



COMMUNITY ENGAGEMENT IN POLICY AND TRAINING DEVELOPMENT



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I. PURPOSE

This directive:

- A. continues the Department's efforts to engage the community and Department members in the development of policies and trainings as part of the Department's overall community engagement plan.
- B. sets forth the Department's guidelines, procedures, and responsibilities for engaging members of the community and Department members in the development of Department policies and trainings to seek input and solicit feedback from individuals and organizations with relevant knowledge and experience.

II. BACKGROUND

- A. As one of the world's largest cities, Chicago encompasses a variety of communities, each with its own distinctive culture, lifestyle, customs, and challenges. The cosmopolitan nature of the City is further manifested by the diverse, ethnic, and sociological background of its people. However, all people in each area of the City share the common need for protection and service through objective and impartial law enforcement.
- B. The Chicago Police Department (CPD) recognizes that cultural and societal norms are constantly evolving and, as such, Department policies and trainings may need to be reviewed and adjusted for consistency with those norms.
- C. The Department values the City's diversity and is committed to fairly and respectfully engaging with all residents regardless of race, color, sex, gender identity, age, religion, disability, ethnicity, national origin, ancestry, sexual orientation, immigration status, homeless status, marital status, parental status, military discharge status, financial status, lawful source of income, credit history, criminal record, or criminal history.
- D. As part of the ongoing mission to grow trust within the communities it serves, the Department recognizes it is critically important to give community members a voice and receive community feedback in the development of Department policy and training. In developing, reviewing, or revising these policies and trainings, the Department is committed to working with the members of the community and will seek input from Department members, members of the community, and community-based organizations with relevant knowledge and experience through community engagement efforts.

III. SCOPE

- A. The Department will engage the community for select Department-level directives issued by the Research and Development Division and training developed by the Training Division, including, but not limited to, those required by the consent decree (pursuant to *State of Illinois v. City of Chicago, Case No. 17-cv-6260*). Engagement will occur when material changes are made to Department policy or when it is otherwise appropriate or required, on topics such as:
 - 1. de-escalation and use of force, as outlined in the Department directive titled "De-escalation, Response to Resistance, and Use of Force."

2. investigations and responses to incidents at schools, including the use and roles of School Resource Officers (SROs), as outlined in the Department directive titled "School Resource Officers and Investigations at Chicago Public Schools."
 3. recognizing and responding to people in crisis, including the role of Crisis Intervention Team (CIT) members, as outlined in the Department directives titled "Crisis Intervention Team (CIT) Program" and "Recognizing and Responding to Individuals in Crisis."
 4. impartial and bias-free policing, including interactions with people of diverse, often marginalized, communities.
 5. accountability and supervisory oversight, as outlined in the Department directive titled "Complaint and Disciplinary System."
 6. Investigatory Stops and Protective Pat Downs, as outlined in the Department directive titled "Police Encounters and the Fourth Amendment."
- B. The Department will:
1. ensure that Department members and members of the public have a meaningful opportunity to review and comment on material changes to select Department-level directives and trainings.
 2. publish upcoming opportunities for Department member and community input, involvement, or engagement through various methods, including but not limited to Department social media, websites, and press releases.
 3. establish and maintain clear channels or electronic mechanisms through which community members may provide input regarding policies or propose revisions or additions to policies on a continuous basis for select topics and Department-level directives, including but not limited to de-escalation and use of force.
- C. Department community engagements present a unique opportunity for Department members to interact with members of the community. These engagements should be used as an opportunity to strengthen police-community relations and build trust. Consistent with the Department directive titled "Protection of Human Rights," Department members are reminded that in all contacts with the public, Department members:
1. must inspire respect for themselves as individuals and as representatives of the Department by respecting the human rights of the members of the community.
 2. continue the practice of employing the four central principles of Procedural Justice and Legitimacy.
 3. interact with all members of the public in an unbiased, fair, and respectful manner.
 4. act, speak, and conduct themselves in a courteous, respectful, and professional manner.

NOTE:

When organizing community engagement opportunities, the Department will work collaboratively with community representatives to consider any potential impact of Department member's attendance and participation (e.g., Department members attending in uniform or with exposed firearms).

IV. ASSESSMENT OF LEVELS OF COMMUNITY ENGAGEMENT

- A. The Department unit originating a new or revised Department-level directive or training will, in consultation with the Professional Standards and Compliance Division, Office of Constitutional Policing and Reform, Office of Equity and Engagement, and, if appropriate, the Research and Development Division or Training Division, identify topics or materials that require community engagement.

- B. When developing the engagement plan for a specific topic, policy, or training, the Office of Constitutional Policing and Reform (OCPR) will consider multiple factors that will help determine a recommended level of community engagement. Those factors may include but are not limited to:
1. If the policy or training is new for the Department.
 2. If the impact reaches a significant number of specific populations.
 3. If the Department has had any prior engagement, community input, or transparency on the topic.
 4. If the policy or training has received previous comments from external entities including, but not limited to:
 - a. Office of the Mayor;
 - b. Independent Monitoring Team;
 - c. Office of the Illinois Attorney General;
 - d. Office of the Inspector General;
 - e. Community Commission for Public Safety and Accountability;
 - f. other City departments or sister agencies; or
 - g. any community group, organization, or other stakeholders affected by the policy.
 5. If there is national attention or expanded interest on this topic.
 6. If the Department command staff requested engagement on the topic.
 7. If the community is requesting revisions, discussions, or an interest to lead, conduct, or co-produce community engagement on the topic.

NOTE: The Department will work with community groups to review and potentially collaborate on requests to co-produce community engagements for Department policy or training development. The Department will also coordinate with community groups and other organizations upon a request to participate in community-led engagements.
 8. If the policy or training is required to be reviewed per the consent decree.
- C. The assessment criteria are designed to include factors that will facilitate determining the specific type and degree of engagement conducted. However, identifying multiple factors can add to a potentially greater level of community engagement. **Community engagement efforts can and will be encouraged to go beyond the minimum engagement efforts, when appropriate.**
- D. After assessing the factors listed in Item IV-B of this directive, **the Office of Constitutional Policing and Reform (OCPR) will determine the specific type and degree of community engagement**, in consultation with the Professional Standards and Compliance Division, Office of Equity and Engagement, the originating unit, and if appropriate, the Research and Development Division or Training Division.
1. The community engagement efforts may range from:
 - a. an electronic public posting of the materials online and the opportunity for the public to provide comments or offer feedback (with outreach to relevant community groups or organizations),
 - b. to targeted outreach to and discussions with specific groups or populations with a higher interest in the topic via methods of engagement outlined in Item V, including additional general public accessibility to provide input.

2. When community engagement is critical and must include efforts of targeted outreach and public accessibility to be engaged, the enhanced engagement will include a significant amount of public awareness of the topic and ways the public can be involved. Various engagement mechanisms, including methods of engagement outlined in Item V, will be considered, including efforts to engage deeply and meaningfully on the topic.

V. COMMUNITY ENGAGEMENT CYCLE

- A. The Department's community engagement efforts in the development of Department policy and training will typically consist of a three-step cycle: (1) Community Outreach and Public Sentiment Assessment, (2) Engagement, and (3) Follow-up as identified below. The Office of Equity and Engagement will develop strategies to undertake these steps in a manner that provides multiple and diverse points of view from a broad cross section of the Chicago community with an emphasis on connecting with traditionally hard-to-reach or marginalized communities and community members with lived experience specific to the engagement topic.
- B. **Community Outreach and Public Sentiment Assessment.** The Department will reach out to communities and community members to understand community sentiment on the topic, promote awareness of the engagement, and to ensure that the participants in engagements are as representative as possible and includes individuals who have real or direct experiences related to the topic. The Department will identify initial outreach efforts with the goal of connecting with multiple and diverse participants, in an effort to solicit input from individuals and community groups that reflect a broad cross section of the community the Department serves, including those traditionally hard-to-reach or marginalized communities, such as youth and individuals impacted by the criminal justice system. These outreach efforts may include surveys, stakeholder analysis, an evaluation of community sentiment, or direct communications. Methods may include, but are not limited to:
 1. **Public Website:** CPD will use its public website to share and highlight upcoming opportunities and engagements open to the public, including district-level engagements and Department engagements focused on reform efforts.
 2. **Digital Media:** The Department will produce and post digital content on a regular basis that will both highlight engagement opportunities and progress made on new reforms to connect the greater public with engagement information and access to engagement opportunities.
 3. **Community Partnerships:** The Department will work with its partners on many of its engagements, ranging from problem-solving local challenges in neighborhoods to reviewing and developing a policy or training, and through these partnerships, the Department strives to increase the awareness and involvement of community members and organizations, including those who have typically been marginalized or left out of relevant conversations.
 4. **City Agency Partnerships:** In coordination with the Mayor's Office of Community Safety and Mayor's Office community engagement team, the Department will expand its partnership with other City agencies, especially those who are more public-facing and have regular communications with residents and community organizations.
 5. **Annual Public Awareness Campaign:** The Department will utilize its annual public awareness campaign to include additional messaging on ways the public can get involved in reviewing and providing feedback on policies and trainings.
- C. **Engagement.** The Department may use multiple methods and mechanisms to meaningfully engage with the community and recognizes different communities and topics may require various forms of public engagement. The Department will initially identify engagements with the goal of meeting the community where and how they prefer to obtain multiple and diverse perspectives, in an effort to solicit input from individuals and community groups that reflect a broad cross section of the community the Department serves. However, the Department will also remain flexible in participating in other engagement methods as identified by the community (including community-led or co-produced engagements), as some methods offer more opportunities for meaningful engagement and active participation, including long-term feedback and follow-up with community groups. Methods may include, but are not limited to:

1. **Advisory Committees:** This includes participants who will be long-term groups of community members working alongside Department members toward progressing common goals and interests. Advisory Committees will not have conclusion dates and may rotate membership based on a set timeline.

EXAMPLE: *An example is the Training Division's continued work with the Training Community Advisory Committee (TCAC). The TCAC is a voluntary group of diverse stakeholders from community groups that convenes regularly to meet with Department representatives and provides expertise and lived experiences to enhance the quality and effectiveness of the Department's training, including serving in an advisory capacity for the development, review, and implementation process for select Department trainings.*
2. **Anonymous Surveys:** This includes surveys given to either Department members or community members in which they can give opinions anonymously. These surveys may be posted on internal or external Department websites.
3. **Community Commission for Public Safety and Accountability (CCPSA), Commission and District Councils:** As set forth in the Municipal Code of Chicago (MCC 2-80-020), the Community Commission for Public Safety and Accountability has the authority to respond to public safety-related community needs and concerns by: engaging in community outreach to obtain the perspectives of community members and Department employees on police-community relations, Department policies and practices, and the police accountability system; and collaborating with the Department, in the development of new or amended Policy, as defined in MCC 2-80-010.
4. **Community Conversations:** This includes public meetings structured similar to the 21st Century Town Hall model where participants are divided into smaller groups and guided by a facilitator through several questions and prompts focused on a specific topic.
5. **Community Policing Advisory Panel (CPAP):** This includes a collaborative meeting between the Department and an advisory panel that was commissioned to develop recommendations for the Department's renewed community engagement and collaboration efforts to enhance public safety and restore trust. This panel includes Department members and community stakeholders.
6. **Deliberative Dialogues:** This includes collaborative meetings between community members and Department members around a specific topic, with the intent of listening to each other and discussing input and considerations on the topic. Deliberative dialogues may also be conducted with groups of Department members or groups representing Department members.
7. **District Advisory Committees (DACs):** This includes collaborative meetings between the Department and district committees of community members that serve to provide advice and community-based strategies that address underlying conditions contributing to crime and disorder in the district. District Advisory Committees represent the broad spectrum of stakeholders in the community including residents, businesses, houses of worship, libraries, parks, schools, and community-based organizations.
8. **Focus Groups:** This includes collaborative meetings between the Department and the community that includes a group interview involving a small number of demographically similar people or participants who have other common traits/experiences. Focus groups may also be conducted with groups of Department members or groups representing Department members.
9. **Internal Focus Groups:** This includes collaborative meetings between Department members that includes group interviews and surveys. The Department may divide the focus groups by rank if deemed appropriate.

10. **Public Posting of Policies:** This includes posting the Department-level directive online, via the Department's public website (www.chicagopolice.org) and internal intranet site (The Wire), for a minimum 15 days. The Department may post the directive for longer than the minimum of 15 days or may conduct multiple postings of the same directive. Department members and members of the public will have the opportunity to provide feedback on current and draft Department-level directives using the following methods:
 - a. To view and comment on draft Department-level directives that are currently available online for public comment, visit the Department's "Draft Policy-Review & Comment" website located at <https://www.chicagopolice.org/policy-review/>.
 - b. To request or sign-up for a dialogue with members from the Department to discuss a specific topic or directive, visit the Department's Transform website located at <https://www.chicagopolice.org/transform/> or email CPD at community@chicagopolice.org
 - c. To provide feedback on any other directive on the Department's publicly available Department Directives System (directives.chicagopolice.org) or at any time (even if a draft directive is not already available online for comment), email the Department's Research and Development Division at RandD@chicagopolice.org.
11. **Working Group:** This includes a set number of participants committed to working alongside Department members towards a common goal. Working groups will have an agreed-upon timeline or conclusion date.

D. **Follow-Up.** The Department recognizes the importance of having a meaningful process for following up with community members after an engagement occurs to ensure the community members feel heard, including that the Department values the input and wants to maintain the partnership moving forward. The Department will use multiple methods for meaningful follow-up with the community and recognizes that various forms of follow-up may be required. Methods may include, but are not limited to:

1. **Follow-up Meetings:** The Department may offer the opportunity to have subsequent meetings with a community organization to follow-up after their feedback has been considered. These meetings would be focused around the Department sharing what was heard from the group during a prior meeting and providing updates on where the Department believes revisions to the policy can be made or where further discussions are suggested.
2. **Ongoing Communication:** Continuing to engage with an organization or point of contact is important to maintain the partnership moving forward. A member of the Office of Equity and Engagement will remain in contact with the organization to share any important updates and other opportunities to stay engaged.
3. **Reporting of Information:** Following the engagement effort and completion of a revised policy or training, the Department will analyze the information from the engagements, meetings, and surveys to identify themes relevant to the material. The Department will release information publicly that summarizes the community engagement efforts conducted, the feedback heard from the community, revisions made to the directive, and other responses to the community's feedback (e.g., consideration or anticipation of future efforts to review or incorporate feedback not initially included in the policy or training).
4. **Post-Engagement Surveys:** Digital surveys will be used in conjunction with other follow-up efforts and be focused specifically on providing an opportunity for the community members to provide anonymous feedback on previous engagements.

VI. COMMUNITY ENGAGEMENT RESPONSIBILITIES

- A. The Department will continue to engage with the community beyond the community engagement in policy and training development consistent with the Department directive titled "[Community Policing Mission and Vision](#)."

B. The Office of Equity and Engagement will:

1. conduct evaluations of the community engagement efforts in policy and training development that have been completed and review the community-engagement process for any modifications or revisions.
2. consult with Department units and other appropriate City entities (e.g., Mayor's Office of People with Disabilities, Community Commission for Public Safety and Accountability, Community Policing Advisory Panel) in identifying community groups, organizations, and stakeholders to participate in community engagements on policy and training development.
3. conduct the community engagements listed in Item V-C and follow-up actions listed in Item V-D of this directive in collaboration with the appropriate Department units.
4. collect and retain the community feedback submitted during the community-engagement process.
5. review the feedback given during the community-engagement process and submit the feedback and a summary to the originating Department unit and, as appropriate, the Research and Development Division or Training Division.
6. maintain lines of communication with the identified community group, organization, or stakeholders for any feedback on the community engagement process.
7. include in the CPD Annual Report, a description and review of the Department's community engagement activities during the previous calendar year.

C. The originating Department unit will:

1. continue to consult with the Office of Equity and Engagement, Professional Standards and Compliance Division, the Office of Constitutional Policing and Reform, and, as appropriate, the Research and Development Division or Training Division to facilitate and coordinate the Department's community engagement efforts for the identified topic or materials.
2. participate in community engagement efforts identified by the Office of Equity and Engagement by providing and presenting relevant information for their identified topic or materials, in consultation with, as appropriate, the Research and Development Division or Training Division.
3. submit any feedback given during the community engagement process to the Office of Equity and Engagement.
4. participate in the review of the feedback provided during the community engagement process, including the review of any revisions or modifications identified from the engagement efforts.

D. The Research and Development Division will:

1. support the community engagement efforts coordinated by the Office of Equity and Engagement by participating and presenting relevant information on the identified Department-level directives or training, as necessary.
2. review the feedback provided during the community engagement process, including the review of any revisions or modifications to the Department-level directives identified from the engagement efforts.
3. consistent with the Department directive titled "[Department Directives System](#)," continue to:
 - a. ensure all current Department-level directives are available via the Department Directives System (publicly available at <http://directives.chicagopolice.org>).
 - b. draft, review, and publish new or revised Department-level directives.

- E. The Training Division will:
1. support the community engagement efforts coordinated by the Office of Equity and Engagement by participating and presenting relevant information on the identified training or associated Department-level directives, as necessary.
 2. review the feedback provided during the community engagement process, including the review of any revisions or modifications to Department training identified from the engagement efforts.
 3. consistent with the Department directive titled "[Department Training](#)," continue to draft, review, and conduct new or revised Department training.
- F. Department members participating in district- or unit-level engagements such as Beat Community and District Advisory Committee meetings will:
1. inform members of the public with any known available upcoming or ongoing policy and training engagements.
 2. direct inquiries about community engagement on policy and training opportunities to:
 - a. the CPD website, including the Office of Community Policy page or the Department Transform page, or
 - b. the Office of Equity and Engagement, the Research and Development Division, or the Training Division, as appropriate.

VII. PUBLIC POSTING OF DEPARTMENT-LEVEL DIRECTIVES

- A. The final authorization to post an identified Department-level directive will be made by the Chief, Office of Constitutional Policing and Reform, or an authorized designee.
1. At the direction of the Chief, Office of Constitutional Policing and Reform, or an authorized designee, the Department will make select Department-level directives continuously available for public comment.
 2. The Research and Development Division will:
 - a. in consultation with the Office of Constitutional Policing and Reform, Office of Equity and Engagement, and Office of Public Safety Administration - Information Technology, manage the Department-level directives input mechanisms, and
 - b. regularly review and consider submitted feedback and comments during the directive review and development process, consistent with the Department directive titled "[Department Directives System](#)."
- B. Upon the authorization to post a Department-level directive for public comment, the commanding officer, Research and Development Division, in consultation with the Office of Constitutional Policing and Reform, will:
1. notify the Communications Division, Office of Equity and Engagement, Professional Standards and Compliance Division, and the Office of Constitutional Policing and Reform of a directive that requires public posting.
 2. post the identified current or draft Department-level directive, and any identified supporting materials, on "The Wire" (Department's internal intranet site) and on "www.chicagopolice.org" (public facing website) for comments. This posting will include:
 - a. an introductory narrative describing the posting.
 - b. the current or draft directive to be reviewed.
 - c. the title, number, and link to the existing current directive, if any.

- d. the beginning and ending dates of the open comment period.
 3. review the posting for completeness, including the functionality of the posting, the posting dates, and comment fields.
 4. coordinate with the Office of Equity and Engagement and the Communications Division on a suggested list of target audiences for outreach.
- C. Upon the posting of a Department-level directive:
1. the Research and Development Division will announce the posting and solicitation of comments internally via an Administrative Message Center (AMC) message, consistent with the information outlined in Item VII-B-2 of this directive.
 2. the Communications Division will announce the posting and solicitation of comments externally via the Department's Social Media accounts.
 3. the Office of Equity and Engagement will:
 - a. provide the posting information to specific community members and organizations previously engaged in the development of the draft policy or specific target audiences identified for posting outreach (e.g., community members, advocacy groups, collective bargaining units).
 - b. communicate with other City departments or sister agencies on the posting.
 - c. for critical policies or other policies of special interest, create an enhanced communications and outreach strategy, including media communications and other advertisement.

NOTE: The above-listed units will repeat the communications as necessary throughout the posting timeframe.

- D. Upon the conclusion of the posting, the Research and Development Division will:
1. close the posting to additional comments.
 2. notify all involved Department units that the period is closed and provide an estimated completion date for the compilation of the raw comments, both internal and external.
 3. email updates, including the compilation of the submitted raw comments, to the involved Department units.

NOTE: Based on timing and priorities, more frequent communications may be necessary.

4. review the comments and summaries received, including reaching out to involved Department units and subject matter experts.
5. develop an overview of the feedback received, both internally and externally, in consultation with the Office of Equity and Engagement, including any recommendations accepted or revisions made to the draft directive and other responses to the community's feedback (e.g., consideration or anticipation of future efforts to review or incorporate feedback not initially included in the policy).
6. draft, review, and revise, if appropriate, the Department-level directives considering the public comments and feedback received through the engagement, consistent with Department directive titled "[Department Directives System](#)."

VIII. ENGAGEMENT REVIEW AND EVALUATION

The Chief, Office of Constitutional Policing and Reform, will ensure:

- A. reviews are conducted to evaluate the community engagement efforts in policy and training development and determine the efficiency of any current engagement efforts and if any future engagements should be expanded or modified.
- B. a description and review of the Department's community engagement activities during the previous calendar year is included in the CPD Annual Report.

Authenticated by MWK

Larry Snelling
Superintendent of Police

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