

# A ROADMAP FOR A SECOND CHANCE CITY:

CHICAGO'S WORKING GROUP ON RETURNING  
RESIDENTS RECOMMENDATIONS



# INTRODUCTION:

## WORKING GROUP ON RETURNING RESIDENTS CONTEXT

On the campaign trail, Mayor Lightfoot pledged that under her Administration, the City would “do better” for people returning from incarceration. And within her first year in office, she challenged City departments, the business community, faith leaders and the civic sector to work together to tackle intergenerational, racialized poverty. And now COVID-19, of course, has made ever more clear that the issues that confront returning residents upon their return home, particularly access to housing, healthcare and economic opportunity, have become more acute—and more important to address—than ever.

Beginning in early 2021, the Mayor’s Office and various partner organizations convened a Working Group on Returning Residents to discuss the challenges faced by Chicagoans returning from jail or prison, and to propose recommendations for how the City could address them. This work brought together experts in the reentry space including direct service providers, government representatives from the City, County, and State, policy advocates and researchers, along with people with a history of legal system involvement to share their lived experience.

The goal of this Working Group was to understand the ways in which the City has tried to support returning residents in the past, recognize where it has been successful, acknowledge where it has fallen short, and look to best practices around the country for a path forward to meaningfully improve the life outcomes of returning residents. Currently, people leaving incarceration face enormous obstacles to successful reentry and many find themselves homeless, unemployed, and relentlessly driven back to the illegal economy simply to survive. The Working Group focused their recommendations on strategies the City could pursue to achieve positive goals and metrics (i.e., employment, housing stability, access to support services) because they are known to significantly improve life outcomes for returning residents and they have the added benefit of reducing recidivism and improving public safety.

This document is the Working Group’s blueprint for how the City of Chicago can work across departments and sister agencies—and with other governments and social service providers—to enable better health and economic outcomes for Chicago’s returning residents. Many City departments have already done significant work in this space, including the Chicago Transit Authority’s Second Chance program, Department of Family & Support Services’ Reentry Hubs, and Chicago Cook Workforce Partnership’s reentry navigation pilot. The City can build on these programs and others to increase impact. These recommendations focus primarily on actions the City can take through investments in communities and systems, staffing and governance, and advocacy with other units of government. We acknowledge that these recommendations can only be successful through coordinated investments, strategies, and system improvements by other institutions, such as the Illinois Department of Corrections, the Sheriff’s Office, Cook County Jail, and others. These recommendations are not an exhaustive list of ways in which the City can improve the reentry process for this population, but it is a strong foundation to build future efforts.

For Mayor Lightfoot, this issue is personal. Her oldest brother spent much of his adult life in prison, and she knows firsthand the toll that incarceration takes on families and loved ones and the struggle that comes with finding your way back into society. This report represents a powerful step in the direction of a restorative Chicago that gives a true second chance to returning residents.

## GUILDING PRINCIPLES

Before discussing policy recommendations, the Working Group on Returning Residents grounded itself in a set of guiding principles, which provided a strong foundation to evaluate potential recommendations. The principles established by the group were:

- The City’s returning residents support strategy will have the added benefit of reducing crime but primarily focuses on mitigating the structural impacts of racialized and gender-based poverty.
- People who have been convicted, served time in jail or prison, and/or are currently in community corrections (electronic monitoring/home confinement) must have support to permit them to return successfully to the community.
- Returning residents are part of a community that has been impacted by their incarceration—children, spouses, parents, and other caregivers. Support systems for formerly incarcerated individuals must account for all of these stakeholders.

- Programs and policies should be explicitly designed to address the structural barriers facing returning residents, including racism, gender discrimination, and discrimination based on one's record. Institutions and organizations must center the voices of those who are formerly incarcerated in program and policy design and delivery.
- City departments and agencies should deliberately focus trauma-informed services and City resources toward people recently released from incarceration and their families.
- Government and community partners should design a system that plans for reentry when an individual first has contact with the carceral system, and support services to address individual needs must account for a long-time horizon of need, not just the period of reentry.

## OBJECTIVE

The measure of effectiveness of the Chicago reentry initiatives – and the individuals working to advance the initiatives – will be measured by the:

1. Improved economic and social outcomes for people with records;
2. Improved neighborhood and community vitality indicators, including social cohesion, leading to reduced violence and, therefore;
3. Reduced recidivism.

## ROADMAP

The Working Group focused discussions on three core challenges facing returning residents: **1) economic mobility and opportunity, 2) access to healthcare, and 3) access to housing.**

The remainder of the report is organized into the following sections to elevate critical background information and recommendations within each policy area:

### CHALLENGES

The Working Group elevated existing challenges facing returning residents within each of the topics above, as well as some challenges that cut across all three dimensions of life. All of the challenges described require intersectional solutions—such as collaboration across sectors, organizations and units of government with trauma-informed interventions. Improved coordination and leadership from the City is one critical component among many to effectively overcome these barriers.

### RECOMMENDATIONS

This report highlights actions the City can take to enhance coordination and leadership in the reentry space and solve issues across all three key policy areas. The recommendations section ends with an overview of priorities for the City's advocacy at the local, State, and Federal levels.

### CONCLUSION

This report concludes with an in-depth examination of the staffing and cross-agency governance structures required internally within the City of Chicago to lead much of the work outlined in this document.

# REENTRY CHALLENGES

## CHALLENGES OVERVIEW: Key themes across all three categories

Early in the process, Working Group participants identified key challenges inhibiting success for returning Chicagoans in three main policy areas: 1) economic mobility, 2) healthcare, and 3) housing. These conversations made clear that many challenges in the reentry process may be addressed with improved coordination and leadership at the City level to establish infrastructure, processes, and communication among stakeholders to better serve returning residents.

An often under-recognized challenge in the context of reentry is the impact on families and loved ones who are left-behind when someone is incarcerated. Partners, families, and children who have an incarcerated loved-one must also navigate the complex barriers and systems faced by returning residents, sometimes even before their family member returns home. Too often, resources fail to reach those left-behind to support their economic well-being and access to healthcare and housing.

Overarching systemic challenges include:

- A lack of coordination and generative communication among government institutions, community organizations, and people with arrest and conviction records.
- Inadequate data collection and sharing.
- The absence of an identifiable entity responsible for oversight of the reentry process and ensuring public transparency.
- Lack of responsive services designed for women and LGBTQIA individuals returning home as well as for partners and caregivers who are left-behind when loved ones are incarcerated.

## ECONOMIC MOBILITY & OPPORTUNITY CHALLENGES

Returning residents face numerous barriers to finding meaningful and stable employment opportunities. Currently, many returning residents do not have access to some of the basic tools necessary to apply for jobs like a photo ID, access to or knowledge of how to use technology, transportation, and childcare. Further, they must navigate a confusing maze of hiring and vendor policies — including blanket bans to hiring people with conviction histories. Many returning residents need support to navigate these processes.

Additional challenges to economic mobility include:

- Barriers to stable housing which disrupts employment (detailed below).
- A lack of access to high quality and effective career pathways and the job training to in-demand occupations in the Chicago region including professional licensing barriers.
- A lack of support to navigate the application process both for jobs and public benefits.

Working Group participants stressed that navigation supports (job training, public benefits applications, photo IDs, etc.) ideally begin before release to enhance their effectiveness. Additionally, post-release job training programs are most effective when returning residents receive living-wage stipends while learning so they can still meet their basic needs while setting themselves up for a healthy economic future.

## HEALTHCARE CHALLENGES

People who have been incarcerated have a much higher prevalence of serious and chronic health conditions, mental illness, and substance use disorders than the general population. A lack of high-quality and prevention-oriented care in jails and prisons can potentially contribute to worse health conditions upon release. As such, returning residents face unique challenges to accessing healthcare upon reentry. Healthcare costs are a significant challenge and many returning residents need immediate and long-term support to navigate insurance processes like signing up for Medicaid and support to pay for care and file claims. On the other hand, Medicaid may not cover some necessary medical services for those with severe mental illness, or harm reduction approaches like medication-assisted treatment for substance use disorder. Once individuals reach a certain earning threshold, they may lose access to Medicaid benefits and fall into a coverage gap where affordability of care remains a significant challenge.

Additional challenges include:

- While those on electronic monitoring have the ability to receive clearance for 12 hours of movement a day, those hours may not align with times when an individual faces unpredictable or urgent health needs, or clearance for movement may be needed to attend health care appointments at particular times.
- Difficulty in transitioning care plans upon leaving jail and prison and between providers. There is often no consistent record of care, especially as it is difficult and expensive to obtain medical records from the Illinois Department of Corrections (IDOC) or Cook County Jail (CCJ).
- Fragmented communication between providers and interpretations of Health Insurance Portability and Accountability Act (HIPAA) interferes with effective referrals and stream-lined care for returning residents.

## HOUSING CHALLENGES

Access to affordable, safe, and stable housing can jeopardize successful reentry and disrupt all other efforts to support returning resident's ability to access benefits and services described throughout this report. Systemic barriers facing individuals with arrest and conviction histories make securing housing incredibly difficult. Criminal background checks are the largest barrier to obtaining private permanent housing. Without IDs or disrupted job and credit histories, returning residents face an uphill battle in their rental applications. Some may not know how to fill out a rental application, what it means to be a good tenant, or they may not have the digital literacy skills to navigate the rental process. In some cases, landlords and the Chicago Housing Authority are using screening criteria which are inconsistent with existing state and local laws including the Just Housing Ordinance.

Additional challenges include:

- Bureaucratic procedures and administrative barriers which disadvantage returning residents (e.g., job requirements, substance abstinence, strict schedules, or limits on belongings that can be brought in, etc.).
- Unique and especially challenging barriers for those with mental health diagnoses and sex offense convictions.
- Logistics concerning late-in-the-day or nighttime releases may preclude access to temporary emergency shelter.

# WORKING GROUP RECOMMENDATIONS

## IMPROVE CITY COORDINATION AND LEADERSHIP

CHANGE	ENTITIES INVOLVED
Build a dedicated team in the Mayor's Office devoted to supporting returning residents, including a Director of Reentry.	City (Mayor's Office, Office of Budget and Management)
Evolve the current returning residents working group to become an ongoing committee of advocates and returning residents overseen by the Mayor's Office reentry staff to advise on policies and programs and hold the City accountable to goals.	City (Mayor's Office, Chicago Housing Authority, Department of Housing, Department of Family and Supportive Services, Chicago Department of Public Health)
Establish via executive order a City Interagency Reentry Council to adopt a whole of government approach to reducing recidivism and improving public safety in Chicago through deliberate and measurable City department and sister agency reentry initiatives modeled after the <a href="#">Obama administration</a> . Support coordination with other reentry tables around the state.	City (Multiple departments and Sister Agencies)
Audit and remove stigmatizing language describing people with records from the City department and sister agency policies as well as City ordinances.	City (Multiple departments and Sister Agencies)
Establish data collection and sharing processes across agencies to ensure all recommendations are rooted in evidence, allow for measurement of progress, and enable public data transparency.	City (Multiple departments and Sister Agencies), County (State's Attorney, Sheriff's Office, Courts) State (IDOC)
Set clear goals for improving reentry outcomes (access to City services, education and employment outcomes, etc.) as well as reducing recidivism.	City (Multiple departments)
Conduct a barriers analysis from the perspective of a returning resident and with direct feedback from people with lived-experience to identify all policies and practices that present barriers to successful reentry.	City (Multiple departments)

## CROSS-DISCIPLINARY RECOMMENDATIONS

CHANGE	ENTITIES INVOLVED
Fund re-entry navigation programs in coordination with IDOC and CCJ that prioritize the connection to resources and support upon release from jail or prison, including healthcare, housing, and workforce development. Ideally, individuals directly impacted would serve as the peer navigators for those returning from IDOC.	City (Mayor's Office, DFSS, CDPH) County (Sheriff's Office, Public Defender's Office, Office of the Chief Judge, etc.) Chi Cook Workforce Partnership
Support access to and subsidize costs of ID cards for those returning from jail and prison, including assessing the landscape of existing ID programs and identifying gaps and populations that are not being served.	City, County (Sheriff's Office), State (Secretary of State, Illinois Department of Corrections)
Evaluate and expand existing DFSS Reentry Hubs to create a "one-stop shop" for returning residents to access healthcare, jobs, workforce development, housing, legal support, and more. This should include expanding access to technology (ex. trainings on computer and smartphone literacy, access to computers, and assistance to acquire technology).	City (Mayor's Office, DFSS, CDPH, Chi-Cook Workforce Partnership)

CHANGE	ENTITIES INVOLVED
Ensure all interventions employ an evidence-based, trauma-informed, and gender-responsive approach.	City (Mayor's Office, Department of Human Resources)
Engage in a coordinated educational campaign targeting employers and landlords to reduce stigma and shift norms to encourage hiring and renting to residents with conviction histories.	City (Mayor's Office, Chi-Cook Workforce Partnership)

### IMPROVE ECONOMIC MOBILITY AND OPPORTUNITY

CHANGE	ENTITIES INVOLVED
Evaluate the City's hiring policies as they relate to returning residents and update policies in accordance with EEOC Guidance, which advises that hiring exclusions based on arrest or conviction history should only occur when job related and consistent with business necessity.	City (Mayor's Office, Department of Human Resources)
Develop and implement a meaningful "Second Chance Hiring Pledge" that increases employment of returning residents in government positions in the City of Chicago. A City government-wide hiring pledge should require all City of Chicago departments and sister agencies to identify meaningful positions that lead to career pathways.	City (Mayor's Office, Department of Human Resources)
Create bid incentives and hiring goals for City vendors and contractors to hire returning residents, similar to minority- and women-owned business incentives.	City (Mayor's Office, Department of Procurement Services)
Increase hiring and ensure retention of returning residents in City roles and include mechanisms for accountability and public reporting on the number of returning residents hired into City jobs.	City (Mayor's Office, DHR)
Audit City ordinances that stipulate exclusions for returning residents, particularly related to occupational or business licenses and City benefits, and identify opportunities to make changes.	City (Mayor's Office, DPS, BACP, DOL)
Engage private employers and the business community, building off of initiatives like the Chicago Cook Workforce Partnership's "Hire Calling" initiative and the Second Chance Business Coalition and advocate for employer hiring of returning residents and policy changes such as flexibility with scheduling for employees navigating probation/parole (mandatory supervised release) conditions.	City (Mayor's Office, Chi-Cook Workforce Partnership, City Colleges of Chicago), County

### IMPROVE ACCESS TO HEALTHCARE

CHANGE	ENTITIES INVOLVED
Increase gender-responsive, trauma-informed healthcare education and mental health programs for both City staff and returning individuals, such as trainings for delegate agencies.	City (DFSS, CCWFP, CDPH)
Fund linkage to care and care-coordination services that are both embedded in jail/prison and are also easily accessible upon release to support returning residents in establishing primary care and linkage to essential social and behavioral health services.	City (CDPH, DFSS)

CHANGE	ENTITIES INVOLVED
Build expertise in City agencies about Medicaid through coordination with the County to increase opportunities for enrollment and reenrollment by hiring specialized staff who can also provide technical assistance to providers.	City, (Mayor's Office, DHR), County (President's Office)
Incorporate healthcare and recovery access points into existing Reentry Hubs to create a "one-stop shop" for returning residents.	City (CDPH, DFSS)

### INCREASE ACCESS TO HOUSING

CHANGE	ENTITIES INVOLVED
Increase capacity in the City Flexible Housing Pool to serve justice-involved individuals and enter into a formal agreement with IDOC and CCSO to increase commitment.	City (DFSS), County
Create more opportunities for specialized housing for returning residents, particularly for women and their children, those with serious behavioral health diagnoses, and residents with sex offense convictions. Utilize systems that engage residents in the design and implementation of programs and policies, such as through peer-led housing where individuals with lived experience guide returning residents through the housing process. The City could support and build upon the work of organizations like Housing Opportunities for Women (HOW) by advocating for dedicated resources at the state level and also supporting organizations focused on housing special populations.	City (DOH, CHA), Non-Profits, IDOC
Create additional subsidized housing opportunities to serve returning residents and support them in securing home ownership and/or rental assistance. This could include increased support for non-profit post-prison transition programs, expanding City pilots to acquire and rehabilitate vacant homes to provide job training and permanent housing, direct assistance with move-in fees, relocation assistance, and security deposits. These opportunities should be inclusive of first-time homeowners and also be available to families of individuals before they are released to promote stability prior to their release.	City (DOH, CHA), IDOC, Cook County, Non-Profits
Re-evaluate CHA rules that exclude people with certain arrests or convictions from accessing public housing and other subsidies and ensure alignment with the Just Housing Ordinance and the Illinois Human Rights Act.	City (Mayor's Office, CHA)
Remove discretionary background checks from applications to CHA and publicize open housing for people with records in CHA.	City (Mayor's Office, CHA)
Mandate that the Single Room Occupancy (SRO) Preservation Initiative is inclusive of people with records including those convicted of sex offenses.	City (DOH)
Educate and incentivize landlords to house returning residents, such as through property tax reductions, access to insurance pools to landlords willing to rent to returning residents, risk mitigation funds, and other supports to address their needs and concerns.	City (Mayor's Office, DOH), County
Ensure tenant review procedures for City's Low Income Housing Tax Credit (LIHTC) program do not disproportionately burden returning residents.	City (DOH)

## CITY ADVOCACY PRIORITIES

POLICY TOPICS	ADVOCACY
Housing	Advocate for as comprehensive a pre-release planning process as possible, including Homeless Management Information System (HMIS) and other formal links to available housing lists in Chicago to IDOC, comprehensive continuity of support service assessment, and pre-release housing plans
Housing	Advocate for increase in state and federal housing subsidies for people with records, such as supporting a bill to increase county recordation fees that would fund additional rental subsidies
Housing Economic Mobility	Advocate for a mechanism to better monitor and enforce compliance with housing and employment discrimination laws
Economic Mobility	Advocate for more federal and state spending toward programs that support people with records, such as trauma-informed education, social reintegration resources, tech support and tech literacy
Housing Economic Mobility	Advocate for criminal records relief (i.e. sealing and expungement) to eliminate the permanent stigma of having a record
Healthcare	Advocate for policies to make medical records easier for individuals to obtain once released from IDOC
Healthcare	Advocate for utilization of 1115 Medicaid waiver for enhancing services surrounding reentry, diversion/deflection
Healthcare Jail & Prison practice reform	Advocate for and support continued Medicaid reform, such as extending coverage to individuals during incarceration, auto-enroll people in Medicaid upon discharge from the jail and IDOC into MCOs that have demonstrated capacity to serve the behavioral health needs of the population and improving coverage and reimbursement for behavioral healthcare
Jail & Prison practice reform	Support the Illinois Secretary of State and of Illinois Department of Corrections in efforts to issue state identification cards to people leaving prison prior to release
Jail & Prison practice reform	Support IDOC's ongoing efforts to pilot pre-release SNAP benefit enrollment, pre-release enrollment in a web-based reentry platform which allows returning residents to self-identify their needs and service providers to respond and connect them to services, as well as expansion of transitional housing opportunities
Jail & Prison practice reform	Advocate for individuals to have adequate access to transportation and be released from jail early enough in the day to get access to shelter
Parole & Probation practice reform	Advocate for review of the probation and mandatory supervised conditions imposed on individuals released from prison that may impose barriers, such as conditions that require fines and fees or classes or treatment

# CONCLUSION:

## STAFFING NEEDS & GOVERNANCE STRUCTURE

### DEDICATED MAYOR'S OFFICE REENTRY STAFF

The City now has an opportunity to make Chicago into a significantly more supportive City for returning residents and their families by implementing the recommendations from this multi-pronged strategy. In order to accomplish this goal, the City needs to create a dedicated team of Mayor's Office staff to lead City efforts to streamline and coordinate reentry services in Chicago. This team should work to advance policies and programs at the City, state, and federal level that remove barriers and create opportunities for people with records in the areas of employment, housing, accessing healthcare and supportive services as well as support and scale up community-based social service programs to meet the city's need. Along with leading policy advocacy and coordination efforts, the dedicated staff should work to bring City programs and services to a scale commensurate with the need, represent the Mayor's Office on councils and working groups addressing issues related to people impacted by the criminal legal system, and partner with the county, state and federal government to pursue grants, coordinate resources, and improve policies.

### Proposed Structure:

The chart below shows the full scope of recommended staffing for this initiative to drive Citywide program coordination, service delivery improvement and policy advocacy with and for returning residents.

The Director hire highlighted below is the most critical position to hire as soon as feasible to drive this next stage of implementation and governance.

## MAYOR'S OFFICE REENTRY STAFF STRUCTURE

(LONG-TERM, IDEAL STATE)

Position	Policy	City Services/Agency Coordination	Other
Director	<ul style="list-style-type: none"> <li>Oversees all policy topics</li> <li>Expertise in:               <ul style="list-style-type: none"> <li>Justice System Reform</li> <li>Poverty/Social Policy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Liaison with City, County, and State Agency leaders</li> </ul>	<b>Resource Development</b> <ul style="list-style-type: none"> <li>Philanthropic</li> <li>Public</li> </ul>
Support Staff	<ul style="list-style-type: none"> <li>Economic Mobility/ Opportunity</li> <li>Housing</li> <li>Healthcare</li> <li>Justice System Reform</li> </ul>	<ul style="list-style-type: none"> <li>Point of contacts for City departments/ agencies for Jobs/ Housing/Healthcare</li> <li>Correspondence and service connection</li> </ul>	<b>Performance Management</b> <ul style="list-style-type: none"> <li>Data management</li> <li>Outcome measurement</li> </ul> <b>Resource Development</b> <ul style="list-style-type: none"> <li>Philanthropic</li> </ul> <b>Administrative</b> <ul style="list-style-type: none"> <li>Scheduling for Director</li> <li>Project management</li> <li>Creation of meeting/ convening materials</li> </ul>

## INTERAGENCY REENTRY COUNCIL & WORKING GROUP ON RETURNING RESIDENTS

### Proposed Structure:

There is no one department or agency singularly charged with improving life outcomes for returning residents in the City of Chicago. The barriers facing returning residents are complex and intersectional, and require coordination and collaboration across City departments and sister agencies who all have a role to play to eliminate community-level barriers.

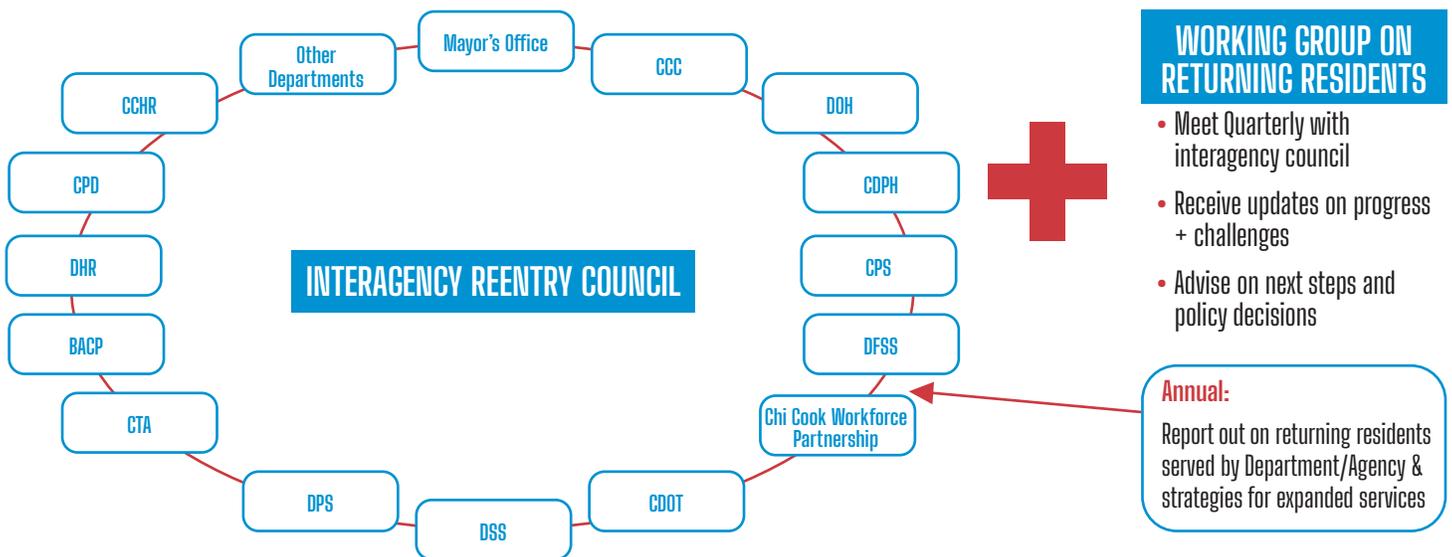
In order to drive a whole-of-government vision, Chicago needs a standing Interagency Reentry Council. The Council would include the following departments and agencies and others to be determined:

- Mayor's Office - Policy, Public Safety, Future Reentry Staff
- Chicago Department of Housing
- Chicago Transit Authority
- Department of Procurement Services
- Chicago Housing Authority
- Department of Streets and Sanitation
- Chicago Department of Transportation
- Chicago Cook Workforce Partnership
- Department of Family & Support Services
- Chicago Public Schools
- Chicago Department of Public Health
- Chicago Department of Business Affairs
- Chicago Commission on Human Relations
- Department of Human Resources
- Chicago Police Department

The Reentry Council would meet on a monthly basis to drive progress on the outcomes in this report and align around shared barriers and opportunities. The Council would be organized and facilitated by the Mayor's Office Reentry Staff. On a quarterly basis, the Council would report out to the Mayor on progress and any setbacks. The Council would also report out annually to the public on accomplishments, strategies for expanded services, and key metrics, including the number of returning residents served by each department or agency and on strategies for expanded services.

Simultaneously, the Mayor's Office Reentry staff would continue to convene the existing Working Group on Returning Residents to advise this Interagency Reentry Council. This Working Group of advocates, community service providers and individuals with lived experience has been enormously helpful in this current phase of recommendations development. In this new governance structure, this group would join a quarterly meeting with the Council to receive updates on progress and challenges and advise on next steps and future policy changes.

## ★ PROPOSED: INTERAGENCY REENTRY COUNCIL



## INTERAGENCY REENTRY COUNCIL & WORKING GROUP ON RETURNING RESIDENTS

The recommendations within this report illuminate a pathway to better support Chicago's returning residents. When the City better address their basic needs, there will be far-reaching impacts that go beyond just the individual and family scale: better health outcomes, decreased use of emergency healthcare, more entrepreneurial businesses, stronger, safer and more cohesive communities. This blueprint to better support returning residents is a vital part of Mayor Lightfoot's efforts to address racialized poverty, create safe and peaceful communities, and revitalize disinvested neighborhoods.

We'd like to express deep gratitude to the brave individuals who attended Working Group meetings to share their first-hand experiences on the challenges of navigating systems as a returning resident. Your stories and insights were a critical foundation to build the recommendations in this report.

### MAYOR'S WORKING GROUP ON RETURNING RESIDENTS - MEMBER LIST

FIRST NAME	LAST NAME	ORGANIZATION
<b>CO-CHAIRS</b>		
Dan	Lurie	Office of the Mayor
Walter	Burnett	Alderman, City of Chicago 27th Ward
Jennifer	Vollen-Katz	John Howard Association of Illinois
Ahmadou	Dramé	Illinois Justice Project
<b>CO-CHAIRS</b>		
Ashton	Hoselton	BPI Chicago
Max	Budovitch	Business Affairs and Consumer Protection
Connie	Mennella	Cermak Health Services
Greg	Martinez	Chicago Cook Workforce Partnership
Karin	Norington Reaves	Chicago Cook Workforce Partnership
Greg	Martinez	Chicago Cook Workforce Partnership
Leo	Smith	Chicago CRED
Maggie	Hooper	Chicago Department of Cultural Affairs and Special Events
Mark	Sanders	Chicago Department of Family and Support Services
Brandie	Knazze	Chicago Department of Family and Support Services
Christine	Riley	Chicago Department of Family and Support Services
Marisa	Novara	Chicago Department of Housing
Sendy	Soto	Chicago Department of Housing
Allison	Arwardy	Chicago Department of Public Health
Matt	Richards	Chicago Department of Public Health
Emily	Krisciunas	Chicago Funders Together to End Homelessness
Mary	Howard	Chicago Housing Authority
Leslie	Silletti	Chicago Police Department
Tina	Skahill	Chicago Police Department
Geisha	Ester	Chicago Transit Authority
Jennifer	Mason	City Colleges of Chicago
Rebecca	Janowitz	Cook County President's Office (JAC)
Avik	Das	Cook County President's Office (JAC)
Tom	Lyons	Cook County Probation
Adriana	Morales	Cook County Sheriff's Office
Jane	Gubser	Cook County Sheriff's Office
Rebecca	Levin	Cook County Sheriff's Office
Celia	Colon	Giving Others Dreams
Angela	Rudolph	Grand Victoria Foundation

FIRST NAME	LAST NAME	ORGANIZATION
<b>CO-CHAIRS</b>		
Marlon	Chamberlain	Heartland Alliance
Sophia	Manuel	Heartland Alliance
Eddie	Bocanegra	Heartland Alliance - READI Chicago
Channyn	Parker	Howard Brown Health Center
James	Pagano	Illinois Department of Corrections
Jennifer	Parrack	Illinois Department of Corrections
Garien	Gatewood	Illinois Justice Project
Paula	Wolff	Illinois Justice Project
Korynna	Lopez	Illinois Justice Project
Carmelo	Barbaro	Inclusive Economy Lab
Rami	Nashashibi	Inner-city Muslim Action Network
Teny	Gross	Institute for Non-Violence Chicago
Chapearl	Thompson	Institute for Non-Violence Chicago
Quintin	Williams	Joyce Foundation
Adolfo	Hernandez	JB and MK Pritzker Family Foundation
Nan	Gibson	JP Morgan Chase & Co.
Owen	Washburn	JP Morgan Chase & Co.
John	Gallo	Legal Aid Chicago
Willette	Benford	Live Free Chicago
Ciera	Chamberlain	Live Free Chicago
David	Olson	Loyola University Chicago
Anna	LauBach	McCormick Foundation
Sarah	Atlas	Metropolitan Planning Council
Rebecca	Barboza	Office of the Chief Judge: Social Justice Challenge
Era	Laudermilk	Office of the Cook County Public Defender
Yaacov	Delaney	Office of the Lieutenant Governor & JEO Initiative
Orlando	Mayorga	Office of the Lieutenant Governor & JEO Initiative
Onye	Davenport	People's Liberty Project
Adolfo	Davis	Precious Blood Ministry of Reconciliation
Joseph	Mapp	Precious Blood Ministry of Reconciliation
Marshan	Allen	Restore Justice
Victor	Dickson	Safer Foundation
Kevin	Brown	Safer Foundation
Barbara	Otto	Smart Policy Works
Alyson	Miller	State's Attorney's Office
Joshua	Coakley	Target Area Development
Millicent	Lewis-McCoy	TASC, Inc.
Chico	Tillman	Tillman Training & Consultant
Harold	Pollack	University of Chicago
Reuben	Miller	University of Chicago Crown Family School of Social Work
Tanya	Woods	West Side Justice Center
Colette	Payne	Women's Justice Institute Reclamation Project
Deanne	Benos	Women's Justice Institute
Robin	Ficke	World Business Chicago