City of Chicago RACIAL EQUITY ACTION PLAN
Chicago Public Library (CPL)

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

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 THE CITY OF CHICAGO'S DEFINITION OF EQUITY

Equity is both an outcome and a process:

As an **outcome** equity results in fair and just access to opportunity and resources that provide everyone the ability to thrive. Acknowledging the present and historical inequality that persist in our society, equity is a future state we strive to create where identity and social status no longer predestine life outcomes.

As a **process**, equity requires a new way of doing business: one that

(1) Prioritizes access and opportunities for groups who have the greatest need.

(2) Methodically evaluates benefits and burdens produced by seemingly neutral systems and practices.

(3) Engages those most impacted by the problems we seek to address as experts in their own experiences, strategists in co-creating solutions, and evaluators of success.

Further, our focus is on evaluating our own strategies, interventions and resources in a way that prioritizes those who are most negatively impacted by current policies, procedures & practices.

Racial equity focuses on the social construction of race and how it has been used (historically and presently) to unjustly distribute opportunity and resources based on a person's skin color, heritage, ethnicity, and/or national origin. Advancing racial equity requires an analysis of systemic racism inclusive of the ways harm is created at the individual, interpersonal, institutional, and structural levels. It also requires a commitment to dismantling systems that perpetuate racialized outcomes and rebuild systems that produce systemic inclusion.

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

CHI | OFFICE OF EQUITY AND RACIAL JUSTICE

RACIAL EQUITY ACTION PLAN: Priority #1

The City of Chicago's Vision: All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025)

Citywide Priority Area & Desired Result:

EDUCATION: All Chicagoans gain meaningful knowledge and skills to thrive.

Indicators Examined:

Community Data

High-school graduation rate, Child Opportunity Index (index of 29 indicators associated with life and health outcomes), unemployment rate, access to broadband and devices (all disaggregated by race, ethnicity, gender, geography, income, and age - REGGIA - when possible)

Program/Department Data

Circulation, computer sessions, visitors, 81 Club data (all disaggregated by CPL location)

Community Feedback and Narratives

We learned from high-school graduation rate and Child Opportunity Index data that South Lawndale, West Garfield Park, and Englewood are among Chicago's community areas most negatively impacted by structural racism in relation to the desired result that all Chicagoans gain meaningful knowledge and skills to thrive. So we targeted those areas for community engagement to better understand their challenges, assets, and community-proposed solutions.

Common community challenges: Access to devices, broadband, and learning resources, tech literacy
Common community assets: CPL locations and services, community-based organizations (CBOs)
Common community-proposed solutions: Increased awareness of free library services, additional library programs and services

Englewood

Challenges: Changing demographics in communities and related interracial tension, crumbling infrastructure as a product of structural racism and past neglect (housing, economic, digital, and transportation), vacant housing and lots, food desert, a lot of school closings in the last 10 years, declining population, poor air quality, crime and gang violence

Assets: Kelly Branch of CPL, active senior population, robust network of CBOs that collaborate and advocate for their community, well-resourced new high schools, Kennedy-King College and its programs, INVEST South/West and other City initiatives

Community-proposed solutions to challenges: Exhibits and celebration of Englewood history, a Green line stop, new grocery stores and other efforts to improve the economy of Englewood by supporting new business development and cultural amenities (e.g., Englewood Nature Trail, Cultural Artifacts, community arts center and living space for artists)

West Garfield Park

Challenges: Basic needs unmet, drug market in the neighborhood and high concentration of people who are addicted to opiates, lack of means to follow through on social service referrals, vacant lots, lack of infrastructure as a product of structural racism (housing, economic, digital, transportation, grocery stores, banks, health care, etc.)

Assets: Legler Regional Library (clothing library, food pantry/market, Narcan access), organizations like Lawndale Christian Health, Rush Hospital, and Oak Street Health provide services to the neighborhood, train access via Green and Blue lines, Chicago Tool Library, Sankofa Wellness Village (in development)

Community-proposed solutions to challenges: Additional food services and training at Legler, additional job training and business planning, more hands-on referrals to services, new grocery store

South Lawndale

Challenges: Relatively high % residents who are undocumented, City services that are not automatically provided in Spanish are inaccessible to many residents, and some residents are unfamiliar with City service offerings due to language barriers or lack of parallel services in the country migrated from (e.g.,, a lot of people don't know CPL is in the neighborhood and free), low high-school graduation rates, gang boundaries, and related violence make moving through neighborhood and attending school difficult, over-policing, public intoxication makes people feel unsafe

Assets: Toman and Little Village branches of CPL, a huge network of CBOs and social services that advocate for community, strong and vibrant business district, COVID-conscious residents

Community-proposed solutions to challenges: Efforts to increase social capital and connectedness to provide mutual aid, translations automatically so people can access services and info, more Spanish-speaking staff at CPL branches in the neighborhood, CPL branches' outside signage in Spanish (i.e., "Biblioteca")

Define the Problem

South Lawndale, West Garfield Park, and Englewood are among Chicago's community areas with the lowest high-school graduation rates and Child Opportunity Index indicators. As such, we understand residents of these three community areas to be most negatively impacted by structural racism

as it relates to our desired result above.

Identify Root Causes to the Problem

We conducted targeted community engagement in the three community areas most negatively impacted by structural racism as it relates to our desired result. We had conversations with CPL branch and regional staff and spent time at the four CPL locations in those neighborhoods - Legler, Kelly, Little Village, and Toman - including at Legler's monthly produce market. We also had conversations with community leaders and residents. Our learnings are outlined in the "Community Feedback and Narratives" cell above.

We then conducted a root cause analysis, informed by our targeted engagement. We identified many root causes of the problem, including that students and/or schools might not have resources necessary (books, WiFi, tech, etc.) for student success. This root cause is one that CPL can intervene in by providing fair and just access to learning resources, broadly construed.

Define Your Department's Opportunity

CPL will ensure fair and just access to library resources needed for student success.

We'll do this through the 81 Club's student and teacher library accounts. The rationale is that the 81 Club removes barriers to accessing library materials and services. The student accounts allow young people to sign up for student library cards on their own with minimal information: just name, date of birth, and school. Students do not need to provide identification or a parent/guarantor-signed application. They can then access thousands of books and digital resources for school, or for fun! Teacher accounts allow educators to access digital resources as well. Both student and teacher accounts remove potential barriers to accessing library resources for in- and out-of-classroom learning.

Chicago Public Library's Racial Equity Action Plan

RACIAL EQUITY ACTION PLAN: Priority #1

Our department will advance the following strategies:

1. Department Strategy: Ensure fair and just access to library resources needed for student success through the 81 Club student and teacher library accounts

Measures of Impact: (1) Developed and implemented activation plan for 81 Club, (2) metrics of success to be assessed through strategy 2 below, including data on who has heard about 81 Club and where, and if people sign up and use 81 Club after hearing about it

Actions	Implementation Plan	Tentative 1	Status
1.1 Plan and launch 81 Club	1. Core group of CPL and CPS leaders strengthen and leverage partnership to plan then launch 81 Club People involved: CPL Executive Team; CPS leaders; CPL Teen Services, IT, and system-wide circulation coordinator 2. External consultant facilitates convening of 81 Club Working Group, ~30 CPL, CPS, CPL Foundation (CPLF), and Children First Fund (CFF) staff who strategize and plan additional 81 Club activation and development People involved: CPL programming, marketing, data, and operations staff; CPS curriculum, literacy, Family and Community Engagement (FACE), digital, marketing, and more staff; CFF; CPLF	Q1 2022 onward, with preliminary research in 2021 Q4 2022 81 Club Working Group	
1.2 Develop 81 Club activation plan to encourage student and teacher use	1. 81 Club Working Group develops frameworks and action plans for (a) staff liaison structure and training, (b) 81 Club integration with CPS's existing digital tools, and (c) marketing, outreach, and engagement People involved: 81 Club Working Group, including CPL Directors of Marketing, CSFE, and Teen, and CPS Marketing Team 2. Validate plans and messaging with CPS students and teachers, CPL staff, and other partners People involved: CPL Directors of Marketing, CSFE, and Teen Services; CPS Marketing Team; additional partners	Q3 2022 onward	

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1.3 Implement 81 Club activation plan	Provide marketing materials to CPL locations, CPS schools, and other partners for outreach, e.g., summer festivals and back-to-school events People involved: CPL staff across the system (including at branches and regionals), CPS FACE and other staff, CPLF, partners, outreach event staff	Q4 2022 onward	

RACIAL EQUITY ACTION PLAN: Priority #1

Our department will advance the following strategies:

2. Department Strategy: Assess fair and just access through 81 Club with data analysis plan

Measures of Impact: (1) List of metrics of success, (2) list of available relevant data and additional data to collect, (3) developed and implemented 81 Club assessment plan, (4) completed assessment and findings

Actions	Implementation Plan	Tentative T	Status
2.1 Initiative leaders align on metrics of success, including outputs, outcomes, and impacts of 81 Club initiative	1. 81 Club Working Group recommends metrics of success, with alignment between CPL and CPS initiative leaders People involved: Working Group members, especially CPL Chief Operations Analyst (COA) and Equity Office 2. CPL Executive Team and CPS leaders on 81 Club confirm that metrics of success reflect their vision for the initiative People involved: CPL ET, COA, Directors of CSFE and Teen Services, and Equity Office; CPS leaders and data team	Q1 to Q2 2023	Ongoing
2.2 Plan 81 Club assessment	1. Work across relevant functional areas in CPL to determine relevant internal data and how it can be disaggregated People involved: CPL 81 Club lead, Operations Analysts, teams who manage CPL collection data and IT vendor data, Sora/Overdrive representative, potentially Equity Office 2. Leverage relationship with CPS to determine what [deidentified] 81 Club participant data can be shared with CPL given constraints of current education policy environment People involved: CPL 81 Club lead, CPS 81 Club representatives, CPS legal and data teams, CPL Operations Analysts	Q2 to Q3 2023	Not started

| 2.3 Conduct 81 Club assessment | 1. Collect additional data needed for assessment, e.g., through community engagement to get qualitative sense of what's working and what's not, through surveys of students, teachers, families, CPL staff, etc.
People involved: CPL and CPS data teams, CPL Equity Office, CPL and CPS Marketing Depts., CPS FACE, additional CPL and CPS staff who provide feedback

2. CPL and CPS data teams collaborate to analyze qualitative and quantitative data, then draft findings and recommendations (considering when it's appropriate to recommend system-wide operational change based on feedback, as well as operational logistics of system-wide change)
People involved: CPL and CPS data teams, CPL and CPS 81 Club leads, CPL Equity Office | Q3 2023 to Q1 2024 | Not started |

RACIAL EQUITY ACTION PLAN: Priority #1

## Our department will advance the following strategies:

3. Department Strategy: Apply learnings from 81 Club assessment to better ensure fair and just access to library resources needed for student success through the 81 Club

Measures of Impact: (1) Finalized improvement plan based on assessment findings, (2) plan for *additional* evaluation and improvement, (3) implemented impact assessment of improvements

Actions	Implementation Plan	Tentative T	Status
3.1 Report evaluation findings and make recommendations for improvements to 81 Club	1. Share draft findings and recommendations with CPL and CPS leaders of 81 Club initiative for alignment People involved: CPL and CPS data teams, CPL Equity Office, CPL ET and Directors of Teen and CSFE, CPS leaders involved in 81 Club 2. Finalize findings and recommendations to share with a broader set of stakeholders People involved: CPL and CPS data teams, CPL Equity Office, CPL Directors of Teen and CSFE, CPL and CPS Marketing	Q2 2024	Not started
3.2 Implement improvements to 81 Club	1. 81 Club Working Group translates recommendations for improvement into action plan People involved: 81 Club Working Group, additional CPL and CPS leaders if needed 2. 81 Club Working Group delegates action plan to relevant functional areas in CPS and CPL People involved: Same as above, plus additional relevant CPL and CPS functional areas 3. Improvement action plan implemented People involved: Same as above	Q3 to Q4 2024	Not started

Chicago Public Library's Racial Equity Action Plan

3.3 Re-evaluate 81 Club	1. Re-assess metrics of success for change in outputs, outcomes, and impacts, collecting additional data from students, teachers, families, etc., as needed People involved: CPL and CPS data teams, additional stakeholders if needed 2. Plan for additional improvements to 81 Club People involved: 81 Club Working Group, additional stakeholders if needed	Q3 to Q4 2025	Not started

RACIAL EQUITY ACTION PLAN: Priority #2

The City of Chicago's Vision: All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025)

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Citywide Priority Area & Desired Result:

COMMUNITY ENGAGEMENT: All Chicagoans have a meaningful opportunity to influence City of Chicago programs, policies, and initiatives.

Indicators Examined:

Community Data

Community-level US Census data on race, ethnicity, gender, income, age, and English language proficiency

Program/Department Data

Present and historical community engagement practices at CPL

Community Feedback and Narratives

During our participation in the City's Equity and Racial Justice Cohort program, CPL's Cohort was asked, "What community engagement has been or is currently underway at CPL? What was learned from the past community engagement processes?"

To answer at a high level, we spoke to staff on various system-level programming teams and learned the following:
There are some system-wide programs that prioritize engagement and co-design with patrons. Notably, CPL's Teen Services Department has aimed for deep engagement with youth that gives them decision-making power to design programs for other patrons, including ChiTeen Lit Fest, Best of the Best, and Gamers Guild. Adult Services staff have co-planned and -facilitated community engagement as part of the Chicago Digital Equity Council. And our Children's Services and Family Engagement Department is embedding community engagement practices into their work as well.
CPL leaders who work on capital and planning have also co-planned and -facilitated community engagement processes. And CPL leaders solicited extensive input from staff and residents (>16k) to inform the CPL's 2020-2024 Strategy.
CPL administrators want to do even more community engagement to co-design or inform decision-making, resourcing, and initiatives moving forward.

To answer by CPL location is more challenging. CPL has 81 locations across the city, each of which is embedded in and uniquely serves its own community. To understand what community engagement looks like by location requires more time and engagement with staff across the system. We've started that process. As part of the targeted community engagement we conducted for Priority #1, CPL's Equity and Racial Justice Cohort met with staff at Legler Regional Library and Kelly, Little Village, and Toman branches. CPL's Equity Office is currently visiting all CPL locations and talking to managers

about their staff, the work they do, and communities they serve. We're early in the process, but already learning the following:
Many of our staff are experts in the communities they work and sometimes live in. Staff at almost every location do some level of community engagement work, though not necessarily by that name. Informally, CPL branches and regional libraries gather info from day-to-day interactions with patrons and partners. When someone asks for something (a specific kind of program, service, participation in a community event), staff try to make it happen. Other staff gathers feedback more formally through surveys and community meetings. As such, CPL administrators' relationships with staff across the system are critical to learning about Chicago's neighborhoods and CPL locations' embeddedness in them.

Challenges to community engagement include lack of shared language, staff capacity, staff movement, and turnover, inconsistent formal training on community engagement best practices and knowledge needed to do it well (e.g., DEI key concepts, cultural humility), and no formal guidance on role-specific focus for engagement.

We anticipate additional staff feedback on community engagement from our 2023 all-staff day.

Define the Problem

While many CPL staff do fantastic community engagement work, there's a wide range of prioritization and community engagement practices across the CPL system. At the administrative level, there's an opportunity for more system-level community engagement to inform organizational strategy, decision-making, and major initiatives. This is necessary to build even stronger system-wide relationships, trust, and conversations in the communities we work in order to inform and co-create programs and services that the people of Chicago want and need.

Identify Root Causes to the Problem

The root causes of challenges engaging communities most negatively impacted by structural racism are that government agencies have historically disinvested in, marginalized, and otherwise ignored Black and brown communities. One of the consequences of this is that Black and Brown residents, understandably, do not trust government agencies to listen or take them seriously.

Define Your Department's Opportunity

CPL recognizes that Chicagoans who are most impacted by structural racism are experts in their own lives and experiences and that engaging those most impacted is necessary to being a more racially equitable library system. So CPL is prioritizing robust, sustained community engagement in our work.

We're doing this by learning from our department's community engagement experts and expanding on their approach. Our goal is for CPL to build even stronger relationships and trust with Chicago communities, which will be the foundation for sustained conversations between the CPL system and patrons, ongoing evaluation, and enduring co-creation of equitable solutions. Prioritizing community engagement in this way is fundamental to advancing CPL's vision of a Chicago where people are equipped, engaged, and inspired to learn and explore and rely on CPL as a trusted source of information, enrichment, and opportunity.

RACIAL EQUITY ACTION PLAN: Priority #2

Our department will advance the following strategies:

1. Department Strategy: Build organizational capacity for system-wide community engagement process as part of CPL Equity Assessment

Measures of Impact: (1) More staff have shared framework for community engagement, (2) staff cohort have knowledge and skills to conduct community engagement and train additional staff

Actions	Implementation Plan	Timeline	Status
1.1 CPL ERJ Cohort conducts focused engagement for REAP Priority #1 in West Garfield Park, Englewood, and South Lawndale	CPL ERJ Cohort visited and met with CPL Managers/People-In-Charge at CPL locations in focus neighborhoods: Legler, Kelly, Little Village, and Toman CPL ERJ Cohort met with additional community leaders and residents CPL ERJ Cohort pulled key learnings from engagement to understand community-area-specific root causes of racial inequities and also to inform future community engagement efforts at CPL	Q4 2022 to Q2 2023	
1.2 All CPL staff receive Asset-Based Community Development (ABCD) training at May 2023 all-staff day	Director of Staff and Organizational Development (SOD) identified ABCD trainers to provide shared concepts and best practices for community engagement SOD worked with ABCD trainers to identify CPL staff for co-design process Select CPL staff co-designed ABCD session with trainers Training conducted at May 2023 CPL all-staff day	Q4 2022 to Q2 2023	

1.3 All CPL staff receive DEI training (diversity, equity, and inclusion)	SOD and Equity Office identified DEI trainers	Q4 2022 onward	
	DEI trainers request additional SOD, Equity Office, and other staff input on training		
	CPL Sr. Staff receive DEI training		
	All staff receive DEI training		
1.4 Establish and train staff cohort of experts	SOD and Equity Office identify equity consultant/trainer to co-create and co-manage community engagement cohort process and training for group of CPL staff	Q3 2023 onward	In progress
	Staff cohort receives training		

RACIAL EQUITY ACTION PLAN: Priority #2

Our department will advance the following strategies:

2. Department Strategy: Pilot system-wide community engagement process as part of CPL Equity Assessment

Measures of Impact: (1) More expansive CPL Racial Equity Action Plan based on Equity Assessment community engagement process and findings, (2) learnings to inform system-wide community engagement processes

Actions	Implementation Plan	Timeline	Status
2.1 As part of the system-wide CPL Equity Assessment, staff cohort co-designs and pilots system-wide community engagement process	Staff cohort co-designs and conducts system-wide community engagement process as part of Equity Assessment	Q3 2023 to Q2 2024	Not started
2.2 Staff cohort identifies key learnings from engagement process to inform expanded CPL Racial Equity Action Plan and continued engagement as part of CPL's work moving forward	Staff cohort identifies key learnings for a more expansive CPL Racial Equity Action Plan and recommendations for more system-wide community engagement processes - i.e., additional training, communications, outreach, etc.	Q2 2024 to Q4 2024	Not started

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
RACIAL EQUITY ACTION PLAN: Priority #2

Our department will advance the following strategies:

3. Department Strategy: Expand on learnings from community engagement conducted as part of CPL Equity Assessment

Measures of Impact: System-wide community engagement processes based on learnings from pilot

Actions	Implementation Plan	Timeline	Status
3.1 Based on learnings from community engagement conducted as part of CPL Equity Assessment, plan system-wide engagement processes	SOD, Equity Office, community engagement cohort, and others develop plan based on pilot learnings, with goals, measures of impact, strategies, and actions	2024 onward	
3.2 Implement plan for system-wide community engagement processes	SOD, Equity Office, and others implement plan for sustained system-wide community engagement	2025 onward	
3.3 Continuously evaluate and improve community engagement processes	SOD, Equity Office, Operations Analysts, and others continuously evaluate engagement processes based on measures of impact specified in the plan Relevant teams improve where needed	2025 onward	

Chicago Public Library's Racial Equity Action Plan

RACIAL EQUITY ACTION PLAN: Priority #3

The City of Chicago's Vision: All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025)

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Citywide Priority Area & Desired Result:

DATA: All Chicagoans can obtain, view, or use public facing data from the City of Chicago.

Indicators Examined:

Community Data

Community-level US Census data on race, ethnicity, gender, income, age, and English language proficiency

Program/Department Data

Publicly available circulation, computer sessions, visitors, WiFi, and staffing data; internal program and attendance data

Community Feedback and Narratives

Shortly after CPL's Chief Operations Analyst (COA) started in her role in April 2022, she interviewed 20+ staff in administration and at branches to get feedback on their perceptions of operational strengths and opportunities within CPL. Themes of those conversations included:
Tech Competencies: There is a huge range of tech skills among staff. Staff with more skills are underutilized.
IT systems: Some systems used at CPL are challenging for staff to use, resulting in staff-entered data sets of variable quality and completeness.
Data-Supported Decision-Making: There's an opportunity for better data-supported decision-making in building operational efficiencies and allocating resources to meet the needs of each community.
Meaningful Data: We could know more about what data is meaningful/important to branch staff and residents. There's also an opportunity for better communication about what data is important to administrators and why. This could facilitate staff seeing additional value in tracking and entering certain data sets beyond what's required by funders.

In addition to the COA's conversations with staff, CPL's Equity and Racial Justice Cohort conducted focused community engagement for Priority #1 in the three community areas most negatively impacted by structural racism as it relates to our desired result around education: West Garfield Park, Englewood, and South Lawndale. We learned the following:
Common community challenges: Access to devices, broadband, learning resources, tech literacy
Common community assets: CPL locations and services, community-based organizations (CBOs)
Common community-proposed solutions: Increased awareness of free library services (e.g., free WiFi), additional library programs and services
See priority area #1 tab for a more detailed summary of learnings.

Define the Problem

Some internal CPL data, particularly that which requires staff counting and data entry, is not as complete or reliable as we'd like it to be. Without additional robust, reliable data that tracks CPL services, programs, and who uses them, we don't have a full picture of library use and are less able to identify gaps and opportunities in our work. Longer term, we're also less able to effectively track progress and ensure accountability in our racial equity work and are unable to provide that additional data to the public.

Identify Root Causes to the Problem

The root causes to this problem are that data collection and analysis in general, not just in libraries, have historically focused on efficiency and economy rather than equity. Data have focused on outputs rather than social impact. At libraries specifically, patron data privacy has historically been prioritized above all else. Patrons have free access to materials and information without their library use tracked in any identifiable way. We, of course, stand by this right. An unintended consequence, however, has been collecting minimal data, even data that is deidentified and disaggregated.

In addition, historically marginalized communities have not had equitable access to data. This includes access to data sets, as well as to devices, broadband, etc., needed to view and analyze data. Public access to data is critical for organizational accountability in our equity work.

Define Your Department's Opportunity

CPL will develop and implement a comprehensive Data Action Plan that aims to improve data collection and storage in order to ensure more complete, reliable data sets. This will allow CPL to make better use of data to inform decisions about services and resources that meet the changing needs of diverse Chicago communities. Long term, it will also allow CPL to share additional data with the public, which might serve as a shared context and starting place for conversations about our library system.

RACIAL EQUITY ACTION PLAN: Priority #3

Our department will advance the following strategies:

1. Department Strategy: Develop Data Action Plan

Measures of Impact: Additional complete, accurate, and reliable CPL data sets

Actions	Implementation Plan	Timeline	Status
1.1 Develop and align on Data Action Plan goals and measures of impact	CPL leaders to identify desired organizational outcomes of the Data Action Plan: what decisions will be made based on CPL data, how will people regularly review and consolidate data (possibly via a data dashboard), what resources will be allocated, and how will impacts of changes (in operations, resourcing, programming, etc.) be evaluated and at what cadence CPL Data Working Group to identify staff priorities: what analyses would be useful, and what relevant data would need to be collected from which sources Operations Analysts and others will document working goals and measures of impact	2022 onward	

1.2 Review existing data sources to identify gaps or inconsistencies in data collection that result in incomplete or inaccurate data	CPL Data Working Group to identify existing data sources, opportunities for improvements to data collection, and new IT needs where current systems are not meeting needs	2022 onward	
1.3 Develop and align on Data Action Plan strategies and actions	Operations Analysts, IT, and others to strategize addressing data gaps with adjustments to existing IT systems and obtaining and implementing new IT systems where necessary to address data gaps Operations Analysts and others will document working strategies and actions to see through goals	2022 onward	

RACIAL EQUITY ACTION PLAN: Priority #3

Our department will advance the following strategies:

2. Department Strategy: Establish policies and procedures necessary for Data Action Plan implementation
Measures of Impact: Additional complete, accurate, and reliable CPL data sets

Actions	Implementation Plan	Timeline	Status
2.1 Review current data processes and identify which are not performed thoroughly or consistently, resulting in incomplete or inconsistent data	Look at outputs from existing systems that require human data entry Determine where entry is inconsistent or incomplete	2022 onward	
2.2 Create written policies and procedures for all staff-generated data processes in order to define clear, consistent operational steps that will result in complete and accurate records	With endorsement from CPL leaders and input from staff across the system, create policies and procedures to ensure consistent data entry and IT system use	2024 onward	

RACIAL EQUITY ACTION PLAN: Priority #3

Our department will advance the following strategies:

3. Department Strategy: Build capacity among staff and public to support Data Action Plan implementation

Measures of Impact: (1) Additional complete, accurate, and reliable CPL data sets, (2) long term, additional publicly available CPL data sets based on feedback from community engagement

Actions	Implementation Plan	Timeline	Status
3.1 Communicate the importance of accurate publicly available CPL use data	Plan staff communications to convey the importance of good data and what resulting analyses will allow CPL and staff to do to better serve patrons Create targeted external communications to better engage historically underresourced and underserved neighborhoods	2022 Onward	
3.2 Provide staff training and professional development on knowledge, skills, policies, and procedures necessary for Data Action Plan implementation	IT completed Tech Skills Survey and is training staff who need additional technical skills Provide staff role-relevant training series on data entry policies and procedures Build internal capacity to create queries and run reports that address specific operational questions regarding efficiencies, equity, and resource allocation Evaluate staff knowledge and skills related to Data Action Plan implementation	2022 Onward	

Chicago Public Library's Racial Equity Action Plan