPD's training consistently promotes Constitutional Policing, procedural justice, and trust-building with Chicago's diverse communities.

2025 Equity and Impartial Policing Courses

The following courses are planned for 2025 that directly focus on principles and concepts of equity and impartial policing:

Classroom:

- Impartial and Community Policing

eLearning:

- Hate Crimes
- Psychology of Domestic Violence
- Interactions with People with Disabilities
- Interactions with Communities of Faith
- Interactions with Transgender, Intersex, and Gender Nonconforming Individuals
- Prohibition of Sexual Misconduct
- Social Media and Consequences

The following courses are planned for 2025 that incorporate principles and concepts of equity and impartial policing:

Classroom:

- De-escalation, Response to Resistance, and Use of Force
- Crisis Intervention / Officer Wellness
- Active Bystandership for Law Enforcement

- Constitutional Policing

eLearning:

- Community Policing and Problem-Solving
- Crime Victim and Witness Assistance
- Interactions with Youth

Recruitment and Retention

The table below reflects the racial diversity of Chicago compared to the racial makeup of all members of the Chicago Police Department:

Race and Ethnicity (City of Chicago) ¹	Percent	Race and Ethnicity (Chicago Police Department) ²	Percent
White (Non-Hispanic)	32.7	White (Non-Hispanic)	39.3
Hispanic or Latino (of Any Race)	29	Hispanic or Latino (of Any Race)	33.41
Black (Non-Hispanic)	28.8	Black (Non-Hispanic)	22.14
Asian (Non-Hispanic)	7	Asian (Non-Hispanic)	3.5
Other / Multiple Races (Non-Hispanic)	2.5	Other / Multiple Races (Non-Hispanic)	1.65

CPD is committed to enhancing diversity within its ranks to better reflect the city's population. To support this effort, CPD engaged Coleman and Associates Consultants to analyze its recruitment program, focusing on building trust with communities, particularly those with historically adversarial relationships, through genuine community policing. The analysis emphasized that effective policing requires understanding community needs, fostering positive relationships, and improving overall quality of life. Additionally, CPD partnered with Purpose Brand Marketing to develop the "Be Better Behind the Badge" recruitment campaign. Feedback from focus groups revealed that featuring real officers in media materials resonated strongly, reinforcing the importance of recruiting a diverse candidate pool to better represent Chicago's residents.

Recruitment and Retention Unit

CPD established the Recruitment and Retention Unit (RRU) to focus exclusively on recruitment and retention efforts, aligning with best practices in urban law enforcement. The RRU consists of sworn personnel, including:

- **Leadership:** A Chief and Commander (both exempt positions) provide oversight, strategic direction, and ensure compliance with the Consent Decree.
- **Supervisors:** An Administrative Operations Sergeant manages daily activities, and a Field Sergeant oversees recruitment officers and event assignments.
- **Recruitment Team:** Police officers attend events, engage with potential candidates, and answer questions about the hiring process.
- **Support Staff:** Officers dedicated to supporting career development programs, youth programs, social media communications, and administrative functions.

The Recruitment Section adheres to legal standards, CALEA guidelines, the Consent Decree,

¹US Census Bureau (<https://www.census.gov/quickfacts/fact/table/chicagocityillinois#>)

² Chicago Police Department Demographics Retrieved November 2024 (<https://igchicago.org/information-portal/data-dashboards/city-of-chicago-active-employees-demographics/>)

and CPD's core values to ensure fair, impartial, and uniform recruitment practices. The RRU prioritizes continuous improvement and incorporates industry best practices. Notable activities include attending the Police Executive Research Forum (PERF) Best Practices in Recruitment and Retention conference (Nov. 2022) and the Women in Law Enforcement Summit (April 2023). RRU has also built relationships with the police departments of Albuquerque, Austin, New York, and the Ohio State Police to exchange peer-to-peer recommendations on recruitment and retention strategies.

Recruitment Equity Goals

In 2023, CPD published its Recruitment Strategic Plan for 2023–2025 which detailed the Department's commitment and efforts to recruit and hire ideal candidates for the position of Chicago Police Officer. This commitment was deemed critical to maintaining a professional police force, building community trust and confidence, enhancing legitimacy, and reducing perceptions of bias. The recruitment strategies outlined in the plan were designed with the objective of achieving their goals by the end of 2025.

CPD identified a core set of characteristics and capabilities for police officers, which were included in the plan to guide the RRU in selecting the most qualified candidates. The ideal candidate was expected to reflect Chicago's diverse communities and demonstrate a willingness to incorporate the principles of procedural justice and legitimacy into their role.

RRU recognized the need to expand its efforts to recruit diverse applicants from across Chicago, emphasizing equity and inclusivity in its recruitment strategies. To support this commitment, the 2023–2025 strategic plan introduced two primary goals focused on increasing diversity: attracting a greater number of diverse applicants and enrolling more diverse candidates in the Police Academy. These goals were accompanied by detailed priorities, tactics, and metrics to measure progress, with overarching success measured by the diversity of both applicants and academy enrollees.

Goal 1: Increase the number of diverse applicants to build a pool of qualified candidates for the position of Chicago Police Officer

- **Priority 1:** 14,000 applicants by the end of 2023
- **Priority 2:** To facilitate the steps in the application process and allow candidates to check status in application process
- **Priority 3:** Develop and implement a mentorship and coaching program to assist applicants through the hiring process

The three priorities under Goal 1 are meant to enhance the Department's recruitment efforts, with goals extending through the end of 2025. First, the department aims to attract 14,000 applicants by the end of 2024 through targeted outreach and engagement strategies, including attending community events, expanding partnerships with local organizations, universities, and military installations, and increasing visibility at job fairs and expos. These efforts will be complemented by a comprehensive marketing campaign utilizing social media, TV, radio, digital billboards, and print media to reach diverse audiences across the city. Second, to improve the application process, the department is

enhancing its digital infrastructure to allow candidates to track their application status in real-time, ensuring greater transparency, reducing delays, and improving overall candidate experience. Third, the department is developing a mentorship and coaching program designed to guide applicants through the hiring process. This program will pair applicants with current officers who can offer insights, answer questions, and provide encouragement, making the path to becoming a Chicago police officer clearer and more accessible. Additionally, ongoing collaboration with the Recruitment and Retention Unit (RRU) will refine these strategies based on feedback and data analysis, ensuring that these initiatives continue to evolve and succeed through 2025.

Goal 2: Increase the diversity in CPD to reflect the demographics of Chicago

- **Priority 1:** Increase the percentage of women across all ranks in the Chicago Police Department
- **Priority 2:** 1,000 recruits through training or in the Academy by the end of 2023 that represent the diversity of Chicago

CPD aims to increase diversity within its ranks, with a particular focus on gender representation and aligning its demographics with those of the city. To achieve this, CPD is prioritizing the increase of women across all ranks, with a focus on addressing barriers such as physical tests and background checks that may disproportionately exclude female candidates. Strategies include revising recruitment materials, attending women-centered job fairs, and organizing focus groups with female officers. The department is also aligned with the 30x30 initiative, aiming for 30% of police recruits to be women by 2030. Additionally, CPD continues working to recruit diverse candidates to join the. This includes attracting former CPD officers and law enforcement professionals from other agencies. The Lateral Hire and Re-Hire programs target current officers and former CPD officers who left in good standing within the last 36 months, with the goal of hiring at least 25% of qualified candidates annually through these initiatives. These combined efforts will help ensure that CPD's workforce reflects the diversity of the communities it serves.

Evaluation and Data Collection

Collecting data for equity and impartial policing is crucial for promoting accountability, transparency, and fairness. Data collection allows for the systematic monitoring and analysis of policing practices, enabling agencies to identify patterns of bias, discrimination, or disparities in enforcement actions. By tracking key indicators such as CPD can identify areas where biased policing may be occurring and take proactive measures to address and rectify these issues.

CPD has identified the following core buckets of data and metrics related to equity and impartial policing that will be applied to most impartial policing paragraphs:

1. Gaging public sentiment through ongoing community engagement mechanisms, such as post-contact surveys, sentiment surveys, and community engagements.

- Post-contact surveys will be used to provide individuals with a recent interaction with a police officer to share their feedback on how the interaction went; did the officer treat them fairly and respectfully, etc. These surveys will be used to measure officer performance and compliance with impartial policing policies and training, through the experiences of residents.
- Sentiment surveys will continue to be collected through CPD's partnership with Zencity. Residents will be invited, through random digital ads, to take a brief survey about their sentiment of safety in Chicago and their sentiment of respect and trust in CPD. Survey questions will continue to ask about recent interactions with a CPD officer and to rate that experience.
- Through OEE, community engagement mechanisms will be established that provide ongoing partnership and collaboration between CPD and the community. Part of this partnership will include measuring the success or continued challenges of CPD's reform within that community.

2. Sustained misconduct complaint data and complaint trends surrounding civil rights violations and other prohibitions of bias-based policing.

- The Office of Equity and Engagement will work with the Bureau of Internal Affairs (BIA) and the Civilian Office of Police Accountability (COPA) to ensure sufficient collection of civil rights violations and bias-based policing violations are collected. The Department will use this data to evaluate the effectiveness of its reforms within the impartial policing section and identify trends and areas of improvement, including policy revisions or training needs.

3. Data based on directly observable officer actions.

- The Department will use scorecards to evaluate officer actions through randomized reviewed of body-worn cameras. The scorecards will capture procedural justice components to assess officer compliance with the required policies and training within the impartial policing section.

4. Internal Department feedback

- OEE will coordinate the dissemination of a department-wide survey of all members to evaluate their feedback on the Department's progress to implement equity and impartial policing. The survey will be used to help evaluate member feedback on any prior impartial policing trainings that have been provided. The survey will also be used to seek feedback from Department members on ways CPD can further improve its efforts to promote equity within and throughout the organization.

5. Audits

- CPD members, including individuals in specific roles such as the Language Access Coordinator, ADA Compliance Coordinator, and Audit Division, will conduct periodic audits of operations to better understand the successes and challenges of Department programs and operations within a specific focus.

6. Department Demographic Data

- The Department will continue to review its demographic makeup to evaluate increases in diversity and effectiveness of recruitment efforts to attain a department that represents the demographics of the City of Chicago.

As OEE begins to implement this Equity Action Plan, other data points and metrics, including audits, will be considered, and incorporated.

Next Steps

The department will focus on the following key objectives as it's next steps for implementing the Equity Action Plan:

Launch the Office of Equity and Engagement

Establish this office to lead, coordinate, and oversee equity-focused initiatives across the department, as outlined in this plan.

Steps include:

- Finalize roles and responsibilities of the office.
- Publicly launch the Office of Equity and Engagement.
- Begin hiring for vacant positions in the new office.

Finalize and Publish Topics for 2025 Community Engagement, Policy Review, and Training Development

Identify and communicate key focus areas for engaging with the community, revising policies, and enhancing training programs to reflect the principles of equity and inclusivity.

Steps include:

- Identify and publish list of topics that the Department will prioritize for community engagement in 2025.
- Launch community engagement efforts on identified priorities.

Develop Mechanisms to Track and Evaluate Progress

Implement systems to monitor and assess the effectiveness of equity initiatives, using data-driven insights to ensure accountability and continuous improvement in achieving equity goals.

Steps include:

- Launch pilot of post-contact surveys.
- Begin tracking sustained complaint data, focusing on discrimination and anti-equity metrics.

Continue Established Recruitment Goals

The Department's Recruitment and Retention Unit will remain committed to enhancing diversity within its ranks to better reflect the city's population and implementing its recruitment and retention strategy.

Appendix: Project Plan

The below project plan provides more details on specific tasks and timelines that the Office of Equity and Engagement anticipates in 2025.

Area	Task	Timeline	Status
Office of Equity and Engagement	Development of Office of Equity and Engagement framework, functions, and structure.	Q1 2025	Started - in progress
	Launch Office of Equity and Engagement.	Q1 2025	Not Started
	Begin hiring	Q1 2025	Not Started
	Finalize roles and responsibilities	Q1 2025	Not Started
	Training to members of Office of Equity and Engagement on functions and responsibilities of the office.	Q2 2025	Not Started
	Public report detailing accomplishments of the Office of Equity and Engagement in 2025. Include work in each of the functions of the office (community engagement, policy review, training development, data evaluation and analysis).	Q4 2025	Not Started
Community Engagement	Finalize 2025 community engagement plan and priorities	Q1 2025	Started - in progress
	Begin community engagement on 2025 priorities	Q1 2025	Not Started
	Publish annual report on community engagement activities in 2025	Q4 2025	Not Started
	Publish 2026 community engagement priorities	Q4 2025	Not Started
Policies	Finalize 2025 plan on policies for review	Q1 2025	Started - in progress
	Begin review of planned policies in 2025; conduct community engagement on ones identified.	Q1 2025	Not Started
Training	Develop 2025 Impartial Policing and Community Policing in-service training.	Q1 2025	Started - in progress
	Launch 2025 Impartial Policing and Community Policing in-service training.	Q2 2025	Not Completed
	Develop Hate Crimes e-learning	Q1 2025	Started - in progress
	Launch Hate Crimes e-Learning	Q2 2025	Not Completed

	Develop Psychology of Domestic Violence e-learning	Q3 2025	Not Started
	Launch Psychology of Domestic Violence e-learning	Q4 2025	Not Completed
	Update People with Disabilities training bulletins	Q2 2025	Started - in progress
	Publish People with Disabilities training bulletins	Q2 2025	Not Completed
	Develop Interactions with Communities of Faith e-Learning	Q2 2025	Started - in progress
	Launch Interactions with Communities of Faith e-Learning	Q3 2025	Not Completed
	Develop Interactions with Transgender, Intersex, and Gender Nonconforming Individuals e-Learning	Q1 2025	Started - in progress
	Launch Interactions with Transgender, Intersex, and Gender Nonconforming Individuals e-Learning	Q2 2025	Not Completed
	Develop Prohibition of Sexual Misconduct e-Learning	Q2 2025	Started - in progress
	Launch Prohibition of Sexual Misconduct e-Learning	Q3 2025	Not Completed
	Develop Social Media and Consequences e-Learning	Q3 2025	Started - in progress
	Launch Social Media and Consequences e-Learning	Q4 2025	Not Completed
	Identify 2026 training priorities	Q4 2025	Not Completed
Data Collection and Evaluation	Launch pilot of post-contact surveys	Q1 2025	Started - in progress
	Begin collecting impartial policing-related sustained complaint data	Q1 2025	Not Completed
	Identify methods for obtaining internal feedback on equity and impartial policing	Q1 2025	Not Completed
	Develop plan for implementation of impartial policing scorecards	Q2 2025	Not Completed
	Conduct a year-end analysis of data collection methods and findings	Q4 2025	Not Started