



HAMILTON
POLICE SERVICE

COMMITMENT TO EQUITABLE SERVICE

A Race and Identity-Based
Data Strategy



Hamilton Police Service Commitment to Equitable Service: A Race and Identity-Based Data Strategy

Hamilton Police Service: About This Strategy Document

The **RIBD Strategy** is a Service-wide commitment designed to further the Hamilton Police Service in their delivery of equitable and accountable policing. It represents approach grounded in engagement with communities, Service members, subject matter experts, and key contributors and collaborators. This strategy includes the development of action plans aimed at fostering systemic and cultural change within the organization, reinforcing the Hamilton Police Service's commitment to transparency, accountability, and equitable service delivery.

The details outlined in this strategy reference an action plan that will describe how the Hamilton Police Service will assess and address inequities in police-citizen interactions (i.e. Use of Force incidents, Traffic Stops, Searches, and Arrests). The first subject of analysis under this strategy will focus on use of force interactions, with future priority areas determined through community input to ensure responsiveness to public concerns.

Hamilton Police Service: Commitment to Equitable Service Delivery

Systemic racial bias is present across many Canadian institutions, including law enforcement. Racialized communities have long faced disproportionate representation in police interactions, with race data historically being used in ways that perpetuate stigma and harm. These systemic issues have contributed to a profound mistrust between these communities and law enforcement. According to the Ontario Human Rights Commission (OHRC) Policy on Eliminating Racial Profiling in Law Enforcement, one of the first steps in addressing this problem is acknowledging its existence.¹ Such recognition is vital for rebuilding trust and fostering more equitable relationships between law enforcement and the communities affected.

The Hamilton Police Service recognizes the decades of reports, commissions, public inquiries, and studies that have highlighted the overrepresentation of Indigenous, Black, and racialized communities in the criminal justice system. These reports have called for urgent action to address the inequities within policing. Efforts to address these concerns began long before the concept of Race and Identity-Based Data (RIBD) Strategies were introduced, and important calls for action have paved the way to where we are today.

¹ Ontario Human Rights Commission. *Policy on Eliminating Racial Profiling in Law Enforcement*. <https://www3.ohrc.on.ca/en/policy-eliminating-racial-profiling-law-enforcement>.



The Hamilton Police Service is actively working to address systemic issues and foster meaningful change. The Race and Identity-Based Data Collection (RIBD) Strategy is action towards accountability, transparency, and equity in our interactions with all communities. Achieving this requires a comprehensive approach that includes reviewing policies, practices, and decision-making processes to ensure they uphold human rights principles. It requires an organizational culture that prioritizes inclusivity, respect, and accountability at all levels. Fundamental to these efforts is the collection and analysis of race and identity-based data, which is essential for identifying disparities, monitoring progress, and ensuring measurable impact.

Law enforcement's primary role is to maintain public safety, but this is only possible with the trust and cooperation of the public. Systemic racism undermines that trust and erodes confidence in policing, which is essential for community safety. Respect for human rights, neutrality, and transparency are core principles in how we deliver policing services. Through the RIBD Strategy, we are committed to fostering trust and confidence, striving for policing practices that are fair, just and equitable to both our community and our members.

The Role of the Community Advisory Panel in Accountability and Transparency

The Community Advisory Panel (CAP) and the Hamilton Police Service share a commitment to accountability, transparency, and meaningful action, as reflected in the RIBD Strategy. As an independent advisory body, the CAP brings together diverse perspectives, lived experiences, and expertise in research, advocacy, and frontline work to critically assess the RIBD Strategy. Their role is not only to review and interpret data but also to provide insight into broader systemic factors that may influence policing outcomes.

Through ongoing collaboration, the CAP provides accountability that the data is examined with care and context, supporting informed decision-making that aligns with the goals of fairness and equity. Their involvement strengthens transparency by fostering candid discussions, providing critical feedback, and helping to communicate findings in a way that is accessible and relevant to the broader community. Together, the Hamilton Police Service and the Community Advisory Panel are committed to building community trust by using this process to better understand disparities, identify areas for improvement, and support efforts that contribute to equitable policing.



Context and HPS Journey to RIBD

RIBD – How did we get here?



What is the vision and what will guide the journey?

Vision

To uphold human rights, neutrality, and transparency as core principles in delivering policing services. We strive to foster trust and confidence, ensuring that both our community and Service members believe our policing as fair, just, and equitable. We are committed to building a police service free of discrimination, where everyone feels respected and valued.

Mission

To develop and implement a race and identity-based data collection, analysis, and reporting framework in partnership with the Community Advisory Panel (CAP) with a view to identifying, monitoring, and ultimately addressing racism and bias within the Hamilton Police Service, systemic or otherwise.

Guiding Principles

Equity and Inclusion

Ensure all practices related to implementing the Race and Identity Base Data Strategy are inclusive of all racial and identity groups, with particular attention to equity-deserving groups.

Transparency and Accountability

Maintain clear, ongoing, and open communication about how data is collected, used, stored, and reported. Practice accountability by regularly sharing outcomes, insights, and

actions taken based on the data with the affected communities, membership, partners, and public.

Community Engagement

Facilitate ongoing engagement with communities in the development and execution of data strategies to ensure they have a voice in how their data is collected, interpreted, and applied. Demonstrate commitment to building trust by respecting the rights and perspectives of individuals and communities.

Data Privacy and Protection

Prioritize the privacy, confidentiality, and security of individual and community information. Implement strong safeguards to protect sensitive personal information from misuse or unintended harm.

Inclusive Methods

Collect and interpret data in ways that balance the lived experiences of communities and the nuances of data reporting. Practice methods to mitigate harm by increasing collective understanding of deficit reporting, history, and best practices in interpretation and communication.

Actionable Insights for Positive Community Impact

Use data to drive actionable change by identifying inequities, systemic biases, and areas for improvement. The goal of the strategy is to inform policies and practices aimed at dismantling structural inequalities.

Accuracy and Integrity

Create the conditions that the data collection process is rigorous, reliable, and ethical. Strive for data accuracy and integrity to avoid misinterpretation or misleading conclusions.

Continuous Improvement and Adaptability

Embrace a flexible approach to data strategy, with continuous monitoring, evaluation, and refinement. Adapt to evolving needs, ensuring that policies and procedures remain relevant and responsive to new insights.

Collaboration and Partnership

Build relationships with community organizations, researchers, and other partners to create a collaboration that enhances the effectiveness and reach of the data strategy.

Fairness and Justice

Review and adjust data-driven policies, decisions, and actions to reflect a commitment to justice and the equitable treatment of all individuals.



What is Hamilton Police's Commitment to this Strategy?

The Hamilton Police are committed to advancing racial equity in policing. The Service acknowledges its responsibility to review policies, practices, and systemic biases within its operations. Additionally, it is dedicated to collaborating with community and institutional partners to address external systemic drivers of disparities. Achieving this requires guidance, input, and resources from both internal and external contributors and collaborators. The Race and Identity-Based Data (RIBD) Strategy will be supported by the following key commitments:

Internal Project Team – Hamilton Police has established an internal project team with representation from key areas such as training, communications, and front-line policing. The purpose of this group is to provide support to the RIBD strategy by providing expertise, planning, and execution of any changes required to advance the vision of RIBD. These changes could include policy-based changes, training curriculum modifications, or monitoring of key performance indicators.

Dedicated Analytical Support – A dedicated Race and Identity-Based Data Analyst supports the Community Advisory Panel, Senior Command, and other analytical needs related to the RIBD Strategy. This analyst will conduct research using methodologies aligned with the Ontario Anti-Racism Data Standards (2018) and apply statistically valid techniques to identify factors contributing to disparities within internal systems. They will collaborate with internal and external partners to analyze, interpret, and effectively communicate findings relevant to the RIBD Strategy. Their role will include providing analytical support through environmental scans, policy analysis, data analysis, performance indicator development, and the creation of new data collection initiatives

Community Advisory Panel – The Community Advisory Panel (CAP) plays a vital role in the Race and Identity-Based Data Strategy. Comprising of 10 diverse members, particularly from Black, Indigenous, and other racialized communities, as well as a youth representative, the CAP brings together experience in community organizing, academia, and social services.

Engagement with the CAP provides a valuable platform for hearing diverse community perspectives and incorporating these voices into the RIBD Strategy. Panel members contribute their understanding through their lived experience, as well as expertise in research, analytics, advocacy, and frontline work.

Working with the CAP is crucial for maintaining transparency and accountability throughout the data analysis process, sharing findings with community members, and designing and implementing action plans.



Provincial Representation – The Hamilton Police recognizes the importance of benchmarking and collaborating with other policing organizations to achieve common goals. This collaboration serves two purposes. First, while all police services must adhere to the Community Safety and Policing Act (2019), policies and practices often vary between agencies. The Service is committed to learning how other organizations are advancing and implementing goals related to the RIBD Strategy. Secondly, we are dedicated to supporting smaller agencies by actively participating in provincial discussions about resourcing needs, fostering a collective and equitable approach to the implementation of RIBD initiatives across all police services.

How will we get there?

Priority Areas – There are numerous interaction points between the police and the public. These interaction points may include, but are not limited to, traffic stops, issuing provincial offence notices (tickets), street checks, mental health-related calls, arrests, searches, detentions, and use of force incidents. A goal of the RIBD Strategy is to focus on interactions that have the greatest potential impact on public trust and community relationships. The strategy is guided by the Ontario Association of Chiefs of Police (OACP) framework, "Building a Safe & Equitable Future: Starting the Journey to Implement a Race and Identity-Based Data Strategy." This framework recommends a phased approach, beginning with the Ministry-mandated Use of Force reporting based on officer perception. In line with this recommendation, the first phase of the RIBD Strategy will prioritize Use of Force reporting while simultaneously developing plans for future phases. The selection of subsequent priority areas will involve collaboration with internal members and the community to ensure a focus on impactful interactions moving forward.

Building a shared understanding of the priority area – Understanding opportunities for changes in practice requires a comprehensive analysis of the current state, including both policy and data, to inform evidence-based recommendations. Knowledge translation plays a vital role in enabling the Community Advisory Panel (CAP) and community members to co-create solutions that align with the goals of the RIBD Strategy.

Policing practices are primarily guided by two factors: legislation and policies. In Ontario, the Community Safety and Policing Act (2019) governs police services, mandating Chiefs and Boards to ensure adequate and effective policing. While the legislation sets broad requirements, Chiefs have the discretion to create policies tailored to their organization's structure, provided they meet legislative standards. However, these policies and their application may inadvertently sustain structural racial and identity-based inequities.

Before analyzing race-based data in a priority area, a thorough review of internal and external policies and practices related to that area will be essential. For instance, in the case of Use of Force, the analysis will involve a police review to understand how officer



interactions, data collection processes, and situational factors contribute to Use of Force reports. This review will include an examination of relevant legislation, internal policies, and the practices of other services. The insights gained from this process will provide the Project Team and CAP with necessary context to interpret the data effectively.

A detailed mapping of interactions is also crucial to identify decision points and data points for analysis. For example, in the Use of Force priority area, this would involve outlining scenarios where force might be applied and documenting the subsequent processes. Such mapping will clarify the pathways and factors influencing these critical decisions, enabling targeted interventions.

Generating Questions – Disproportionality and disparity are important concepts in understanding equity in policing. **Disproportionality** occurs when a particular racial group's involvement in something, like use of force, is much higher or lower than their share of the population or another reference point, otherwise known as a benchmark. For example, if a group makes up 16 per cent of the population but accounts for 33 per cent of use of force incidents, this shows they are overrepresented. **Disparity**, on the other hand, refers to unequal outcomes between one racial group, such as black individuals having a higher representation in use of force interactions compared to white individuals. A **benchmark** is the comparison point used to measure these differences, like the general population or arrest/apprehension rates. Selecting the right benchmark is key, as it shapes how we understand the data.

Figure 1 illustrates a hypothetical example of disproportionality in police use of force. In this example, one-sixth ($1/6$) of the total population belongs to a specific racial group, but this same group accounts for one-third ($1/3$) of all use-of-force incidents. To quantify this overrepresentation, the disproportionality index is calculated by dividing the group's proportion in use-of-force incidents ($1/3$) by their proportion in the benchmark population ($1/6$). This results in an index value of 2, meaning that members of this racial group experience use-of-force incidents at twice the rate expected based on their population share.



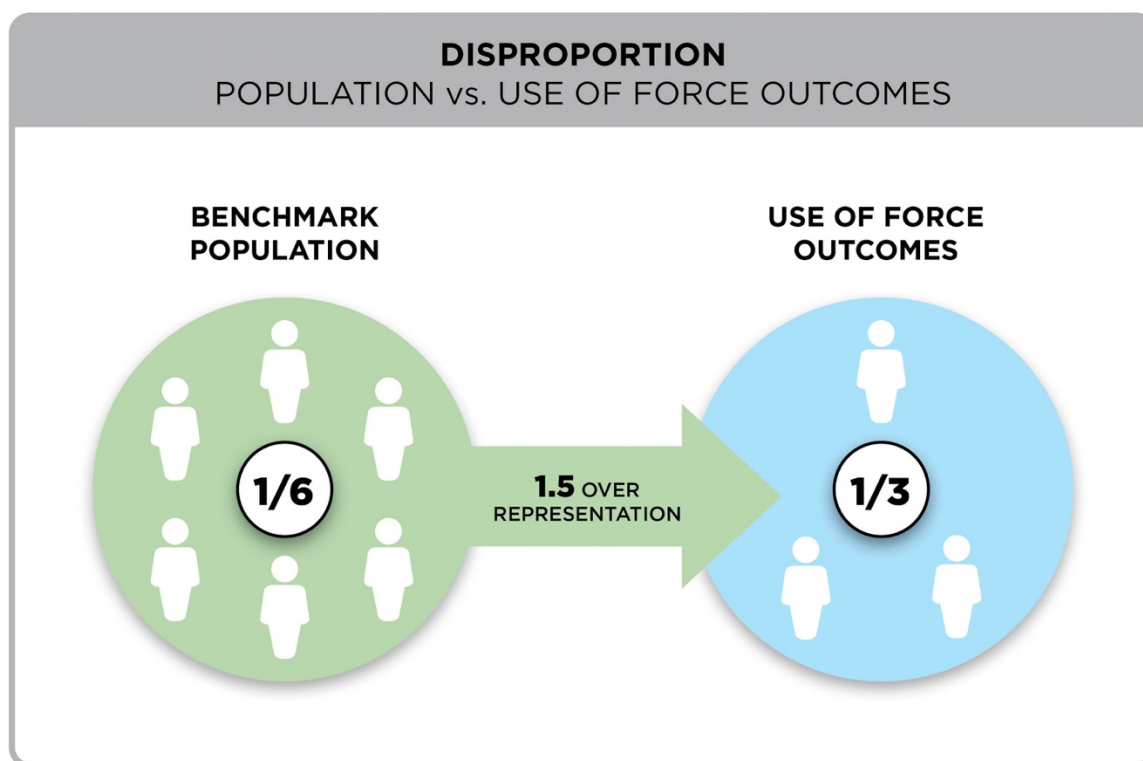


Figure 1. Visualizing Disproportionality: Benchmark vs. Use of Force Outcomes

Choosing the appropriate benchmark is essential in properly interpreting disproportionality. While general population data can highlight broad overrepresentation, it may not fully capture the dynamics of police interactions. Alternative benchmarks, such as arrest rates or total police interactions, may offer a more precise reference point, as they better reflect the likelihood of contact with law enforcement. Considering multiple benchmarks provides a more comprehensive understanding of disproportionality and helps ensure that analyses account for the complexities of police-community interactions.

The Hamilton Police Service has calculated the disproportionality indices according to the Ontario Anti-Racism Data Standards (2018). According to these indices in the 2023 Annual Use of Force Report, overrepresentation is present in the use of force incidents especially involving Black, Middle Eastern, and Indigenous individuals. This disproportion flags the need for further investigation to better understand the drivers of disproportionality and disparity (**Figure 2**). An initial step when assessing a priority area will be involving community, partners, and officers to generate testable questions to better understand the factors that are contributing to disproportionalities and disparities. The questions will be assessed, evaluated, and prioritized based on their feasibility in consultation with the CAP. This approach not only builds a foundation for robust analysis

but also reinforces Hamilton Police's commitment to transparency, collaboration, and accountability.



Figure 2. Drivers of Disparity (OACP, 2023)

Data Gathering and Data Collection – Police Record Management Systems (RMS), Computer-Aided Dispatch (CAD) systems, and other software applications store vast amounts of information that can provide valuable context to the identified priority area. Additional data collection mechanisms may also be in place to address specific legislative requirements. For example, the Ministry-Reported Use of Force Form collects information mandated by the Solicitor General's Office. To answer the questions generated during the question development phase, it may be necessary to create datasets that integrate information across systems. For instance, linking a Use of Force Form with a record management system can provide a more comprehensive understanding of an interaction for deeper analysis. All data collection will adhere to established guiding principles.

In some cases, the data needed to answer the questions may go beyond what is currently available in existing systems or reporting mechanisms. If current systems and reporting

mechanisms cannot fully address the identified questions, Hamilton Police will collaborate with internal teams and external partners to explore feasible methods for gathering additional data. These efforts will be guided by the scope and focus of the questions, with an emphasis on sustainability and alignment with the strategy's guiding principles.

The feasibility and sustainability of data collection methods will be carefully considered to ensure they provide meaningful insights. In this context, triangulating data from multiple sources—such as combining qualitative data with quantitative insights—will be prioritized to provide a more comprehensive and nuanced understanding of the Priority Area. This approach also aims to capture the lived experiences of equity-deserving groups, ensuring their perspectives are integrated into the analysis.

Benchmarks will be critical for understanding system-wide metrics such as disparity and disproportionality indexes. Policing systems interact with and influence many other systems, such as education, healthcare, and the judiciary, which can perpetuate disproportionalities. Identifying appropriate benchmark populations and police service comparators will establish baselines for measuring progress and setting targets for sustainable change.

Analysis – The analysis of the Priority Area will focus on identifying patterns, gaps, and opportunities for improvement, with particular attention to racial disparities and their contributing factors. The process will prioritize the experiences of marginalized communities, particularly those affected by racial inequities, while maintaining a focus on practical and actionable outcomes. It will begin with a thorough review of existing policies related to the Priority Area. Benchmarks from similar organizations or jurisdictions will also be examined to identify practices that may offer insights into addressing similar challenges. Relevant literature, including academic studies, government reports, and other sources, will be reviewed to identify gaps in knowledge and potential opportunities for improvement. This review will incorporate a lens centered on racial equity to ensure that findings are contextualized and relevant to the community's needs.

Guided by this approach, analyses will examine systemic inequities and opportunities for change. In doing so, it will adopt an intersectional perspective, recognizing the interconnectedness of race with other contextual factors. For example, this includes how race and gender may interact to shape experiences in police encounters. In addition to these identity-based factors, situational characteristics related to encounters—such as the type of incident, presence of bystanders, the location of the incident, or the perceived level of threat—can also play a crucial role in determining use of force outcomes. Transparency in assumptions will ensure collaborators can evaluate the findings clearly. High-quality, disaggregated data will be central to the analysis. Quantitative methods, such as statistical analysis and trend modeling, will provide the foundation to determine patterns of systemic inequities or disparities. Qualitative research—through interviews,



focus groups, and community consultations—will document the lived experiences of equity deserving communities. Taken together, this mixed-methods approach will provide the foundation to determine patterns of systemic inequities or disparities.

Findings will be incrementally shared with the CAP for feedback and contextualization. CAP input will ground the analysis in community perspectives and guide further exploration where necessary. Hamilton Police will work with the CAP and the Internal Project Team to address unanswered questions through additional research or consultations. Efforts will be made to provide updates and share insights regularly, with the goal of fostering trust, transparency, and public accountability. The analysis will be an iterative process, with ongoing monitoring and evaluation to ensure relevance and adaptability to emerging data and community needs (Figure 3). By applying an intersectional, data-driven, and equity-focused approach, Hamilton Police aims to develop a strategy that enables the identification of systemic inequities and the implementation of targeted interventions to address them, ensuring responsiveness to community needs, particularly those of historically marginalized racial groups.

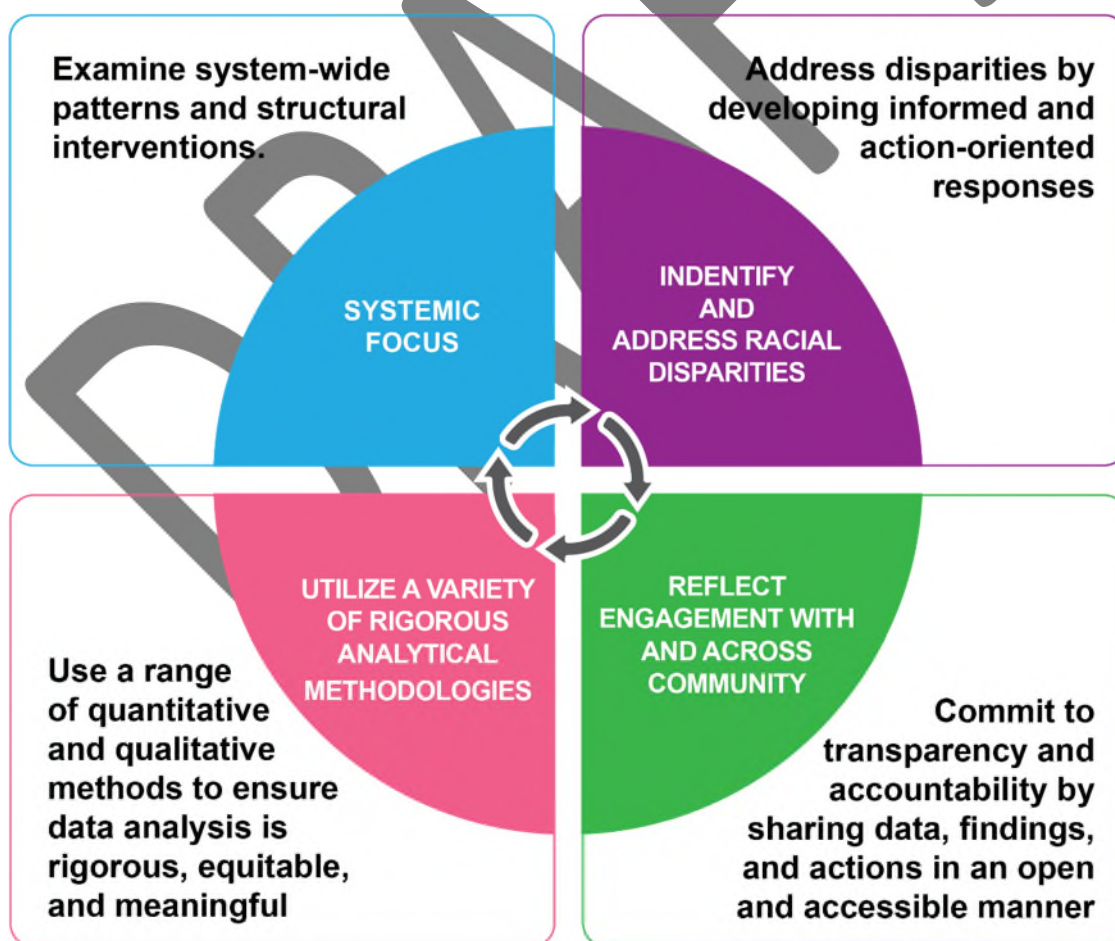
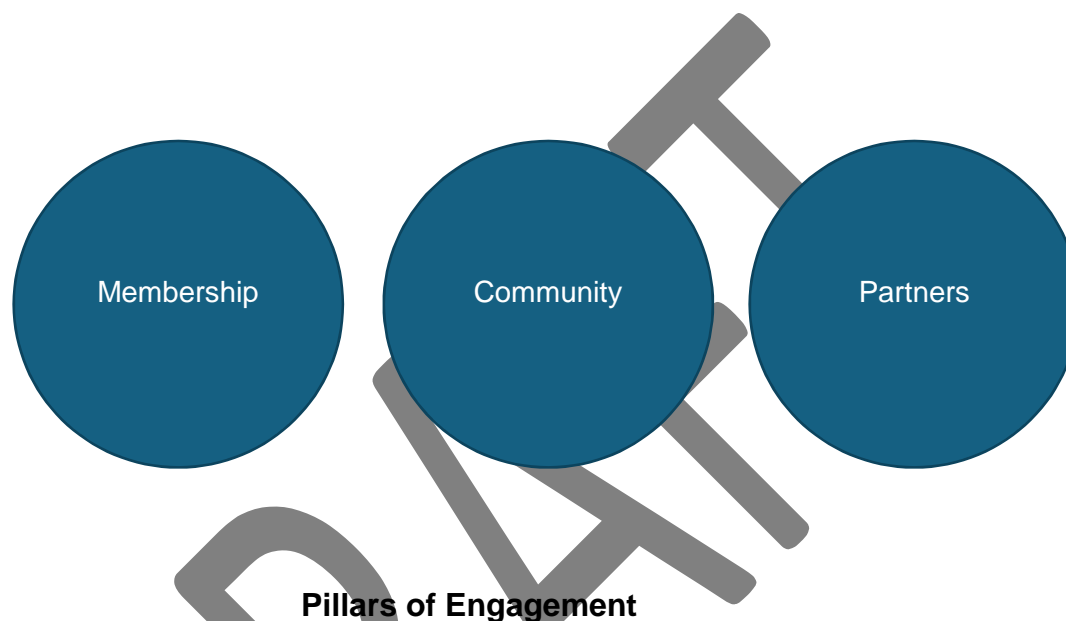


Figure 3. Guiding Principles for the Analytical Approach

Engagement – Engagement is an important step that will be intentionally integrated as part of the development of the RIBD Strategy and as the strategy is executed. The pillars of engagement will include the following: membership, partners, and the broader community. Intentional engagement will aim to seek feedback, foster bi-directional communication, and co-create solutions towards the vision of the RIBD Strategy. Within these pillars will exist both contributors and collaborators.



Membership

The active involvement of Hamilton Police Service members is essential to the success of the Race and Identity-Based Data (RIBD) Strategy. In 2023, Hamilton Police hosted in-person sessions with members of the Hamilton Police Association, the Leadership Team, and front-line officers to share information about the RIBD Strategy and its importance to both the membership and the community. Moving forward, the RIBD Project Group will continue providing on-going meaningful updates to members on the strategy's progress. These engagements aim to provide education, understanding, and build confidence to participate in the recommendations from the Community Advisory Panel (CAP), supporting the vision and goals of the strategy. Within these engagements, membership is also able to share contextualization, insight, and feedback to the RIBD Project group.

Community Engagement

The Hamilton Police Service (HPS) recognizes that community voices are vital to the success of the Race and Identity-Based Data (RIBD) Strategy. Engaging with the

community provides opportunities for individuals to share their expertise, diverse perspectives, and lived experiences. HPS is committed to fostering meaningful, timely, and ongoing dialogue with the community throughout the implementation of the RIBD Strategy. Insights gained from this engagement will be utilized at various stages to inform training initiatives and guide the development of actionable plans.

The Hamilton Police will rely on the Community Advisory Panel (CAP) as an integral advisor for incorporating diverse community perspectives into the RIBD Strategy and its outputs. Meeting bi-weekly, this group provides critical feedback, strategic advice, and recommendations. While the CAP offers a community-focused lens and diverse viewpoints, it does not represent the broader community but serves as a resource to HPS for meaningful input.

In addition to its frequent collaboration with the CAP, HPS will engage the broader community through a variety of tactics to ensure transparency and accountability. Reporting to the community will be an integral part of the RIBD Strategy, using a multi-pronged approach to share progress and findings. Public reports will summarize insights from the assessment phase, highlight key trends, and focus on priority areas identified in consultation with the CAP. These reports will include actionable recommendations, timelines for implementation, and details about the next stages of the framework.

To maintain ongoing communication, HPS will provide continuous updates through online dashboards, town hall meetings, social media, and other platforms. These channels will ensure that progress is effectively communicated and allow for consistent community feedback and engagement. Additionally, a dedicated online platform has been created to track progress and share updates on the RIBD Strategy: <https://hamiltonpolice.on.ca/ribd>. This website will serve as a centralized resource for transparency and public engagement.

Partnerships

The Race and Identity-Based Data (RIBD) Strategy is built on partnerships with local institutions, organizations, academics, and community contributors, to ensure that diverse perspectives and expertise shape its implementation. These collaborations strengthen relationships, enhance outcomes, and build trust—essential foundations for long-term success. Partnerships help drive informed decisions, tackle challenges, align initiatives with community needs, and proactively identify risks, gaps, and opportunities.

To date, Hamilton Police have sought external expertise to enhance the development of the Community Advisory Panel (CAP) selection process and its RIBD Strategy. In January 2024, Hamilton Police partnered with academics to guide the application and interview processes for the panel. This collaboration provided valuable insights, enabling the RIBD project team to adapt its processes to better align with community needs. Throughout the



development of the CAP and the Strategy, Hamilton Police have leveraged key partners such as the Anti-Racism Directorate, and other Police Services to develop this strategy. Moving forward, the RIBD project team will evaluate opportunities to establish ongoing partnerships, seek input, and co-create action plans that support the strategy's vision.

To foster future partnerships, the RIBD Strategy aims to engage additional experts and institutions with relevant experience in areas such as data analysis, community engagement, and policy review. For example, collaborations with local academic institutions, research organizations, and community groups can provide evidence-based insights and diverse perspectives to execute the goals of the strategy. In addition to these quantitative and policy-driven contributions, qualitative input from community organizations will play a crucial role in ensuring that the lived experiences of affected communities are integrated into the analysis. This includes direct engagement with advocacy groups, service providers, and individuals with firsthand experience of policing interactions to provide context, nuance, and deeper understanding beyond statistical patterns.

This collaborative approach ensures the RIBD Strategy remains informed by research, responsive to community needs, and grounded in the local context. Partnerships are essential to creating a process that is evidence-driven and reflective of the shared goals of Hamilton Police and the community it serves. By combining quantitative data analysis with qualitative insights, the strategy will be better equipped to identify meaningful, actionable solutions that address disparities and enhance equitable policing practices.

Action Planning – The Community Advisory Panel (CAP) offers critical perspectives as a diverse representation of the community. As part of its engagement plan, Hamilton Police is dedicated to reviewing findings and co-designing solutions with community partners. This collaborative process will involve input from the internal project team and Senior Leadership to ensure alignment with internal systems. Co-designed solutions will prioritize community needs, include measurable objectives, and maintain flexibility to adapt as circumstances evolve. Progress on these solutions and their impact will be regularly communicated as part of a broader communication plan, reinforcing transparency and accountability.

Monitor & Evaluate – The Ontario Anti-Racism Data Standards (2018) outline methods for identifying disparities and disproportionalities, which should be tailored to the context of policing and the Hamilton Police Service. Hamilton Police will collaborate with the Community Advisory Panel to determine the metrics used to monitor these issues effectively.



A key goal of this strategy is to ensure transparency by making this information accessible to the community. This includes sharing the selected metrics, ongoing performance updates, open datasets (where feasible), and defined targets.

So, What? How This Information Will Be Used

The RIBD Strategy is not just about collecting data—it's about transforming it into actionable insights that foster trust, accountability, and meaningful dialogue between the HPS and the community it serves. By using data to highlight disparities, track progress, and ensure accountability, the strategy aims to create a foundation for greater transparency, better-informed decision-making, and more productive dialogue with the community.

A key goal is to build trust, particularly with racialized and equity-deserving communities that have historically faced systemic biases in policing. By openly sharing insights, such as detailed analyses of use of force data, HPS seeks to provide a clear understanding of police practices and foster a culture of transparency. While trust cannot be guaranteed, the commitment to transparency and meaningful engagement aims to create opportunities for positive change and build stronger community relationships over time.

Internally, the RIBD Strategy will guide decision-making to address systemic inequities by informing policy reviews, training updates, and resource allocation. For example, disparities in use of force data could highlight areas for improved training or policy reform, ensuring that HPS's actions are grounded in evidence and purpose.

Transparency in sharing data helps establish a shared baseline understanding between HPS and the broader community, grounding the exchange in facts rather than assumptions. This shared understanding enables more informed and meaningful dialogue, fostering deeper engagement and allowing community members to actively participate in shaping solutions and contributing to ongoing improvements.

Altogether, the RIBD Strategy is not an endpoint—it lays the foundation for continued action. Insights from initial focus areas, such as use of force, will inform future phases, ensuring the strategy remains responsive to community needs. By embedding data collection and analysis into routine practice, HPS is fostering a culture of continuous improvement and positioning itself to contribute meaningfully to broader conversations about equity in policing. Ultimately, this strategy ensures that data becomes a tool for trust-building, informed dialogue, and collaborative action, creating opportunities to strengthen relationships with the community and take steps toward more equitable policing.



Continuing the Commitment to Equitable Service

Through the RIBD Strategy is a crucial part of the foundation required for a policing service that serves every member of our community with fairness, respect, and dignity.

The Race and Identity-Based Data Collection (RIBD) Strategy represents a moment in our commitment to addressing these challenges and driving meaningful, lasting change. While achieving equitable service may be a long journey, every meaningful transformation starts somewhere.

Equity in policing is not just a goal—it is a necessity for building trust, fostering inclusivity, and ensuring justice for all.

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