

City of Chicago RACIAL EQUITY ACTION PLAN

Office of Inspector General (OIG)

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)***

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.🔗

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.



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:

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

Indicators Examined:

Community Data

poverty rate disaggregated; housing cost burden; homeownership by race and geography, educational attainment disaggregated by race, gender, and geography; average household income; business ownership; food deserts/grocery store closures by geography; low-income housing units by race and geography; unemployment rate by race, gender, and geography

Program/Department Data

Public Safety dashboards, Finance dashboards, and other relevant dashboards. Future Audit and Program Review and Public Safety reports.

Community Feedback and Narratives

Generally community members want more opportunities for community engagement. They would like to be actively involved in the City's decision making process, such as decisions on abandoned buildings in their neighborhoods; be informed when legislation get passed; have more opportunities for engagement events between the community, City, and the police; and would like to see the City employ outreach staff from their neighborhoods.

Define the Problem

Chicago is one of the most segregated cities in the country along both racial and economic lines. City government has explicitly and passively created policies and structures that have shaped the City to look the way it does today. City government has also explicitly and passively created policies and structures that dispense City resources and services disparately across these artificial racial and economic lines. While this is something that many people know about our City, sometimes easy access to data that sheds light on these socio-economic disparities can be hard to access, manipulate, and understand. Without the tools to clearly articulate these disparities, people can't best advocate for the changes the City needs to become a City that serves people equitably.

Identify Root Causes to the Problem

Community disinvestment, redlining, white flight, lack of access to resources to support family structures, inequitable education and employment opportunities, and employment discrimination

Define Your Department's Opportunity

OIG is a leader in understanding and analyzing City data. We make City data accessible to other City departments, stakeholder groups, and the general public through our public-facing data dashboards. We have an opportunity to develop a data repository of Census population, demographic, and socio-economic indicators by City of Chicago wards, community areas, police districts, and beats. We will enhance OIG's current dashboards with demographic and socio-economic information. This, in turn, will provide people with a detailed picture of equity around the dispersal of City services. City departments can use the dashboard to better understand their own service delivery. Stakeholders can use the dashboards to advocate for needs in their communities. OIG can use the dashboards to deepen our analyses of City programming and include that information in our public reports.

RACIAL EQUITY ACTION PLAN: Priority #1

Our department will advance the following strategies:

1. Department Strategy: Develop a socio-economic dashboard based on Community Engagement Project Plan to increase transparency, information, and collaboration with community and City stakeholders.

Measures of Impact: The number of views and clicks on the backend of the dashboard, feedback received about the dashboard through outreach events, social media, and an increase in dashboards being cited in media.

Actions	Implementation Plan	Timeline	Status
1.1- Create the socio-economic dashboard CEPP	<p>The Community Engagement Project Plan (CEPP) is an internal OIG document used across OIG sections to facilitate community engagement throughout all project phases. The socio-economic dashboard CEPP will be created to assess and include community engagement in the development of the dashboard project.</p> <p>The CEPP will include;</p> <ol style="list-style-type: none"> 1) The purpose of community engagement for the socio-economic dashboard 2) How the CEPP will inform the dashboard project during the pre-planning, fieldwork, and post-publication phase of the project 3) A list of community and City stakeholders 4) CEPP methodology 	Q2 2023	
1.2- Implement the socio-economic dashboard CEPP	<p>The first CEPP implementation will be during the pre-planning phase of the project, where the project team will host either interviews or tabling sessions with community and City stakeholders on potential design and data indicators.</p> <p>The second CEPP implementation will be at the fieldwork phase (after the dashboard development) with community and City stakeholders. We will test usability and navigation of the dashboard on laptops at tabling sessions.</p>	Q4 2023	

<p>1.3- Develop dashboard based on community feedback</p>	<p>OIG will use the feedback received from the pre-planning and fieldwork phases of the CEPP to inform the development of the dashboard project. The pre-planning phase of the CEPP should indicate and include community feedback on the design and data indicators. The fieldwork phase of the CEPP should indicate and include community feedback on the usability and navigation of the dashboard.</p>	<p>Q3,Q4 2023, Q1 2024</p>	
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RACIAL EQUITY ACTION PLAN: Priority #1

Our department will advance the following strategies:

2. Department Strategy: Socialize the published socio-economic dashboard with both internal and external stakeholders.

Measures of Impact: Acquired knowledge and learnings of the socio-economic dashboard for both internal and external audiences through presentations and one-pagers.

Actions	Implementation Plan	Timeline	Status
2.1 - Host internal OIG Lunch and Learn sessions	OIG's data analysts will present a Lunch and Learn to OIG staff on the socio-economic dashboard once it is complete and published on OIG's dashboard to have OIG staff understand and utilize the dashboard for their own purposes related to project, legal, and/or investigative work.	Q4 2023, Q1, Q2 2024	
2.2 - Host external City department presentations	OIG's data analysts will present to City departments on the socio-economic dashboard once it is complete and published on OIG's dashboard to have City departments better understand and utilize the dashboard for their own purposes.	Q4 2023, Q1 2024	
2.3 - Distribute dashboard one pagers at community and City events	OIG will create a one-pager specific to the socio-economic dashboard to highlight the purpose, use, and the features of the dashboard to encourage all users to access and utilize it based on their needs. The dashboard one pager will be passed out during community engagement events to both community and City stakeholders.	Q1, Q2, Q3, Q4 2024	

RACIAL EQUITY ACTION PLAN: Priority #1


Our department will advance the following strategies:

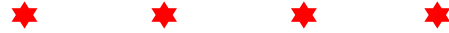
3. Department Strategy: Leverage the information from the socio-economic dashboards and incorporate it into OIG’s project analyses and ultimately into public reports

Measures of Impact: Audit and Program Review and Public Safety projects that incorporate the use of the dashboards into public reports

Actions	Implementation Plan	Timeline	Status
3.1 - Use the dashboard to inform our Audit and Program Review section's work.	During the Audit and Program Review's annual and project planning phases, Audit and Program Review will conduct an analysis of the socio-economic dashboard to determine the relevancy for projects. This analysis may also help to form additional objectives and/or testing. If applicable, Audit and Program Review may include this data and visualization in its reports.	Q4 2024-ongoing	
3.2 - Use the dashboard to inform our Public Safety section's work.	During Public Safety's annual and project planning phases, Public Safety will conduct an analysis of the socio-economic dashboard to determine the relevancy of the data indicators for projects that examine the impact of policing and oversight to the public. This analysis may also help to form additional objectives and/or testing. If applicable, Public Safety may include this data and visualization in its reports.	Q2, Q3 2024-ongoing	

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) 



Citywide Priority Area & Desired Result:

PUBLIC SAFETY: All Chicagoans are safe across the city and have trusting relationships with law enforcement and first responders.

Indicators Examined:

Community Data

Chicago Police Department Sentiment Dashboard measured through Trust and Safety scores through survey responses; Compare the Mayor's Office, Violence Reduction Dashboard, with data on Victim Counts and Comparison in All Community Areas, Fatal and Non-Fatal Shooting Victimization Per 10,000 Residents by Community Area to OIG Public safety dashboards, to determine where is CPD responding.

Program/Department Data

OIG Public safety dashboards including CPD 911 Calls and Event Look-up, CPD Member Complaints; Public Safety Evaluations including CPD's Use of ShotSpotter Technology, Use of Force, Demographic Impacts of CPD's Hiring Process, CPD's "Gang Database", and Chicago's Response to George Floyd Protests and Unrest.

Community Feedback and Narratives

Complaints against CPD are often noted by OIG staff throughout all community areas of the City. Recent complaints have included slow responses to 911 calls, specifically on the South and West Sides, CPD responding more quickly if there is a presence of a gun on the scene, and community members less likely to call 911 because of experienced slow response times and CPD interactions. This all has contributed to a lack of trust in law enforcement and has created a division of amongst community residents and law enforcement.

Define the Problem

The Chicago Police Department has engaged in patterns of mistreatment against black and brown communities. In 2017, the Department of Justice identified "serious concerns about the prevalence of racially discriminatory conduct by some CPD officers and the degree to which that conduct is tolerated and in some respects caused by deficiencies in CPD's systems of training, supervision and accountability...[T]he impact of CPD's pattern or practice of unreasonable force falls heaviest on predominantly black and Latino [sic] neighborhoods, such that restoring police-community trust will require remedies addressing both discriminatory conduct and the disproportionality of illegal and unconstitutional patterns of force on minority communities." ([https://www.justice.gov/opa/pr/justice-department-announces-findings-investigation-chicago-police-department.](https://www.justice.gov/opa/pr/justice-department-announces-findings-investigation-chicago-police-department))

Identify Root Causes to the Problem

Police misconduct, historical patterns of discrimination, poor quality relationship between CPD and the communities it serves.

Define Your Department's Opportunity

OIG is an independent oversight agency that is specifically tasked with investigating CPD's policies and practices for concerns of racial disparities or bias, and CPD is required to cooperate with OIG in these investigations. Specifically, the ordinance-mandated mission of OIG's Public Safety section is to work with "the goal of enhancing the effectiveness of the Police Department, [COPA] and the Police Board; increasing public safety, protecting civil liberties and civil rights; and ensuring the accountability of the police force, thus building stronger police-community relations." (MCC Section 2-56-210). We can work to improve community-police relations by incorporating community and stakeholder engagement--where those communities and stakeholders include both members of the public and members of CPD--at all stages of our public safety projects to ensure that our work is best targeted to address those issues which most directly impact the quality of those relations and therefore the effectiveness of Chicago's public safety operations.

RACIAL EQUITY ACTION PLAN: Priority #2

Our department will advance the following strategies:

1. Department Strategy: Incorporate community and stakeholder engagement into every stage of OIG's Public Safety evaluation work.

Measures of Impact: Community Engagement Project Plans, Public Safety section community engagement events, Number of policies and projects informed by community

Actions	Implementation Plan	Timeline	Status
<p>1.1-Implement requirement that all Public Safety section projects must have a Community Engagement Project Plan</p>	<p>The Community Engagement Project Plan (CEPP) is an internal OIG document used across OIG sections to facilitate community engagement throughout all project phases. To ensure that community engagement is considered at every stage, CEPPs will now be required for every new PSIG project.</p> <p>The CEPP will include;</p> <ol style="list-style-type: none"> 1) The purpose of community engagement for the project 2) How community engagement will inform the project during the pre-planning, fieldwork, and post-publication phase of the project 3) A list of community and City stakeholders 4) CEPP methodology (target audiences, topics for community consideration, and other community engagement goals) 	<p>Q1 2023-ongoing</p>	
<p>1.2-Develop CEPP for the creation of the Public Safety section annual outlook.</p>	<p>Each year, PSIG develops an outlook of potential projects that the section is considering launching that year. In an effort to gain feedback on its project selection, PSIG has sought public comment on the Annual Outlook and received few responses. Moving forward, each year, PSIG management will work to develop a CEPP that works to gain community feedback on project selection and the Annual Outlook. Each year's CEPP will build upon successes and failures from the previous year.</p>	<p>Q4 2023</p>	

<p>1.3-Increase community engagement for Public Safety section staff.</p>	<p>In an effort to increase community awareness of PSIG outputs and increase opportunities for community to connect with analysts who are doing the work, we will work to increase the number of community engagement events that each staff member attends. OIG will develop and offer training to ensure all staff are prepared to get the most out of their attendance at events.</p>	<p>Q2, Q3 2023</p>	
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RACIAL EQUITY ACTION PLAN: Priority #2

Our department will advance the following strategies:

2. Department Strategy: Enhance opportunities for CPD members to report concerns or misconduct

Measures of Impact: Number of CPD member-focused community engagement events, Number of CPD member-initiated intakes to OIG

Actions	Implementation Plan	Timeline	Status
2.1-Attend CPD member-focused community engagement events	Coordinate with CPD member organizations to attend community engagement events such as National Night Out.	Q2 2023-ongoing	
2.2-Develop relationships with CPD affinity group organizations	Identify relevant organizations and develop CEPP(s) based on the organization's mission and needs.	Q1 2024	

RACIAL EQUITY ACTION PLAN: Priority #2

Our department will advance the following strategies:


3. Department Strategy: Increase opportunities for in-person engagement with CPD members and attendance at CPD training, events, etc.

Measures of Impact: Number of CPD trainings with OIG staff member present, Number of OIG staff ridealongs, Attendance at other events where CPD interacts with community (e.g. CAPS meetings)

Actions	Implementation Plan	Timeline	Status
3.1-Ensure all Public Safety section staff attend ride alongs with CPD members	Work with CPD to arrange quarterly ride-alongs for OIG staff. Require all PSIG staff to attend at least one ride-along each calendar year. Encourage other OIG staff to attend ride-alongs.	Q1 2024	
3.2-Increase OIG staff presence at CPD trainings and meetings	Work with CPD to identify training and meetings for OIG attendance. Require OIG staff attendance at relevant training and meetings.	Q2 2024	

3.3-Establish regular OIG presence at CPD community events	Work with CPD to identify community engagement events. Require OIG staff attendance at appropriate/relevant events.	Q3 2024	
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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) 



Citywide Priority Area & Desired Result:

WORKFORCE: The City of Chicago's workforce reflects the demographics of the City, and all employees are connected to training and advancement opportunities.

Indicators Examined:

Community Data

The Office of Equity and Racial Justice's Equity Dashboard; City of Chicago's Workforce Diversity; disaggregated by ethnicity/race, age and gender.

Program/Department Data

OIG City of Chicago employee dashboards, Audit of DHR Performance Evaluation Process, Evaluation of the Demographic Impacts of CPD's Hiring Process, Audit of Policies and Practices Related to Discrimination and Sexual Harassment Within the Chicago Fire Department

Community Feedback and Narratives

During recent outreach events, OIG has collected feedback on community responses to seeking and learning about job opportunities across City government. Community residents indicated that they mostly applied to infrastructure departments such as Department of Streets and Sanitation, the Department of Transportation, and the Department of Water Management and would like to see the City promote job fairs with City trade opportunities. Community residents also indicated that it is easier for them to apply for a job and hear back if they know of someone working with the City. With respect to OIG specifically, workforce diversity is a regular, recurring topic of discussion and questions from members of City Council during the annual budget hearing process.

Define the Problem

The City's available workforce overall is 29% Hispanic, while Hispanic employees are only 24.6% of the City of Chicago's workforce. Similarly, Asian employees are represented in the City overall at 6.4%, while the representation among City workers is 3.3%. At OIG, Whites are vastly overrepresented in comparison to the available workforce (Whites make up 33.5% of the available workforce but 55.2% of OIG's workforce). Conversely, Black and Hispanic employees are much less represented: Black (30.4% of available workforce, 17.7% of OIG's workforce) and Hispanic (29.6% of available workforce, 18.8% of OIG's workforce).

Identify Root Causes to the Problem

Improper considerations in City hiring, employment discrimination, unequal education opportunities, limited funding for salaries and recruitment,

low awareness of OIG and its employment opportunities.

Define Your Department's Opportunity

To improve employment opportunities for minorities in Chicago, we must consider both recruitment and retention within OIG and for other departments. Along these lines, OIG plans to focus attention on recruitment, including pipeline efforts and retention of OIG staff.

RACIAL EQUITY ACTION PLAN: Priority #3

Our department will advance the following strategies:

1. Department Strategy: Enhance efforts to recruit to more diverse candidate pools

Measures of Impact: Number of professional organizations who receive listings, number of internships and opportunities, diversity of applicant pool

Actions	Implementation Plan	Timeline	Status
1.1 - Partner with affinity organizations including national, niche and local Job Boards as well as local college and university alumni organizations to announce job opportunities.	Work with organizations such as the HBCU College and Career network and other affinity organizations to disseminate job postings. Reach out to Alumni Associations via Handshake or Simplicity to post all OIG job opportunities.	Q2 2023	
1.2 - Partner with Chicago's neighborhood organizations to let local residents know of any job openings.	Identify and reach out via email to all neighborhood portals such as Pilsen Community Portal, Humboldt Park Portal, Englewood Community Portal, Belmont-Cragin Portal, etc.	Q2 2023	
1.3 - Increase generalized recruitment efforts to cast a wider net of applicants.	Use social media to announce job openings and increase awareness of OIG in Chicago's communities. Include information about relevant openings at OIG community engagement events. Post positions on sites such as LinkedIn and Glassdoor as well as other specific professional organizations. Launch jobs e-newsletter to increase awareness of postings	Q2 2023	

RACIAL EQUITY ACTION PLAN: Priority #3

Our department will advance the following strategies:

2. Department Strategy: Improve retention of OIG's workforce.

Measures of Impact: Employee engagement with professional development and training programs, employee satisfaction, length of employee tenure.

Actions	Implementation Plan	Timeline	Status
2.1 - Update and improve OIG's professional development and training programs.	Redevelop and improve OIG's orientation, onboarding, and in-service training program to include inter-disciplinary, all-of-office opportunities, including wellness and wellbeing-focused offerings.	Q3 2023	
2.2 - Regularly solicit and collect information on employee satisfaction and concerns.	Under the direction of OIG's new Chief Administrative Officer and its Supervisor of Personnel Administration, design and implement a process for collecting employee sentiment information, including anonymously as necessary and appropriately, for consideration and responsive action by OIG management.	Q4 2023	