



JULY 2025

The City of Chicago's Racial Equity Report Appendix

*An Annual Status Report of the City's
Efforts to Institutionalize Equity*



Office of Equity and Racial Justice

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Part 1: Tools & Resources

Resources

- [Department Racial Equity Action Plans](#): Multi-year, 2023-2026 strategic plans that articulate how each department will improve equitable outcomes in their core work. Plans were completed by departments in May 2023.
- [The Office of Equity & Racial Justice's \(OERJ\) website](#): The office's public-facing website that communicates how OERJ carries out its role of overseeing the development, coordination, and administration of racial and social equity policies and practices for the City of Chicago. Key features include tools, dashboards, reports, information on the equity advisory council, and additional resources.
- [OERJ Codification](#): Municipal code, 2-4-100, empowering OERJ to coordinate, implement, and maintain a comprehensive equity and racial justice strategy for the city and department racial equity action plans, among other responsibilities.

Dashboards & Data

- [City of Chicago Workforce Dashboard](#): This dashboard represents CHIPPS data that portrays each department's workforce diversity. The data refreshes daily.
- [Chicago Equity Dashboard](#): Data on key equity indicators across the 8 pillars of the Chicago Citywide Plan (formally known as We Will Chicago), which also aligns to priority areas in department's Racial Equity Action Plans (REAPs). The intent is to transparently display the current equity gaps that will be addressed through the implementation of the plan.
- [Chicago Health Atlas](#): A comparison of health-related data over time and across communities. Key indicators include demographics, clinical care, social and economic factors, mortality and morbidity, physical environment, and health behaviors.
- [Chicago Metropolitan Agency for Planning \(CMAP\) Community Data Snapshots](#): A set of community data snapshots that summarize demographics, housing, employment, transportation habits, retail sales, property values, and land use by community area.

Tools

- [Equity Statement of Principles](#): The City of Chicago's definition of equity and guiding principles to support building a more equitable Chicago. OERJ built this guide through engaging 400+ Chicagoans.
- [Spectrum of Community Engagement](#): A guide that outlines levels of community engagement and how government can drive deeper levels of engagement with communities most impacted to close equity gaps.

Citywide Plans aligned to Racial Equity Action Plans

- [Healthy Chicago 2025](#): Chicago's five-year community health improvement plan that focuses on racial and health equity to meet our goal of reducing the Black-white life expectancy gap.

- [The Climate Action Plan](#): Chicago's newest set of climate goals to reduce the city's carbon emissions. It amplifies values of economic inclusion and savings, pollution burden reduction, and equitable access to critical infrastructure and community health and resilience.
- [Chicago Citywide Plan](#): A 10-year framework to enhance citywide equity and resiliency. It includes goals to improve inequities in health, economic stability, neighborhood livability, and other systemic issues.

Part 2: Racial Equity Progress by Department

Progress Snapshot: FY2024 Budget Equity Commitments

OERJ asked departments to share the status of their FY24 budget equity goals. Below is a color-coded list of their current standing: green indicates the goal was completed, yellow indicates the goal was partially completed, and red indicates the goal is incomplete. For example, DCASE completed six strategies and partially completed five strategies.

This year, departments chose the number of commitments to pursue. Most departments committed to at least three strategies, and several tackled many more. OERJ permits departments with a small staff to pursue a single commitment. Newly created departments like DTI and DOE did not set any commitments.

OERJ’s work is grounded in the understanding of equity as both an outcome and a process that results in fair and just access to the opportunities and resources that provide everyone with the ability to thrive. It is therefore our responsibility to review and update processes as needed. This year, in an effort to uplift the City’s commitment to transparency and accountability to equitable results in our workforce, OERJ bridged our workforce dashboard efforts with our budget equity reporting process. This year’s Budget Equity Tool asked departments to report their workforce demographics from the City’s [Workforce Dashboard](#), including trends over time and equity wins from workforce development efforts in 2024. The intention behind this process is to reinforce our long-term goals to increase and cultivate diversity, equity, and inclusion in the City’s departments.

All information in this appendix was reported in August 2024.

Department		Strategy Completion Status											
City Development	DCASE (Cultural Affairs and Special Events)	Green	Green	Green	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	DPD (Planning and Development)	Yellow	Yellow	Yellow									
	DOH (Housing)	Yellow	Yellow	Yellow									
Finance and Administration	DOF (Finance)	Green	Green	Green	Yellow	Yellow	Yellow						
	2FM (Fleet and Facility Management)	Green	Yellow	Red	Red								
	DHR (Human Resources)	Green	Green	Green									
	DOAH (Administrative Hearings)	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	DOL (Law)	Green	Green	Green	Green								
Community Services	DPS (Procurement Services)	Green	Green	Green									
	CCHR (Human Relations)	Green	Yellow	Red	Red								
	CDPH (Public Health)	Green	Yellow	Yellow	Yellow	Yellow							
	CPL (Public Library)	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	DFSS (Family and Support Services)	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
	MOPD (Mayor’s Office of People with Disabilities)	Yellow	Yellow	Yellow	Yellow								

Department		Strategy Completion Status											
Public Safety	CCPSA (Community Commission for Public Safety)												
	CFD (Fire Department)												
	COPA (Police Accountability)												
	CPB (Police Board)												
	CPD (Police Department)												
	OEMC (Emergency Management & Comms)												
	OPSA (Public Safety Administration)												
Regulatory	BACP (Business Affairs & Consumer Protection)												
	BOE (Board of Ethics)												
	CACC (Animal Care and Control)												
	DOB (Buildings)												
	LAC (License Appeal Commission)												
	OIG (Inspector General)												
Infrastructure	CDA (Aviation)												
	CDOT (Transportation)												
	DSS (Streets and Sanitation)												
	DWM (Water Management)												

Finance and Administration

Office of Budget and Management (OBM)

Purpose: The Office of Budget and Management (OBM) is responsible for the preparation, execution and management of the City's annual operating budget and Capital Improvement Program (CIP). OBM manages City requests for local, state and federal funds for budgetary and program impacts. OBM coordinates the allocation of funds and monitors expenditures related to the Community Development Block Grant (CDBG) funds and other state and federal grants.

Workforce Demographics (as of August 2024)¹

Total number of employees in the department	57
Employees by Race/ Ethnicity	
White:	42.1%
Black:	22.8%
Hispanic:	19.3%
Asian:	7%
Multiple Races:	8.8%
Pacific Islander:	NA
Native American:	NA
Employees by Gender	
Male:	63.1%
Female:	36.84%
Employees in Management by Race	
White:	50%
Black:	30%
Hispanic:	5%
Asian:	5%
Multiple Races:	10%
Pacific Islander:	NA
Native American:	NA

¹ Unless otherwise noted, all workforce demographics are as of August 2024, when departments collected data at the start of last fiscal year's budget process.

Trends over Time



Equity Dashboard: City of Chicago's Workforce Diversity

Last Updated: 5/16/2025 1:06:19 AM

- Current Snapshot
- Trends Over Time
- Management
- Union/Non-Union
- Hiring
- Hiring by Category

These trend diagrams aim to display how the City's workforce has changed over time. By revealing the breakdown by race/ethnicity, age, and gender over the past decade, the hope is that the public can see how the City's Workforce is changing to bet..

Department Name (see glossary below)
Office of Budget & Mgmt

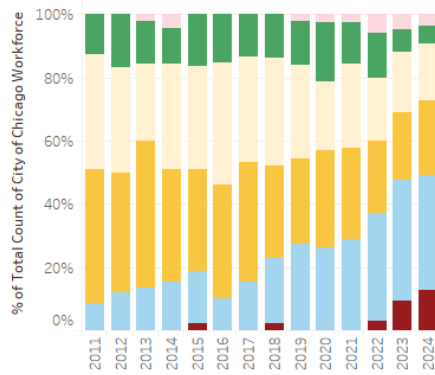
- Ethnic Origin
- White
 - Black
 - Hispanic
 - Asian
 - Multiple Races
 - No Data

- Gender
- ☒ Female
 - ☒ Male
 - ☒ Non-Binary
 - ☒ Non-Disclosed
 - ☒ Unspecified

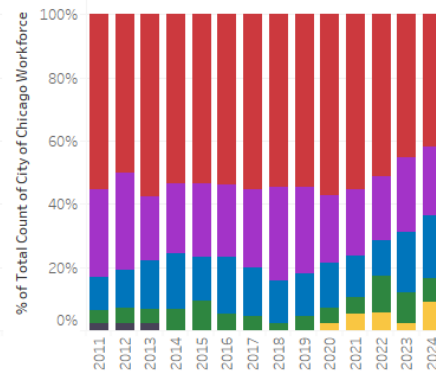
- Age Group
- 65+
 - 55-64
 - 45-54
 - 35-44
 - 25-34
 - < 25

- Gender
- Female
 - Male
 - Non-Binary

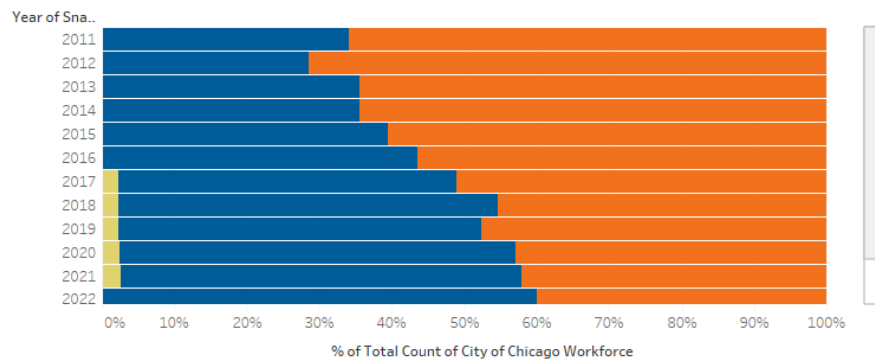
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity Wins from workforce development efforts

Department did not provide this information.

FY2025 Budget Equity Commitments

Priority #1: OBM will advance action(s) from the following strategies in its Community Engagement action plan:

- OBM-Strategic Communication (OBM-SC) and the Mayor's Office of Community Engagement (MOCE) will identify key programs for focused discussions at Budget Engagement to assist departments in developing budget requests.
- OBM-SC (and MOCE) will create and release budget information and engagement results.

Priority #2: OBM will advance action(s) from the following strategies in its Workforce action plan:

- OBM and OERJ to provide feedback for equity progress on Racial Equity Action Plans.

Progress on last year's (FY2024) Budget Equity Commitments

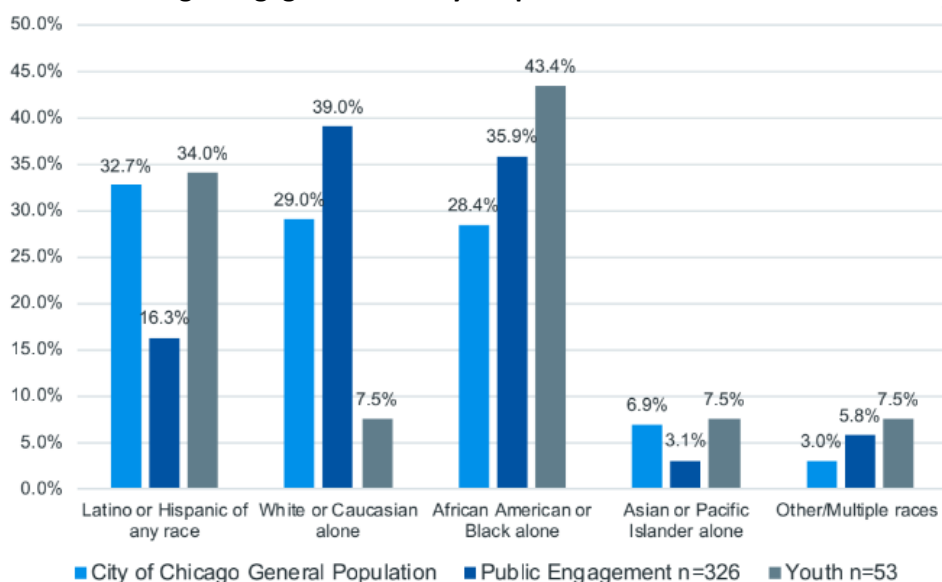
OBM did not make Budget Equity Commitments for FY2024.

Biggest Equity Wins from FY2024

During the development of the OBM Racial Equity Action Plan, we began implementing some of our planned objectives around community engagement during the drafting process.

Community Engagement: More details available in the [2025 Budget Engagement Report](#) compiled by UIC's Great Cities Institute.

- At OBM's request, departments submitted their Top 5 programs for focused consideration with the general public. The Mayor's Office of Community Engagement led a discussion to co-design budget engagement activities and to select topics for discussion at the Budget Engagement Roundtables with City Engagement Councils and Advisory Councils, ensuring topics discussed were meaningful for the public.
- Community priorities were incorporated into the engagement design and data collection process, producing a more targeted and intentional discussion during our engagement.
- OBM provided detailed descriptions of the programs targeted for discussion so that the general public had background on the programs and services that were selected, enabling greater inclusion and transparency during budget roundtable discussions.
- July 2024 Roundtable Events: Three public roundtable events were hosted at Truman College, Kennedy King College, and Malcolm X College, to ensure we provided locations on the North, South, and West sides of Chicago. One final roundtable hosted at Harold Washington Library was for youth aged 14-24, to provide a platform for young voices to share their unique insights, helping shape policies that directly impact their lives and communities. Events were held on different weekday afternoons and evenings, as well as one weekend event to accommodate the varying schedules of Chicagoans.
- During engagement activities, data was collected via voluntary paper and online surveys.
- Total Roundtable Participants: 553
 - Malcom X – 135
 - Truman – 108
 - Kennedy King – 110
 - Harold Washington (Youth) -200
- **FY2025 Budget Engagement Survey Respondents:**



- The majority of respondents were residents of the City of Chicago.
- For both the public engagement and the youth, respondents who identified as African American or Black were overrepresented compared to the City of Chicago general population.
- Respondents who identified as Latino or Hispanic were overrepresented for youth and underrepresented for the public engagement compared to the City of Chicago general population.
- Respondents who identified as White or Caucasian were overrepresented for the public engagement and underrepresented for youth compared to the City of Chicago general population.
- Most youth respondents reported being between the ages of 14 to 17 (54%).
- There was a fairly even representation of age ranges of public respondents between the ages of 25 to 65 and above.
- Estimated annual household income had representation from all income ranges; more public engagement respondents indicated having moderate to high estimated household income.

ARPA Relaunch

- In 2024, OBM worked with the Mayor’s Office policy team and OERJ to develop criteria for evaluating each program within the City’s ARPA spending plan to ensure that investments were being made in programs that incorporate equity into their design and ultimately lead to more equitable outcomes for Chicagoans. OBM then measured each program based on community involvement in program design; potential for transformative, system-altering impact; program evaluation efforts; and effectiveness at reaching the population(s) with the greatest need.
- These equity evaluations, alongside an obligation risk analysis, informed the reallocation of ARPA funds to programs best positioned to quickly and effectively deliver equitable outcomes in accordance with federal guidelines. As a result of this process, OBM sped up the distribution of tens of millions of dollars in federal funding to communities disproportionately impacted by COVID-19.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Prepares and executes the City’s annual operating budget.

- **Key Results:**
 - The Office of Budget and Management (OBM) sets an annual goal to develop and pass a balanced, implementable budget that reflects the values and priorities of the City of Chicago—centered on equity, transparency, and the well-being of all residents. For the FY2025 budget, extensive collaboration was essential to ensure a successful and inclusive process. OBM worked closely with all City departments to ensure they were equipped with the resources needed to operate effectively, while also aligning funding decisions with the City’s broader goals.
 - Department heads and commissioners were engaged throughout the process to support a clear understanding of any necessary reductions and to promote equitable adjustments across departments. Throughout the year, OBM deputies and analysts maintain regular meetings with departments to monitor spending, address concerns early, and ensure that all agencies remain within their annual appropriations. These

frequent touchpoints not only strengthen fiscal discipline but also enable OBM to proactively identify and resolve funding challenges—helping ensure that City resources are managed responsibly and distributed equitably across all communities.

- Expanded the City’s Budget Engagement process by engaging over 100 organizations, including City engagement councils, advisory councils, and other task forces and groups to collaborate on engagement topics and co-design round table events.
- **Racial/Geographical Trends:**
 - OBM doesn’t collect the racial and/or geographical data to perform this analysis.

Key Function #2: Oversees the Capital Improvement Program (CIP).

- **Key Results:**
 - Successfully managed project costs, ensuring that expenditures remained within the approved budgets and improving financial forecasting accuracy.
 - Strategically prioritized projects, directing funding to high-impact infrastructure and community needs, ensuring that limited resources were used most effectively.
 - Developed a sustainable CIP that aligns with the city’s long-term financial goals, balancing capital spending with debt-service capacity.
 - Monitored cash flows to ensure that funds were available when needed for ongoing projects while maintaining sufficient reserves for future financial stability.
 - Enhanced reporting on CIP funding sources, expenditures, and projects, ensuring transparency and accountability in the use of taxpayer's dollars.
- **Racial/Geographical Trends:**
 - OBM doesn’t collect the racial and/or geographical data to perform this analysis.

Key Function #3: Provides Citywide grants management oversight.

- **Key Results:**
 - Strategically restructured OBM resources to better align with department portfolio needs to create stronger client relationships.
 - Streamlined the annual budget process and created more transparency by consolidating funds.
 - Supported key City initiatives such as the COVID-19 mission, the New Arrivals mission, and the DNC, with the direct administration of large federal awards from DOJ and DHS.
 - Successfully reallocated hundreds of millions of ARPA dollars to align with the Mayor’s people-centric investment approach, obligating 100% of funds by the federal deadline.
 - Analyzed the sustainability of ARPA programs, making recommendations for how to sustain key investments beyond funding cliffs.
 - Launched the ARPA dashboard, providing the public with unique transparency into how the City is allocating and spending its relief dollars.
 - Stabilized the City’s Entitlement Fund, bringing its budget back into balance and improving performance tracking for programs.
 - Held the first ever participatory budgeting workshop with City Departments for the Entitlement Fund’s 5-Year Consolidated Plan.
- **Racial/Geographical Trends:**
 - OBM doesn’t collect the racial and/or geographical data to perform this analysis.

Key Function #4: Monitors and forecasts revenue throughout the year.

- **Key Results:**
 - Reported on actual revenue collections and variances to budget.
 - Summarized and analyzed key revenue drivers and how they differed from budget.
 - Forecasted revenue for the current year and projected revenue for the next three years.
- **Racial and/or geographical trends:**
 - OBM doesn't collect the racial and/or geographical data to perform this analysis.

Key Function #5: Manages and tracks various financial activities.

- **Key Results:** Developed the American Rescue Plan Act (ARPA) Road to Recovery Plan in partnership with Mayor's Office and City departments. This plan implemented adjustments to maximize the effectiveness of ARPA recovery funds for the most impacted communities, and continues to ensure effective obligation and spending of these dollars.
- **Racial and/or geographical trends:** ARPA funding was prioritized for communities most impacted by the pandemic (including the disease itself and secondary harms including housing instability, unemployment, and mental health struggles) by using the COVID-19 Community Vulnerability Index and the Hardship Index. An estimated 57% of the funding allocated for community initiatives through the ARPA Road to Recovery Plan has been allocated to support predominantly African American communities between 2022-2025.

Key Function #6: Provides Citywide compensation management.

- **Key Results:**
 - Based on the market study recommendations and through internal discussion, new pay schedules were created in an effort to transition employees to defined compensation pay schedules, a standardized pay plan that meets market rates and helps ensure institutional equity in compensation. DHR and OBM have also worked with union partners to improve compensation and modernize titles in an effort to focus on transferable skills and broaden the pool of candidates.
 - Over the course of the last year, job descriptions and functions were reviewed to assign the appropriate pay schedules and grading to ensure standard pay ranges for positions in comparable public sector markets. Focus was on administrative and professional positions which, under previous models of compensation, allowed for disparity in pay for similarly situated positions.
 - We continue to budget to ensure that we can maintain COLA parity with relevant union partners to prevent salary compression, maintain competitive salaries, and encourage our internal workforce to promote to senior level positions which enhances our ability to recruit and retain from a diverse pool of employees. The work of the City to transition to defined pay schedules for the majority of our staff ensures pay transparency and defines the pay path for work, which allows for pay consistency that mitigates pay disparity that exists in the broader workforce.
- **Racial and/or geographical trends:** Department did not provide this information.

Key Function #7: Leads various management and workforce initiatives.

- **Key Results:**

- The Performance Management team continues to develop data-driven solutions and meaningful metrics that support OBM and City departments in monitoring key operational areas—such as absenteeism, high overtime usage, and improvements to the travel request process. These insights are shared with departments through OBM Deputies and Analysts to help guide more strategic and informed budget decisions throughout the remainder of the fiscal year. By embedding an equity lens into their work, the team aims to ensure that City services remain accessible and effective for all residents—particularly those in historically underserved communities—while maintaining a strong focus on fiscal responsibility and efficiency.
- The Data Analytics team plays a critical role in supporting OBM by providing high-quality reports, tables, and visualizations that inform both internal decision-making and external communication with departments and constituents. These data tools enhance OBM’s ability to clearly present information on key areas such as capital improvement projects, workforce vacancies, and grants management. Many of these reports are publicly available on the OBM website and are updated regularly, offering constituents a transparent, real-time view into how City resources are allocated and used. Community engagement session feedback has been especially valuable in shaping the development of these reports, ensuring they are accessible, relevant, and aligned with residents’ interests and priorities. This work supports OBM’s ongoing commitment to transparency, accountability, and equitable budgeting across all neighborhoods.

- **Racial and/or geographical trends:**

- OBM Performance Management continues to review hiring and attrition data provided by DHR, with a subset of analysis on racial hiring and attrition trends throughout City departments.
- The Performance Management team also continues to assess geographical data trends of City operations and resources when assessing staffing at various City sites and program events.

Department of Technology and Innovation (DTI)

Purpose: The Department of Technology & Innovation (DTI) coordinates Citywide development and analysis of business processes and technology solutions. DTI is responsible for ensuring that the City's technology infrastructure is robust and works with City departments to design and implement technology improvements.

Workforce Demographics (as of August 2024)

Total number of employees in the department		70
Employees by Race/ Ethnicity		
White:		30%
Black:		25.7%
Hispanic:		15.7%
Asian:		25.7%
Multiple Races:		1.4%
Pacific Islander:		Not listed
Native American:		Not listed
Employees by Gender		
Male:		58.57%
Female:		41.43%
Employees in Management by Race		
White:		40%
Black:		33%
Hispanic:		0%
Asian:		20%
Multiple Races:		7%
Pacific Islander:		0%
Native American:		0%
Trends over Time:		

DTI is a new department and does not have trend data available on the Workforce Dashboard.

Throughout 2024, DTI underwent a departmental re-organization as part of the IT Modernization initiative. A primary component of this re-organization focused on aligning our current, existing DTI staff with modernized titles and roles that more closely matched skill sets and departmental needs. During this re-organization in 2024, DTI hired 46 of our existing staff into the new, modernized titles. Of the 46 existing staff hired into the new titles, 31 have been hired into management roles (as defined by the Senior Manager title designation). Gender breakdown: 31 Male, 15 Female.

In addition to the re-organization of existing DTI staff, we also hired 27 new staff in 2024; 11 of which are management roles (as defined by the Senior Manager title designation). Gender breakdown: 15 Male, 12 Female.

Equity wins from workforce development efforts

Department did not provide this information.

FY2025 Budget Equity Commitments

Note: DTI is a new department as of FY2024; Therefore, DTI does not have a Racial Equity Action Plan at this time. All departments are required to participate in the Budget Equity process regardless of a REAP. OERJ requires that DTI commit to advancing equity in at least one Citywide priority area annually.

Priority #1: DTI will advance action(s) from the following strategies in its Workforce action plan:

- Hiring: Broaden recruitment efforts to reach candidates from a broad range of backgrounds when hiring for several key roles in 2025.

Priority #2: DTI will advance action(s) from the following strategies in its Economic Development action plan:

- Build Vendor Management Team: DTI will expand and enhance its Vendor Management Team to strengthen vendor oversight, support contract and procurement strategies, and develop relationships with software and IT service providers.
- Vendor Engagement: The Vendor Management team is committed to advancing M/WBE inclusion by enhancing engagement, simplifying procurement, and using data-driven strategies to increase diverse vendor participation in 2025.

Progress on Last Year's (FY2024) Budget Equity Commitments

Note: Since DTI is a new department, no budget equity goals were set for FY2024 and therefore goal progress cannot be measured. As a newly established entity, the department did not have predefined equity objectives or benchmarks for evaluation during its inaugural year.

Biggest Equity Wins from FY2024

- **Hiring**
 - **Initiative:** Played a key role in supporting and operationalizing the SDI Xchange Program, which provides hands-on experience and rotational placements in IT for individuals from underrepresented communities.
 - **Key Results:** Expanded access to meaningful, career-building opportunities in technology; created a stronger pipeline of diverse talent contributing to citywide digital service delivery.
 - **Initiative:** Presented to the local Chicago chapter of Women in Cybersecurity (WiCyS) at a cybersecurity panel at a monthly meeting (August 2024)
- **Vendor Management**
 - **Key Result:** Hired one team member (Vendor Management/Licensing Lead) and established a vendor engagement series aimed at providing women-owned and minority-owned businesses with opportunities to work, collaborate, and consult with the City.
 - **Racial and/or geographical trends:** Increased participation from minority and women business owners and participation of local companies, aimed at boosting Chicago's local businesses which have IT contracts with the City. In 2024, DTI hosted two vendor engagement events which invited M/WBE certified IT vendors to network with DTI and other department representatives about IT initiatives.

- **Strategy Development**
 - **Key Result:** Developed an AI Roadmap and a set of AI Guiding Principles, which have been published on the Chicago.gov/chitech website. These resources, along with other available information about AI, are now accessible to the public to promote transparency and inform stakeholders about our approach to AI implementation and governance. The Guiding Principles were vetted through DTI leadership and through the central IT governance body which elevated “equitable” and “inclusive” as the top two principles (see website for definitions).
 - **Key Result:** Took action toward the short- and medium-term goals outlined in the AI Roadmap including providing information about how to engage with AI; building internal AI expertise; and standing up a central point of contact for AI-related inquiries.
- **Open Data / Data Transparency**
 - **Key Result:** Hired a Data Portal Lead to ensure information and insights about City services, initiatives, and operations are readily available and easily accessible, aiming to foster transparency and provide guidance to city residents. The portal has seen an addition of 14 new data sets. 922 out of 995 sets have been accessed in FY2024 thus far, with City employee information being the most visited.
 - **Racial and/or geographical trends:** Residents could, for example, examine datasets such as “311 Service Requests” to identify trends in service request activity by geographic area and/or request type.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Oversees the City’s information technology environment, including enterprise applications, digital services, end-user tools, security, data, and hardware infrastructure.

- **Key Result:** Adopted management of nearly four dozen IT contracts, valued at over \$2B in total; enabled over 15 departments to execute IT vendor contracts; rolled out a vendor management capability, and actively engaged M/WBE vendor community. Leveraging the IT vendor contracts enables DTI to execute operations for the City’s IT environment.
- **Racial and/or geographical trends:** None yet identified.

Key Function #2: End-to-end management technology services, from initial project development stages to implementation and maintenance. Provides technical support and help desk operations to all city users.

- **Key Result 1:** Ongoing work to formalize and rotate our vendor engagement practices in the MCA, ensuring equitable opportunity and consideration across the full vendor pool.
- **Racial and/or geographical trends 1:** Since August 2024, DTI has awarded approximately 20 contracts to certified M/WBE IT firms in DTI’s MCA vendor pool (with another 5 actively pending award).
- **Key Result 2:** Rolled out the Tableau Enterprise platform, allowing enhanced data and predictive analytics capabilities city-wide.
- **Racial and/or geographical trends 2:** None yet identified.

Key Function #3: Formulates and implements the City’s technology IT strategy, ensuring a unified and centralized approach for technology governance and decision-making.

- **Key Result:** Progressed on the AI roadmap, a product of citywide IT governance, establishing an AI leadership presence nationally and developing AI Guiding Principles for policy development.
- **Racial and/or geographical trends:** None yet identified.

Key Function #4: Drives IT modernization efforts including updating outmoded systems, integrating cutting-edge policies and practices, and reshaping the IT enterprise structure, and citywide oversight to deliver better and more inclusive digital services.

- **Key Result:** Led the implementation of Litify, a robust legal case management application developed on the Salesforce platform in partnership with DOL, replacing a 20-year old legacy system.
- **Racial and/or geographical trends:** None yet identified.

Key Function #5: Implements and maintains a proactive security operations center (SOC) that continuously monitors, detects, and responds to cybersecurity events and incidents.

- **Key Result:** Improved email security through the enforcement of compliance standards that better protect users from malicious in-bound email traffic and strengthening the reputation of sent City email.
- **Racial and/or geographical trends:** None yet identified.

Key Function #6: Oversees the City's Enterprise Resource Planning (ERP) initiative. ERP is software that large organizations use to manage daily business tasks like accounting, procurement, project management, human resource management, and supply chain operations. It also includes tools for financial planning and reporting and helps ensure data accuracy with a unified reference point.

- **Key Result:** Led the new ERP planning and development stage which represents a transformative effort to upgrade and enhance the City's resource planning and management capabilities. Executed a \$5.2M award to a local M/WBE certified IT firm for program management services. This award is one of the primary procurement awards associated with the ERP initiative.
- **Racial and/or geographical trends:** None yet identified.

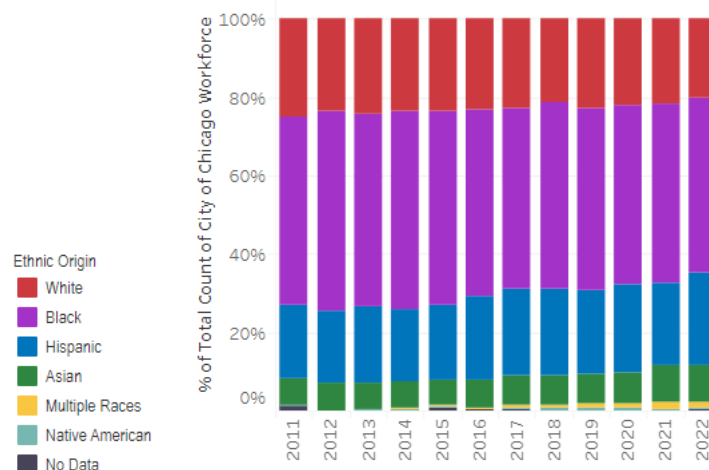
Department of Finance (DOF)

Purpose: The Department of Finance (DOF) provides effective and efficient management of the City's financial resources. It is responsible for the collection or disbursement of City revenues and all funds required to be in the custody of the city treasurer.

Workforce Demographics (as of August 2024)

Total number of employees in the department		534 as of 8/6/2024
Employees by Race/ Ethnicity		
White:		101
Black:		255
Hispanic:		122
Asian:		44
Multiple Races:		8
Pacific Islander:		1
Native American:		2
Employees by Gender		
Male:		210
Female:		324
Employees in Management by Race		
White:		29
Black:		16
Hispanic:		15
Asian:		8
Multiple Races:		2
Pacific Islander:		0
Native American:		0
Trends over Time		

Ethnicity of Workforce



Equity wins from workforce development efforts

Department did not provide this information.

FY2025 Budget Equity Commitments

Priority #1: DOF will advance action(s) from the following strategies in its Community Engagement action plan:

- Use feedback from community engagement events to build upon existing relief programs and help residents receive debt forgiveness.
- Continue to gather, analyze, and share data with Departments that issue violations to promote equitable enforcement and work toward reducing the burden of City debt on communities most vulnerable, while holding accountable those who accumulate excessive debt on neglected properties.

Priority #2: DOF will advance action(s) from the following strategies in its Economic Development action plan:

- Provide relief for property owners burdened with unexpected, unusually high water bills as a result of qualifying underground water leaks.
- To foster racial wealth equity, the City introduced a public banking initiative which seeks to co-locate financial institutions within government-owned properties that are regularly accessed by the community. Services offered will include, but not be limited to, savings and checking accounts, ATM and cash services, lending and mortgage services, overdraft and fee protection, and wire transfers and remittances.

Priority #3: DOF will advance action(s) from the following strategies in its Contracting action plan:

- Issue advance payments for start-up and mobilization costs and direct payments to contractor subs and suppliers facilitated by a third-party funds control provider.

To view DOF's full Racial Equity Action Plan, [click here](#).

Progress on Last Year's (FY2024) Budget Equity Commitments

Priority #1: DOF committed to advancing the following strategies in its Economic Development action plan:

Strategy #1: DOF committed to engaging with community partners and other City Departments to evaluate program success and the need for further review of enforcement practices.

Status **Partially Complete**

Action(s)

- Met with members of the community throughout the City to solicit feedback on the current debt relief programs that are offered by DOF and determine areas in which the programs are lacking.

Key Result(s)

- Based on community feedback we learned that:
 - Having 3 separate applications for our debt relief programs (Utility Billing Relief/UBR, Clear Path Relief/CPR, and Administrative Debt Relief/ADR) can be confusing and doesn't do enough to raise awareness of eligibility for other programs.

- Although UBR has been very successful, it doesn't address those instances where a property owner incurs an unaffordable, unusually high water bill due to an underground water leak. While this doesn't affect a high percentage of residents, it can have a devastating impact on those who are affected.
- Two of DOF's FY2025 initiatives are a direct result of the abovementioned feedback.

Priority #2: DOF committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Share data at the community level to improve transparency about outstanding debt.

Status **Partially Complete**

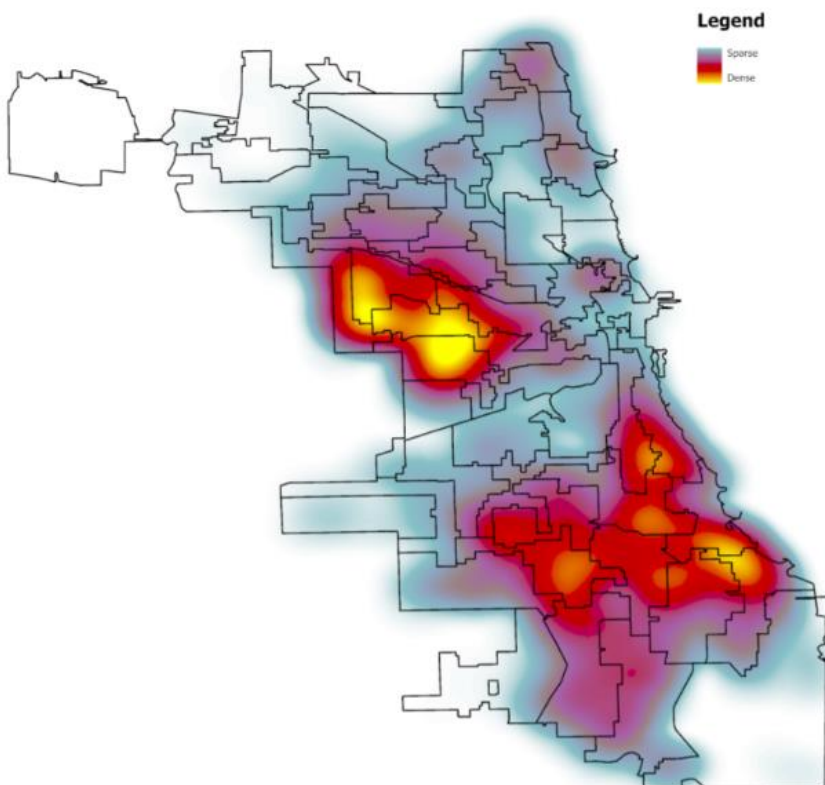
Action(s)

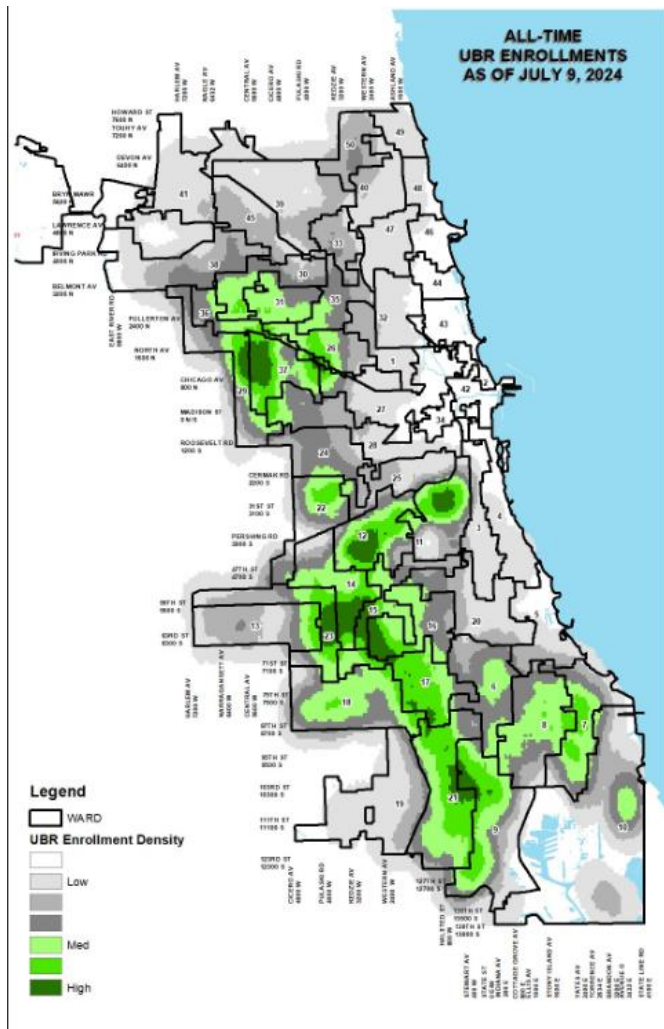
- DOF created heat maps of participation in each of its debt relief programs and will post them on DOF's website.
- DOF gathered data to analyze where and what categories of City debt are being incurred throughout the City; this effort is still in process.

Key Result(s)

- DOF learned that the vast majority of Utility Billing Relief/UBR and Clear Path Relief/CPR participants reside on the South and West sides of the City (see heat maps below).

2024 CITY of CHICAGO CPR HEAT MAP





Strategy #2: Engage with community members to solicit feedback on parking enforcement practices.

Status Complete

Action(s)

- Met with communities throughout the City to promote transparency of our enforcement strategies and listen to what residents want DOF to prioritize.

Key Result(s)

- Residents wanted the ability to report parking enforcement complaints directly to DOF. As a result, DOF added a number of parking violations to the 311 reporting tool. Previously, the only category listed was bike line violations, but now residents are able to report a number of violations including disabled parking, residential parking, bus lanes, and school and safety zones.
 - DOF added a tile on the parking landing page (chicago.gov/parking) to facilitate easier reporting of violations by residents.
 - Upon implementation, DOF issued an announcement to all aldermanic offices and is currently in the process of printing palm cards to promote awareness of this enhancement.
- This addition is expected to further improve DOF's community-based enforcement efforts.

Priority #3: DOF committed to advancing the following strategies in its Contracting action plan:

Strategy #1: Implement compliance controls to ensure user departments issue an executed standard purchase order or blanket release before a contractor begins work.

Status Complete

Action(s)

- The City Comptroller issued a prompt payment procedures memo in late 2023 to Commissioners and Department Heads related to Executive Order (EO) 2023-14 (Section 4) that included issuance of releases before work begins.
- Quarterly memos are sent by the City Comptroller to Commissioners and Department Heads, reminding departments to review open releases and close unnecessary releases to unencumber funds.

Key Result(s)

- The number of vendor inquiries regarding payment status has decreased, an indicator of a clearer, more streamlined process.

Strategy #2: Issue 50/50 payments to contractors on eligible infrastructure construction and professional service contracts.

Status Complete

Action(s)

- DOF launched the 50/50 program as a pilot program. The goal was to implement the 50/50 program in the three infrastructure departments to construction and professional service firms, thereby expanding contracting equity to smaller contractors and vendors who experience cash flow needs.

Key Result(s)

- Unfortunately, the pilot program had limited success and vendor participation was low. As a result, it has not been expanded in its current form.

Strategy #3: Issue advance payments for start-up and mobilization costs and direct payments to the contractor's subs and suppliers facilitated by a third-party funds control provider.

Status Partially Complete

Action(s)

- DOF, OBM, and MO began discussions regarding this initiative in July 2024.

Key Result(s)

- No results to report at this time. Actions ongoing.

Biggest Equity Wins from FY2024

- The successful implementation of codified CPR (Clear Path Relief) and ADR (Administrative Debt Relief) programs.
- The launch of UBR (Utility Billing Relief) expansion to 3-flats.
- The addition of several parking violations to the 311 reporting system for residents.
- The introduction and passage of the Water Leak Relief Pilot Program for implementation in January 2025.
- The introduction and passage of the Vehicle Violation Debt Relief Program that will run from April 1, 2025 through June 30, 2025.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Conducts billing, noticing, and customer service for utility charges, ambulance fees, vehicle citations, and miscellaneous accounts receivable.

- **Key Result #1:** Implemented the permanent codification of Clear Path Relief/CPR and Administrative Debt Relief/ADR as of January 1, 2024, allowing the City the opportunity to continue to provide long-lasting relief to those who need it most beyond the scheduled sunset date of December 31, 2023. As a result of the programs being made permanent, in 2024 alone motorists saved more than \$6.9M through CPR and almost \$600K through ADR.
 - **Racial and/or geographical trends:** The majority of participants who have benefitted from DOF's relief programs reside on the South and West sides of the City (heat maps shown above).
- **Key Result #2:** Expanded Utility Billing Relief/UBR to include 3-flats as of April 1, 2024. As of August 1, 2024, 374 homeowners have enrolled and more than \$1M in past due water debt has been set aside pending their successful completion of the program. DOF also introduced the Water Leak Relief Pilot Program to be launched on January 1, 2025.
 - **Racial and/or geographical trends:** 47.9% of all UBR participants identify as African American and 32.58% identify as Hispanic or Latino.

Key Function #2: Enforces parking and vehicle compliance violations.

- **Key Result:** DOF focused on equitable and community-based enforcement. Rather than deploying enforcement based on geographical consistency, we shifted enforcement away from low-income neighborhoods that traditionally receive more licensing violations like infractions for expired plates and missing city stickers, and focused on quality-of-life violations that affect the residents within a community (e.g. street cleaning, bike lanes, disabled and residential permit parking, etc.).
- **Racial and/or geographical trends:** As a result of DOF's focus on equitable and community-based enforcement, the percentage of all citations issued in Black and Latino communities decreased from 15.3% to 12.9% from 2020 to 2023.

Department of Administrative Hearings (DOAH)

Purpose: The Department of Administrative Hearings (DOAH) is an independent entity that provides fair and impartial administrative hearings for violations of the Municipal Code of Chicago, the Chicago Park District Code, and the Chicago Transit Code. DOAH does not hear cases where incarceration is sought.

Workforce Demographics (as of August 2024)

Total number of employees in the department		33 employees: We have 1 on IOD and 6 vacancies for a total of 39 positions
Employees by Race/ Ethnicity		
White:		8
Black:		21
Hispanic:		2
Asian:		2
Multiple Races:		NA
Pacific Islander:		NA
Native American:		NA
Employees by Gender		
Male:		5
Female:		28
Employees in Management by Race		
White:		7
Black:		3
Hispanic:		1
Asian:		1
Multiple Races:		NA
Pacific Islander:		NA
Native American:		NA
Trends over Time		
Increase in diverse representation at management level, bringing DOAH's management team closer to reflecting the community it serves. DOAH now has 3 Black, 1 Hispanic, 1 Asian, and 7 White managers.		
Equity wins from workforce development efforts		
Increased diversity among interns hired to assist DOAH, including 1 Black, 1 White, and 1 Asian intern. This increase in racial diversity among interns drove more equitable access to DOAH's opportunities for college students. These students gained invaluable experience in legal and courthouse environments, which widens their potential career choices.		

FY2025 Budget Equity Commitments

Priority #1: DOAH will advance action(s) from the following strategies in its Community Engagement action plan:

- Review DOAH's comment cards to identify areas to improve equitable access to and navigation of DOAH's administrative proceedings.

- DOAH is committed to assisting *pro se*, or “self-represented,” litigants in effectively navigating the Administrative Hearing process. The help desk at the Central Hearing Facility (CHF) is staffed and independently operated by attorneys from the Coordinated Advice and Referral Program for Legal Services (CARPLS). The help desk is open four (4) days a week. CARPLS is a non-profit legal aid service that provides low-income clients direct access to experienced attorneys through legal aid hotlines and Court-based help desks which provide support to *pro se* litigants by educating them about their legal rights and remedies, and providing them with practical “how to” advice to present their side of the case and assistance in preparing motions. DOAH’s relationship with CARPLS allows underrepresented communities to obtain legal, equitable advice that they may not otherwise receive based on their inability to afford an attorney. The help desk is jointly funded by DOAH and the Chicago Bar Foundation.
- Make Language Line services readily available for those whose first language is not English so they can fully participate in their hearing at all stages and be able to comprehend the process in a language of their choice.

Priority #2: DOAH will advance action(s) from the following strategies in its Workforce action plan:

- Administrative Law Judge (ALJ) retention and recruitment.
- Partnering with LatinX/Asian law firms to develop relationships to build a stronger pipeline and connect with populations least represented in DOAH’s ALJ pool.
- Distribution of the ALJ opportunity handout.

Priority #3: DOAH will advance action(s) from the following strategies in its Arts & Culture action plan:

- DOAH ultimately decided not to pursue priority number three (3) because it is not feasible based on the available finances and resources.

To view DOAH’s full Racial Equity Action Plan, [click here](#).

Progress on Last Year’s (FY2024) Budget Equity Commitments

Priority #1: DOAH committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Review respondent complaint card to identify areas to improve equitable access to and navigation of DOAH’s administrative proceedings.

Status	Partially Complete
Action(s)	
<ul style="list-style-type: none"> • Transformed the Respondent Complaint Card into the Respondent Experience Survey Card. • Added additional and more detailed questions to survey so that the public can provide DOAH with enhanced feedback. • Encouraged community engagement by adding the following survey questions: “If you fairly or not at all understand the hearing process, what could have helped you to understand the process better?” and “What was helpful/challenging during your visit to the courthouse?” • Charted responses to Respondent Experience Survey Card. • Provided real-time, online submission of survey cards on DOAH’s website homepage. 	

- Ultimately utilized the online e-form platform which allowed for translation of the Respondent Experience Survey Card into multiple languages.
- Reformatted DOAH’s website into a more user-friendly platform.

Key Result(s)

- Shifted from a complaint card to a Respondent Experience Survey card to gain enhanced feedback on what people need support- or services-wise so they can have their day in court. It is easier for people to submit survey responses now because they can bypass a person and submit straight through our online platform. People who speak a foreign language can utilize the survey online through our online e-form survey as it translates the survey into multiple languages, including Mandarin, Russian, and Spanish. As this was just added at the end of FY24, we are awaiting feedback from the community through our online e-form survey.

Strategy #2: Provide more information on CARPLS (Coordinated Advice and Referral Program for Legal Services).

Status **Partially Complete**

Action(s)

- Legal Assistance displays were set up and visibly placed at each of the three hearing facilities
- Updated CARPLS cards distributed to the three hearing facilities

Key Result(s)

- CARPLS is now more readily available and visible to the public, so people are more able to seek advice on legal matters to better understand the hearing process. CARPLS provides litigants who are *pro se* with equitable access to the court proceedings by educating the litigants on the law and advising them on how to proceed at their hearing. There was no uptick in usage of CARPLS from FY23 to FY24, so we recently placed 2 foot by 2 foot signage at DOAH’s neighborhood courthouses. The goal is for this more readily visible signage to alert the public to these services and, in turn, to increase the number of CARPLS legal consultations.

Strategy #3: Make Language Line readily available to the public.

Status **Partially Complete**

Action(s)

- Language Line is accessible at our three facilities and in the designated courtrooms

Key Result(s)

- Language Line, which is available in over one hundred seventy (170) languages, allows the public to fully participate in their administrative hearing. 2024 to date, the highest number of calls were in descending order Spanish, Russian, and Mandarin. In 2023, there were 2,178 total calls for DOAH cases and from January 2024 to May 2024, there were 1,282 calls for DOAH cases. Based on this data, the usage of Language Line by DOAH looked to increase from FY23 to FY24. The percentage of DOAH cases that utilize Language Line in 2023 was .00614% where there were 354,484 total cases heard at DOAH. Although the 2023 percentage is small, it is extremely important to ensure everyone fully understands their Court proceedings.

Priority #2: DOAH committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Distribute “Notice of ALJ Opportunity” flyer to minority law firms, resource fairs, bar associations, and law school alumni associations.

Status Partially Complete

Action(s)

- In FY24, we created new relationships (e.g., Law School Bar Associations, and community-based law firms) from new recruiting efforts.

Key Result(s)

- DOAH has observed increased racial diversity among potential ALJ applicants. This demonstrates that DOAH’s outreach in under-represented communities is having an impact on our applicant pool. In 2024, DOAH hired ALJs from a variety of racial backgrounds, making its workforce more reflective of Chicago’s diverse population and experiences. The current DOAH ALJ demographics is as follows:
 - 50% white
 - 37.5% African American
 - 12.5% LatinX
 - 46% male
 - 54% female

Strategy #2: ALJ retention and recruitment

Status Partially Complete

Action(s)

- Created an ALJ Focus Group made up of a diverse group of ALJs interested in furthering this strategy
- The ALJ Focus Group met twice as of December 2024.
- ALJ focus group brainstormed and recommended that DOAH list these ALJ positions on the City of Chicago’s job flash postings. DHR agreed and this has become an ongoing new source of outreach.

Key Result(s)

- Brainstorming and gathering information and ideas with the ALJ focus group on how to retain DOAH’s current ALJs and recruit new applicants who are least represented on the ALJ bench.
- In 2025, will transition from ALJ Focus Group to include DOAH senior ALJs and managing staff assistants.

Strategy #3: Partnering with LatinX/Asian law firms to build relationships to build a stronger pipeline and connect with populations least represented in the ALJ pool.

Status Partially Complete

Action(s)

- In FY24, DOAH researched and created a list of law firms that are predominantly LatinX/Asian

Key Result(s)

- Creating this list for potential outreach/engagement means DOAH can now canvas and provide those firms with the Notice of ALJ opportunity flyer. For FY25, DOAH’s goal is to increase the number of ALJ applications from LatinX/Asian communities. These are the least represented communities on the ALJ bench.

Priority #3: DOAH committed to advancing the following strategies in its Arts & Culture action plan:

Strategy #1: To obtain artwork from local student artists to display within DOAH's Courthouses and offices.

Status **Incomplete**

Action(s)

- DOAH decided not to pursue this strategy because it does not have the funds to dedicate a PTE to this project or to cover the costs of purchasing artwork. DOAH prioritized the funding in its FY25 budget to hire student interns year-round.

Biggest Equity Wins from FY2024

- Community Engagement: Revamped the Respondent Experience Survey Card so that the public can provide us with enhanced feedback.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Adjudicates ordinance violations issued by municipal departments.

- **Key Result:** Created the Respondent Experience Survey Card. Added the survey card to the homepage of DOAH's website in e-form which allows translation into multiple languages and real-time submission.
- **Racial and/or geographical trends:** As an independent, quasi-judicial body, DOAH can only adjudicate on the law and evidence presented in each case. Departments issuing the violations may gather data on racial and/or geographical trends.

Key Function #2: Monitors time to disposition and case clearance rates for each case type.

- **Key Result:** Provide a clear idea of the time it takes to dispose of cases in a timely manner.
- **Racial and/or geographical trends:** As an independent, quasi-judicial body, DOAH can only adjudicate on the law and evidence presented in each case. Departments issuing the violations may gather data on racial and/or geographical trends.

Key Function #3: Schedules requests for hearings and motions.

- **Key Result:** Ensure safety of community
- **Racial and/or geographical trends:** As an independent, quasi-judicial body, DOAH can only adjudicate on the law and evidence presented in each case. Departments issuing the violations may gather data on racial and/or geographical trends.

Key Function #4: Provides training for Administrative Law Judges (ALJ) and Department of Administrative Hearings (DOAH) staff.

- **Key Result:** Created an ALJ Focus Group to focus on retention of ALJs and seeking applicants from diverse backgrounds for the ALJ position. Previously increased Student-As-Trainee funding, which allowed for the hiring of two full-time students to work year-round at DOAH.
- **Racial and/or geographical trends:** DOAH received more applications for the ALJ position from members of the LatinX community. DOAH also observed increased racial diversity among applicants for the student trainee positions.

Key Function #5: Reviews case filings for conformance with DOAH and scheduling guidelines.

- **Key Result:** Ensured the timely disposition of cases.
- **Racial and/or geographical trends:** As an independent, quasi-judicial body, DOAH can only adjudicate on the law and evidence presented in each case. Departments issuing the violations may gather data on racial and/or geographical trends.

Department of Law (DOL)

Purpose: The Department of Law (DOL) is the legal advisor to the Mayor, City departments, commissions, and the City Council as they establish and administer policies and programs to benefit Chicago residents. DOL assists with preparation and enforcement of effective ordinances and represents the City's interest in litigation.

Workforce Demographics (as of August 2024)

Total number of employees in the department		366
Employees by Race/ Ethnicity		
White:		62.8%
Black:		19.4%
Hispanic:		7.9%
Asian:		6.0%
Multiple Races:		2.7%
Pacific Islander:		NA
Native American:		0.5%
Employees by Gender		
Male:		43.72%
Female:		56.01%
Employees in Management by Race		
White:		65%
Black:		26%
Hispanic:		6%
Asian:		NA
Multiple Races:		3%
Pacific Islander:		NA
Native American:		NA

Trends over Time



Equity Dashboard: City of Chicago's Workforce Diversity

Last Updated: 7/24/2024 1:04:57 AM

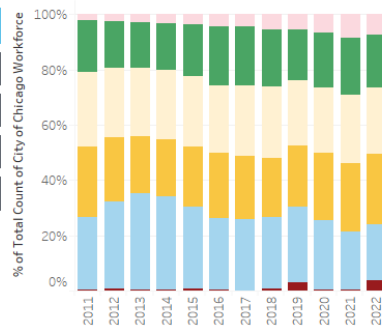
- Current Snapshot
- Trends Over Time
- Management
- Union/Non-Union
- Hiring
- Hiring by Category

These trend diagrams aim to display how the City's workforce has changed over time. By revealing the breakdown by race/ethnicity, age, and gender over the past decade, the hope is that the public can see how the City's Workforce is changing to bet.

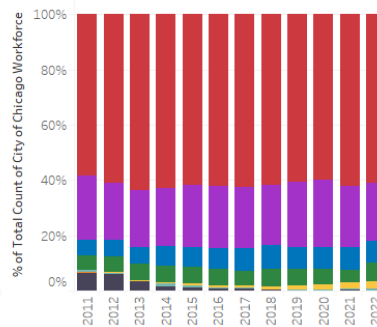
Department Name (see glossary below)
Dept of Law

- Ethnic Origin
 - White
 - Black
 - Hispanic
 - Asian
 - Multiple Races
 - Native American
 - Pacific Islander
 - No Data
- Age Group
 - 65+
 - 55-64
 - 45-54
 - 35-44
 - 25-34
 - < 25
- Gender
 - Female
 - Male
 - Non-Binary
 - Unspecified

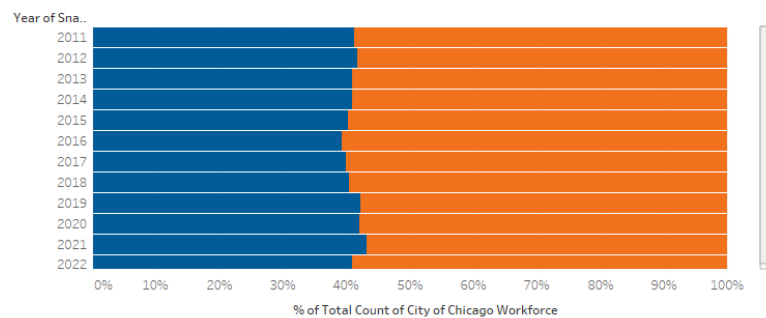
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity wins from workforce development efforts

The City's equity dashboard reflects an increase in DOL employees of Asian ethnic origin. The dashboard also reflects a significant increase in DOL management of Black ethnic origin as well as an increase in DOL management of Hispanic ethnic origin and Asian ethnic origin. This means DOL's management is closer to representing the population of Chicago.

FY2025 Budget Equity Commitments

Priority #1: DOL will advance action(s) from the following strategies in its Workforce action plan:

- Strengthen recruiting practices to attract candidates from communities most underrepresented in DOL's current workforce and the law field.
- Create opportunities for pipeline-oriented volunteerism in communities most underrepresented in DOL's current workforce and the law field.

Priority #2: DOL will advance action(s) from the following strategies in its Community Engagement action plan:

- Proactively engage with minority-owned law firms.
- Continue annual open houses for minority law firm outside counsel opportunities.

Priority #3: DOL will advance action(s) from the following strategies in its Education action plan:

- Cultivate a culture of equity amongst DOL employees.

To view DOL's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: DOL committed to advancing the following strategies in its Workforce action plan:

Strategy #1: DOL committed to strengthening recruiting practices to attract more diverse candidates.

Status Complete

Action(s)

- Reviewed attorney job descriptions and minimum requirements for all existing positions for opportunities to improve equity.
- Provided training on diversity, equity, and inclusion for hiring managers, who are responsible for writing job descriptions, to ensure the job description language is inclusive of race, ethnicity, gender, ability, etc.
- Reviewed interview questions and identified opportunities to include value-based questions.

Key Result(s)

NEW HIRE DEMOGRAPHICS JANUARY – JULY 2024

- **23 TOTAL ATTORNEYS**
 - 16 (70%) White
 - 6 (26%) Black/African American
 - 1 (4%) Hispanic/Latin
 - 15 (65%) Female
 - 8 (35%) Male
- **31 TOTAL SUPPORT STAFF**
 - 19 (61%) White
 - 8 (26%) Black/African American
 - 3 (10%) Hispanic/Latin
 - 1(3%) Asian
 - 18 (58%) Female
 - 13 (42%) Male

Priority #2: DOL committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: DOL committed to proactively engaging with minority-owned law firms and using expense data to increase utilization of minority-owned law firms, diverse attorneys, and paraprofessionals at law firms.

Status Complete

Action(s)

- Reviewed list of existing outside counsel law firms and reviewed current data on percentage of DOL's outside counsel caseload that is handled by minority-owned law firms.
- Revised outside counsel guidelines to require firms to report timekeeper EEO demographics and required full compliance from outside counsel firms.
- Determined ways for the demographics of the City's outside counsel attorneys to better reflect Chicago's population, and created a plan for implementing these strategies.
- Cultivated and maintained relationships with minority-owned law firms in Chicago.

Key Result(s)

- DOL revised its Outside Counsel Guidelines in March 2024. The revised guidelines require law firms to report current demographic information for timekeepers. The revised guidelines further

require law firms, upon initial retention, to indicate (if known) the gender, race, national origin/ethnicity, LGBTQ status, disability, and veteran status of each of the attorneys, paralegals and any other timekeepers who may work on City of Chicago matters.

Strategy #2: DOL committed to re-instituting its annual open house for minority law firm outside counsel opportunities.

Status Complete

Action(s)

- DOL held an open house for Chicago law firms of any size interested in learning about opportunities to serve the City (held March 8, 2024).

Key Result(s)

- DOL reinstituted its open house for Chicago law firms in an effort to expand DOL's access to diverse legal expertise—increasing transparency in the engagement process and allowing firms of any size the opportunity to engage with DOL's senior staff.

Priority #3: DOL committed to advancing the following strategies in its Education action plan:

Strategy #1: DOL committed to cultivating a culture of equity amongst employees.

Status Complete

Action(s)

- Implemented department implicit bias training.
- Implemented semiannual CLE training with a DEI focus (Provider: DOL).

Key Result(s):

- Implicit Bias Training was conducted 5/28/2024 and was provided for DOL through the International Municipal Lawyers Association. The training informed attendees how to recognize and prevent bias and adopt effective communication strategies with individuals whose bias affects others.
- Semiannual CLE training was implemented. DOL's Committee on Inclusion and Diversity is also planning to offer additional DEI-focused training this year. Additionally, many DOL attorneys have completed DEI-focused CLE's through the regularly advertised platforms available to DOL attorneys via DOL's paid Chicago Bar Association Membership CLE's, 2Civility CLE's, and the ARDC.

Biggest Equity Wins from FY2024

- Reached \$2.2 million settlement in action against construction rehabbers falsifying construction applications, using unlicensed sub-contractors, and completing unpermitted work on more than 175 properties in historically underserved communities on Chicago's South and West sides. The company's business model was centered on rehabbing and quickly flipping properties to maximize their profits. The settlement created a restitution fund to offer free private home inspections to the owners of these properties and provides up to \$10,000 in restitution to fix substantial defects found during inspections.
- DOL advanced first of its kind litigation against Glock (handgun manufacturer), Glock's Australian-based parent company, and local gun stores known to be major sources of guns linked to crimes in Chicago. The lawsuit alleges that Glock unreasonably endangers Chicagoans by manufacturing and selling in the Chicago civilian market semiautomatic pistols that can easily be converted to illegal machine guns with an auto sear—a cheap, small device commonly known as a "Glock switch." DOL is seeking a court order on behalf of the City requiring Defendants to cease sales and marketing of easily converted Glock pistols to Chicago civilians, and an order

requiring local gun stores to stop marketing Glocks modified with an auto sear. The City also seeks penalties for these actions.

- Advanced litigation against six oil and gas corporations and their largest trade association for deceiving Chicago Consumer about the climate dangers associated with their products. The complaint details a host of climate change-related damages incurred by Chicago including unprecedented poor air quality and basement flooding in Chicago's West Side.
- Ongoing litigation against company luring financially struggling Chicagoans into their debt resolution programs by making false promises, misrepresenting cost savings, and tricking consumers into believing that attorneys would negotiate their settlements when that work was performed by non-lawyer contractors.
- Ongoing litigation against property management company for predatory rent-to-own home sales tactics targeting low-income Chicagoans in predominately underserved communities.
- Ongoing litigation against company seeking permit for facility that would negatively impact the health and environmental safety of a predominantly minority community.
- \$25M United Yards 1A bonds deal closed, with \$14.5M grant and \$7.7M loan for the creation of 45 affordable housing units.
- \$3.2M loan closed with Brainerd Senior Preservation Loan. Allows for renovations to 60 affordable senior housing units.
- \$5M grant closed with XChange Chicago, Inc. Allows for building renovation for a training/innovation hub and potential café/kitchen in the Greater Grand Crossing community.
- \$5.2M loan closed with Lakeview Landing, with \$570K grant for the creation of 37 affordable housing units.
- \$7.1M loan closed with Renaissance Apts. Loan, with \$5.9M grant for the renovation of 100 affordable housing units.
- \$7M grant closed with Englewood Connect. Allows for a firehouse to be renovated for commercial kitchen/event space in the Englewood community.
- \$14.4M loan closed with Austin United loan with \$12.9M. Allows for the creation of 50 affordable housing units.
- \$12.7M loan closed with Boulevard Apts. Preservation loan. Allows for the renovation of 70 affordable housing units.
- \$9.2M grant closed with United Yards 1B. Allows for department store renovation for health care center and retail shops in the Back of the Yards community.
- \$3.2M loan closed Imani Village Senior Apts., with \$8M grant for the creation of 70 affordable senior housing units.
- Settlement resulting in the hiring of a professional management company, the installation of safety cameras, overnight emergency call service, and Code compliance for 70 properties primarily occupied by low-income residents.
- Sale of 24th Ward property deemed dangerous for occupancy and where a shooting occurred (after use was prohibited)—sold to a not-for-profit.
- License revocation order obtained in case involving a building occupied by business with dangerous code violations and late-night parties leading to criminal activity in Auburn Gresham neighborhood.

- Advanced litigation seeking \$10M in unpaid fines and \$27M in damages against a single owner of more than 650 vacant lots in the City—many dangerous and blights on the neighborhoods in which they are located.
- Ongoing advocacy of fair and equitable processes for stripping demolition liens to bring zombie properties back to productive use.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Manage litigation, transactional, and legislative projects covering a wide range of practice areas such as public finance, economic development, contracts, personal injury, civil rights, appeals, real estate and land use, and labor relations on behalf of the City of Chicago and its various departments.

- **Key Result:** DOL's divisions continue to lead in legal efforts that advance equity across the City of Chicago.
- **Racial and/or geographical trends:** DOL's Affirmative Litigation Division has continued to litigate matters that historically or disproportionately impact marginalized people and communities. Additionally, DOL's Finance Division closed more than \$141M in loans and grants representing investments in neighborhoods like Englewood, Back of the Yards, and Brainerd; and creating opportunities for over 400 affordable housing units.

Key Function #2: Responsible for drafting, reviewing, and advising the City on proposed federal, state, and local legislation.

- **Key Result:** DOL's Legal Counsel Division continues to assist the City of Chicago in enacting and promulgating legislation that supports the City's goals and programs and is in alignment with constitutional requirements.
- **Racial and/or geographical trends:** DOL continues to advise on ordinances that authorize investments in disenfranchised communities and environmental equity ordinances. DOL also provides legal counsel as it pertains to the City's services and programs. DOL is not tasked with auditing or documenting equity outcomes.

Key Function #3: Ensures that the City's policies and operations comply with applicable legal requirements.

- **Key Result:** DOL continues to ensure that the City of Chicago's services and programs are aligned with legislative priorities, mayoral priorities, and court orders.
- **Racial and/or geographical trends:** While DOL supports and advises on compliance pertaining to services and programs, DOL does not analyze or audit equity-related data pertaining to services and programs. DOL has assisted in coordinating and responding to myriad compliance efforts, which are likely reflected in the equity outcomes of the departments DOL supports and advises.

Key Function #4: Participates in housing, nuisance abatement, environmental, and anti-crime initiatives that significantly improve public safety and the quality of life in neighborhoods throughout Chicago.

- **Key Result:** DOL's Building and License Enforcement Division continues to prosecute license enforcement matters and matters related to troubled buildings (including demolition and drug and/or gang house enforcement) across the City.
- **Racial and/or geographical trends:** DOL has prosecuted Code violations pertaining to owners who permit or encourage criminal activity on their property and addresses troubled buildings with Code violations that threaten public safety or pose a threat to residents and community

members. Many enforcement actions pertain to properties in areas where significant minority populations reside. DOL's current systems do not allow for auditing or tracking of equity-based statistics on these matters.

Department of Human Resources (DHR)

Purpose: The Department of Human Resources (DHR) facilitates the effective delivery of City services through the establishment of a professional human resource management program. This includes attracting, developing, and retaining quality personnel and fostering equal employment opportunities for all the residents of Chicago.

Workforce Demographics (as of August 2024)

Total number of employees in the department		105 Employees
Employees by Race/ Ethnicity		
White:		25
Black:		53
Hispanic:		23
Asian:		4
Multiple Races:		-
Pacific Islander:		-
Native American:		-
Employees by Gender		
Male:		30
Female:		75
Employees in Management by Race		
White:		8
Black:		7
Hispanic:		5
Asian:		-
Multiple Races:		-
Pacific Islander:		-
Native American:		-
Trends over Time		

Department did not include this information.

Equity wins from Workforce Development Efforts in FY24

In 2024, DHR expanded and diversified its staff by hiring or promoting four employees to senior level management positions. All DHR employees are connected to advancement opportunities. 29% of managers identify as White, 35% of managers identify as Black, and 35% of managers identify as Hispanic.

FY2025 Budget Equity Commitments

Priority #1: DHR will advance action(s) from the following strategies in its Workforce action plan:

- Invest in diverse and equitable recruitment strategies to aid in effectively communicating City of Chicago job opportunities to all residents, with focused outreach to diverse and underrepresented applicants.
- Expand training on unconscious bias and how it can impact the hiring process by enhancing the mandatory Interview & Consensus training with concepts that support diversity.

Priority #2: DHR will advance action(s) from the following strategies in its Public Safety action plan:

- Leverage the work of the Police Promotions Review Committee (PPRC), comprised of stakeholders from DHR, Law, OPSA and CPD, to drive increased representation in the ranks of Black and Hispanic Sergeants, two demographics underrepresented in the sergeants ranks.

To view DHR’s full Racial Equity Action Plan, [click here](#).

Progress on last year’s (FY2024) Budget Equity Commitments

Priority #1: DHR committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Expand and improve training programs that support diversity.

Status **Complete**

Action(s)

- Acquired training on unconscious bias and on how unconscious bias can impact the hiring process.
- Expanded and enhanced the Interview & Consensus training that is mandatory for all interviewers by highlighting the concepts that support diversity.

Key Result(s)

- DHR expanded an initial pilot of content utilizing the vendor *Knowledge City* by inviting all City department heads to share the *Knowledge City* library of courses with their staff. *Knowledge City* provides more than 3,000 courses across a variety of topics, including unconscious bias, emotional intelligence, leadership, and diversity & inclusion. There were over 1,800 employee enrollments of the 254 uploaded courses.
- DHR announced in August 2024, that to ensure that the City of Chicago’s workplace remains free from discrimination and harassment, and to uphold our values of equity and inclusion, Equal Employment Opportunity training would be launched and made mandatory for all employees. While there has been no change to the Interview & Consensus training, the addition of this EEO course as a mandatory training activity supports the strategy of expanding and improving training and development programs that support diversity. The EEO training not only complements the Interview and Consensus training, it also benefits all employees.

Strategy #2: Invest in diverse and equitable recruitment strategies.

Status **Complete**

Action(s)

- Created and developed external partnerships with diverse entities, including advocacy groups, military- or disability-focused websites, and other organizations with strong connections to communities historically underrepresented in the City’s workforce.
- Maintained these partnerships by instituting a regular Status Report requirement to be completed by the owner of each partnership or relationship.
- In June 2024, DHR partnered with Chicago Public Schools (CPS) and the Department of Streets and Sanitation to develop and implement a *General Laborer – Trainee Apprenticeship Program*. Successful completion of the program offered participants an opportunity to bid on future General Laborer vacancies.

Key Result(s)

- Offered the General Laborer – Trainee Apprenticeship program (a 12-week on-the-job training opportunity) to 70 CPS 2024 graduating students, providing them with job skills and safety training necessary to promote a productive and efficient workforce.
- 54 of the 70 General Laborer Trainees stayed on with the City as full-time laborers.

Priority #2: DHR committed to advancing the following strategies in its Public Safety action plan:

Strategy #1: Increase transparency in the testing process to make applicants for promotional titles aware of what is taking place at each step, and how they can improve their chances for success.

Status Complete

Action(s)

- Using feedback from our 2022/2023 Detective survey along with recommendations from the Police Promotions Committee, DHR made improvements to our 2024 sergeant promotional process.
- DHR revised the sergeant application based on recommendations from the Police Promotions Committee and feedback from CPD and OPSA. Updates included:
 - more details about the testing process (dates, information about the components)
 - clarified language, where possible
 - expanded information about how to request ADA, religious, and military accommodations

Key Result(s)

- In 2024 the percentage of female test-takers increased over 4%; the percentage of Black test-takers increased by 1%; and the percentage of Hispanic test-takers increased over 7%.

Biggest Equity Wins from FY2024

- In June 2024, DHR implemented a legislative requirement that referral lists for job positions must include candidates from socio-economically disadvantaged areas. These areas are identified on the [City of Chicago's 2024 Socio-Economically Disadvantaged Areas Map](#). Hiring from these areas supports economic equity and community development. It broadens the talent pool and enhances the City's workforce by adding diverse perspectives and skills. 34% of the City's new hires between June 17, 2024 and August 30, 2024 were residents from these areas.
- In August 2024, DHR successfully rolled out mandatory Equal Employment Opportunity (EEO) training for all employees. This initiative is a part of DHR's broader effort to ensure that all City workplaces remain free from discrimination and harassment and to uphold our values of equity and inclusion.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Oversees recruitment, selection, and hiring across all City departments.

- **Key Result:** In June 2024, DHR implemented a legislative requirement that referral lists for job positions must include candidates from socio-economically disadvantaged areas. These areas are identified on the City of Chicago's 2024 Socio-Economically Disadvantaged Areas map. Hiring from these areas supports economic equity and community development. It broadens the talent pool and enhances the City's workforce by adding diverse perspectives and skills.
- **Racial and/or geographical trends:** Due to the recent implementation of this requirement, we have not yet acquired enough data to identify trends.

Key Function #2: Develops and administers exams used for promotions and filling vacancies.

- **Key Result:** Partnered with the Chicago Police Department (CPD) and the Office of Public Safety Accountability (OPSA) on their efforts to hire Police Officers by testing monthly in 2023 and developing a strategy to create larger quarterly event-based tests in 2024, while maintaining continual computer-based exams.
 - CPD/OPSA/DHR have engaged in several interventions that have led to successful results. Some of these interventions include the following:
 - Making the candidate materials, including the testing invitation letter, application, and infographics more streamlined, clear, and user friendly.
 - Surveying successful and unsuccessful applicants at different parts of the hiring process.
 - Offering additional testing sessions including evening, weekend, life event and make-up opportunities.
 - Offering testing at the City Colleges of Chicago across multiple days and times in a small classroom setting with 15-20 people in the room rather than with 3000 people at one time.
 - Offering computer-based testing options that allow candidates to test at home or at multiple testing centers.
 - Allowing candidates to self-schedule their testing date and time.
 - Increasing candidate outreach via phone (e.g. Phonathon), e-mail (e.g. day of exam reminders), social media (e.g. Instagram), and in-person events (e.g. career fairs, City of Chicago events, and local community events).
- **Racial and/or geographical trends:** Entrance exam testing numbers in recent years show a trend of increased numbers of Black test-takers.

Year	White	Hispanic	Black	Asian	Other
2021	16.80%	48.12%	27.07%	3.12%	4.89%
2022	13.42%	41.24%	37.46%	2.81%	5.07%
2023	11.61%	40.35%	41.06%	2.93%	4.04%

Key Function #3: Establishes and maintains the City's position classification and salary plan.

- **Key Result:** In partnership with our Labor Relations team, DHR'S Classification and Compensation division consolidated 19 job titles covered by the American Federation of State, County and Municipal Employees (AFSCME) into 8 job titles to ensure that the classification and grade of those titles is consistent with market duties, qualifications, and salary. This review will result in better career paths for AFSCME employees.
- **Racial and/or geographical trends:** 43% of AFSCME's members identify as African American, 21% identify as Hispanic, and 6% identify as Asian.

Key Function #4: Enforces the City's Diversity & Equal Employment Opportunity Policy.

- **Key Result:** DHR expanded the investigative team by adding an 8th EEO Investigator. This larger EEO team will support the City's goal of providing a timely and effective response to employee complaints of harassment and discrimination.
- **Racial and/or geographical trends:** *DHR does not capture the race or ethnicity of employees who file complaints in our case tracking system. This is protected data and is not directly relevant to the investigation or resolution of a complaint.*

Key Function #5: Manages the City’s Reasonable Accommodation policies related to disability and pregnancy.

- **Key Result:** Expanded DHR’s capability to respond to employee requests for accommodation by adding a second Associate Disability Officer to the team. The Associate Disability Officer role, created in 2023, allows the Disability Officer to more effectively provide accommodation resources to all departments and enhances DHR’s ability to support disability inclusion.
- **Racial and/or geographical trends:** *DHR does not capture the race or ethnicity of employees who seek accommodations in our tracking system. This is protected data and is not directly relevant to an employee’s request or subsequent investigation.*

Key Function #6: Participates in Collective Bargaining Agreement negotiations.

- **Key Result:** DHR’s Labor Relations division completed its inaugural draft of standard operation procedures (SOPs) to help departments expedite routine labor relations operations. The SOPs bring uniformity in labor contract interpretation, consistency in discipline administration, and improved employee-retention. This endeavor ensures that all employee members have equitable access to opportunities and resources.
- **Racial and/or geographical trends:** N/A

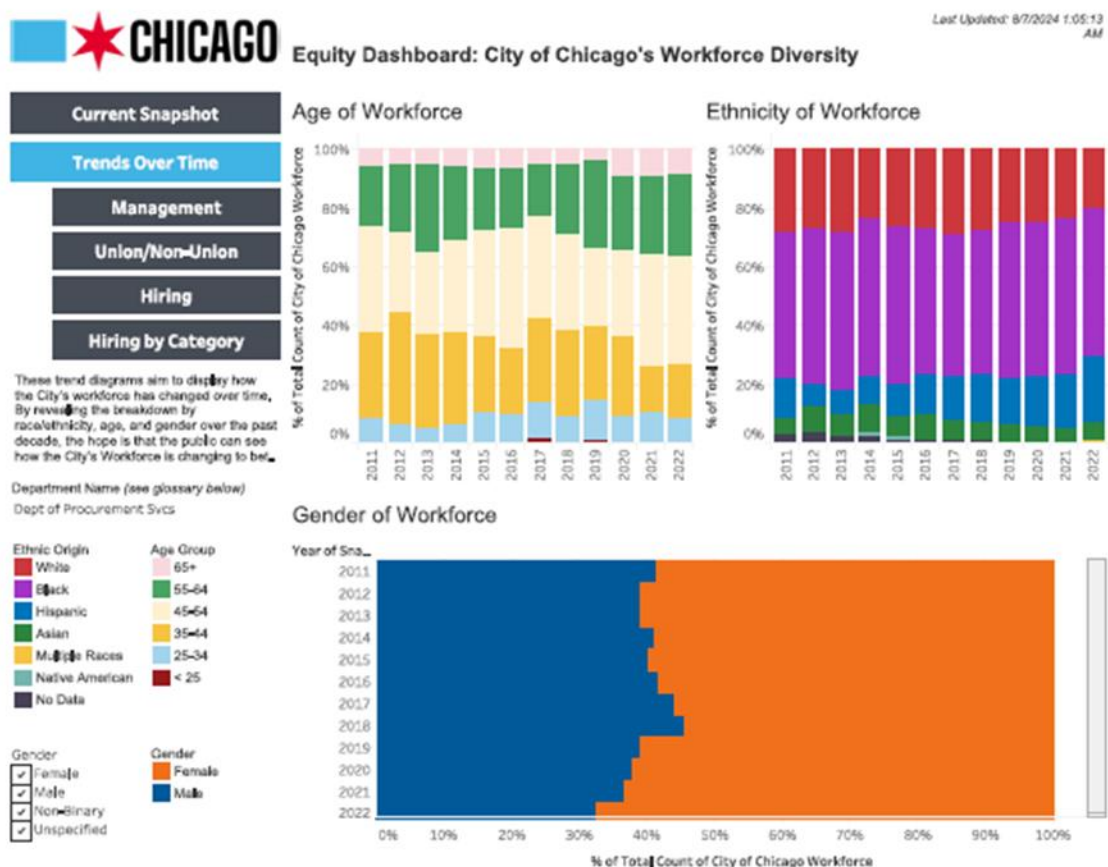
Department of Procurement Services (DPS)

Purpose: The Department of Procurement Services (DPS) is the contracting authority for the procurement of goods and services for the City of Chicago. DPS works with all City departments and its customers to guarantee an open, fair and timely process by establishing, communicating and enforcing superior business practices.

Workforce Demographics (as of August 2024)

Total number of employees in the department		97
Employees by Race/ Ethnicity		
White:		24
Black:		47
Hispanic:		17
Asian:		8
Multiple Races:		1
Pacific Islander:		
Native American:		
Employees by Gender		
Male:		32
Female:		65
Employees in Management by Race		
White:		9
Black:		9
Hispanic:		3
Asian:		2
Multiple Races:		
Pacific Islander:		
Native American:		

Trends over Time



Equity wins from workforce development efforts

Over the last year, the department has increased its workforce in the Office of Contracting Equity and contract administration. The increase includes five (5) Certification/Compliance Officers and three (3) Field Analysts. This increase in staffing will enable DPS' ability to drive equity across the City's procurement and contracting practices.

FY2025 Budget Equity Commitments

Priority #1: DPS will advance action(s) from the following strategies in its Economic Development action plan:

- Unbundling User Departments scopes of service to increase potential contracting opportunities for minority, women and veteran- owned businesses (M/W/VBE).
- Removing barriers to entry.

Priority #2: DPS will advance action(s) from the following strategies in its Contracting action plan:

- Review current procurement processes and identify ways to maximize efficiency.

Priority #3: DPS will advance action(s) from the following strategies in its Community Engagement action plan:

- Better communicate and market the various programs and resources offered by DPS to increase knowledge around contracting opportunities and available support.
- Provide information to minority firms to increase the number of businesses that are completing the bidding process.
- Review current trainings and resources for opportunities for enhancement to help small, diverse businesses better navigate the City's procurement process.

To view DPS's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: DPS is committed to advancing the following strategies in its Economic Development action plan:

Strategy #1: Unbundling User Departments scopes of service to increase potential contracting opportunities for minority, women and veteran- owned businesses.

Status **Complete**

Action(s)

- Worked with User Departments on their scopes of work to identify opportunities for unbundling.
- Tracked number of advertised Target Market (TM), Small Business Initiative (SBI) and Mid-Sized Business Initiative (MBI) projects.

Key Result(s):

- Through its continued efforts of collaboration with User Departments, DPS increased the number of advertised TM, SBI and MBI bids. Last year, DPS advertised a total of twenty-three (23) TM, SBI and MBI projects. Of the 23 projects advertised, 14 small, local, diverse firms were awarded contracts. As of July 31, 2024, there have been a total of twenty-five (25) TM, SBI and MBI projects advertised. Of those projects, two (2) have been awarded, with several projects in the final stages of contract award.

Priority #2: DPS is committed to advancing the following strategies in its Contracting action plan:

Strategy #1: Enhance contract management policies thereby potentially increasing the number of contracts awarded to M/W/VBE firms. These policies would allow for contracts to not be extended past the contract term, allowing for more flexibility as it pertains to vendor performance, access to other vendors, and staying current with market trends and best practices.

Status **Complete**

Action(s)

- Worked with User Departments on their expiring contracts to reduce the need for amendments and modifications outside of the contract term.
- Approval of modifications and amendments are contingent upon DPS receiving a new specification from the User Department.
- Hired a Research Analyst.

Key Result(s):

- A full-time employee, Research Analyst, has been hired to assist User Departments in their specification development. The analyst will also be able to assist User Departments in identifying opportunities for unbundling.

Priority #3: DPS is committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Ensuring that M/W/VBE firms are provided with all the tools, resources and information needed in an effort to increase the number of businesses bidding on contracts.

Status **Complete**

Action(s)

- Collaborated with Assist Agencies to discuss ways to remove barriers and other disparities with M/W/VBE firms.
- Worked with elected officials to develop strategic initiatives to increase engagement and participation of M/W/VBE firms.

Key Result(s): Minority-owned businesses participating in the contracting process are underrepresented. In collaboration with DWM, held (5) meetings related to the Lead Service Line Replacement project with Black plumbers. Additionally, provided updates to aldermen interested in the project. DPS held both of its signature events, the Construction Summit and Procurement Symposium.

Biggest Equity Wins from FY2024

- DPS increased its staff, specifically within the Office of Contracting Equity (OCE).
- Minority-owned businesses participating in the contracting process are underrepresented. In collaboration with the Water Department (DWM), several meetings were held with Black plumbers addressing their questions while also providing them with updates related to the Lead Service Line Replacement (LSLR) program. Updates included expanding the NAICS codes associated with lead line replacement, the unbundling of LSLR projects, and significant changes to the bonding and insurance requirements.
- Engagement activities in aldermanic wards providing businesses with information and resources on how to do business with the City.
- DPS awarded new Target Market Information Technology contracts to small, local, businesses that are certified with the City.

Analysis of Racial Equity Impacts in Key Department Responsibilities**Key Function #1: Manages contract administration for the City.**

- **Key Result:** The initial phase of the ERP system replacement was completed via the awarding of a software service contract. Phase two of the initiative is ongoing.
- **Racial and/or geographical trends:** Minority-owned businesses participating in the contracting process are underrepresented. DPS is continuing to develop initiatives to increase the number of small, minority-owned (MBE), women-owned (WBE) and small, local businesses bidding on City contracts.

Key Function #2: Certifies Minority, Women, Veteran, Businesses Owned by People with Disabilities, and Disadvantaged Businesses.

- **Key Result:** The Office of Contracting Equity (OCE) is reviewing business process changes and aligning its staff to increase their capacity to expedite certification applications. OCE is creating

efficiencies in the certification and recertification process to expedite applications and reduce cycle times. Longer-term actions will include new staff hires and the use of consultants to support the certification process.

- **Racial and/or geographical trends:** Minority-owned businesses participating in the contracting process are underrepresented. DPS is continuing to develop initiatives to increase the number of small, minority-owned (MBE), women-owned (WBE) and small, local businesses bidding on City contracts.

Key Function #3: Enforces contract compliance.

- **Key Result:** Field Analysts and compliance staff monitor contract compliance with Minority-Owned Business Enterprises (MBE), Women-Owned Business Enterprises (WBE), Veteran-Owned Business Enterprises (VBE), and Disadvantaged Business Enterprises (DBE) requirements. Additionally, they monitor Equal Employment Opportunity (EEO), Project Area Residency Requirement (PARR), and Chicago Residency Ordinance (CRO) guidelines and other federal, state and local requirements. Last year, OCE conducted 539 construction site visits. So far this year, 290 site visits have been conducted. Additionally, OCE completed 163 contract closeouts last year and has completed 66 contract closeouts so far this year.
- **Racial and/or geographical trends:** Minority-owned businesses participating in the contracting process are underrepresented. DPS is continuing to develop initiatives to increase the number of small, minority-owned (MBE), women-owned (WBE) and small, local businesses bidding on City contracts.

Key Function #4: Facilitates community outreach and engagement regarding City procurement opportunities and rules.

- **Key Result:** The Office of Contracting Equity conducted several successful engagement activities with alders, Assist Agencies, and the vendor community, including but not limited to workshop sessions and a full-day Spotlight Series at the 2024 DPS Construction Summit that educated vendors about the City's M/WBE program. As of September 2023, over 40 workshops have been conducted on a variety of topics. DPS hosted two (2) annual signature events that saw record numbers of registered attendees, the Construction Summit (2,144 attendees registered and 260 waitlisted registered) and the Procurement Symposium (1,255 registered attendees). Additionally, DPS staff attended almost 30 events throughout the year providing the small, local, diverse vendors with the tools and resources needed to conduct business with the City.
- **Racial and/or geographical trends:** Minority-owned businesses participating in the City's contracting process are underrepresented compared to their counterparts. In collaboration with the Department of Water Management, several workshops were held with plumbers from underrepresented groups to discuss upcoming projects related to the Lead Service Line Replacement (LSLR) project and changes made to the insurance and bonding requirements.

Department of Fleet and Facility Management (2FM)

Purpose: The Department of Fleet and Facility Management (2FM) is responsible for maintaining and repairing City-owned and leased vehicles and the operation, maintenance and repair of City buildings and properties. 2FM is also responsible for custodial services, security coverage, graphic services, mail service, relocation services, document storage and management, energy procurement, and environmental engineering technical support.

Workforce Demographics (as of August 2024)

Total number of employees in the department	877
Employees by Race/ Ethnicity	
Note: Nine (9) did not disclose race/ethnicity (Source: OIG Active Employee Information Portal; 8/5/2024)	
White:	348
Black:	215
Hispanic:	251
Asian:	31
Multiple Races:	15
Pacific Islander:	4
Native American:	4
Employees by Gender	
Male:	779
Female:	98
Employees in Management by Race	
Note: Three (3) did not disclose race/ethnicity	
White:	20
Black:	8
Hispanic:	9
Asian:	3
Multiple Races:	1
Pacific Islander:	0
Native American:	1
Trends Over Time	
<ul style="list-style-type: none"> The racial diversity of 2FM staff has increased from a low of 50% in 2016 to 58% in 2022. For represented staff, the lack of gender diversity has remained consistent over time with only 11% female employees. 2FM senior management positions' gender diversity is consistent with the city population but 2FM continues to strive to increase racial diversity in its senior ranks. 	
Equity Wins from workforce development efforts	

As of August 2024, 2FM hired 75 new employees. 36% of those new hires identify as Black or African American, 35% as White, 28% as Hispanic or Latino, and 1% as Asian. This means that 2FM's new hires broadly reflect the diverse population of Chicago, with an overrepresentation of the Black community and underrepresentation of the Asian community. 77% of these new hires identify as male and 23%

as female. Since only 11% of 2FM’s *total* workforce identifies as female, this indicates a promising trend toward greater gender parity in 2FM’s hiring practices in 2024.

FY2025 Budget Equity Commitments

Priority #1: 2FM will advance actions from the following strategies in its Environment, Climate & Energy action plan:

- Assess and remediate City-owned vacant land that is in underserved communities to reduce risk to human health and the environment with a goal of focusing at least 75% of vacant lot resources in Environmental Justice (EJ) Communities which make up 65% of the land.
- Move to a pollution-free City fleet to improve human health and well-being by decreasing the amount of air pollutants emitted from City vehicles in marginalized communities with higher health risks.

Priority #2: 2FM will advance actions from the following strategies in its Transportation & Infrastructure action plan:

- 2FM will work in partnership with community members to identify “charging deserts” where there is limited access to electric vehicles and charging stations, which prohibits equitable access to transportation and jobs.

Priority #3: 2FM will advance the following strategies in its Workforce action plan:

- Increase visibility of available employment opportunities to achieve a workforce that better reflects the demographics of the City.
- Build and support a positive staff culture by enhancing current training and professional development to include racial equity.

Priority #4: 2FM will advance the following strategies in its Public Health action plan:

- Manage real estate and City facilities by locating, transforming, and maintaining buildings for the Department of Public Health to offer mental health services in underserved communities to promote optimal mental health and well-being.

2FM is a new department, derived in part from the former Department of Assets, Information & Services. To view the Racial Equity Plan originally developed by DAIS, [click here](#).

Progress on last year’s (FY2024) Budget Equity Commitments

Priority #1: 2FM committed to advancing the following strategies in its Environment, Climate & Energy action plan:

Strategy #1: 2FM committed to assess and remediate City-owned vacant land to reduce risk to human health and the environment as part of the Vacant Lot Reduction Program (VLRP).

Status	Complete
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Actions

- Obtained input from the community on how to best prioritize locations.
- Began to assess lots in prioritized locations.

- Identified lots that require remediation or fencing, with a priority on those where there is a potential for impact on human health or the environment.

Key Results

- The first meeting with members of Environmental Justice community group was held on May 16, 2024. 2FM shared information on the VLRP and listened to participants who shared their own experiences and concerns. A follow-up survey is planned for distribution in Q4 2024.
- Of the 418 environmental reviews conducted through July 2024, 239 reviews, or 57%, were for lots located in environmental justice (EJ) communities (as defined by CDPH).
- Of the \$254,061 spent on environmental assessments, 72% or \$182,625, was spent in EJ communities. No remediation or fencing has been completed as of August 2024.

Priority #2: 2FM committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Increase visibility of available 2FM jobs to achieve a workforce that better reflects the demographics of the City.

Status

Partially Complete

Actions

- Utilized diverse job posting locations for the job titles with the largest number of vacancies.
- Increased use of internships and apprenticeships.

Key Results

- 2FM's new hire demographics broadly reflect the diverse population of Chicago, with an overrepresentation of the Black community and underrepresentation of the Asian community.
 - 2FM new hire demographics as of August 2024:
 - 36% Black or African American
 - 35% White
 - 28% Hispanic or Latino
 - 1% Asian
 - Chicago's demographics at time of publication:
 - 30% Black or African American
 - 33% White
 - 29% Hispanic or Latino
 - 6% Asian
- Potential new apprenticeship opportunities in the works:
 - 2FM met with Union 126 for Machinists in the Fleet Bureau to discuss apprenticeships.
 - 2FM also met with the Operating Engineers Local 399 Union to discuss apprenticeship opportunities for the Facility Operations Bureau.
- 2FM provided the following internship opportunities:
 - School year 2023-2024, 2FM provided two part-time high school student internships through the CPS CTE pre-Law program in the EHS Bureau.
 - Summer 2024, 2FM provided one paid college intern position in the Architecture, Engineering and Construction Bureau, one high school student internship through the One Summer Chicago program in human resources and graphics, and two high school student internships through the CPS CTE pre-Law program in the EHS Bureau. In addition, the Fleet Bureau hosted an Environmental Defense Fund Fellow grad student.

Strategy #2: Build and support a positive staff culture by enhancing current training and professional development to include team-building and racial equity.

Status	Incomplete
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Actions

- Goal: Provide racial equity training to managers
- Goal: Provide team building training

Key Result

- These actions were not advanced due to the turnover in key Senior Management positions including the Human Resources Deputy Commissioner. 2FM plans to begin training in Q4 2024 and continue through 2025.

Priority #3: 2FM committed to advancing the following strategies in its Data action plan:

Strategy #1: Provide a dashboard of key 2FM maintenance and construction projects with investments and impact on communities.

Status	Incomplete
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Actions

- Goal: Identify and collect information to be included in the dashboard.
- Goal: Work with IT to develop and publish the dashboard.
- Goal: Seek input from the community on the content and effectiveness of the dashboard.

Key Result

- These actions were not advanced due to the turnover in key Senior Management positions including the Deputy Commissioner of Architecture, Engineering, and Construction. In addition, the IT portion of the department was split off into its own department in 2024 which interfered with the collaboration on a dashboard.

Biggest Equity Wins from FY2024

2FM is a key implementing partner in Chicago's Treatment Not Trauma (TNT) initiative. 2FM has the critical role of operating the five existing mental health centers and is now expanding their role to assist CDPH to provide access to mental health services across the city. By utilizing their trades and resources, 2FM converted two existing City facilities into mental health centers, Roseland Mental Health Center and the Lower West Neighborhood Health Center, to help CDPH address mental health service disparities in underserved communities. 2FM's expertise provided cost effective services that delivered the Lower West Center in just 45 days. Efforts will continue in 2024 as 2FM will work with CDPH to co-locate mental health services within the Legler Regional Library in West Garfield Park. As a result of 2FM's commitment, Chicago will have increased services to respond to historical disinvestment in mental health services to create sustainable, community-based mental health infrastructure.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: 2FM repairs and maintains the fleet of City vehicles and equipment.

- **Key Result:** Procured 89 electric/hybrid vehicles and 103 charging stations (49 stations for South and West sides).
- **Racial and/or geographical trends:** The initiative to install EV infrastructure on the South and West sides is nearly complete, so the percentage of overall charging stations installed in those communities began to decline in 2024.

Key Function #2: 2FM manages and maintains City facilities, both owned and leased, through security, custodial, landscaping, carpentry, painting, and other professional trades and services.

- **Key Result:** Safety upgrades including fire alarms and camera systems were installed at 24 locations across the City. Efforts were focused in marginalized communities, with approximately 70% of the \$2 million in labor, materials, and contracting being invested in City libraries on the West and South sides.
- **Racial and/or geographical trends:** No overall data collected.

Key Function #3: 2FM maintains, manages, and markets the Riverwalk.

- **Key Result:** The Community Marketplace of the Riverwalk opened in 2019 with the intention to allow small, minority, and women owned neighborhood businesses the opportunity to get exposure to the high number of Riverwalk visitors and inspire visits to neighborhood locations.
 - Revenues for Marketplace vendors increased 79.7% from 2022 to 2023, from \$351,815 to \$632,152.
 - The five current businesses in the Marketplace are 40% African American, 20% Hispanic, 20% Asian and 20% White Female (80% minority and 20% women-owned).
- **Racial and/or geographical trends:** Recent RFPs have achieved a racially diverse group of businesses but not geographically diverse. To fully meet the intent of the Community Marketplace, 2FM will engage businesses located in neighborhoods experiencing socioeconomic hardship to understand barriers to their participation and work together to create solutions.

Key Function #4: 2FM maintains and manages Millennium Park operations.

- **Key Result:** 2FM was assigned responsibility for the management of Millennium Park in 2022. Since that time, 2FM has ensured that everyone has equitable access to safe, open, green space to enjoy cultural and outdoor activities that promote optimal health and well-being.
- **Racial and/or geographical trends:** No data collected.

Key Function #5: 2FM provides environmental engineering services tailored for brownfield redevelopment and the management of contaminated waste.

- **Key Result:** 2FM began community engagement for the Vacant Lot Reduction Program. 2FM also began to focus on City-owned lots in EJ communities with 57% of the environmental reviews and 72% of funding for environmental sampling.
- **Racial and/or geographical trends:** Although most work conducted under this bureau is driven by other departments, the Vacant Lot Reduction Program allows 2FM to focus resources in Environmental Justice communities on the South and West sides. The amount of time and funding spent on this project is on an upward trend.

Infrastructure Services

Department of Streets and Sanitation (DSS)

Purpose: The Department of Streets and Sanitation (DSS) provides a clean, safe, and healthy environment on the streets and alleys of Chicago through the effective management of the collection and disposal of residential refuse; the sweeping and plowing of streets; managing a citywide residential recycling program; the timely removal of graffiti; the cleaning of vacant lots; the demolition of condemned garages; the efficient towing of illegally parked or abandoned vehicles; the mitigation and abatement of rodents; as well as the planting, trimming and removal of trees.

Workforce Demographics (as of August 2024)

Total number of employees in the department		2,128
		Source: Equity Dashboard: City of Chicago Workforce Diversity Dashboard (chicago.gov)
Employees by Race/ Ethnicity		
White:		15.3%
Black:		54.7%
Hispanic:		26.7%
Asian:		1.1%
Multiple Races:		.9%
Pacific Islander:		0%
Native American:		.8%
Employees by Gender		
Male:		77.91%
Female:		22.09%
Employees in Management by Race		
White:		36% / 27
Black:		28% / 21
Hispanic:		34% / 25
Asian:		1% / 1
Multiple Races:		N/A
Pacific Islander:		N/A
Native American:		N/A
Trends Over Time		

DSS has been on a pathway to ensure its workforce closely reflects Chicago's population.

- The percentage of Black employees has consistently increased over the years. For instance, it grew from 47.92% in 2011 to 53.13% in 2022.
- The percentage of Hispanic employees is also increasing, from 21.03% in 2011 to 24.73% in 2022, reflecting a growth in Hispanic representation that brings DSS' workforce closer to reflecting the overall City of Chicago population.

The overall diversity in the workforce seems to be improving with increasing representation from Black and Hispanic employees, which could possibly be attributed to an increase in career fairs in the South and West sides of Chicago.

This shows that DSS is reducing barriers to entry for all populations.

Equity Wins from FY24 Workforce Development Efforts

DSS hired 70 recently graduated students from CPS high schools throughout the city to work as General Laborer Trainees over the summer. This provided an opportunity for young Chicago students to gain meaningful employment in Streets and Sanitation work.

FY2025 Budget Equity Commitments

Priority #1: DSS will advance action(s) from the following strategies in its Community Engagement action plan:

- Create a department-wide standard operating procedure (SOP) for community engagement that centers equity and is inclusive of communities most impacted in DSS's service areas.
- Leverage City partnerships to strengthen relationships with community.
- Increase transparency and opportunities for community to share feedback with DSS.

Priority #2: DSS will advance action(s) from the following strategies in its Education action plan:

- Increase compliance for recycling by educating communities with the lowest compliance.
- Increase compliance for recycling by educating and collaborating with businesses and working with legislatures to create better environmental policies around recycling.
- Pilot Program for composting to reduce contamination in other waste streams (recycling and trash).

Priority #3: DSS will advance action(s) from the following strategies in its Data action plan:

- Develop a public-facing data system (i.e., dashboard) to share micro-level department data.
- Expand capabilities of the department's mobile applications to ensure all data is readily available, and to increase the mechanisms the public have to access the data.
- Launch new data systems and apps.

To view DSS's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: DSS committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Create a department-wide standard operating procedure (SOP) for community engagement that centers equity and is inclusive of communities most impacted.

Status

Partially Complete

Action(s)

- Assess current community engagement practices to determine opportunities to improve engagement.
- Develop a department-wide standard operating procedure to systemize equitable community engagement practices.
- Build and facilitate department-wide training.

Key Result(s)

- DSS had a comprehensive implementation plan with a projected timeline extending into 2025. A review of this plan revealed several critical gaps that require attention before proceeding with the original action items. For instance, while DSS initially planned to develop an SOP for community engagement practices, it became apparent that a more foundational approach was necessary. To optimize internal operations, the department determined that creating SOPs for all existing bureaus and programs should precede community engagement efforts. While our action plans remain the same, several more steps were added before we could proceed.

Strategy #2: Leverage City partnerships to strengthen relationships with community.

Status

Partially Complete

Action(s)

- Leverage work with the Community Safety Coordination Center (CSCC) to strengthen relationships with community and find additional block clubs in the communities.
- Identify how DSS can leverage City departments' existing community relationships to increase cross-department coordination and expand the DSS' reach.
- Compile community engagement contact list that City departments can utilize and strengthen cross-department coordination around engagement.

Key Result(s)

- DSS continues to work closely with the CSCC as well as other City departments. Most notable has been the shift in strategy from the Mayor's Office in implementing 'Take Back the Block' initiatives, which is an opportunity for the full force of government to stand with the community for an all-hands-on deck approach. Take Back the Block activations are designed to energize and inspire residents, create prosocial opportunities, connect communities with local government, and provide infrastructure improvements.

Strategy #3: Increase transparency and opportunities for community to share feedback with DSS.

Status

Partially Complete

Action(s)

- Develop a process for community to share feedback on quality, timeliness, and how services are performed overall.
- Review community feedback to identify opportunities to improve delivery of services.
- Share goals, plans, and decisions informed by community feedback.

Key Result(s)

- Currently, DSS utilizes the 311 system as a primary channel for community feedback. Committed to enhancing customer satisfaction, we continually explore new avenues for gathering input. To directly engage with residents in their communities, we actively participate in budget roundtables, town hall meetings, ward nights, and CAPS meetings.

Priority #2: DSS committed to advancing the following strategies in its Education action plan:

Strategy #1: Increase compliance for recycling by educating communities with the lowest compliance.

Status

Partially Complete

Action(s)

- Research the types of recyclable materials and how to recycle them.
- Develop training materials, infographics, and social media outlets to share information and best practices surrounding recycling.
- Leverage community partnerships to educate the public (via Chicago Public Schools (CPS) and Chicago Public Library (CPL)) not only on how to recycle but also the positive environmental impacts of recycling.

Key Result(s)

- We have made significant progress in our recycling initiatives. Our team has researched best practices on materials management and developed training materials to share with the community. We are participating at additional community events to provide hands on education on composting and recycling. Additionally, we have added 17 compost locations to better serve our community. In the month of August DSS plans to add 3 additional locations, bringing our total to 20 compost locations.
- In addition, as of August 7, we've had 5,279 households sign up to use the food waste drop offs and diverted 342,000 pounds of food waste. We will continue to commit to increasing participation and further diverting waste.

Strategy #2: Increase compliance for recycling by educating and collaborating with businesses and working with legislatures to create better environmental policies around recycling.

Status**Partially Complete****Action(s)**

- Scan other cities' recycling policies that have higher compliance to understand best practices.
- Work with Illinois Recycling Association to pass legislation that streamlines the plastic materials business manufacture.
- Assist with messaging to local businesses derived from State Legislation.

Key Result(s)

- In 2024, we expanded our composting program, providing Chicago residents with 17 convenient drop-off locations for household food scraps. These scraps are transformed into compost at a local facility, reducing greenhouse gas emissions and enriching our soil. With 5,279 households participating, we've maintained strong program engagement through regular updates. To enhance our efforts, we've initiated collaborations with the Building Owners Management Association (BOMA) to align with Chicago's recycling ordinance and best practices. Additionally, our ongoing partnership with the Chicago Public Schools sustainability team focuses on improving residential waste programs and identifying shared opportunities.

Strategy #3: Pilot Program for composting to reduce contamination in other waste streams (recycling and trash).

Status**Partially Complete****Action(s)**

- Work with a set community organization to pilot the composting program to understand the benefits of it.
- Analyze pilot program to ensure it's sustainable and to determine if improvements are needed.
- Educate the public on the benefits of composting.

Key Result(s)

- We are applying for a USDA grant specifically for food waste reduction, rescue and composting. Potentially, \$500,000 would be targeted in underserved communities that require direct communication regarding these three components of the food & food waste sector. Will continue to review the participation and engagement on this initiative to develop strategies to further improve the success of this program.

Priority #3: DSS committed to advancing the following strategies in its Data action plan:

Strategy #1: Develop a public-facing data system (i.e., dashboard) to share micro-level department data.

Status**Partially Complete****Action(s)**

- Create a detailed project plan that outlines test strategies, objectives, schedules, deadlines, and resources required to complete the plan.
- Design and develop a data system (i.e. dashboard) that will allow the public to view data on snow plowing, trees, sweeping, 311, and weed cutting.
- Test new data systems with Data Stakeholder Group (DSG).

Key Result(s)

- The Department of Streets and Sanitation is actively engaged in a comprehensive IT modernization initiative. Current projects include the implementation of Field Service Lightning for Forestry which will give us real time data on tree planting and tree trimming and the development of an online platform to streamline daily activity for the Bureau of Street Operations. The Bureau of Traffic services is modernizing their towing apps to provide real time towing data, eliminating the need for paper workorders. By developing these platforms, we will be able to better report on customer service gaps and improvements.
- The department is also exploring future initiatives such as interactive online street sweeper maps and trackers to better communicate street sweeping with the public. These strategic investments aim to optimize operational efficiency, improve data management, and enhance overall service delivery for the public.

Strategy #2: Expand capabilities of the department's mobile applications to ensure all data is readily available and to increase the mechanisms the public have to access the data.

Status**Partially Complete****Action(s)**

- Identify the current capabilities of DSS mobile applications such as: Snow plowing app, Weed cutting app, Street sweeping app, Rodent abatement app, Graffiti removal app, Premier One, Mets 2.0, Tree app, Turn by Turn.
- Develop a plan for expanding the functions of our internal DSS mobile applications.
- Implementation process of system created.

Key Result(s)

- The DSS IT team is currently still analyzing all current mobile applications, including opportunities to promote complementary city apps like the OIG Dashboard. A detailed timeline is being developed to implement necessary upgrades and new features that will enhance both operational efficiency and customer engagement.

Strategy #3: Launch new data systems and apps.**Status** **Incomplete****Action(s)**

- Create communication outreach plan to inform the public.
- Educate and train public/stakeholders on the capabilities of the new data system (i.e., dashboards) and mobile applications so they can further promote and train individuals in their networks to utilize them.
- Review and address users' feedback

Key Result(s)

- Apps will begin to be launched Q4 of 2024 at which point all actions will be addressed.

Biggest Equity Wins from FY24

- Continued success with tree planting: as of August 6, DSS has planted 10,273 trees in partnership with CDOT, addressing tree canopy disparities on the South and West sides.
- Continued success with tree trimming: since program inception, DSS has trimmed 116,285 trees. At this rate all trees will have received tree trimming maintenance within 6 years making sure all residents receive this service.
- Hired 70 General Laborer Trainees from Chicago Public Schools who worked on neighborhood cleanup initiatives and received classroom and hands-on training from our partners at LiUNA.
- Composting and waste diversion efforts, increasing locations and community participation to further reduce our environmental impact by diverting 342,000 pounds of food waste. As of August 7, we have 17 locations but will add an additional 3 locations in Q3.
- Updated our fleet of vehicles to include 41 electric vehicles to ensure a greener economy and positioning our department as an environmentally friendly leader.
- By collaborating with Quality of Life, SAFER, S.W.A.P, contracted weed cutting vendors, DSS personnel, CSCC, and the Mayor's Office of Community Safety, we've transformed vacant lots citywide through beautification efforts.

Analysis of Racial Equity Impacts in Key Department Responsibilities**Key Function #1: Plants new trees, trims and maintains live trees, and safely removes dead trees from City property.**

- **Key Results:**
 - Continued tree planting; on track to plant over 14,000 trees by the end of 2024.
 - Optimized citywide area tree trimming, achieving improved performance and equitable care for urban canopies.
- **Racial and/or geographical trends:** Department did not provide this information.

Key Function #3: Manages overall strategy to collect and divert residential recyclable materials from the waste stream.

- **Key Result:** Carried out composting and waste diversion efforts, increasing locations and community participation to further reduce our environmental impact – added composting sites, distribution of backyard composting bins, expanded locations for annual pumpkin smash.
- **Racial and/or geographical trends:** Department did not provide this information.

Key Function #4: Monitors for violations of City sanitation codes.

- **Key Result:** Hired 70 General Laborer Trainees from Chicago Public Schools who worked on neighborhood cleanup initiatives and received classroom and hands-on training from our partners at LiUNA.
- **Racial and/or geographical trends:** Department did not provide this information.

Key Function #5: Collects and disposes of residential municipal solid waste and bulk refuse.

- **Key Result:** We have expanded quality of life programs to provide Chicago residents with additional support aimed at beautifying city streets and alleys.
- **Racial and/or geographical trends:** Department did not provide this information.

Key Function #6: Sweeps, plows and salts city roads.

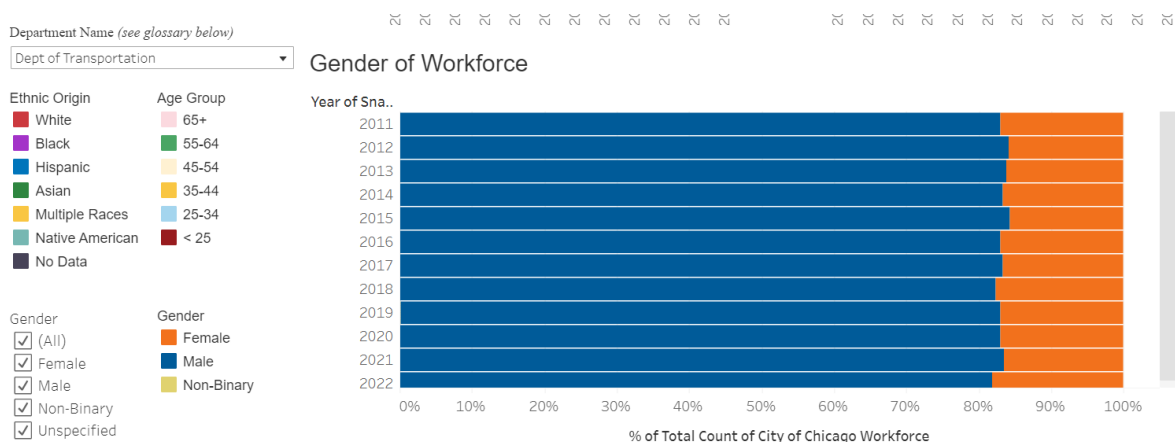
- **Key Result:** Updated our fleet of vehicles to include 41 electric vehicles.
- **Racial and/or geographical trends:** Department did not provide this information

Chicago Department of Transportation (CDOT)

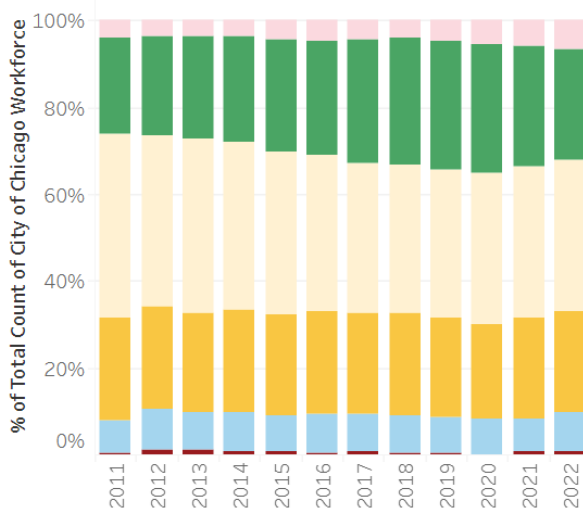
Purpose: The Chicago Department of Transportation (CDOT) is responsible for planning, designing, programming and constructing infrastructure as part of the City's Capital Improvement Program (CIP). CDOT projects include bridges, select subway and elevated transit stations, arterial streets, and viaducts. CDOT operates, repairs and maintains all bridges, streets, street signs, pavement markings, street and alley lights, and traffic signals.

Workforce Demographics (as of August 2024)

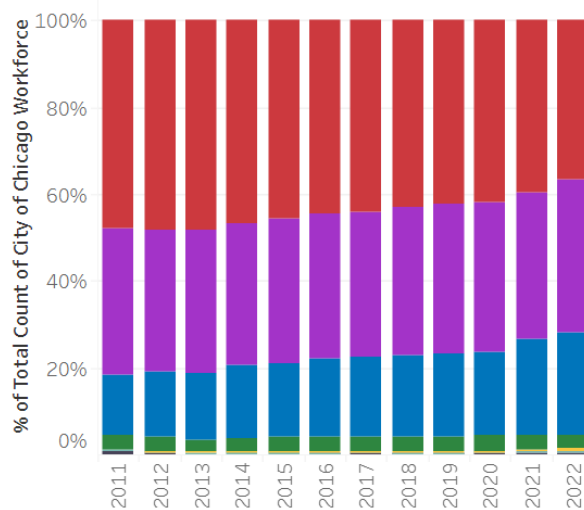
Total number of employees in the department		1,315
Employees by Race/ Ethnicity		
White:		33.4%
Black:		38.3%
Hispanic:		23.9%
Asian:		2.8%
Multiple Races:		1.0%
Pacific Islander:		0.0%
Native American:		0.2%
Employees by Gender		
Male:		82.05%
Female:		17.87%
Employees in Management by Race		
White:		40%
Black:		29%
Hispanic:		20%
Asian:		6%
Multiple Races:		3%
Pacific Islander:		2%
Native American:		0%
Trends over Time		



Age of Workforce



Ethnicity of Workforce



2024 Departmental Distribution of WBE, MBE and DBE contractors:

Currently: 01/01/24 - 07/31/24

WBE: 181

MBE: 278

DBE: 21

VBE: 25

MBE/WBE Contracting Data

Period:	01/01/22 - 07/31/22		01/01/23 - 07/31/23		01/01/24 - 07/31/24	
ALL Purchases (total):	\$	209,401,209.29	\$	235,950,195.63	\$	211,018,374.68
WBE:	\$	12,283,397.95	5.87%	\$	11,972,797.58	5.07%
Black MBE:	\$	19,578,906.72	9.35%	\$	22,220,336.67	9.42%
Asian MBE:	\$	18,089,879.15	8.64%	\$	14,784,462.79	6.27%
Hispanic MBE:	\$	27,970,018.20	13.36%	\$	36,322,605.45	15.39%
Total MBE/WBE Purchases:	\$	77,922,202.02	37.21%	\$	85,300,202.49	36.15%
					\$	86,763,513.95
						41.12%

Breakdown by gender of Management & Senior Leadership at CDOT

Males – 188

Females – 30

Equity wins from workforce development efforts

Three paid interns were successfully hired in 2024.

FY2025 Budget Equity Commitments

Priority #1: CDOT will advance action(s) from the following strategies in its Transportation & Infrastructure action plan:

- Make it safer and easier to walk in Chicago.
- Partner with CTA to reduce commute times and improve the transit experience for all Chicagoans.

Priority #2: CDOT will advance action(s) from the following strategies in its Workforce action plan:

- Improve CDOT’s ability to recruit and retain staff.

Priority #3: CDOT will advance action(s) from the following strategies in its Community Engagement action plan:

- Adopt decision-making frameworks that prioritize equitable outcomes.
- Improve relationships with communities and be more responsive to local needs.

To view CDOT’s full Racial Equity Action Plan, [click here](#).

Progress on last year’s (FY2024) Budget Equity Commitments

Priority #1: CDOT committed to advancing the following strategies in its Transportation & Infrastructure action plan:

Strategy #1: Make it safer and easier to walk in Chicago.

Status **Partially Complete**

Action(s)

- Continued to improve the condition of existing sidewalks and provided sidewalks where they are missing.

Key Result(s)

- CDOT prioritizes sidewalk repairs/replacement based on reports submitted through 311, which are surveyed and determined for whether they are in poor hazardous condition.
- CDOT funds sidewalk repairs/replacement through Aldermanic funds, street resurfacing programs, and streetscapes/street reconstruction projects.
- Installed 7,500 ADA ramps.

Priority #2: CDOT committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Improve CDOT’s ability to recruit and retain staff.

Status **Partially Complete**

Action(s)

- Continued developing a comprehensive training module for all new and existing CDOT staff.

Key Result(s)

- A draft onboarding training presentation was created to have a general template for each Division to use as a guiding document to tailor an onboarding manual for their particular use.
- The draft template was used by two Divisions to pilot an onboarding training and both divisions found it useful. They provided valuable feedback to continue refining the template.
- The Department’s first Engagement Standards were developed and facilitated. Other similar training courses are being developed to make them part of the overall CDOT training module accessible to all staff.

Strategy #2: Make CDOT a great place to work.

Status Partially Complete

Action(s)

- Continued increasing opportunities for staff communication and collaboration.

Key Result(s)

- The Enterprise Portfolio, Program, Project System (EPS) Phase 1 was implemented and became operational.
 - Currently, EPS workflow manages annually approximately \$1.4 billion in CDOT's residential infrastructure, 391 programs, 24 projects, 1,050 work orders, 6 contracts, or about 5% of CDOT's total project management.
 - EPS streamlined workflow for 10 workgroups.
 - EPS improved efficiency and communications:
 - Efficiency savings: fewer staff hours per workday spent processing invoices.
 - Communications: automatic tracking activity and tasks on a project library visible to all users to provide real time updates.
 - A Task Order for Phase 2 was funded in April 2024 and has an estimated implementation date of December 2025.
 - Phase 2 will streamline and manage 80-90% of CDOT's standard projects, contracts, and finance.

Priority #3: CDOT committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Adopt decision-making frameworks that prioritize equitable outcomes.

Status Partially Complete

Action(s)

- Continued to train CDOT staff to incorporate equity into decision-making and operations.

Key Result(s)

- CDOT's Director of Outreach and Engagement facilitated two sessions as part of training on CDOT's Engagement Standards. A total of 59 staff participated in the sessions. Future training that is being developed include the following topics: The spectrum of public participation; Marketing Cloud intro and demo; Engagement evaluation criteria and best practices.

Strategy #2: Improve relationships with communities and be more responsive to local needs.

Status Partially Complete

Action(s)

- Continued making information on CDOT projects and activities more available and transparent.
- Worked with community groups to refine the Department's engagement and communication strategies.

Key Result(s)

- The Department's website was updated to improve the user's experience, to more clearly present project information, data, and news updates.
- A new Chicago Complete Streets page was created to include more detailed information about bike and pedestrian projects and to increase transparency on traffic safety data. This page is updated regularly.

- The Chicago Bike Map was translated into Spanish for the first time.
- A dedicated departmental budget for translations and interpretations was approved last year and has allowed more project teams to leverage these resources to be able to translate key documents used during public meetings to engage community members. Most documents have been translated into the following core languages: Mandarin and Spanish.
- A new process and protocols to request translations and interpretation services were established.
- A new partnership with the Mayor's Office for People with Disabilities (MOPD) was developed to request ASL translators to every public meeting.
- The Department's Newsletter listserv increased by 6%.

Biggest Equity Wins from FY2024

- Completed construction of the Damen Green Line CTA Station, which filled an important transit gap in the Near West Side Community.
- Expanded Divvy into every neighborhood of the City making it the largest bike-share service area in all of North America.
- Made the Chicago Bike map available in Spanish for the first time (both printed and online).
- Were granted the Reconnecting Communities grant to focus on I-290 on the West Side. Reconnecting Communities grant funding will enable Chicago to advance the *Reconnecting West Side Communities* plan, aimed at addressing the adverse impacts of I-290 on the surrounding neighborhoods. This would be a transformational project, aligning with the USDOT Strategic Plan priority, as the communities and residents will be integrated from the very beginning, and the improved safety and infrastructure connections would be a result of an engagement process with community groups and residents.
 - The City intends for the resulting infrastructure improvements highlighted by these impacted communities to come from the engagement process, promote safety and accessibility, and ultimately serve as a source of pride, prosperity, and opportunity for the residents of that area. One of the many goals for this plan is to advance Chicago's ongoing effort to bring [equitable transit-oriented development \(ETOD\)](#) to disinvested and low-income neighborhoods while addressing the negative impacts of a car-centric built environment.
 - In partnership with community residents and stakeholders, the *Reconnecting West Side Communities* plan will fully document and assess the connectivity challenges experienced by West Side neighborhoods along the I-290 corridor and then develop a range of solutions to address these challenges. This will be accomplished through studying various typologies of existing public way access and connectivity challenges and developing proposed improvements using innovative approaches and complete streets principles including local, national, and international best practices. The public way typologies will include existing and potential intersections, roadway bridges, pedestrian/bicycle bridges, and public transportation stations and stops, as well as the land use characteristics adjoining these facilities on either side of the highway. Ongoing maintenance will also be considered.

- The planning study will focus on one or more representative areas along the I-290 corridor that will include but will not necessarily be limited to communities characterized by residential, commercial, and/or institutional land uses.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Maintain and improve Chicago's transportation infrastructure to enable safe, equitable, and efficient mobility for all residents and visitors.

- **Key Result:** On pace to resurface more than 150 miles of residential and arterial streets, install 7,500 ADA ramps, replace 900 street poles, modernized street lighting on 300 blocks of residential and arterial streets.
- **Racial and/or geographical trends:**
 - Resurfaced streets and ADA ramps installations were prioritized using the Mobility and Economic (MOBEC) hardship index.
 - Street poles are replaced citywide as determined by surveys conducted throughout the city. Poles replaced this year were identified in surveys during the Chicago Smart Lighting Program (CSLP). Surveys identify poles based on age, structural assessment, and damage from vehicle impacts. Wards that saw the most replacements in 2024 are Ward 24 with 94 replacements, Ward 34 with 70 replacements, and Wards 3 and 41 each with 68 replacements.

Key Function #2: Advance mobility options by offering micro-mobility services and coordinating with sister agencies to expand transit.

- **Key Results:**
 - Completed construction of the Damen Green Line CTA station, which filled an important transit gap in the Near West Side Community.
 - Continuing to expand Divvy service to every Chicago neighborhood to create the largest bike-share service area of any city in North America by installing the 1000th station.
 - Produced the Chicago Cycling Strategy and vision for the next 150 miles of bikeways, focused on low-stress options and filling gaps in the citywide network.
- **Racial and/or geographical trends:**
 - Damen Green Line Station
 - The new Damen Green Line station fills a 1.5 – mile service gap between the Ashland and California stops, restoring rail service to the Near West Side neighborhood for the first time since the original station was closed at this location in 1948.
 - The station serves the Kinzie Industrial Corridor, the United Center, Malcom X College, and the surrounding residential area on the growing Near West Side. This includes the Chicago Housing Authority's Westhaven Park IID, a \$50 million, equitable transit-oriented development (ETOD) project adding 96 mixed-use income apartments in the community.
 - Divvy Expansion
 - CDOT installed the 1,000th Divvy station in conjunction with the opening of the new CTA Damen Green Line station.

- CDOT is prioritizing the expansion for neighborhoods experiencing the highest economic hardship, mainly on the South, Far South, and West Sides.
- 48% of the stations installed in 2024 through early August (a total of 73 stations) are in high Mobility and Economic hardship (MOBEC) community areas, bringing a total of \$2.5M investment in micromobility in those areas.
- The community areas with the newest stations per-square-mile include Gage Park, Brighton Park, Belmont Cragin, Archer Heights, Dunning, and East Garfield Park. These are all communities with high or medium mobility and economic index.
- Cycling Strategy
 - CDOT is on track installing approximately 15 miles of protected bike lane projects across the city.
 - Protected bike lanes were installed in 2024 throughout Chicago, including communities experiencing high mobility and economic hardship. Numerous existing protected bike lanes were upgraded with concrete curbs in the East Garfield Park and North Lawndale community areas. Other protected bike lanes in high MOBEC communities include Commercial Ave. in South Chicago, S. Halsted in Englewood and New City, and Ellsworth in Washington Park.
 - CDOT is committed to closing the mobility equity gap when it comes to bike infrastructure by focusing an intentional Neighborhood Bike Network engagement effort on the Southwest Side, one of the areas in the City experiencing a lack of safe bike and pedestrian facilities, high industry and heavy truck traffic. Through this effort, CDOT has engaged with diverse stakeholders within the Brighton Park, Gage Park, and McKinley Park neighborhoods to build support for a connected network of bikeways, including several important protected bike lanes set for installation in 2025.

Key Function #3: Coordinate freight infrastructure planning, policy, and implementation with regional agencies and carriers.

- **Key Result:** Continued coordination of major construction activities on the multi-phase project to rehabilitate four viaducts of Canal Street between Taylor Street and Madison Street that serve as both a major corridor into Chicago’s Central Business District and as the roof of Chicago Union Station.
- **Racial and/or geographical trends:**
 - Canal Street in the area being reconstructed serves 15 CTA bus routes that carry more than 80,000 riders per day (pre-COVID) as well as many thousands of people walking and bicycling and 5,000-10,000 more people using motor vehicles each day.
 - This roadway structure is located over several platforms and passenger areas serving Chicago Union Station (CUS). Its reconstruction will help to improve service for all rail customers using the station. CUS is the largest and busiest train station in Chicago and the third busiest in the U.S. It serves six Metra commuter rail lines serving 93 other stations throughout the Chicago region, including 14 throughout the City of Chicago, as well as 17 Amtrak passenger rail lines providing service between Chicago and destinations throughout the Midwest and across the country. Pre-COVID more than 55,000 people boarded and alighted trains at the station daily.

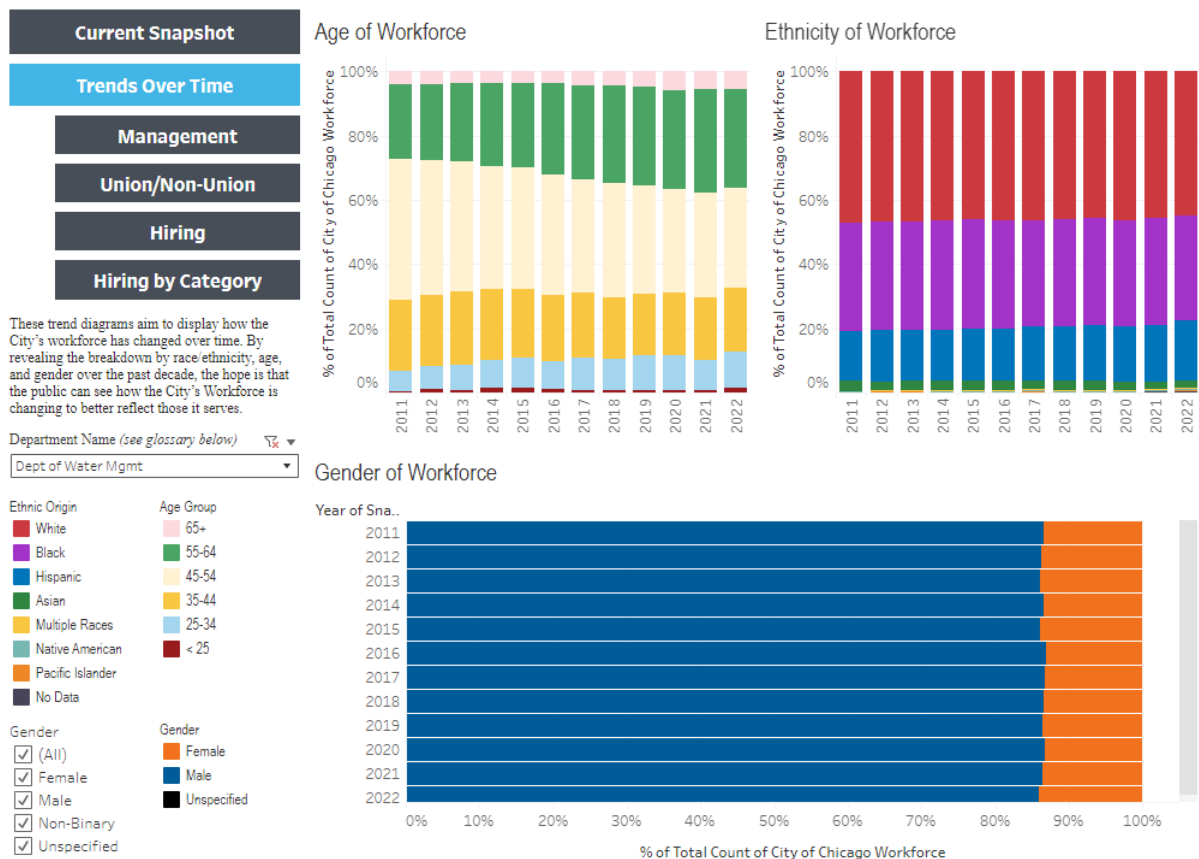
Department of Water Management (DWM)

Purpose: The Department of Water Management (DWM) is responsible for the delivery of water to Chicago residents and suburban communities. DWM also transmits wastewater from homes and businesses along with storm water runoff from streets to the Water Reclamation system. Operations rely on a network of purification plants, tunnels, pumping stations, structures, and water and sewer mains.

Workforce Demographics (as of August 2024)

Total number of employees in the department		1,940
Employees by Race/ Ethnicity		
White:		41.4%
Black:		34.1%
Hispanic:		20.8%
Asian:		2.1%
Multiple Races:		0.7%
Pacific Islander:		0.1%
Native American:		0.2%
Employees by Gender		
Male:		85.31%
Female:		14.69%
Employees in Management by Race		(2% of management has no data, which is 1 person)
White:		56%
Black:		19%
Hispanic:		15%
Asian:		8%
Multiple Races:		0%
Pacific Islander:		0%
Native American:		0%
Trends over Time		

In the last decade, our demographics have largely remained consistent, with an increase in the percentage of Latino workers from 15.63% in 2011 to 18.59% in 2022, bringing DWM's workforce closer to reflecting the City of Chicago's overall population. The workforce is aging, with 29% who are 55-64, and 7% are 65+. As those workers retire, we will have an opportunity to advance our workforce into senior leadership roles.



Equity wins from workforce development efforts

- 96% of DWM employees are union members, and as such, DWM is focusing on internal advancement opportunities, such as its Caulker-in-Training program. This 5-year program will support employees in their progression to receive their plumber's license. Past participants of this program have advanced from plumber into DWM leadership roles, such as Assistant District Superintendent.
- DWM offers continuous DEI learning opportunities to its workforce. Each year, the continuous DEI learning offers a deep dive into a specific DEI topic – different topics are offered each year. Last year, DWM offered a Racial Equity Leadership Conference for supervisors and managers. This year, DWM conducted DEI training for managers on the role of government in advancing equity, which had 98% attendance. In addition, DWM plans to offer continuous DEI learning to its workforce on mental health and wellness.

FY2025 Budget Equity Commitments

Priority #1: DWM will advance action(s) from the following strategies in its Public Health action plan:

- Expand Lead Service Line Replacement (LSLR) outreach for under-invested communities.
- Expand community engagement to encourage daycares in prioritized communities to participate in free LSLR. Monitor the program's success, develop mitigations to existing barriers, and consider additional priority areas for expansion. Seek additional grants and sources of funding to expand the program's outreach.
- To eliminate language barriers in water meter services, DWM will provide translated materials in Spanish, Mandarin, Polish, Arabic, Hindi, and Urdu by 2025 and subsequently hire multilingual outreach workers. This phased approach aims to improve accessibility and engagement for non-English speaking residents.

Priority #2: DWM will advance action(s) from the following strategies in its Data action plan:

- To address wait time disparities in water meter repairs, DWM will track and balance appointment times across city zones, prioritizing historically underserved communities without compromising service quality.
- To ensure equitable service and accurate billing, expired water meter replacements will prioritize areas with the highest need, focusing on zones with the most malfunctioning meters.
- Create a dashboard to publish DWM's public service requests (311) received and closed on a quarterly basis, with a webpage designed for accessibility across devices, including mobile.

Priority #3: DWM will advance action(s) from the following strategies in its Workforce action plan:

- To enhance employee engagement and retention, continuous DEI learning opportunities will be offered throughout the year, with impact measured through post-event surveys.
- To increase racial and gender diversity among operating engineers, targeted outreach and partnerships with skilled trade organizations will be implemented, aiming to align workforce demographics with the diversity of Chicago.
- To provide advancement pathways, the Caulker-In-Training Program will be expanded, enabling laborers to attain plumbing licenses and pursue leadership roles within the organization.

To view DWM's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: DWM committed to advancing the following strategies in its Public Health action plan:

Strategy #1: Continuation of the Lead Service Line Replacement (LSLR) program for daycares in economically disadvantaged and historically disinvested communities to reduce potential levels of lead among children.

Status

Partially Complete

Action(s)

- Three new communities will be prioritized: West Garfield Park, East Garfield Park, and Pullman which has about 84 licensed daycares.
- The target will be 45 to 50 Daycare LSLRs by the end of 2025.

Key Result(s)

- Our community engagement is ongoing, and we continue to see new daycares sign on to the program. Of the **307** daycares who have contacted the City, **224** have completed preconstruction meetings. The priority communities identified include: Englewood, Lawndale

(North & South), Austin, Roseland, Chatham, West Pullman, South Chicago, Greater Grand Crossing, Woodlawn, and Washington Park.

Strategy #2: Monitor program success by determining and tracking how many lead service lines in daycares have been replaced in prioritized communities. Determine/track how many children have been serviced by LSLRs.

Status Complete

Action(s)

- We built an internal dashboard to monitor Daycare LSLR progress and conduct weekly meetings.

Key Result(s)

- As of August 7th, we have completed **175** LSLRs, with **185** total permits approved.

Priority #2: DWM committed to advancing the following strategies in its Data action plan:

Strategy #1: To advance the citywide desired result around data collection, the Department of Water Management's FY23 goal was to publish all its service requests received and closed on a quarterly basis, thereby creating managed data that is transparent, comprehensive, easily accessible, statistical, and mission supportive.

Status Complete

Action(s)

- Prepped, tested, and designed webpage with capability to display data in a variety of formats (lists, charts, graphs).
- Determined whether the department's webpage or the data portal will be the best location for public access.

Key Result(s)

- The DEI team met with the contractor to discuss the mockup of the webpage and signed the project charter. The webpage is on track to be built and undergo testing in the third quarter of 2024, before going live. The DEI team will test with a diverse focus group to ensure the webpage is accessible and communicates effectively. The live date will depend on whether modifications or fixes are needed after the testing.

Priority #3: DWM committed to advancing the following strategies in its Workforce action plan:

Strategy #1: The Department of Water Management recognizes that the historical denial of union and trade jobs and professional development, starting at the high-school level, prevented and blocked the path to middle class wealth in women and communities of Black, Indigenous and People of Color, which in turn created substantive economic and social inequities. To address this historic inequity, DWM is developing an opportunity to train and mentor non-college bound high school students for future employment in the water industry.

Status Partially Complete

Action(s)

- Investigated potential partnerships with other utilities (such as ComEd, Peoples Gas and Metropolitan Water Reclamation District of Greater Chicago) that have programs for high school students.
- DWM applied for a federal grant of \$15 million to fund the Water Operator-in-Training program (EPA-R-OW-OWM-23-02: Innovation Water Infrastructure Workforce Development Grant). Unfortunately, on June 24, 2023, DWM received notification that it did not receive the grant;

therefore, due to lack of funding DWM can no longer pursue the Water Operator-In-Training program as a strategy.

- In place of the Water Operator-In-Training program, DWM decided to revive the Caulker-In-Training program which previously provided an opportunity for workers to continue their education and receive support while studying for their plumber's license. After completing the five-year program and obtaining their license, workers will increase their salary and gain access to future promotional opportunities. In the prior iteration of this program, some of the participants continued to advance through the ranks into leadership, since certain titles require licensure for consideration.
- We revamped the job description with DHR to include a preference for DWM's Laborers, which has one of the most racially diverse populations within DWM.
- To create momentum to progress through the program, DWM negotiated and entered into a side-agreement with Plumber's Local 130 to institute a limit on how long workers can remain as a caulker without obtaining their plumber's license.
- The five (5) Caulker positions were posted from June 6-20, 2024.
- DHR is currently screening candidates as of June 26th.

Key Result(s)

- In progress – Personnel is awaiting the list of candidates from DHR but hopes to have five (5) new hires by fall of 2024 to begin this program, with an anticipated completion in fall of 2029 or in 2030.

Biggest Equity Wins from FY2024

- Revived the Caulker-In-Training program to provide an opportunity for advancement in plumber jobs and leadership roles, such as Assistant District Superintendent and District Superintendent.
- Completed **175** lead service line replacements for daycares in underserved communities, with **185** total permits approved. The daycares targeted for lead service line replacements have primarily been located on the South and West sides of the City.
- Filled the Equity Officer FTE role in February 2024.
- Held an Equity in Government training for DWM's Bureau leadership in March 2024.
- Began working with each Bureau's leadership team to develop their own Equity Goals and build support for equity throughout DWM's entire operations.
- The 311 dashboard will launch in Fall 2024 and provide regular updates of user-friendly data for all Chicagoans by ward.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Collects, purifies, tests, and distributes approximately 750 million gallons of fresh, clean, safe drinking water daily to Chicago and 120 suburbs.

- **Key Result:** The department operates an EPA-certified chemistry lab, an Illinois Department of Public Health-certified microbiology lab, and two 24/7 control laboratories to analyze samples for operational and regulatory compliance, consistently meeting or exceeding all standards set by the U.S. Environmental Protection Agency for safe, clean drinking water.
- **Racial and/or Geographical Trends:** In FY2024, DWM completed critical construction at the Sawyer Water Purification Plant (SWPP) on the South Side, including replacing a 425,000-square-foot roof, abating lead paint, and updating steel supports and roof drainage systems.

Key Function #2: Operates, maintains, and repairs the City’s water and combined sewer systems, which comprise two of the world’s largest water purification plants, 12 pumping stations, 4,244 miles of water mains, 48,064 hydrants, 4,480 miles of sewer and stormwater mains, and 353,000 structures and manholes.

- **Key Result:**
 - Repaired 14,830 leaks and breaks on water and sewer infrastructure, responded to 23,248 flooding complaints, cleaned 8,656 sewer structures, and addressed 3,764 open hydrant complaints from July 1, 2023, to July 1, 2024.
 - Completed the preliminary design of the Far South Side Overflow Tunnel Project (historically termed the “Area 4 Project”). Once constructed, this 9.7-mile-long, 20-foot diameter deep tunnel is expected to benefit approximately 38,000 homes and businesses that frequently experience flooding.
- **Racial and/or Geographical Trends:** DWM will initiate a flooding pilot program in Chicago's West Side, the area most affected by the 100-year rain event in July 2023. The pilot aims to identify interventions for retaining stormwater in green spaces rather than the sewer system. Similar heavy 100-year rains impacted parts of the South and North Sides in 2022.

Key Function #3: Develops and operates lead testing and lead service line replacement (LSLR) programs as the Registered Operator in Charge, in accordance with IEPA and IDPH regulations.

- **Key Result:**
 - Distributed 6,739 free lead testing kits and 257 free filter sets (including a water pitcher and six cartridges rated to remove lead) from July 1, 2023, to July 1, 2024.
 - Continued efforts on the Equity Program (offered free to eligible residents) and Daycare LSLR programs, while expanding the Leaks and Breaks and Block-Level LSLR Programs, resulting in a total of 7,013 LSLRs to date, with 2,175 completed in 2024 as of August 1.
- **Racial and/or Geographical Trends:**
 - Recognizing that older home infrastructure may affect water quality, the department provides free tap water testing upon request to any resident.
 - In collaboration with DPS, introduced new contract formats to increase access for small and minority businesses to LSLR work.
 - Completed 175 lead service line replacements for daycares in underserved communities, with a total of 185 permits approved. The targeted daycares for lead service line replacements are primarily located on the South and West Sides of the City.

Chicago Department of Aviation (CDA)

Purpose: The Chicago Department of Aviation (CDA) manages all aspects of Midway and O'Hare International airports including operations, maintenance, and capital improvements. CDA is also responsible for the design, construction, and implementation of modernization programs at both airports.

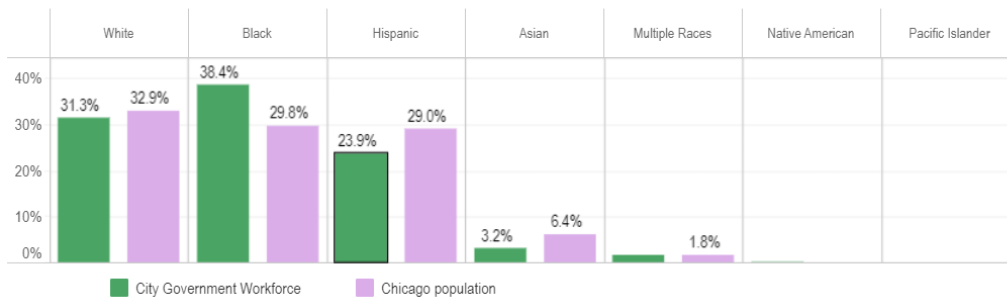
Workforce Demographics (as of August 2024)

Total number of employees in the department		1767
Employees by Race/ Ethnicity		
White:		555
Black:		681
Hispanic:		422
Asian:		55
Multiple Races:		29
Pacific Islander:		2
Native American:		7
Not reported:		16
Employees by Gender		
Male:		1279
Female:		488
Employees in Management by Race		
White:		58
Black:		26
Hispanic:		20
Asian:		10
Multiple Races:		1
Pacific Islander:		0
Native American:		0
No Data:		3
Trends over Time		

Our dedication to strategic recruitment planning for new hires guarantees that our department thrives on diversity and inclusion. We are providing this information to shed light on the makeup of our workforce and its continuous development.

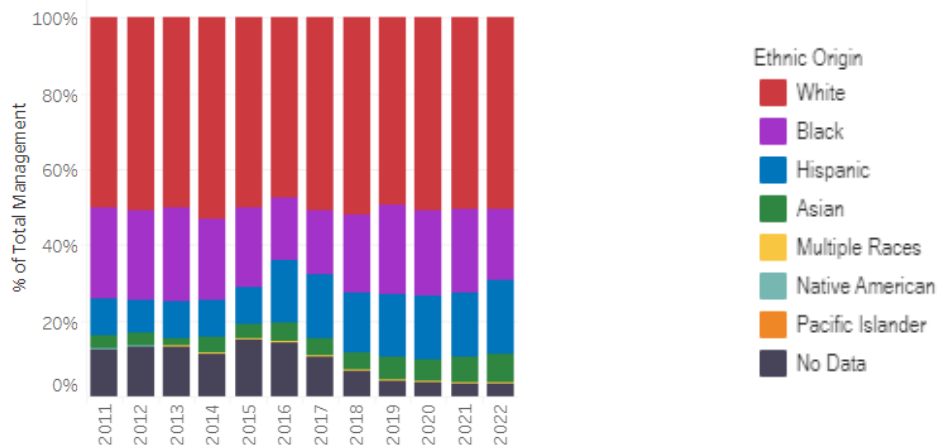
In 2024, our workforce composition reflects a rich diversity (see chart below): 38.4% of employees identify as Black; 31.3% as White; 23.9% as Hispanic; 3.2% as Asian. This variety not only enriches our organizational culture but also enhances our ability to connect with a broader community.

By Ethnicity / Race



The Management demographics reveal a significant disparity: 49.15% are White; 22.03% are Black; 16.95% are Hispanic; 8.47% are Asian; there are zero Native American individuals represented. However, this disparity has shrunk slightly since 2022, when 50.62% of managers were White, 18.52% Black, and 7.41% Asian.

Ethnicity of Management



Equity wins from workforce development efforts

The benefits of equity in workforce development stem from successful implementation of fair and inclusive practices in recruitment. Our workforce development efforts ensure that all employees regardless of their background have access to training and career growth opportunities. We think that by having a diverse team we are supporting equitable practices, which in turn enhances our innovation and creativity.

FY2025 Budget Equity Commitments

Priority #1: CDA will advance action(s) from the following strategies in its Community Engagement action plan:

- Connect Chicagoans to employment opportunities at O'Hare and Midway airports.
- Engage the City's youth to instill in them an interest in aviation and introduce them to future employment opportunities.

Priority #2: CDA will advance action(s) from the following strategies in its Contracting action plan:

- Increase knowledge of and reduce barriers to O’Hare and Midway contracting opportunities for businesses owned by minorities, women, and other persons with socioeconomic disadvantages.

Priority #3: CDA will advance action(s) from the following strategies in its Workforce action plan:

- Provide training and professional development opportunities for all staff on topics such as Unconscious Bias and Sensitivity Training.
- Create a more equitable and inclusive work culture at the CDA.
- Increase the applicant pool of individuals with disabilities.

To view CDA’s full Racial Equity Action Plan, [click here](#).

Progress on last year’s (FY2024) Budget Equity Commitments

Priority #1: CDA committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Improve knowledge and information sharing about CDA job opportunities and affordable transportation to assist communities with limited access to the technology and transportation necessary to pursue job opportunities at the airports.

Status **Complete**

Action(s)

- Created an "Airport Employment Guide" which states the jobs performed at the airports, the minimum qualifications needed to pursue those jobs, and the career paths that open for individuals employed in those positions.
- Leveraged multiple technology platforms to publicize job opportunities with CDA.
- Conducted enhanced community outreach.

Key Result(s)

- Published an Airport Employment Guide and distributed over 10,000 copies at CDA Airport Expo, numerous job fairs, and at all ward offices.
- Utilized Handshake online recruiting platform to advertise CDA jobs to colleges and universities.

Strategy #2: Engagement with Educational Institutions.

Status **Complete**

Action(s)

- Expanded partnerships with primary educational institutions, including Chicago Public Schools (CPS).
- Increased partnership, development, and engagement with Chicago-based secondary schools, including universities, community colleges, and trade schools.

Key Result(s)

- Expanded Aviation Trades Careers Partnership (launched in 2023) with Chicago Public Schools and City Colleges of Chicago to engage career counselors – and in turn, their students – in design and construction career opportunities at the airports.
- Hosted 14 tours of trade union apprenticeship training facilities for career counselors.
- Hosted six O’Hare airfield tours for CPS and City Colleges students through July 2024.

Priority #2: CDA committed to advancing the following strategies in its Contracting action plan:

Strategy #1: Increase knowledge of opportunities for M/WBE participation in CDA contracts.

Status Complete

Action(s)

- CDA reviewed NAICS code's ethnicity participation to increase outreach to underrepresented ethnicities and firms that have not previously worked at the airports.

Key Result(s)

- A review of bids received by NAICS codes revealed an underrepresentation of African American firms in heavy civil construction; the same review revealed an underrepresentation of Hispanic firms in architecture and engineering services. To address this, CDA plans on opening Small Business Resource Centers at both O'Hare and Midway airports where prospective vendors can receive one-on-one assistance with identifying contract opportunities, navigating procurement processes, understanding contract requirements, and other aspects of doing business with CDA.

Strategy #2: Reduce barriers to contracting with CDA.

Status Partially Complete

Action(s)

- Evaluated strategies to shorten the payment duration for M/W/DBEs for their work with the City.
- Mentors helped M/W/DBEs with challenges that arise once they have a contract.
- Made insurance and bonding less onerous on M/W/DBEs.

Key Result(s)

- CDA has engaged a locally based management consultant to analyze the department's business processes, including vendor payment, and identify inefficiencies. Its recommendations, to be issued in late 2024, will include measures to shorten payment times for M/W/DBEs and other businesses working at the airports.
- CDA planned on opening Small Business Resource Centers at both O'Hare and Midway airports where M/W/DBE-certified prospective vendors can receive one-on-one assistance with identifying contract opportunities, navigating procurement processes, understanding contract requirements, and other aspects of doing business with CDA including insurance and bonding requirements and issues arising once contract is awarded.
- The Small Business Resource Centers will host networking and other events to connect M/W/DBE-certified vendors to established airport contractors for mentoring and partnership opportunities.

Priority #3: CDA committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Develop Aviation Education Curriculum for school use to increase awareness of careers in the aviation industry and grow interest in working with CDA.

Status Complete

Action(s)

- Developed an Aviation 101 Curriculum for use in CPS and City Colleges.
- Reduced transportation barriers by utilizing the Aviation Community Van to inform the community about opportunities to work with the airports.
- Hosted Expos & Job Fairs to connect small businesses, contractors, and other partners to career opportunities with airports.

Key Result(s)

- CDA developed an Aviation 101 Curriculum in partnership with City Colleges. 14 classes have been held with over 190 students participating.
- In 2023, the Aviation Community Van visited 18 schools.
- So far in 2024, the Aviation Community Van has visited six “Back-to-School Bashes.”
- CDA has hosted 15 airfield tours at O’Hare airport for students from schools throughout the City, including those in underserved areas.

Strategy #2: Increase community outreach with Chicagoans most impacted by high unemployment, lower incomes, and limited access to information and transportation.

Status Complete

Action(s)

- Conducted greater outreach to community-based organizations.
- Increased interaction with underserved communities.

Key Result(s)

- In 2023, the Aviation Community Van visited 18 schools.
- So far in 2024, the Aviation Community Van has visited six Back-to-School Bashes and CDA has hosted 15 airfield tours at O’Hare for students.
- CDA Workforce Outreach team has completed over 90 events thus far, with at least 20 more planned through the end of 2024. Events are held in underserved areas; CDA has goal of reaching all wards.

Biggest Equity Wins from FY2024

- Hiring:
 - Director of Accountability for Diversity, Equity, and Inclusion
 - Director of Accountability for Ethics
 - Large-scale hiring of Aviation Security Officers
 - *For 88 Vacancies, 1156 applications were received with 800 candidates qualifying for the position. 143 candidates were recommended for hire. Class started on July 1; next training will begin on 12/1 with candidates to fill the remaining vacancies.*
- Outreach and messaging through billboards:
 - The Chicago Department of Aviation (CDA) has been committed to expanding workforce opportunities within socioeconomic communities throughout Chicago. Our workforce and IGA teams have implemented a comprehensive outreach strategy to foster strong relationships with community members and highlight the diverse career paths available in the aviation industry.

- To effectively disseminate information about career opportunities, we have employed a multi-faceted approach. This includes targeted outreach initiatives to establish a sustainable presence within the community, as well as leveraging high-visibility platforms such as billboards and CTA trains for advertising purposes.
- We believe these efforts have been instrumental in generating interest and awareness of the aviation industry as a viable career path for residents of Chicago.
- Over 800 individuals applied to our student intern posting for 30 positions.
- CDA was the first Department to use billboards across the City to advertise CDA events, including the Airport Expo and Job Fair.
- Airport Minority Advisory Council (AMAC) Chicago Chapter scholarship
 - The AMAC Chicago Chapter Scholarship Program, in collaboration with AMAC, is dedicated to advancing the education and careers of emerging aviation professionals.
 - The AMAC Chicago Chapter Scholarship Program aims to support students who are passionate about aviation and aviation-related fields. We are committed to fostering the development of future leaders in the industry by providing educational programs and scholarships.
 - A key highlight of the scholarship program is to provide financial support through academic scholarships that assist with tuition and educational expenses.
- Internship Program
 - The Chicago Department of Aviation Workforce division designed a 10-week work program, which includes mentoring and networking opportunities. Students learned leadership and relationship-building skills with core outreach goals. Students met weekly with the Workforce team and worked towards completing a capstone project together. Various speakers came in to speak with them on aviation, career readiness, and financial literacy. Students were provided with a unique opportunity to see firsthand the business aspect of working at the airports. They gained hands-on experience for future careers in aviation and beyond.
 - Total of 42 interns from various entities, as follows:
 - 26 CDA College
 - 5 CDA One Summer Chicago
 - 11 Clayco
- The CDA Planetalk Newsletter is an excellent resource in staying informed on the happenings at O'Hare and Midway: <https://www.flychicago.com/business/media/Pages/PlaneTalk.aspx>

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Manage O'Hare and Midway International Airports safely, effectively, and efficiently.

- **Key Result:** O'Hare 21 will create an estimated 3,500 jobs over the next decade. With these jobs, CDA expects to see an increasingly diverse workforce.
- **Racial and/or geographical trends:**
 - Racial breakdown
 - 2022 – 35.8% Black; 27.8 % Hispanic; 3.5% Asian; 0.3% Native; 30% White
 - 2023 – 40.6% Black; 23.4% Hispanic; 5.2% Asian; 0.5% Native; 27.6% White
 - 2024 – 38.4% of employees identify as Black; 31.3% as White; 23.9% as Hispanic; 3.2% as Asian; 0.0% as Native American. This variety not only enriches our

organizational culture but also enhances our ability to connect with a broader community.

- CDA has employees from all 77 communities and 50 wards.

Key Function #2: Create career paths and economic opportunities for diverse small and mid-size companies to participate in capital projects.

- **Key Result:**
 - Creation of two Small Business Resource Centers at both airports (NEW)
 - Creation of a Construction Managers at Risk “CMAR” University to help small and midsized business become more competitive in the Aviation Industry
- **Racial and/or geographical trends:**
 - The bid submission ratio for Latinx and African-American firms is 4:1 respectively. The number of African-American certified firms who bid on having the capacity to do business at CDA should be higher based on overall demographics. Consequently, CDA has adapted its approach to increase construction bids from African-American firms in the upcoming budget year.
 - Increase in number of Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Disadvantaged Business Enterprises (DBEs) who receive contracting bids
 - Reduction in the number of North American Industry Classification System (NAICS) codes that are underrepresented

Key Function #3: Provides world-class services and amenities in an environment that reflects Chicago’s rich, diverse, and unique character.

- **Key Result:**
 - CDA connects Chicagoans from all 77 community areas to airport jobs and opportunities, as well as small and diverse business capacity-building and employment. As major capital projects at both airports continue, the department is taking every opportunity to develop capacity-building and mentor-protégé programs and enlist certified Assist Agencies in these efforts. A series of Small Business Symposium virtual events provided information about processes and upcoming projects to encourage participation by small, diverse businesses.
- **Racial and/or geographical trends:**
 - CDA provided information on opportunities at the airports to all communities.

Key Function #4: Integrates sustainable planning and practices into all aspects of airport operations.

- **Key Result:**
 - Enhancing the noise mitigation programs to qualified candidates
- **Racial and/or geographical trends:**
 - Further the CDA's commitment to being a good neighbor in partnership with local wards and suburban communities through the O'Hare Noise Compatibility Commission (ONCC) and the Midway Noise Compatibility Commission (MNCC). At O'Hare, the CDA will continue to work with federal and local partners on the review and ultimate implementation of the Fly Quiet program, a comprehensive, seven-year process to

thoughtfully distribute nighttime air traffic at the airport. At Midway, which is located adjacent to two of the highest Latino-populated wards in the city, the department will continue to grow its investments in the Residential Sound Insulation Program (RSIP). RSIP has sound insulated more than 10,000 homes near Midway over the past 27 years at a cost of more than \$230 million. The ONCC presents “Fly Quiet” awards to airlines that comply with the Fly Quiet program. Awards are given in three categories: air carrier, regional air carrier, and cargo carrier.

Public Safety

Police Board (PB)

Purpose: The Police Board is an independent civilian body that oversees various activities of the Chicago Police Department (CPD). The Police Board's powers and responsibilities include deciding cases involving allegations of serious misconduct by police officers and other CPD personnel.

Note: The Police Board has a small staff and a narrow legal mandate related to advising on the selection of police commissioner and final decisions around police officer discipline. OERJ therefore has them only creating/committing to 1 goal per year instead of the 3 goals expected for other departments. They are currently exempted from creating a Racial Equity Action Plan.

Workforce Demographics (as of August 2024)

Total number of employees in the department		2
Employees by Race/ Ethnicity		
White:		50%
Black:		50%
Hispanic:		0
Asian:		0
Multiple Races:		0
Pacific Islander:		0
Native American:		0
Employees by Gender		
Male:		50%
Female:		50%
Employees in Management by Race		
White:		100%
Black:		0
Hispanic:		0
Asian:		0
Multiple Races:		0
Pacific Islander:		0
Native American:		0
Trends over Time		
The Board has had 2 FTEs with the same demographics for nearly 19 years.		
Equity wins from workforce development efforts		
There have been no open positions since 2020.		

FY2025 Budget Equity Commitments

Priority #1: The Police Board will advance action(s) from the following strategies in its Public Safety action plan:

- Communication with City Council members, other City agencies, and community organizations will be enhanced to increase public viewership and participation in monthly public meetings, providing a vital forum for stakeholders, including the Superintendent of Police and the Chief Administrator of the Civilian Office of Police Accountability, to engage with the community.

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: The Police Board committed to advancing the following strategies in its Public Safety action plan:

Strategy #1: The Police Board will work with the City's other oversight agencies to expand awareness of each agency's role in police oversight and of the opportunity to interact directly with CPD and COPA leadership at the monthly Police Board meetings.

Status Partially Complete

Action(s)

- Engaged with City Council members and other City agencies to promote the Board's monthly public meetings.

Key Result(s)

- CAN-TV reported that the average viewership of the Board's monthly meetings exceeds 5,000, and that there were 50,200 viewers of the Board's April 2024 meeting.
- The majority of public speakers at these meetings are Black residents from police districts on the South and West Sides of the City.

Biggest Equity Wins from FY2024

- CAN-TV reported an average viewership of over 5,000 for the Board's monthly meetings, with 50,200 viewers for the April 2024 meeting.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Expand awareness of the Board's monthly public meetings.

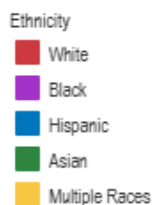
- **Key Result:** CAN-TV reported that the average viewership of the Board's monthly meetings exceeds 5,000, and that there were 50,200 viewers of the Board's April 2024 meeting.
- **Racial and/or geographical trends:** Most members of the public who speak at the meetings are Black residents from police districts on the South and West Sides of the City.

Civilian Office of Police Accountability (COPA)

Purpose: The mission of the Civilian Office of Police Accountability (COPA) is to provide a just and efficient means to fairly and timely conduct investigations of alleged police misconduct within its jurisdiction. COPA determines whether those allegations are well-founded by applying a preponderance of the evidence standard, and identifying and addressing patterns of police misconduct. Based on information obtained through such investigations, COPA makes policy recommendations to improve the Chicago Police Department and reduce incidents of police misconduct.

Workforce Demographics (as of August 2024)

Total number of employees in the department		131
Employees by Race/ Ethnicity		
White:		42.0%
Black:		40.5%
Hispanic:		13.7%
Asian:		0.8%
Multiple Races:		2.3%
Pacific Islander:		
Native American:		
Employees by Gender		
Male:		45.04%
Female:		54.96%
Employees in Management by Race		
White:		50%
Black:		19%
Hispanic:		19%
Asian:		
Multiple Races:		6%
Pacific Islander:		
Native American:		
Trends over Time		



- Current Snapshot
- Trends Over Time
- Management
- Union/Non-Union
- Hiring
- Hiring by Category

These trend diagrams aim to display how the City's workforce has changed over time. By revealing the breakdown by race/ethnicity, age, and gender over the past decade, the hope is that the public can see how the City's Workforce is changing to better reflect those it serves.

Department Name (see glossary below)

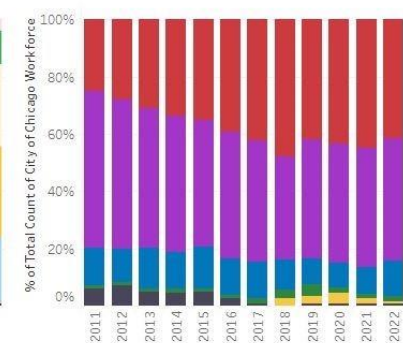
Office of Police Accountability

- ☐ Dept of Finance
- ☐ Dept of Housing
- ☐ Dept of Human Resources
- ☐ Dept of Law
- ☐ Dept of Planning & Devlp.
- ☐ Dept of Procurement Svcs
- ☐ Dept of Public Health
- ☐ Dept of Streets & San
- ☐ Dept of Transportation
- ☐ Dept of Water Mgmt
- ☐ Fire Dept
- ☐ Inspector General
- ☐ License Appeal Comm
- ☐ Mayors Office
- ☐ Office for People w/ Disab.
- ☐ Office of Budget & Mgmt
- ☐ Office of Emergency Mgmt Comm
- ☒ Office of Police Accountability
- ☐ Police Bd
- ☐ Police Dept

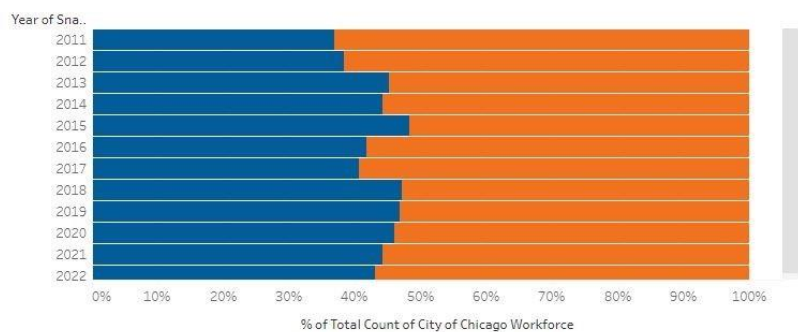
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity wins from workforce development efforts

Onboarding of the Senior Equity Officer occurred in Q2 2024, increasing COPA's capacity to drive equity. The responsibilities of the Senior Equity Officer include:

- Oversight of the development of resources and strategies to promote racial and social equity work within the department's operations and services.
- To manage and participate in the development of outreach and engagement policies, procedures and plans to facilitate the effective, inclusive, delivery and participation of department initiatives and projects and to engage and increase stakeholder participation.
- To provide leadership, guidance, and training to departments and agencies in normalizing concepts of racial equity, organizing staff to work together for transformational change, and operationalizing new practices, policies and procedures.
- To ensure that COPA's organizational culture, practice and professional development programming are anchored in the City of Chicago and COPA's vision for equity.

FY2025 Budget Equity Commitments

Priority #1: COPA will advance action(s) from the following strategies in its Public Safety action plan:

- Commit to our REAP and meaningfully engage with its contents.
- Develop new ways to document, analyze, and communicate about structural and systemic issues undermining public safety.

- Ensure investigations strengthen the police accountability infrastructure to improve public trust.
- Better understand participants' expectations when they make a complaint and throughout the investigative process, thereby creating opportunities for restorative and collaborative resolutions.

Priority #2: COPA will advance action(s) from the following strategies in its Community Engagement action plan:

- Create a strategic operations plan to expand COPA's visibility and deepen relationships with community partners to expand our network.
- Expand efforts to educate the public to increase awareness of COPA and the role we play in public safety and police oversight.
- Make its public-facing material more accessible for people of various community areas, languages, and abilities.

Priority #3: COPA will advance action(s) from the following strategies in its Workforce action plan:

- Foster a workforce culture that is supportive of COPA's diverse staff and promotes wellness, inclusion, and career development at all levels.
- Develop recruitment, hiring, and promotional strategies to attract and cultivate diverse candidates who are representative of City demographics at all levels of the agency and align with COPA's core values.
- Create equitable, transparent opportunities for professional development and growth in each unit/department.

To view COPA's full Racial Equity Action Plan, [click here](#).

Progress on Last Year's (FY2024) Budget Equity Commitments

Priority #1: COPA committed to advancing the following strategies in its Public Safety action plan:

Strategy #1: Commit to the REAP and meaningfully engage with its contents.

Status **Partially Complete**

Action(s)

- Maintain a representative team of COPA staff as the REAP Team to facilitate agency compliance and reporting on the REAP.
- Reporting on REAP compliance shall be done collaboratively with the REAP Team, and all REAP reporting shall be shared publicly.
- Broaden the investigative lens to incorporate both the context of member(s) action(s), as well as the broader public safety infrastructure of the City of Chicago.
- Improve investigative processes to expedite cases.

Key Result(s)

- COPA has maintained an updated list of active REAP team members comprised of 12 FTE representing various agency departments and divisions, including Executive Leadership, Administration, Legal Department, Policy, Research & Analysis Division, Public Affairs Division, and Investigations. The REAP Team has reported on the REAP goals and progress at COPA's All-Staff agency-wide meetings during FY2024.
- In Q2 2024 the Senior Equity Officer was onboarded to collaborate with the members of the REAP team and will be responsible for reporting on REAP compliance, and equity processes and reviews across the agency.

- COPA’s Senior Equity Officer presented at the All-staff meeting (Q2) the goal and benefits of equity.
- In December 2023, the Chicago City Council ratified a new collective bargaining agreement between the city and the Fraternal Order of Police Lodge #7. The new agreement provided a cap on an administrative investigative length of 18 months. Within 45 days COPA successfully closed close to 200 of 263 open investigations.

Strategy #2: Develop new ways to document, analyze, and communicate about structural and systemic issues undermining public safety.

Status Partially Complete

Action(s)

- In collaboration with community partners, develop and execute a mechanism capturing the broader framework and context of misconduct, while also recognizing the broader needs of the community.
- In July 2024 the City Council of the City of Chicago ordained Chapter 2-173 of the Municipal Code of Chicago, requiring that all departments, agencies and offices that comply with or report statistical data using racial or ethnic classifications must include a classification for people who are Middle Eastern or North African.

Key Result(s)

- COPA’s Senior Equity Officer and PRAD staff members have engaged community partners to discuss complaints of police misconduct on the southside of Chicago to communicate about structural and systemic issues in policing faced by members of the Black Trans LGBTQ+ community.
- COPA participates in the Mayor’s Office of Community Safety Cabinet meeting to engage all city departments to discuss community safety data, opportunities for rapid and proactive cross departmental response, and high-priority safety promotion initiatives.
- COPA’s staff is working toward full compliance with the ordinance in its standardizations of statistical racial/ethnic classifications as it relates to data collection and reporting.

Strategy #3: Better understand participants’ expectations when they make a complaint and throughout the investigative process, thereby creating opportunities for restorative and collaborative resolutions.

Status Partially Complete

Action(s)

- The Civilian Office of Police Accountability’s FY24 goal is the ongoing solicitation of input via survey and feedback forms by engaging 1000 complainants, 5000 residents in minority communities (non-complainants), and 400 members of the Chicago Police Department regarding investigations, policies, and reform efforts to improve police and community relations and outreach, which have been negatively impacted, according to the U.S. Department of Justice (“DOJ”) and Chicago’s Police Accountability Task Force, by CPD’s repeated pattern of using excessive force and racially discriminatory policing practices against the City’s African American and Latino residents in contrast to white residents.
- Improve investigative processes to expedite cases.

Key Result(s)

- COPA has conducted surveys asking complainants about their experiences and perspectives on the work COPA does upon submission of their complaint, after 6 months into investigation of a case, and/or at closure of their case. A public survey has also been carried out and rolled out on the COPA website and at community events. This information can better inform leadership (internal) as well as COPA Advisory Council members (external) on the perceptions and core

functions of the agency and lead to the development and/or adjustment of strategies and policies, if necessary.

- COPA has also engaged the community through multiple events such as People’s Academy, a new, short, classroom-style series of lectures and discussions about the investigation steps and organizational units/functions within COPA. Furthermore, COPA’s presence and outreach at community events hosted in neighborhoods across Chicago has served to support connection with and education of residents.

Priority #2: COPA committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Create a strategic operations plan to expand COPA’s visibility and deepen relationships with community partners to expand our network.

Status	Partially Complete
---------------	---------------------------

Action(s)

- Expand efforts to educate the public to increase awareness of COPA and the role we play in public safety and police oversight.
- Make our public-facing material more accessible for people of various community areas, languages and abilities.

Key Result(s)

- COPA has engaged with community-based organizations’ events, presentations, or community service opportunities. In the first quarter of the year COPA engaged over 8,400 Chicagoans across 32 of the 50 wards, 33 of the 77 community areas, and 21 of 22 police districts. In Q2 2024, the public affairs team took part in 107 community engagement events. These events engaged over 12,400 Chicagoans across 37 of 50 wards, 45 of 77 Community Areas, and all 22 Police Districts.
- In Q2 2024 COPA staff presented its Investigations Data Dashboard and fielded questions about it at COPA People’s Academy to local residents and professionals in the police accountability field from across the U.S. In addition, the COPA website now more broadly includes a Google Translate function that allows the website to be translated from English to 10 different languages.
- COPA’s Video Release and Transparency Unit (VRTU), is responsible for organizing, reviewing, redacting, and releasing materials as stipulated by the City’s Video Release Policy and Mayoral Executive Order No., 2021-1, COPA’s response to Freedom of Information Act (FOIA) requests and posting Final Summary Reports to COPA’s website. In Q1 2024 COPA released 119 related materials as permitted by law, processed 169 FOIA requests and fulfilled four Executive Order Requests. COPA has delivered on its obligations well in advance of the current 60-day release mandate of the Video Release Policy, published 13 full transparency releases with a total of 660 materials reviewed, redacted, and posted. VRTU responded to 327 FOIA requests and provided videos to 24 complainants or their representatives pursuant to Executive Order 2021-1.
- COPA engaged in a robust social media engagement strategy Citywide in an effort to increase awareness of COPA and its role in public safety and police oversight.
- COPA’s PRAD supported the re-launch of the complaint survey in Q1 2024.
- COPA completed its third COPA People’s Academy in Q2 2024. COPA’s People’s Academy is a six-week condensed version of COPA’s Training Academy for the public (civilian or sworn) and organizations around the country interested in learning about civilian police oversight, investigative and legal concepts as well as the role of COPA’s Policy, Research and Analyses Division (PRAD). This edition of the People’s Academy took place at North Park University on the

north side of the city. Attendees included community members, elected officials, and area stakeholders representing 11 police districts and 14 wards. COPA staff engaged with community members via the People’s Academy to provide information about civilian oversight. COPA continues to ensure investigations strengthen the police accountability infrastructure to improve public trust.

Priority #3: COPA committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Foster a workforce culture that is supportive of COPA's diverse staff and promotes wellness, inclusion, and career development at all levels.

Status	Partially Complete
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Action(s)

- Develop, define, and implement a set of principles that complement and amplify the agency's core values (Independence, Timeliness, Integrity, and Transparency) and directly address equity.
- Revise, simplify, and standardize job descriptions and minimum qualifications to remove potential barriers to attracting a diverse life, education, and professional experiences. Include multiple ways to apply for a position.
- Collect and review data to ensure COPA has a more equitable hiring process.
- Develop consistent and equitable opportunities for staff participation in activities that promote and reflect agency goals and foster professional development.

Key Result(s)

- COPA is reviewing an Equity Statement to reflect COPA’s commitment to equity principles that complement and amplify COPA’s core values.
- COPA’s administrative services staff and the Senior Equity Officer continue to develop data collection tools/ dashboards to highlight workforce statistics.
- COPA participated in the Trans-Inclusive Hiring Project Initiative to support the agency in building a more inclusive and equitable environment for transgender and nonbinary job seekers and new hires.
- COPA has onboarded a Senior Equity Officer and a Director of Mediation in Q2. In Q1 and Q2, COPA has onboarded 8 employees.
- COPA established four staff-led committees focused on advancing participation in areas of importance to members of COPA staff. On the Wellness Committee, staff members work to promote a positive work culture that facilitates healthy lifestyle choices and supports mental and physical well-being. The COPA Cultural Committee focuses on the promotion of diversity and cultural enrichment within COPA and the greater community. The Service Committee puts COPA’s core values and principles into practice through meaningful community engagement and building bridges between communities throughout the city. And the Events Committee works to increase staff participation both in and out of the office and supports COPA’s other committees to ensure events are a success.

Biggest Equity Wins from FY2024

COPA received nearly 3,169 complaints, 356 cases were under COPA’s jurisdiction, 214 pending cases under investigation, and concluded investigations in nearly 142 cases in Q1 through Q2 2024.

Using data from COPA’s Case Management System and website, COPA’s complainants in 2023 were 49% African American. Roughly 45% of complainants are between 20-39 years old. Across races, we note that more complainants are male. These demographics intersect to suggest that most complainants are Black men between ages 20 and 39.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Provide a just and efficient means to fairly and timely conduct investigations of police misconduct and determine whether allegations of police misconduct are well-founded.

Investigations

- **Key Result:** Investigations continued to serve Chicago residents by receiving complaints of police misconduct and investigating those allegations which can better inform the Chicago Police Department but also improve trust in law enforcement and police and community relationships.
 - In Q1 2024, COPA received 1,466 complaints and notifications. An increase of 17 percent compared to the first quarter of 2023. Of the total intake in Q1 2024, 1,210 fell outside of COPA's investigative jurisdiction and were referred to the Bureau of Internal Affairs (BIA).
 - In Q2 2024, COPA received 1,703 complaints and notifications. An increase of 16 percent compared to the second quarter of 2023. Of the total intake in Q2 2024, 1,264 fell outside of COPA's investigative jurisdiction and were referred to the Bureau of Internal Affairs (BIA).
 - A single complaint may contain multiple allegations against one or more Department members. In Q1 2024, COPA recorded 989 allegations against Department members. In Q2 2024, COPA recorded 1,162 allegations against Department members. In the first quarter of 2024, about two-thirds of complaints under COPA jurisdiction were reported by a self-identified complainant (936), about a quarter were reported by a third party (411), and the rest were anonymous (119). In the second quarter of 2024, about half of complaints under COPA jurisdiction were reported by a self-identified complainant (943), about a third were reported by a third party (589), and the rest were anonymous (171). Moreover, the average time from receipt of a complaint to the next or initial contact with the complainant or representative was fourteen days. The most common allegations involved Operational Violations and Fourth Amendment violations. These categories have consistently represented COPA's largest percentage of allegations on an annual basis.
 - During Q1 2024, Districts 11 (Harrison), 8 (Chicago Lawn), and 10 (Ogden) were among the districts with the highest number of incidents that resulted in complaints and notifications under COPA's jurisdiction. During Q2 2024, Districts 1 (Central), 8 (Chicago Lawn), and 10 (Ogden) were among the districts with the highest number of incidents that resulted in complaints and notifications under COPA's jurisdiction.
 - Complainant Demographic Information was reviewed by COPA and is based on demographic information provided by self-identified complainants or subjects of police involved incidents in which COPA is notified by the Department. In Q1 2024, more than half of the complainants or subjects were male (58 percent) and most of the complainants or subjects were between the ages of 20 and 39 years old (49 percent). In Q2 2024, more than half of the complainants or subjects were male (55 percent) and most of the complainants or subjects were between the ages of 20 and 39 years old (49 percent). In Q1 2024 African Americans represented 44% of the total number of complaints and Latinos (Latinx) represented 16% of the total. In Q2 2024 African Americans represented 53% of the complaints and Latinos (Latinx) represented 14% of the complaints received by COPA.
- **Racial and/or geographical trends:** COPA continues to see a gap in the number of complaints filed by members of the Latino community. Black and Latino communities have the highest number of police interactions according to data.

- Complaints filed with COPA are disproportionately low when comparing the Latino community to the Black community.
- COPA has implemented tools and resources to expand our presence in multiple languages, including in 2022 becoming compliant with Chicago's Language Ordinance to have palm cards in English, Spanish, Polish, Arabic, Mandarin, and Hindi. Additionally, our website is now available in multiple languages via Google translate plugin. For community engagement events English and Spanish speakers are typically available. Internal to the agency, Spanish speakers are available in pertinent departments including Intake, Investigations and a Case Liaison who is responsible for communicating with complainants who have submitted complaints.
- COPA has also developed strategies to ensure we are able to increase outreach in Latino majority communities. For example, New Life Centers in Brighton Park, Little Village and Humboldt Park; Back of the Yards Neighborhood Council in Back of the Yards; Little Village Community Council in Little Village; Northwest Center in Belmont Cragin among others.
- In Q2 2024 COPA's Policy, Research & Analyses Division (PRAD) unit and legal staff jointly streamlined and coordinated the consent decree submission process across the agency's various units. PRAD staff also completed phase one of its projects to make the disciplinary recommendation process more consistent by collaborating with investigative staff to complete new draft guidance that improves the way aggravating and mitigating factors are defined, documented, and incorporated into the disciplinary recommendation. The draft guidance was submitted to COPA's consent decree monitoring team for consideration. This effort is unique in the police accountability space and will ultimately incorporate insights about aggravating and mitigating factors from internal staff, community members, CPD, and best practices across the nation.

Key Function #2: Identify and address patterns of police misconduct.

Policy, Research & Analyses Division (PRAD)

- **Key Result:**

- COPA's Policy, Research & Analyses Division (PRAD) has continued its development as a unit by completing advanced training on qualitative data analysis and tools to assist with pattern recognition, reviewing CPD training materials to inform future research projects and CPD policy recommendations, instituting new project management strategies, incorporating monthly CPD policy updates into the COPA weekly announcement, and exploring several policing and policy topics. In Q1 2024 PRAD also onboarded a Senior Performance Analyst who will focus on organizing and coordinating consent decree compliance and support assessment of internal operations. In addition, PRAD staff presented an overview of its mission and work to new recruits and lieutenants at CPD, attended a university hiring event to share information about its work with public policy students, and spoke with youth participating in a youth civic engagement program about COPA's work. A core function of PRAD is to provide feedback and recommendations to the Chicago Police Department (CPD) on areas identified as needing improvement. This feedback and related recommendations can be issued independently by COPA based on complaint data and analyses identifying misconduct patterns and related practices.
- In Q2 of 2024, the Policy, Research and Analysis Division (PRAD) sent CPD a comprehensive policy recommendation letter regarding its directive on Prohibitions of Sexual Misconduct. The letter incorporated staff and community member insights and

integrated national criminal justice perspectives. PRAD also planned follow-up actions regarding CPD's response to COPA's recommendation letter regarding member resignations, retirements, and re-hires. COPA has already internally addressed one of the issues via an internal data system change that now indicates for investigators whether an involved member is actively employed or not. PRAD staff reached out to CPD for clarification regarding parts of its response. PRAD staff began semi-structured interviews of COPA investigators about patterns and practices related to misconduct that they witness across their investigations. The data collected will be analyzed using qualitative research methods and will help PRAD and the agency conduct better investigations into patterns and practices of misconduct. Participation is promising, with almost a third of investigators providing their insights. PRAD continues to support COPA in its efforts to collect and respond to feedback from complainants and community members. PRAD staff again conducted surveys of COPA People's Academy attendees and developed automated internal reports about the feedback for COPA leadership to review. The complainant and community surveys are still being revised based on what was learned during the complainant survey pilot project. Planned improvements include translation of the survey into multiple languages, both text and email invites, and invites being linked to when COPA notification letters are sent.

- **Racial and/or geographical trends:** There was insufficient data to analyze these trends.

Key Function #3: Make policy recommendations to improve the Chicago Police Department (CPD), thereby reducing incidents of police misconduct.

PRAD

- **Key Results:** In Q2 of 2024, the Policy, Research and Analysis Division (PRAD) sent the Chicago Police Department (CPD) a comprehensive policy recommendation letter regarding its directive on Prohibitions of Sexual Misconduct. The letter incorporated staff and community member insights and integrated national criminal justice perspectives. PRAD also planned follow-up actions regarding CPD's response to COPA's recommendation letter regarding member resignations, retirements, and re-hires. COPA will continue to issue policy recommendations to CPD aimed at reducing incidents of police misconduct. The recommendations will be based on investigative findings, trend analysis and community input.
- **Racial and/or geographical trends:** There was insufficient data to analyze these trends.

Chicago Police Department (CPD)

Purpose: The Chicago Police Department (CPD) protects the lives, property, and rights of all people, maintains order, and enforces the law impartially. CPD provides quality police service in partnership with other members of the community and strives to attain the highest degree of ethical behavior and professional conduct at all times.

Workforce Demographics (as of August 2024)

Total number of employees in the department	12302
Employees by Race/ Ethnicity	
White:	4875
Black:	2708
Hispanic:	4093
Asian:	430
Multiple Races:	122
Pacific Islander:	16
Native American:	26
Employees by Gender	
Male:	9031
Female:	3271
Employees in Management by Race	
White:	1024
Black:	314
Hispanic:	359
Asian:	59
Multiple Races:	4
Pacific Islander:	1
Native American:	5
Trends Over Time	

The current population of sworn members closely mirrors the city's racial demographics, with a notable increase in Hispanic representation and a decline in both White and Black populations. For the second consecutive year, the 25-34 age group has seen a significant increase, growing by over 20%. This trend indicates a growing attraction of younger individuals to these roles. While the racial composition of the workforce is becoming more balanced, there remains a disparity in management, where White individuals still make up about 50% of the management staff. However, there has been a steady rise in Black and Hispanic representation within management positions. Regarding gender, 73% of current employees, including both sworn and civilian members, are male, but the management team shows a more balanced gender split of 60-40.

- Current Snapshot
- Trends Over Time
- Management
- Union/Non-Union
- Hiring
- Hiring by Category

These trend diagrams aim to display how the City's workforce has changed over time. By revealing the breakdown by race/ethnicity, age, and gender over the past decade, the hope is that the public can see how the City's Workforce is changing to bet..

Department Name (see glossary below)
Police Dept.

- Ethnic Origin

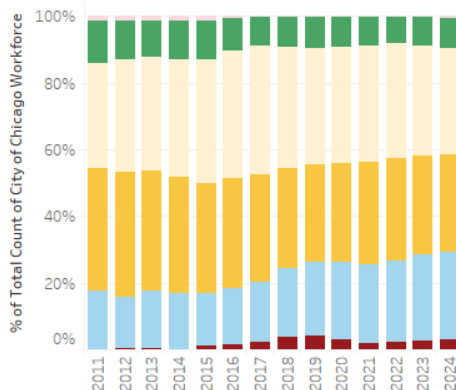
 - White
 - Black
 - Hispanic
 - Asian
 - Multiple Races
 - Native American
 - Pacific Islander
 - No Data
- Age Group

 - 65+
 - 55-64
 - 45-54
 - 35-44
 - 25-34
 - < 25
- Gender

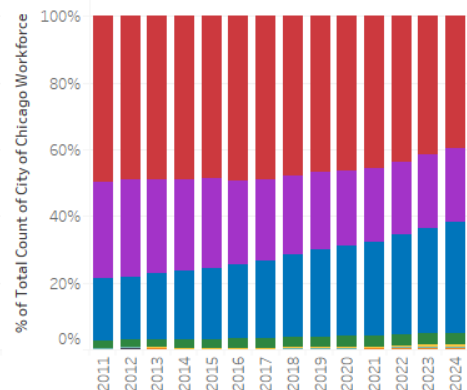
 - ☒ Female
 - ☒ Male
 - ☒ Non-Binary
 - ☒ Non-Disclosed
 - ☒ Unspecified
- Gender

 - Female
 - Male
 - Unspecified

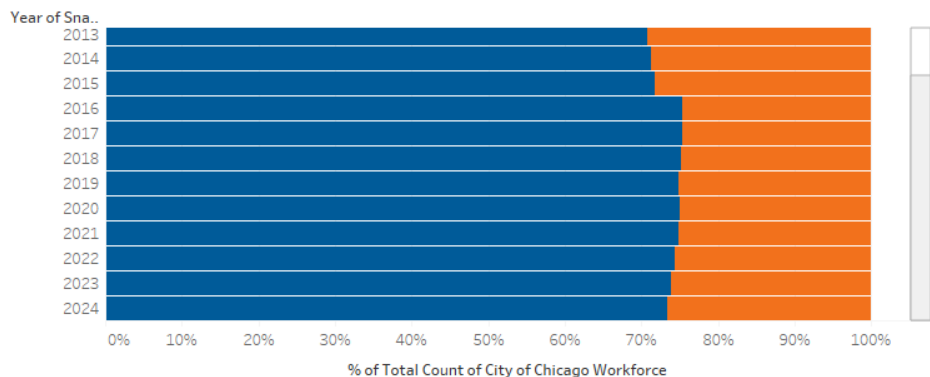
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity Wins from workforce development efforts

As part of the creation of a new unit focused on Equity and Community Engagement at CPD, four new roles have been approved: an Assistant Director of Equity, one Senior Equity Officer, and two Equity Officers. Additionally, CPD is in the process of hiring six Community Outreach Coordinators to support community engagement efforts related to the Department's commitment to equity and impartial policing.

FY2025 Budget Equity Commitments

Priority #1: CPD will advance action(s) from the following strategies in its Community Engagement action plan:

- Increase community partnerships between CPD and community-based services and resources.
- Increase communication and partnership between local districts and their residents.
- Create safe spaces for youth and emerging adults to engage with the department.

Priority #2: CPD will advance action(s) from the following strategies in its Workforce action plan:

- Recruit and retain a diverse workforce that represents the demographics of the City of Chicago.
- Ensuring our workforce is trained on all topical issues related to racial equity through constitutional policing, impartial policing, and community policing.
- Ensuring individual officer wellness is part of the culture of the Department to provide better service to the community.

Priority #3: CPD will advance action(s) from the following strategies in its Public Safety action plan:

- Collaborate with the community on CPD's public safety strategies.
- Sustainably reduce violence and make Chicago a city where everyone is and feels safe.
- Use public safety strategies that are data-driven, effective, and mindful of equity.

To view CPD's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: CPD committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Increase community partnerships between CPD and community-based services and resources.

Status **Partially Complete**

Action(s)

- Identified community-based organizations and service providers that are willing to connect and partner with CPD.

Key Result(s)

- Conducted outreach to communities to establish new partnerships while also maintaining existing partnerships highlighting ADA and Language Learning needs specifically related to impartial policing.
- Established a new tracking sheet to document all activities related to community partnerships and service providers and regularly evaluate them, improving data collection that includes feedback and work plans for community engagement which will be incorporated in new trainings and policies.

Strategy #2: Create safe spaces for youth and emerging adults to engage with the Department.

Status **Complete**

Action(s)

- Create a robust set of programs that brings youth and emerging adults together with police officers in a safe and collaborative way.
- Ensure that officers engage with youth in a trauma-informed way and use deflection and diversion tools to prevent young people from entering the justice system.
- Identify other gaps and challenges the Department faces in providing young people with vital resources and services.

Key Result(s)

- Conducted two successful citywide youth conferences in FY24, engaging with teens by providing community resources and trade school presentations from local barbershops and beauty parlors, and creating an environment for open communication. Events were held on the southside, main audience was Black and brown teens, events were held at Kennedy King College.

Priority #2: CPD committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Recruit and retain a diverse workforce that represents the demographics of the City of Chicago.

Status Partially Complete

Action(s)

- Continue recruitment efforts that focus on hiring officers that reflect the broad cross sections of Chicago.
- Develop a comprehensive understanding of why people do not want to join CPD or do not stay at CPD and why.
- Assess the recruitment and hiring process to ensure that the process is fair and equitable.

Key Result(s)

- Published and implemented a comprehensive recruitment and retention plan.
- Identified ways to hear feedback from retiring or resigning officers on their experiences and why they are leaving.
- Engaged communities across Chicago to understand their perception of working for CPD; possible reasons why people do not want to join.
- Completed a comprehensive review of the recruitment and hiring process to identify barriers, challenges, and gaps in equity.

Strategy #2: Ensuring our workforce is trained on all topical issues related to racial equity through constitutional policing, impartial policing, and community policing.

Status Partially Complete

Action(s)

- Collaborated with the community and with officers during the development of annual training.
- Require that recruit officers are exposed to and training on the principals of racial equity, impartial policing, and implicit bias
- Require that current officers are exposed to and trained annually on the principals of racial equity, impartial policing, and implicit bias.
- Include principles and elements of community policing, community building, communications, and problem-solving in CPD's recruit training and annual in-service training.
- Ensure equity values and practices are integrated into communications with staff, the public, and the media.

Key Result(s)

- Created an equity framework plan for the new Equity Department which focuses heavily on engaging communities in policy and training initiatives.
- Addressed current annual in-service training topics of racial equity, impartial policing, and implicit bias. Worked with community, academic partners, and other relevant stakeholders to review, revise, or develop training that includes principles of racial equity, impartial policing, and implicit bias. Groups focused on racial equity in police departments mainly Creer Un Espace LLC.

Priority #3: CPD committed to advancing the following strategies in its Public Safety action plan:

Strategy #1: Collaborate with the community on CPD's public safety strategies.

Status Partially Complete

Action(s)

- Work with community partners and other City and government agencies to address the root causes of crime and violence.
- Expand partnerships and collaboration with violence intervention and street outreach organizations.
- Build a yearly high-level district crimefighting strategy in collaboration with the community.

Key Result(s)

- Continuation of cross-functional efforts meeting with City agencies during Public Safety Cabinet Meetings. Addressed ways to bring more City and government agencies and community partners together to discuss public safety strategies aimed at root causes of violence and crime.
- Worked with current violence intervention and street outreach partners to evaluate current partnerships and collaboration to identify challenges, barriers, and gaps in service.
- Reviewed current District Strategic Plans to identify improvements for future plans and ways to incorporate into larger citywide department strategic plan, which includes feedback and planning from districts as well as executive teams.
- Initiated a standard procedure for how to conduct post-violence response plans and ensure they include principles of equity and inclusion. Post interaction survey created to receive unbiased feedback from the public that leadership is able to address in real time and create citywide response to community concerns.

Biggest Equity Wins from FY24

CPD has completed a framework for the new equity office within CPD. Framework was submitted to the Internal Monitors for approval, and the department has begun preparation for new equity transition related to Equity and Community Engagement.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: The Chicago Police Department (CPD) is primarily organized into the following Bureaus: Patrol, Detectives, Counterterrorism, Internal Affairs, and Office of Constitutional Policing and Reform. Specific functions include:

- The Bureau of Patrol oversees patrol operations throughout the five Police Areas, Central Control Group, and 22 Districts in Chicago
- The Bureau of Detectives is responsible for investigating crimes and includes the Youth Investigations Division, Area Detectives, and Forensic Services Division
- The Bureau of Counterterrorism is responsible for homeland security operations and addressing both international and domestic criminal enterprises, as well as units specialized in addressing gangs and narcotics
- The Bureau of Internal Affairs handles all allegations of misconduct that fall outside the jurisdiction of the Civilian Office of Police Accountability (COPA)
- The Office of Constitutional Policing and Reform manages reform projects and initiatives within CPD, including the Training and Support Group, Professional Counseling Division, and Reform Management Group

Key Result:

- Collectively CPD created homicide call out teams to begin investigations as soon as possible and drive clearance rates upwards.
- Hosted the Democratic National Convention and acquired a new state-of-the art helicopter.
- Continued the Department's commitment to professionalism and superior training by providing 40 hours of in-service training.

- Expanded capacity to provide services to victims and survivors of gender-based violence and human trafficking with increased staffing of the Crime Victim Services Program.
- Enhanced investigations by promoting and hiring 100 individuals to strengthen investigations and ensure that offenders are brought to justice .
- Implemented data driven strategy to deploy officers resulting in shootings dropping 5.7 %, murders falling 9.4 %, and vehicular hijackings decreasing 18.8 % as of August 5.

Racial and/or geographical trends: As in previous years, the data reflects a significant gap in racial demographics related to violent crimes. Homicide and shooting numbers also reflect a –9.0% differential from 2023, 377 to 343. Crime victims continued to trend at an alarming rate in predominantly Black and Hispanic community areas: Black 51.5%, Latino 26.5%, White 11%.

Select Date Range	Select Geography Type	Select Focus Geography	Select Victim Type
Year-to-date (2024)	Community Area	All	All Victims

Victim Counts and Comparison in All Community Areas, Jan 1 through Aug 3

This chart compares the number of victimizations in the selected period to the prior year for different types of crime.

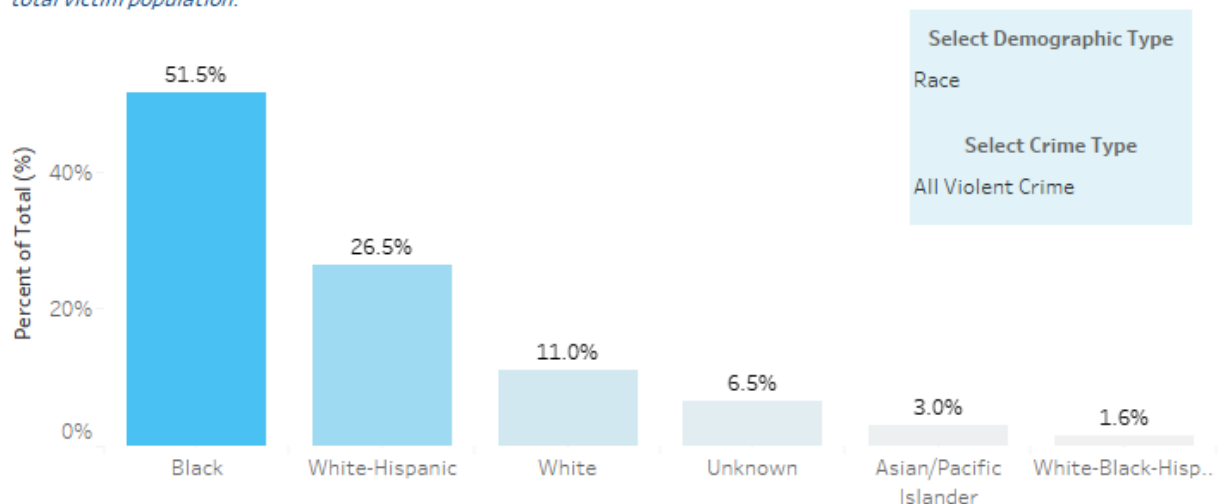
	2023	2024	% Change
Homicide Victimizations	377	343	-9.0%
Fatal Shooting Victimizations	340	304	-10.6%
Non-Shooting Homicide Victimizations	37	39	+5.4%
All Shooting Victimizations	1,766	1,717	-2.8%
Fatal Shooting Victimizations	340	304	-10.6%
Non-Fatal Shooting Victimizations	1,426	1,413	-0.9%
Criminal Sexual Assault Victimizations	1,226	1,100	-10.3%
Robbery Victimizations	5,804	5,667	-2.4%
Vehicular Hijacking Victimizations	855	712	-16.7%
Aggravated Battery Victimizations	4,013	4,286	+6.8%
Aggravated Assault Victimizations	5,619	5,924	+5.4%
Human Trafficking Victimizations	6	5	-16.7%
All Violent Crime Victimizations	19,262	19,384	+0.6%
Multi-Victim Shooting Incidents	218	232	+6.4%
ShotSpotter Alerts	25,693	24,313	-5.4%

Select Date Range	Select Geography Type	Select Focus Geography	Select Victim Type
Year-to-date (2024)	Community Area	All	All Victims

Demographics of All Violent Crime Victims in All Community Areas

Jan 1, 2024 through Aug 3, 2024

This graph shows all violent crime victims by demographic. You can use the dropdown boxes below to change the crime type and to view victimization by Race, Age, or Sex. The graph displays each demographic category as a percent of the total victim population.



<https://www.chicago.gov/city/en/sites/vrd/home.html>

Key Result: CPD continues its effort to achieve at least preliminary compliance related to all paragraphs in the consent decree including Impartial Policing. The current total rate is 74.75 %, total compliance is 799, with at least 279 currently in preliminary status. Preliminary indicates that CPD has successfully created policies approved by the Independent Monitor.

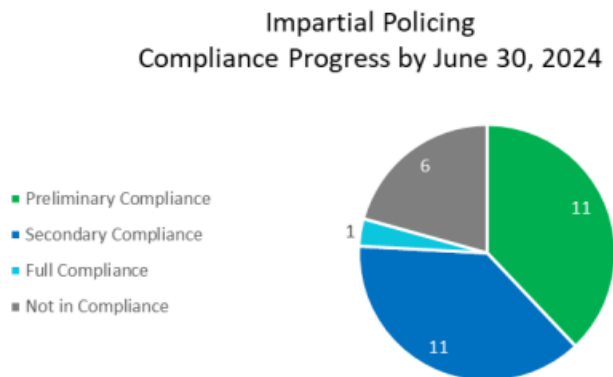
Racial and/or geographical trends: As it relates to Equity and Impartial Policing, CPD continues to work with all members to implement equitable policies and trainings in order to move from preliminary to secondary compliance status after completion of training. These included the following CPD Impartial Policing specific policies: Interaction with Persons with Limited English Proficiency (S02-01-05); Interactions with Persons with Disabilities (S02-07); Interactions with Persons Who are Deaf, Hard of Hearing, or Deaf-Blind (S-02-07-00XX); Gender-Based Violence Incidents (G04-XX); and the Search Warrants Policy Suite. The CPD has continued to further develop related policies and begin related community engagement. During this reporting period, the City and the CPD delivered two trainings in support of compliance with various paragraphs within this section, these included 2024 Annual In-service Supervisors Training, and ABLE (Active Bystander for Law Enforcement) refresher training for 2024. Case: 1:17-cv-06260 Document #: 1233 Filed: 11/19/24 Page 31 of 124 PageID #:26207 25 Further, the IMT reviewed the CPD's Equity Framework, which incorporated the requirements set forth in ¶¶53 and 72 and helped the City and the CPD achieve Preliminary compliance with these paragraphs.² The Framework outlines the specific policies and training that refer to impartial policing as outlined in this paragraph. These policies and trainings are meant to serve as the primary foundation for ensuring fair and equitable policing throughout the CPD. The City and the CPD also produced the 2023 Annual Hate

² ¶ indicates "paragraph."

Crimes Annual Report during the tenth reporting period. The production and publication of this, along with the CPD's consistent productions of prior annual reports, is sufficient to achieve Full compliance with ¶78. During a site visit in April 2024, the IMT learned of the CPD's efforts to secure a contract with an organization for multilingual officers, updates on the use of Language Line, and recent activities of the ADA Liaison and her staff. We also discussed the CPD's efforts around the establishment of the Equity Office and development of the related plan and strategy. We also discussed the approach for developing a CPD-wide community engagement plan, as well as next steps to assess Full compliance with various paragraphs currently in Secondary compliance. The IMT looks forward to continuing to review progress on related policies and trainings, including those related to interactions with people with disabilities and gender-based violence. This must include sufficient demonstration of the CPD's efforts to engage the community in this process and in qualifications for its multilingual officers. We also look forward to the CPD's continued efforts to establish its Equity Office and finalize its community engagement plan.

Impartial Policing Progress through Ten Reporting Periods: In the tenth reporting period, we assessed the City's compliance with 31 Impartial Policing paragraphs (¶¶52–82)—with two of those paragraphs containing conditional requirements that do not apply (¶¶81–82). The City maintained Preliminary compliance for eight paragraphs (¶¶52, 57 60–61, 63, 65–66, and 70), met Preliminary compliance for three paragraphs (¶¶53, 64, and 72), maintained Secondary compliance for 11 paragraphs (¶¶54–56, 58–59, 67, 71, 73–74, 76–77), and achieved Full compliance for one paragraph (¶78). The city is under assessment for Preliminary compliance for one paragraph (¶75) and failed to reach Preliminary compliance with the remaining five paragraphs assessed (¶¶62, 68–69, and 79–80). See Impartial Policing Figure 1 below. Case: 1:17-cv-06260 Document #: 1233 Filed: 11/19/24 Page 32 of 124 PageID #:26208 26

Impartial Policing Figure 1: Compliance Progress for Impartial Policing Paragraphs at the End of the Tenth Reporting Period (June



Office of Emergency Management and Communications (OEMC)

Purpose: The Office of Emergency Management and Communications (OEMC) manages incidents, coordinates events, operates communications systems, and provides public safety technology to City departments and agencies to strengthen their respective missions and protect lives and property in the City of Chicago.

Workforce Demographics (as of August 2024)

Total number of employees in the department	854
Employees by Race/ Ethnicity	
White:	22.8%
Black:	60%
Hispanic:	14.6%
Asian:	.8%
Multiple Races:	<2%
Pacific Islander:	0
Native American:	<1%
Employees by Gender	
Male:	29.27%
Female:	70.73%
Employees in Management by Race	
White:	62%
Black:	23%
Hispanic:	15%
Asian:	0
Multiple Races:	0
Pacific Islander:	0
Native American:	0

Trends over Time



Equity Dashboard: City of Chicago's Workforce Diversity

Last Updated: 5/16/2025 1:06:19 AM

- Current Snapshot
- Trends Over Time
- Management
- Union/Non-Union
- Hiring
- Hiring by Category

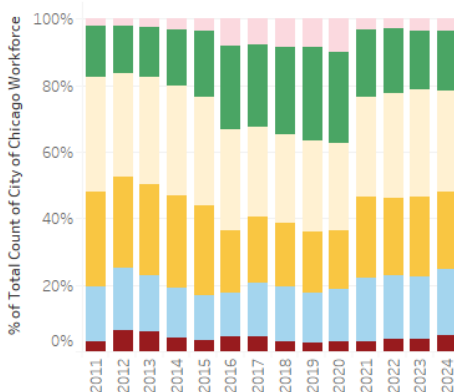
These trend diagrams aim to display how the City's workforce has changed over time. By revealing the breakdown by race/ethnicity, age, and gender over the past decade, the hope is that the public can see how the City's Workforce is changing to bet.

Department Name (see glossary below)
Office of Emergency Mgmt Comm

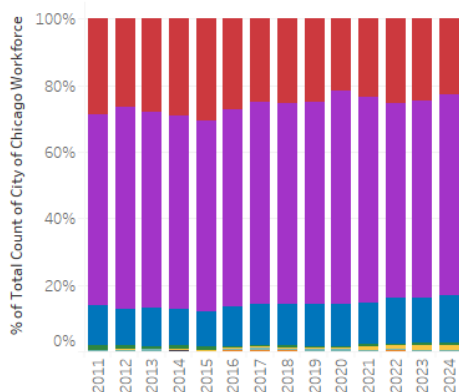
- Ethnic Origin
 - White
 - Black
 - Hispanic
 - Asian
 - Multiple Races
 - Native American
 - Pacific Islander
 - No Data
- Age Group
 - 65+
 - 55-64
 - 45-54
 - 35-44
 - 25-34
 - < 25

- Gender
 - Female
 - Male
 - Non-Binary
 - Non-Disclosed
 - Unspecified
- Gender
 - Female
 - Male

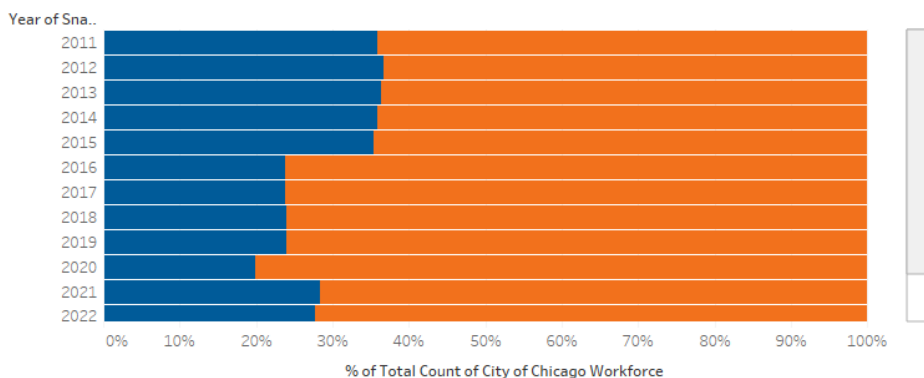
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity wins from workforce development efforts

Confirmed appointment of Hispanic Executive Director, Jose Tirado, to lead OEMC.

Since 2021, OEMC has been working to create and build upon a partnership with Chicago City Colleges (CCC) to develop a curriculum that meets community and continuing education standards on OEMC job positions. Our first class launched at Malcolm X in 2022, where OEMC subject matter experts provided instruction to students on emergency management, traffic control principles, and the requirements for 9-1-1 and 3-1-1 telecommunicators. OEMC and CCC expanded this partnership to Kennedy King in 2023 and to Olive Harvy in 2024. OEMC has already hired 8 graduates from these classes into jobs at OEMC. OEMC also hosted a press availability at the beginning of the year (January 2024) to highlight new hires from this program.

2024 courses have included the following:

- 13 Feb - 11 Apr 2024 – Kennedy King (South side)
- 04 Mar -01 May 2024 – Olive Harvy (10001 S Woodlawn Ave)
- 05 Mar - 02 May 2024 – Malcolm X (West side)
- 03 June - 31 July – Olive Harvy (10001 S Woodlawn Ave)

Upcoming 2024 classes:

Sep 10th - Oct 31st 2024 – Malcolm X (West side)

Sep 10th - Oct 31st 2024 – Kennedy King (South side)

Sept 16 - Nov 6 – Olive Harvey (10001 S Woodlawn Ave)

Additionally, in 2024, OEMC hosted 4 summer interns from CPS' Chicago Police Fire Training Academy program (vs. 2023: 4 interns; 2022: 2 interns). Students were trained on protective security measures deployment, EOC procedures related to our new arrivals mission, OEMC emergency management plans and annexes, FEMA online courses, and OEMC-led Safe Chicago classes. The goal of this partnership is fostering learning amongst youth in the field of emergency management.

FY2025 Budget Equity Commitments

Priority #1: OEMC will advance action(s) from the following strategies in its Community Engagement action plan:

- Strengthen the current volunteer force to better support Chicagoans in high-risk areas for emergencies and disasters.
- Expand the volunteer force so that volunteers can support local communities.

Priority #2: OEMC will advance action(s) from the following strategies in its Public Safety action plan:

- Develop communications materials.
- Deploy improved education materials.
- Analyze programs and determine if improved communications lead to better relationships.

Priority #3: OEMC will advance action(s) from the following strategies in its Workforce action plan:

- Provide certificate level job training and education that is accessible to all Chicagoans.
- Establish career exploration; provide early engagement and career planning.
- Provide links to meaningful employment.

To view OEMC's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: OEMC committed to advancing the following strategies in its Public Safety action plan:

Strategy #1: Deploy improved education materials; develop communication materials.

Status **Partially Complete**

Action(s)

- Develop materials with subject matter experts and the public.
- Provide public information regarding 9-1-1 system.

Key Result(s)

- # of Smart911 sign-ups in 2024: 4,206 new sign-ups as of August 2024 (vs. 5,556 signs up for full year 2023)
- # of OEMC app downloads: 13,783 downloads as of August 2024 since August 2023. An increase of 185% downloads since launching in January 2023. Total downloads = 21,222

- # of community engagements in 2024: 2024 is on track to feature our highest number of community engagement events to date. We are at 152 events as of August 2024 (compared to 145 events in full year 2022 and 156 events in full year 2023).
- Launched Marvel Superhero campaign to appeal to youth demographic.
- Incorporated feedback from advocacy groups into citywide public messaging regarding extreme heat over the summer, including consistency across multiple platforms and alignment across stakeholder departments.

Strategy #2: Train 9-1-1 operations personnel.

Status Complete

Action(s)

- Develop + deploy implicit bias training for 9-1-1 personnel.

Key Result(s)

- # of 9-1-1 employees trained in Implicit Bias: 397 employees trained between February 16 and July 15 (100% completion rate for PCOIs and PCOIs) – this training was updated prior to administration based off feedback received from the IMT and CIT Advisory Committee. Additionally, NEW in 2024 – Diversity Awareness, Implicit Bias, and Inclusion Training – 103 senior managers trained between May 28th and July 15th.

Priority #2: OEMC committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Strengthen current volunteer force to better support Chicagoans in high-risk areas for emergencies and disasters; Expand volunteer force so that volunteers can support local communities.

Status Partially Complete

Action(s)

- Establish the Community Emergency Response Team (CERT) as a reliable connection between OEMC and the public.
- Prioritize the South and West sides to bolster representation of high-risk populations within the CERT network.
- Scale CERT program to expand opportunities for community-level engagement.
- Build additional strategies to maintain relationships between CERT volunteers and neighbors.

Key Result(s)

- # of CERT training classes hosted in 2024 – 3 classes (vs. 2023 – 3 classes; vs. 2022 – 2 classes).
- # of new CERT graduates in 2024 – 50 graduates (with one more class to go) (vs. 2023 – 57 grads; vs. 2022 – 33 grads)
- # of CERT deployments- 25 in 2024 to date (vs. 42 in 2023)
- We increased the number of volunteers who are trained and certified to teach CERT
 - Chicago CERT Trainer Total: 7 People
 - Master Certified Chicago CERT Instructors: 4 People

Priority #3: OEMC committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Provide certificate level job training and education that is accessible to all Chicagoans; Establish career exploration; Provide links to meaningful employment.

Status Complete

Action(s)

- The OEMC partnered with City Colleges of Chicago to expand OEMC course offerings.

Key Result(s)

- The OEMC partnered with City Colleges of Chicago to expand OEMC course offering to Olive Harvey.
- 114 students have successfully completed the OEMC course. 57 completed the course in 2024.
- The OEMC hired 8 employees from the City Colleges course partnership in 2024 (5 from Malcolm X and 3 from Kennedy King). 7 of these employees were hired in the last year.

Strategy #2: Provide early engagement and career planning.

Status**Complete****Action(s)**

- The OEMC partnered with CPS leads at the Office of Early College Education to continue integrating OEMC tenets into existing Chicago Police and Fire Training Academy (CPFTA) programs/coursework.

Key Result(s)

- The OEMC in partnership with CPS hired 4 interns for OEMC for six weeks over the summer.

Biggest Equity Wins from FY2024**Interns**

In 2024, OEMC hosted 4 summer interns from Chicago Police and Fire Training Academy (CPFTA) (vs. 2023: 4 interns; 2022: 2 interns). Students were trained on protective security measures deployment, EOC procedures related to our new arrivals mission, OEMC emergency management plans and annexes, FEMA online courses, and OEMC-led Safe Chicago classes.

City Colleges Partnership

Since 2021, OEMC has been working to create and build upon a partnership with Chicago City Colleges (CCC) to develop a curriculum that meets community and continuing education standards on OEMC job positions. Our first class launched at Malcolm X in 2022, where OEMC subject matter experts provide instruction to students on emergency management, traffic control principles, and the requirements for 9-1-1 and 3-1-1 telecommunicators. OEMC and CCC expanded this partnership to Kennedy King in 2023 and to Olive Harvey in 2024. OEMC has already hired 7 graduates from these classes into jobs at OEMC in the past year (compared to 1 in the previous year): 2 from the West side, 5 from the South side. OEMC also hosted a press availability at the beginning of the year (January 2024) to highlight new hires from this program. We have completed 4 courses across the 3 colleges so far in 2024, with another 3 planned for the Fall. 57 graduates have graduated so far in 2024.

OEMC App

OEMC saw a 185% increase in app downloads in the past year. We are attributing this significant increase to an extensive canvassing effort on the West and South sides around United Center and McCormick Place, respectively, in preparation for this year's DNC.

Outreach/Community Engagement

2024 is on track to feature our highest number of community engagement events to date. We are at 152 events as of August 2024 (compared to 145 events in full year 2022 and 156 events in full year 2023). This included 15 job/career fairs in 2024 and new Take Back the Block initiatives led by the Mayor's Office of Community Safety.

In February 2024, OEMC partnered with Marvel Comics to roll out our own Chicago-native superhero as part of a new outreach campaign to better engage with youth as it relates to preparedness. The goal of the new campaign is to bring preparedness tips and safety information to all age groups, from young kids to adults with superhero-themed messaging. Beginning in February, Chicago residents can now see Ironheart throughout the city, reiterating how to keep themselves prepared as she works hand-in-hand with Chicago's own superheroes, OEMC's Emergency Managers.

Canvassing

OEMC expanded canvassing efforts around special events into the 7th and 10th districts to provide information to businesses and residents related to Smart911, the public/private camera initiative, Notify Chicago, and other public safety tips – meeting people door to door to establish relationships.

Community Emergency Response Team (CERT)

OEMC continues to manage the City's Community Emergency Response Team (CERT) volunteer network for Chicago. Chicago CERT turned 20 years old this year and we are continuing to expand and develop our program for the City. We have over 300 volunteers in our CERT cadre. We continue to promote CERT at various public education events and hand out/post flyers with various faith-based institutions and libraries around the City. We have held 3 classes in 2024, resulting in 50 graduates, so far with another class planned in the fall. In an effort to expand our program, we will be inviting those who are deaf or hard-of-hearing to a hybrid class where we will have MOPD ASL interpreters in 2025.

Most recently, OEMC has improved the CERT program by: adding new topics to the CERT curriculum, including Stop the Bleed and other tenets of OEMC's Safe Chicago program; maximizing the number of CERT Volunteers who have been trained as Certified Instructors for the program; launching a new website and better system for communication/notification with members. Chicago CERT has offered classes, workshops, and attended events citywide in an effort to provide all Chicago residents with access to resources. OEMC invites community members to join CERT by way of attending CPD CAPS meetings, community events, door-to-door canvassing visits to businesses citywide, CERT class flyers, a newsletter (new in 2024), and other methods of outreach.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Handles call taking and dispatch of all 9-1-1 emergency calls.

- **Key Result:** In partnership across CDPH, CFD, CPD, and OEMC, seeking to improve health outcomes for people experiencing a behavioral health crisis – this is currently done through a multi-disciplinary response team, alternate response team, or opioid response team. OEMC is currently working to build out a project plan for a separate arm within the 9-1-1 apparatus specific for mental health calls with the goal of providing this service citywide.
- **Racial and/or geographical trends:** Initial CARE pilot districts were chosen based on volume of 9-1-1 calls with a mental health component, which were predominantly on the South and West sides.

Key Function #1-2: Handles call taking and dispatch of all 9-1-1 emergency calls + Handles call taking for 3-1-1 non-emergency City service requests.

- **Key Result:** Provide 9-1-1 and 3-1-1 telecommunicator support for Chicago's emergency and non-emergency services.
- **Racial and/or geographical trends:** In 2024 year-to-date, OEMC provided language access services for 54,738 calls at our 9-1-1 center and 14,620 calls at our 3-1-1 call center, for a total of 69,358 calls. Primarily, translation services were provided for Spanish speakers (93%), then Polish, Russian, Mandarin, Arabic, and Cantonese.

Key Function #3: Leads planning, training, and exercises for citywide preparedness and resource coordination efforts related to disasters, emergencies, and large-scale special events.

- **Key Result #1:** In addition to the \$172M in federal assistance secured from FEMA for flooding as a result of the July 2023 flood, Mayor's Office and DOH secured an additional \$5M in July 2024 for the 2024 Flood Assistance Repair Program designed to assist homeowners impacted by severe flooding in July 2023. While the program is managed by DOH, OEMC is providing tools, equipment and materials to community organizations and liaising with the Long-Term Recovery Group (LTRG).
 - **Racial and/or geographical trends:** Calls into the 3-1-1 center showed most extensive damage from July 2023 storms on South and West sides, and South side for September 2023 storm.
- **Key Result #2:** Throughout 2024, OEMC has coordinated the citywide effort to welcome, receive and temporarily shelter thousands of new arrivals into Chicago from the southern border. This includes bringing citywide departments together to plan via an ongoing Emergency Operations Center activation and planning cell; managing the landing zone when buses arrive in Chicago; facilitating the provision of resources such as food, wrap-around services, and needed equipment to operate shelters; and acting as the supporting arm to DFSS throughout this humanitarian mission. Chicago has received over 45,960 new arrivals since the mission began in August 2022 (as of August 5, 2024). As of August 5, 2024, there are 5,581 residents in city shelters.
 - **Racial and/or geographical trends:** There are currently 17 active shelters across the city.

Chicago Fire Department (CFD)

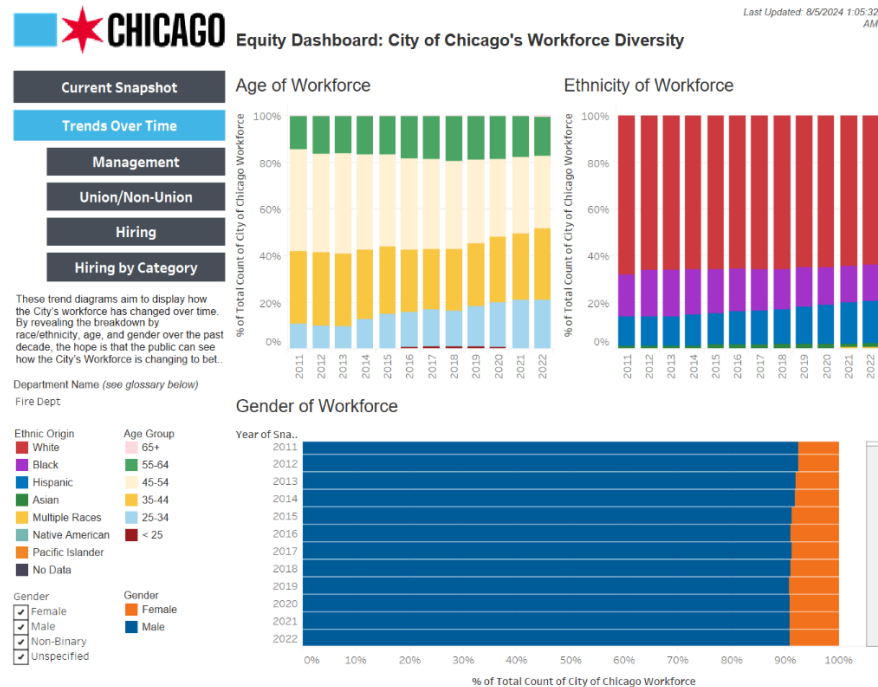
Purpose: The Chicago Fire Department (CFD) is responsible for the safety of residents and property by providing emergency services, including extinguishing fires, investigating causes of fires, enforcing the Fire Prevention Code, and administering emergency medical care. CFD utilizes the latest training methods and drills to keep Chicago safe from natural and man-made emergencies.

Workforce Demographics (as of August 2024)

Total number of employees in the department	4839
Employees by Race/ Ethnicity	
White:	62.2%
Black:	14.2%
Hispanic:	20%
Asian:	1.8%
Multiple Races:	1.0%
Pacific Islander:	.165%
Native American:	.165%
Employees by Gender	
Male:	90.20%
Female:	9.77%
Employees in Management by Race	
White:	55%
Black:	32%
Hispanic:	9%
Asian:	2%
Multiple Races:	NA
Pacific Islander:	NA
Native American:	2%

Trends over Time

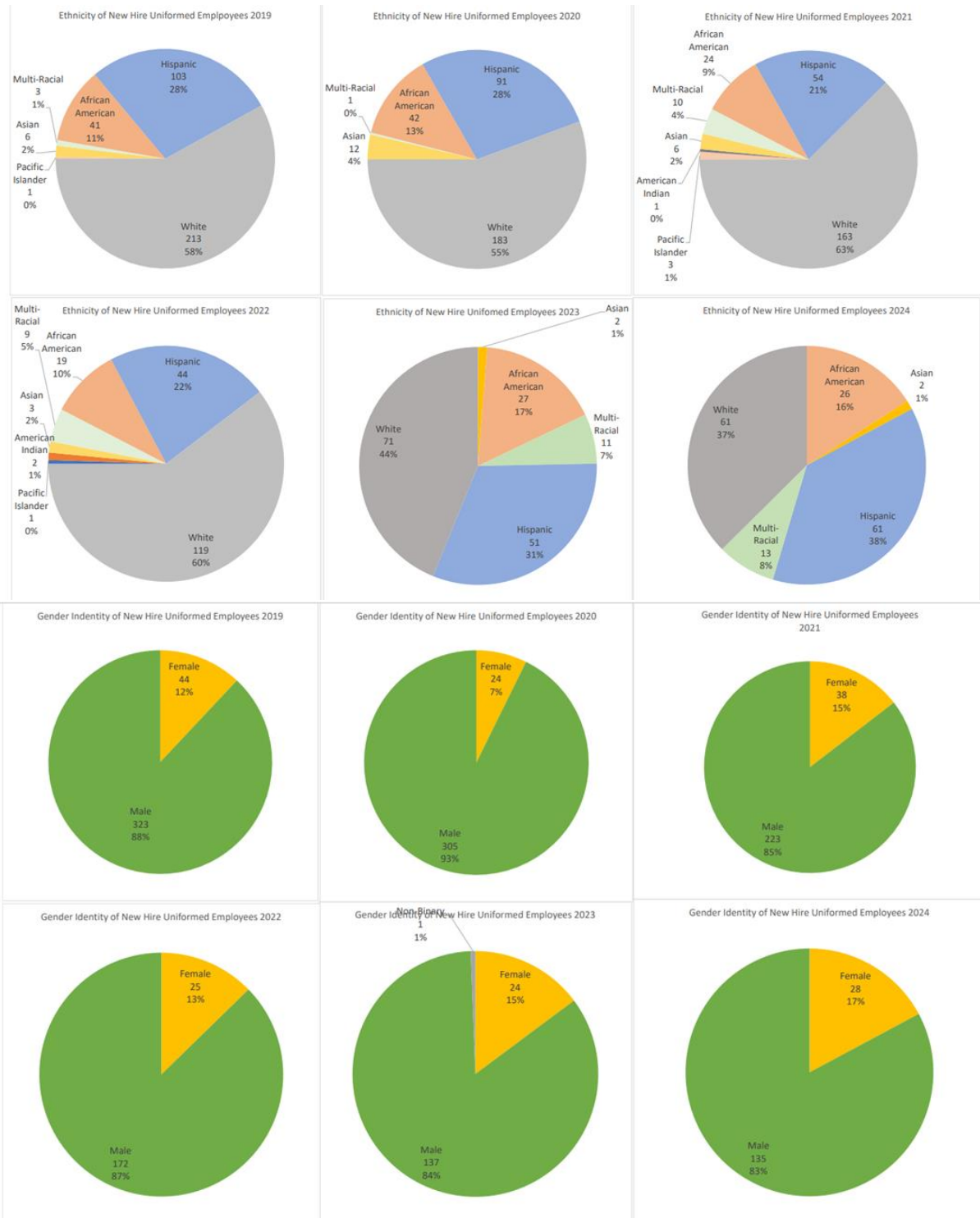
CFD's Overall Workforce Trends 2011 - August 2024



The Chicago Fire Department (CFD) remains committed to building a workforce that mirrors the diversity of the city it serves. While CFD has historically been successful in attracting white male applicants to the department, recent efforts have focused on expanding that success through inclusive recruitment and hiring practices aimed at better representing all communities across Chicago.

These efforts are showing strong results. The percentage of new hires who identify as persons of color has increased from 42% in 2019 to 63% in 2024. Over the past five years the average has been 45%, demonstrating an overall upward trend in minority representation, with 2024 marking a notable high point. These trends are bringing the CFD workforce closer to representing the population of Chicago.

Similarly, CFD is working to increase the number of women in its ranks. In 2019, women comprised 12% of new hires. Despite a dip to 7% in 2020, largely due to the impact of the COVID-19 pandemic, the numbers have steadily increased—reaching 17% in 2024. Over the last five years, the average percentage of women among new hires has remained at 12%, indicating steady, if gradual, progress. Overall, the data shows CFD is moving in the right direction. The department's hiring trends increasingly reflect the city's demographics, and CFD is committed to continuing this momentum. By maintaining successful recruitment strategies and strengthening inclusive hiring and support systems, the department aims to ensure these gains are not only sustained but continue to grow.



Equity wins from workforce development efforts

Workforce development efforts have yielded positive results in the current hiring numbers and interest in careers in the CFD through the interest email application on the city website which now has almost 29,000 requests for notification of job postings and exam announcements.

CFD has taken some innovative steps to address the funding shortfall for the EMT Cadet program by collaborating with various agencies, organizations, and programs such as the Department of Family & Support Services (DFSS), One Summer Chicago, and Year-Round Youth Employment programs to expose young men and women to career opportunities at CFD. By involving organizations such as Phalanx Family Services and Boys & Girls Club of Chicago, CFD is expanding its reach and impact. Participants from these organizations gained practical, hands-on experience and a deeper understanding of what a career in fire service entails. Such exposure helped participants understand the day-to-day responsibilities and challenges of the profession. Collaborations with community organizations ensure that the program reaches a diverse group of participants and fosters community engagement. This inclusivity also helps break down barriers that might prevent underrepresented youth from considering careers in fire service.

CFD is also committed to exposing citizens to the work that firefighters and paramedics provide by hosting Firefighter 4 a Day throughout the year as often as possible.

Overall, these partnerships provide valuable opportunities for youth while strengthening the fire service and fostering a more engaged and informed community.

FY2025 Budget Equity Commitments

Priority #1: CFD will advance action(s) from the following strategies in its Workforce action plan:

- Create a permanent Community Outreach Recruitment Diversity and Inclusion (CORDI) unit within the Office of Diversity, Equity, and Inclusion (DEI). CORDI will focus on inclusive engagement, bring transparency to the CFD hiring process, and provide assistance to candidates.

Priority #2: CFD will advance action(s) from the following strategies in its Data action plan:

- Partner with the Office of Budget Management (OBM) and the Office of Public Safety Administration (OPSA) to develop refreshed job titles and specifications that include data and technology so that CFD is better equipped to serve our members and customers.
- Create data dashboards that share data information with internal and external stakeholders such as OPSA, OBM, DHR and DTI.

Priority #3: CFD will advance action(s) from the following strategies in its Public Health action plan:

- Expand Community Risk Reduction, Mobile Integrated Health Unit (MIHU), and Public Education Department.
- Identify key performance indicators to create a transparent MIHU dashboard.
- Integrate existing MIHU work into shared racial equity in health care goals with other agencies.

To view CFD's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: CFD committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Create a permanent Community Outreach Recruitment Diversity and Inclusion (CORDI) unit within the Office of Diversity, Equity, and Inclusion (DEI).

Status Partially Complete

Action(s)

- Continuing the expansion of the Office of Diversity, Equity, and Inclusion (DEI) by establishing the Community Outreach Recruitment Diversity and Inclusion (CORDI) Unit. This unit will focus on educating communities about the full range of services provided by the Chicago Fire Department (CFD) and engaging with youth across the city to promote career opportunities within the department.
 - FY24 budget request made to add a budget line for four full-time Firefighter/EMTs year-round recruiters and youth engagement specialists for career explorations and workforce development for the City's youth and those seeking careers with CFD was denied.

Key Result(s)

- Currently, there are two Firefighter/EMTs working on detail. The request will be made again in FY25.

Strategy #2: CFD will continue its Community Risk Reduction practices of educating the public on fire safety and empowering citizens to manage chronic illnesses.

Status Complete

Action(s)

- The Chicago Fire Department's Public Education Division made significant progress in 2024, delivering fire safety programs across all 50 wards and 77 neighborhoods. As a result of these efforts, fire-related deaths decreased from 21 in 2023 to 11 in 2024 — a 63% reduction in adult fire fatalities. Tragically, there was one fire-related death involving a child. The department remains committed to further reducing these numbers through continued outreach and education.

Key Result(s)

- CFD has completed the following:
 - 594 fire safety director certifications
 - 28 juvenile fire setter interventions
 - 126 Chicago seniors risk assessments
 - 328 smoke detector installations
 - 280 carbon monoxide installations
 - 201 school smoke detector giveaways
 - 147 car seat inspections
 - 844 hands-only CPR lessons
 - 12,216 smoke detector giveaways
 - 2 Hearing Impaired Safety Programs

Strategy #3: Work to recruit Chicago residents, especially in underserved and underrepresented communities, to seek employment as firefighters and paramedics. Participate in career and college fairs across the city and surrounding suburbs.

Status	Partially Complete
---------------	---------------------------

Action(s)

- CFD will continue to expand its internships and career exploration opportunities through the One Summer Chicago and Year-Round Youth Employment Program through DFSS and the Chicago Police and Firefighter Training Academy (CPFTA) program. CFD increased minority hiring attendance at career and college fairs over the past year.

Key Result(s)

- The Chicago Fire Department has experienced significant progress in diversifying its workforce, with notable increases in the hiring of people of color and women for both firefighter and paramedic roles. The percentage of new hires identifying as persons of color rose from 42% in 2019 to 63% in 2024, with a five-year average of 45%, reflecting a clear and sustained upward trend. Supporting this momentum, the CFD's CORDI unit registered 4,135 potential applicants from across the city and suburbs—many of whom are women and individuals from diverse backgrounds—demonstrating growing interest in CFD careers among underrepresented communities.

Priority #2: CFD committed to advancing the following strategies in its Data action plan:

Strategy #1: Engage department leadership to establish and oversee CFD's technology strategy across the department.

Status	Partially Complete
---------------	---------------------------

Action(s)

- CFD's request for its own Data and IT governance was not funded due to budget constraints. CFD has worked with outside city agencies to gather data for better allocation of resources.

Key Result(s)

- Coordinating data trends and resources using both internal and external tracking capabilities to better manage resources. Monitoring trends across the city for areas of improvement as it pertains to QA and QI. Additionally, these data harvests have been useful regarding hiring and processing for potential future employees.

Strategy #2: Identify human resources needs related to the recruitment of individuals in communities that are impacted from the lack of digital equity in their neighborhoods.

Status	Partially Complete
---------------	---------------------------

Action(s)

- Collaborated with HR to create job announcements and post job openings. Coordinated with OPSA, DHR, and CFD throughout the hiring process for new employees.

Key Result(s)

- These actions have resulted in a smoother and more positive processing system including transparency as it relates to the FF/EMT entrance exam. CFD has also had the ability to monitor the process and advise on enhancements that will help marginalized groups seeking employment as firefighters and paramedics.

Strategy #3: Host outreach/hiring events in communities underrepresented in CFD's workforce.

Status Partially Complete

Action(s)

- CFD has been attending outreach/hiring events and instructing the public how to navigate the CFD website for career pathways to becoming a firefighter or paramedic, and the DHR website to monitor job announcements from CFD.

Key Result(s)

- The Chicago Fire Department's CORDI unit had 4,135 prospective applicant sign-ups through its online interest application from Chicago and the surrounding suburbs. These sign-ups reflected significant interest in CFD careers from communities currently underrepresented in its ranks, including women.
- CFD presence on social media sites has increased based on follower growth, the numbers of likes and views, and click-through rate.

Priority #3: CFD committed to advancing the following strategies in its Public Health action plan:

Strategy #1: Contract a medical director to assist with expanding Mobile Integrated Health (MIH) Coverage areas. Fifteen paramedic line-item positions requested to support CDPH CARE.

Status Incomplete

Action(s)

- Requested to add budget line for medical director and 15 paramedic line items intended to support CDPH CARE program in the FY24 budget.

Key Result(s)

- Request for medical director and 15 paramedic budget line was not granted due to funding shortages; however, MIH has detailed paramedics and MIH community paramedics to the CARE team to support this initiative until CDPH transitions from CFD paramedics to CDPH EMTs.
- MIH has 12 budgeted positions with nine filled and five people on layup.
- One detailed person to MIH.
- Four positions approved by former Chief of Staff, three detailed to CARE, and one on layup.
- MIH is still committed to moving forward with expanding Mobile Integrated Health services by focusing on care coordination and field referrals to other organizations that can assist with immediate needs and follow up.

Strategy #2: Conduct risk assessments and identify key performance indicators to create a transparent dashboard.

Status Partially Complete

Action(s)

- Conducted risk assessments in progress.
- MIH is currently recording data.
- MIH has identified some Key Performance Indicators.

Key Result(s)

- Due to CFD staffing shortage, the CFD community paramedics/paramedics are supporting the CARE program under the authority of CDPH. Some of the MIH data has been recorded; in the process of fully analyzing to support all the KPIs. As of October 2024, CFD will transition from

supporting CARE and the MIH team will log and track backdated data as well as current data to support the business intelligence of the MIH unit.

Strategy #3: Empower Chicago residents and 911 high frequency user residents to improve their health and close equity gaps.

Status Complete

Action(s)

- MIH Community Paramedics will continue to make home visits to clients that have chronic conditions and frequent 911 users.
- Each MIH client has four or more home visits to assist and empower them to improve their health by managing their conditions and communicating with care providers as necessary.

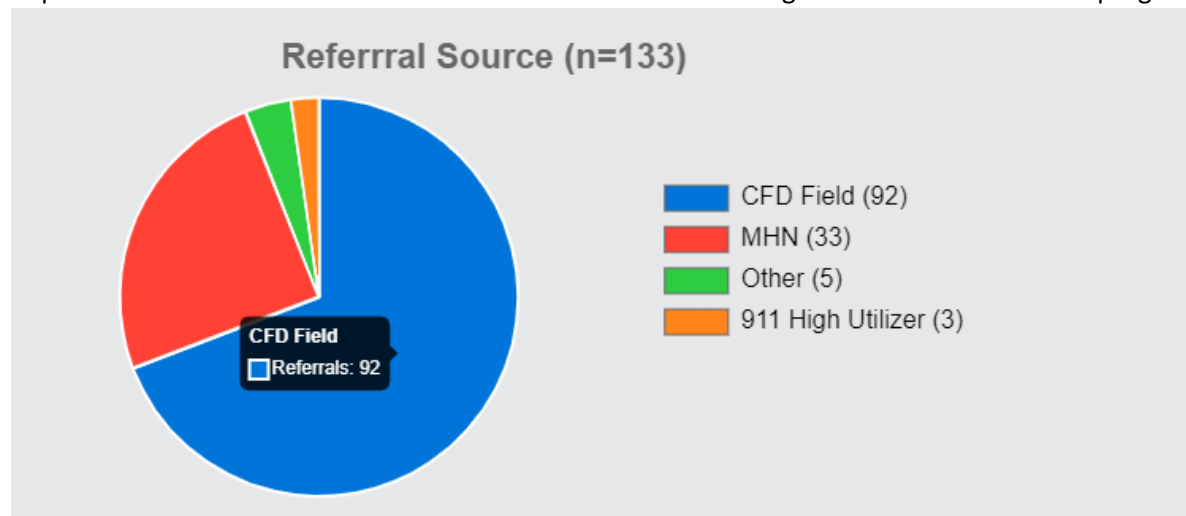
Key Result(s)

- 75% graduation rate, 905 Case Management Contacts, 148 completed in-person home visits (clients usually have four visits prior to graduation).
- 32% increase in MIHU home visits.
- MIH is currently available to service Chicago residents in the following 14 zip codes and 26 neighborhoods:

Zip code	Neighborhood
60609	New City
60615	McKinley Park
60617	Fuller Park
60619	Armour Square
60620	Oakland
60621	Grand Boulevard
60628	Kenwood
60636	Washington Park
60637	Hyde Park
60643	Woodlawn
60649	Englewood
60653	West Englewood
	Greater Grand Crossing
	Chatham
	Avalon Park
	Calumet Heights
	South Shore
	South Chicago
	Burnside
	Roseland
	Pullman
	West Pullman
	South Deering
	East Side
	Auburn Gresham
	Washington Heights

Biggest Equity Wins from FY24

The Mobile Integrated Health (MIH) Unit has supported the CARE program under the authority of CDPH by assisting them with CFD Community Paramedics/CFD Paramedics to work on the CARE van until they transition this role to the emergency medical technicians that will work under the authority of CDPH. MIH partnered with a medical community-based organization resulting in 37% decrease in emergency department utilization and 59% decrease in 911 utilization among clients enrolled in MIHU program.



Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Extinguishes fires that harm life, property, or the environment.

- **Key Result:** Reduced the risk of fire deaths by 63% through the distribution of 12,216 smoke and 280 carbon monoxide detectors, together with expanded community outreach and education.
- **Racial and/or geographical trends:** Positive trends across all demographics mostly in Black and Latino communities.

Key Function #2: Performs search, rescue, and emergency medical services.

- **Key Result:**
 - Completed an initiative with a medical community-based organization resulting in a 37% decrease in emergency department utilization, and a 59% decrease in 911 utilization among residents enrolled in the MIHU program.
 - Hired additional clinicians, through CFD's Employee Assistance Program (EAP), to help increase their capacity to assist with referrals and help employees address their mental health concerns before they become a crisis.
 - CFD in partnership with OEMC and Illinois Heart Rescue has contributed to racial and gender equity for out of hospital cardiac arrest and bystander CPR.
- **Racial and/or geographical trends:** CFD does not collect data on this matter; OEMC and IHR are the main users of this data.

Key Function #3: Provides maritime fire and EMS to a 15-mile limit in Lake Michigan.

- **Key Result:** CFD responded to 295 maritime requests for various incident types including the use of CFD helicopters.
- **Racial and/or geographical trends:** CFD does not collect data on this matter.

Key Function #4: Inspects buildings and commercial venues for fire code compliance.

- **Key Result:** CFD performs between 5,000 and 6,000 inspections per year.
- **Racial and/or geographical trends:** CFD does not collect data on this matter.

Key Function #5: Provides public education on fire awareness and safety.

- **Key Result:** The CFD Public Education Unit has delivered 594 Fire Safety Director Certifications, 28 Juvenile Fire Setter intervention programs, installed 278 smoke detectors, installed 280 carbon monoxide detectors, and 126 Senior Risk Assessment programs to our city's senior citizens.
- **Racial and/or geographical trends:** Total Fire Deaths for 2024: 12 African American, 5 Hispanic, 2 white, 1 unknown. CFD data shows 85% of fire deaths are in minority populations. CFD data from the Office of Fire Investigations shows 60 percent of these households had non-working smoke detectors or no smoke detectors at all.

Key Function #6: Detects hazardous materials and mitigates damage to Chicago communities.

- **Key Result:** CFD responded to 351 Hazardous/Suspicious Materials request and mitigation responses.
- **Racial and/or geographical trends:** CFD does not collect data on this matter.

Key Function #7: Serves as a training hub for northeastern Illinois area fire and police departments.

- **Key Result:** CFD hosted or sponsored multiple trainings throughout the year in coordination with the Office of the State Fire Marshal, Illinois Fire Safety Institute, the International Association of Firefighters and the National Association of EMS Educators, Chicago Police Department, CTA, FBI, Joint Terrorism Task Force, FEMA, DHS Department of Aviation.
- **Racial and/or geographical trends:** CFD does not collect data on this matter.

Key Function #8: Participates in the Illinois Mutual Aid Box Alarm System (MABAS), which provides EMS and Fire and Specialty responses to large scale incidents where mutual aid is necessary.

- **Key Result:** CFD responded to 11 MABAS responses outside of city limits.
- **Racial and/or geographical trends:** CFD does not collect data on this matter.

Office of Public Safety Administration (OPSA)

Purpose: The Office of Public Safety Administration (OSPA) manages and implements all administrative functions for the City of Chicago's public safety departments, including the departments of Police and Fire, and the Office of Emergency Management and Communications.

Workforce Demographics (as of May 2025)

Total number of employees in the department		293
Employees by Race/ Ethnicity		
White:		29%
Black:		44.7%
Hispanic:		17.1%
Asian:		6.1%
Multiple Races:		2%
Pacific Islander:		NA
Native American:		NA
Employees by Gender		
Male:		48.81%
Female:		51.19%
Employees in Management by Race		
White:		29%
Black:		44%
Hispanic:		6%
Asian:		18%
Multiple Races:		NA
Pacific Islander:		NA
Native American:		NA
No Data		3%

Trends over Time



Equity Dashboard: City of Chicago's Workforce Diversity

Last Updated: 5/16/2025 1:06:19 AM

- Current Snapshot
- Trends Over Time**
- Management
- Union/Non-Union
- Hiring
- Hiring by Category

These trend diagrams aim to display how the City's workforce has changed over time. By revealing the breakdown by race/ethnicity, age, and gender over the past decade, the hope is that the public can see how the City's Workforce is changing to bet..

Department Name (see glossary below)
Public Safety Admin

Ethnic Origin

- White
- Black
- Hispanic
- Asian
- Multiple Races
- Native American
- No Data

Age Group

- 65+
- 55-64
- 45-54
- 35-44
- 25-34
- < 25

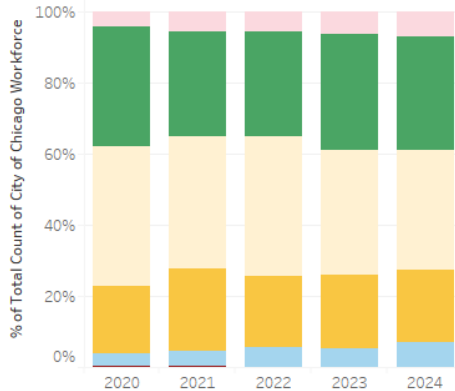
Gender

- Female
- Male
- Non-Binary
- Non-Disclosed
- Unspecified

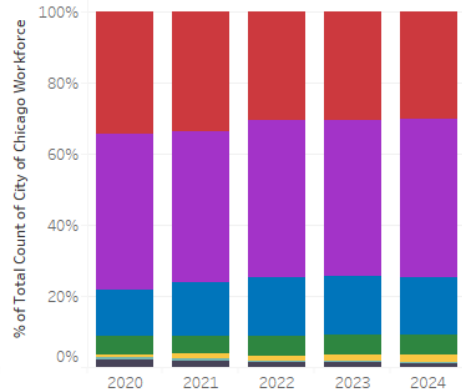
Gender

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- Non-Binary

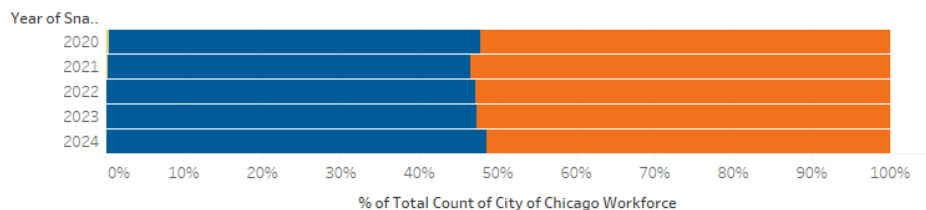
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity wins from workforce development efforts

Successful Community Outreach Event held in March 2024 that highlighted contracts and upcoming procurement opportunities for MWBE participation. This event highlighted how to become certified and how to navigate and reply to bid opportunities. OPSA is planning other in person and virtual opportunities.

FY2025 Budget Equity Commitments

Priority #1: Office of Public Safety Administration will advance action(s) from the following strategies in its Workforce action plan:

- Create a Community Outreach Cohort centered around recruitment for the Chicago Police Department (CPD), Chicago Fire Department (CFD), Office of Emergency Management and Communications (OEMC) and the Office of Public Safety Administration (OPSA). The events will be held across the city with more emphasis and exposure given to socioeconomically disadvantaged areas.

Priority #2: Office of Public Safety Administration will advance action(s) from the following strategies in its Public Safety action plan:

- Leverage contracts with technology vendor partners to improve network services resulting in improved public safety.

Priority #3: Office of Public Safety Administration will advance action(s) from the following strategies in its Contracting action plan:

- Identify upcoming bid opportunities and current contracts that have no MWBE participation and develop a comprehensive Community Outreach program. In FY25, OPSA is hoping to identify opportunities, engage a core set of MWBE contractors, and work collaboratively to develop a plan.

To view Office of Public Safety Administration’s full Racial Equity Action Plan, [click here](#).

Progress on last year’s (FY2024) Budget Equity Commitments

Priority #1: Office of Public Safety Administration committed to advancing the following strategies in its Contracting action plan:

Strategy #1: Identify upcoming bid opportunities and current contracts that have no MWBE participation and develop a comprehensive Community Outreach program. In FY24, OPSA is hoping to identify opportunities, engage a core set of MWBE contractors, and work collaboratively to develop a plan.

Status	Complete
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Action(s)

- Conduct greater outreach through tailored campaigns in traditionally underserved communities and host contracting town halls at locations easily accessible to all populations.
- Expand local involvement in public safety contracts through education and proactively encouraging the use of diverse and minority-owned, women-owned, veteran-owned, LGBT-owned businesses.
- Demystify the public safety procurement process to encourage greater involvement in public safety contracting opportunities.

Key Result(s)

- OPSA staff has been researching all future bid opportunities and canvassing communities to increase MWBE participation in specific categories. Successful bid opportunities include Security Services, Household Appliance Purchase and Repair, Work and Business Uniform purchases and Bus/Transportation Services.
- Successful Community Outreach Event held in March 2024 highlighting contracts/upcoming procurement opportunities for MWBE participation. This includes possible partnerships (subcontracting) with future and existing City Contractors. This event highlighted how to become certified and how to navigate and reply to bid opportunities. OPSA is planning other in person and virtual opportunities.
- OPSA is participating in all invitations to Town Halls, Virtual Events and Outreach Programs to encourage greater involvement in Public Safety contract opportunities.
- As a result of these efforts, OPSA has seen an upswing in Target Market awarded contracts. This includes Armed Security (awarded 03/13/2025), Purchase of bread for CPD Lock-up facilities (awarded 02/06/2025), Household Appliances & Repair (tentative award date - May 1, 2025). In addition, the majority of all new solicitation requests have included minority and women-owned

businesses (25% Minority, 5% Women Business Owned). Such examples include CPD's Record Management System, Gun Violence Detection, and the Public Safety Camera Program.

Priority #2: Office of Public Safety Administration committed to advancing the following strategies in its Public Safety action plan:

Strategy #1: Leverage contracts with technology vendor partners to improve network services resulting in improved public safety.

Status Complete

Action(s)

- Critical Mobility Connection is weak in some areas of the City. IT has communicated to Mobility Service suppliers about need, particularly in Southwest side areas with some terrain challenges.

Key Result(s)

- Public Safety Administration IT has completed assessments of city areas lacking cellular connectivity. This activity was completed with primary contractor Motorola. In addition, input from alderman representing area with low service and is in plan for camera deployment.

Priority #3: Office of Public Safety Administration committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Add communications position to drive community outreach, messaging, and departmental marketing.

Status Incomplete

Action(s)

- Recruit and hire a communications team member

Key Result(s)

- We did not complete this strategy because we did not receive the budget allocation to hire for this position.

Biggest Equity Wins from FY2024

- OPSA undertook its 1st venture into participating in community outreach events. OPSA attended a community fair to promote city employment and offered tips for success. At the time there were no active job postings for OPSA. However, OPSA did promote job postings for other departments. i.e., CPD, CFD and OEMC. Progress was limited due to the recruitment position being cut from the budget.
- OPSA has seen an upswing in Target Market awarded contracts. In addition, the majority of all new solicitation requests have included minority and women-owned businesses (25% Minority, 5% Women Business Owned). Such examples include CPD's Record Management System, Gun Violence Detection, and the Public Safety Camera Program.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Oversees finance, contracts, grants, facilities, and general support as well as personnel management, information technology (IT) and medical across the City's public safety departments.

- **Key Result:**
 - Managed finance, contracts, grants, facilities, and general support as well as personnel management, information technology (IT) and medical across the City's public safety departments.

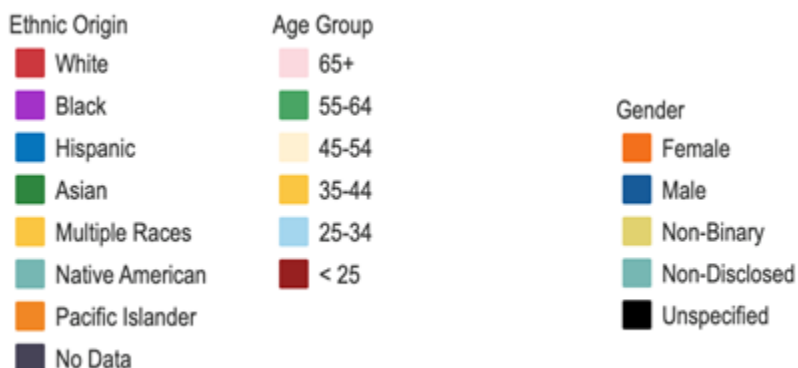
- Construction of the Emergency Medical Services (EMS) component will begin in Q4 2024 for CFD within the Public Safety Training Campus at 4433 W. Chicago Ave. The expected completion is Q1 2026. The MBE and WBE participation to date as of Pay Application #3 (5.03%) is 3.84% MBE and 2.07% WBE.
- Hosted In-Person Public Safety Vendor Outreach Events (PSHQ) and Virtual Vendor Fairs as part of ongoing equity goals to increase M/WBE participation in public safety contracts.
- Deployed 5,000 additional new cell phones to the Chicago Police Department to enable work to be done in-vehicle or on foot. This allows for more interactions and visibility in the community. Efforts will continue into 2025.
- Contracted with a vendor for a Next Generation 911 System that will upgrade 911 call-taking capabilities for citizens including accurate caller location data.
- Sourced and deployed 1,800 additional body worn cameras for CPD which results in long-term savings over previous lease options.
- Implemented the OPSA Candidate Portal for Public Safety positions: Firefighter/EMT, Paramedic, and Police Officer. This tool provides real-time status to candidates during pre-employment steps, direct communication with the background investigative team, and improves transparency in the hiring process.
- **Racial and/or geographical trends:** There is no data to support this trend analysis. OPSA is not a public facing department.

Community Commission for Public Safety and Accountability (CCPSA)

Purpose: The Community Commission for Public Safety and Accountability (CCPSA) is made up of two bodies; a citywide Community Commission, which has oversight authority over the Chicago Police Department, the Civilian Office of Police Accountability, and the Police Board; and District Councils elected in each police district to work to improve policing and public safety in the districts. The Community Commission and District Councils work to bring police officers and Chicago residents together to plan, prioritize, and build mutual trust; strengthen the police accountability system; give Chicagoans a meaningful new role in oversight; and explore and advance alternative effective approaches to public safety.

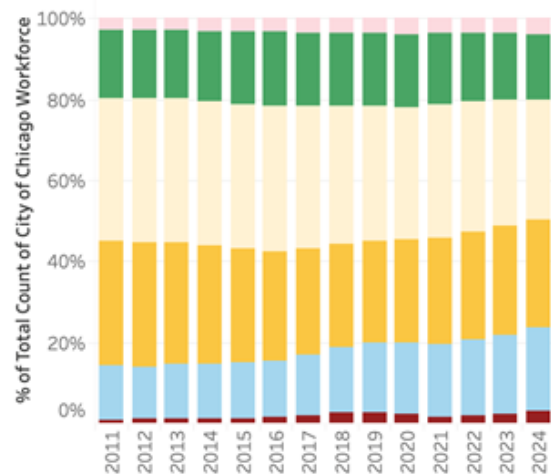
Workforce Demographics (as of August 2024)

Total number of employees in the department	23
Employees by Race/ Ethnicity	
White:	21.7%
Black:	52.2%
Hispanic:	13.0%
Asian:	8.7%
Multiple Races:	4.3%
Pacific Islander:	-
Native American:	-
Employees by Gender	
Male:	34.78%
Female:	65.22%
Employees in Management by Race	
White:	30.8%
Black:	38.5%
Hispanic:	15.4%
Asian:	15.4%
Multiple Races:	-
Pacific Islander:	-
Native American:	-
Trends Over Time	

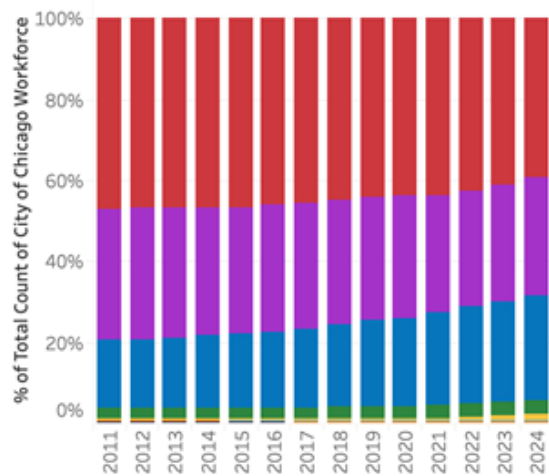


Equity Dashboard: City of Chicago's Workforce Diversity

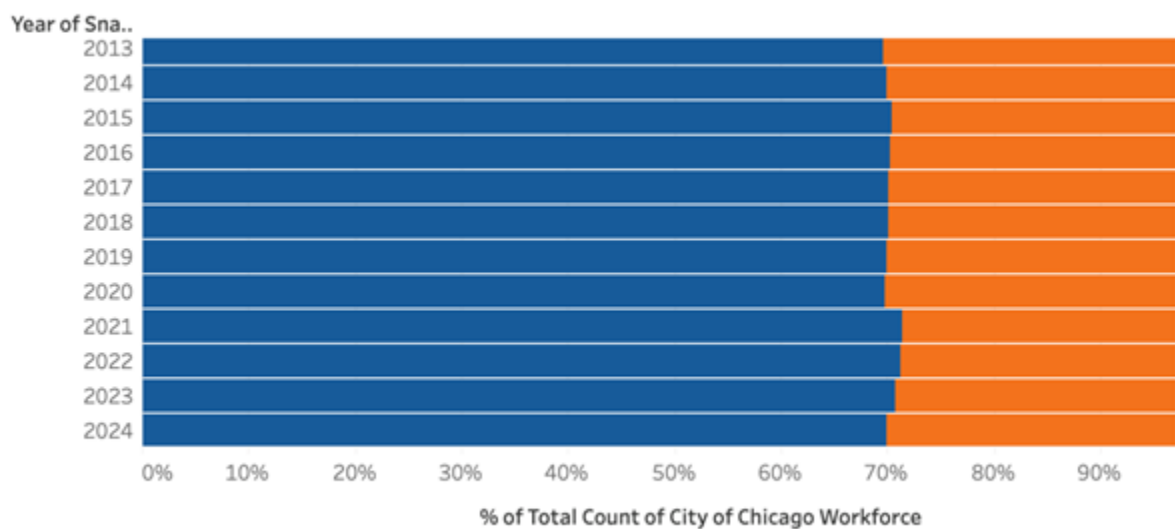
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity wins from workforce development efforts

Department did not provide this information.

FY2025 Budget Equity Commitments

Priority #1: CCPSA will advance action(s) from the following strategies in its Community Engagement action plan:

- Support and encourage improved relationships between the community and police by working together to build mutual trust and strengthen the police accountability system using public meetings, listening sessions, surveys, and data collection and analysis.

Note: CCPSA does not have a Racial Equity Action Plan at this time. All departments are required to participate in the Budget Equity process regardless of a REAP. OERJ requires that CCPSA (and other departments that have not yet created a REAP) commit to advancing equity in at least one Citywide priority area annually.

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: CCPSA committed to advancing the following strategies in its Public Safety action plan:

Strategy #1: To create a Racial Equity Action Plan for the next several years.

Status Partially Complete

Action(s)

- First Deputy Director was hired in November 2024
- In Progress: development of CCPSA's Racial Equity Action Plan

Key Result(s)

- We are on track to finalize a Racial Equity Action Plan by the end of 2025.

Biggest Equity Wins from FY2024

- CCPSA conducted thorough reviews and strengthened CPD General Orders, including the policy prohibiting association with criminal and bias-based organizations.
- All CCPSA policy reviews involved broad community engagement, including substantial opportunities for District Council members and their constituents to provide input, as well as targeted listening sessions with diverse stakeholders.
- CCPSA established goals for CPD, including emphasis on training on constitutional policing, with a special focus on constitutional policing guidelines related to traffic stops and consent searches of vehicles; and commitment to create department-wide plan for community policing.
- Supported District Council efforts to increase accountability and develop public safety initiatives within local police districts, including community-driven process to nominate new members of the Community Commission for Public Safety and Accountability.
- Held public hearings across the City where the newly appointed CPD Superintendent and residents were able to share comments and questions and provide recommendations to inform the Commission's work with the Superintendent.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Assists with the selection and removal of the Police Superintendent, Civilian Office of Police Accountability (COPA) Chief Administrator, and Police Board members.

- **Key Result:**
 - Police Superintendent: No Vacancies
 - Civilian Office of Police Accountability (COPA) Chief Administrator: No vacancies
 - Police Board: 3 vacancies were filled in 2024
- **Racial and/or geographical trends:** N/A

Key Function #2: Sets Chicago Police Department (CPD) policy, in collaboration with CPD (excluding policies covered by the Consent Decree).

- **Key Result:** Our efforts in 2024 were covered by the Consent Decree.
- **Racial and/or geographical trends:** N/A

Key Function #3: Establishes annual goals and evaluates annual progress for Police Superintendent, COPA Chief Administrator, and Police Board President.

- **Key Result:** Annual goals (for 2025) and evaluations (of goals from 2024) were published to our website.
- **Racial and/or geographical trends:** N/A

Key Function #4: Identifies and recommends ways to increase effectiveness and efficiency in the use of public safety resources.

- **Key Result:** CCPSA completed the 2025 budget review and published it to our website.
- **Racial and/or geographical trends:** N/A

Key Function #5: Holds public meetings and promotes community engagement and transparency.

- **Key Result:** CCPSA hosted 21 public meetings promoting community engagement and transparency across the City of Chicago.
- **Racial and/or geographical trends:** Meetings were held in the following zip codes:
 - 60616 (1)
 - 60630 (3)
 - 60612 (7)
 - 60629 (1)
 - 60624 (1)
 - 60621 (2)
 - 60619 (1)
 - 60640 (1)
 - 60637 (2)
 - 60643 (1)
 - 60653 (1)

Community Services

Chicago Department of Public Health (CDPH)

Purpose: The Chicago Department of Public Health (CDPH) provides guidance, services, and strategies that make Chicago a healthier and safer city. By working with community partners to promote health, prevent disease, reduce environmental hazards, and ensure access to care, CDPH addresses the needs of the City's residents while working to develop innovative solutions to emerging public health matters. CDPH's focus and duties include: identifying, analyzing and tracking ongoing health related issues and guiding public health actions; inspecting food establishments; delivering services directly through delegate agencies; establishing a public health presence in City neighborhoods; and promoting healthy living among residents through policy and public education campaigns.

Workforce Demographics (as of August 2024)

Total number of employees in the department		723
Employees by Race/ Ethnicity		
White:		27.7%
Black:		40.8%
Hispanic:		20.7%
Asian:		8.2%
Multiple Races:		2.1%
Pacific Islander:		-
Native American:		0.3%
Employees by Gender		
Male:		30.43%
Female:		69.43%
Employees in Management by Race		
White:		45%
Black:		23%
Hispanic:		13%
Asian:		12%
Multiple Races:		5%
Pacific Islander:		-
Native American:		-

Trends over Time



Equity Dashboard: City of Chicago's Workforce Diversity

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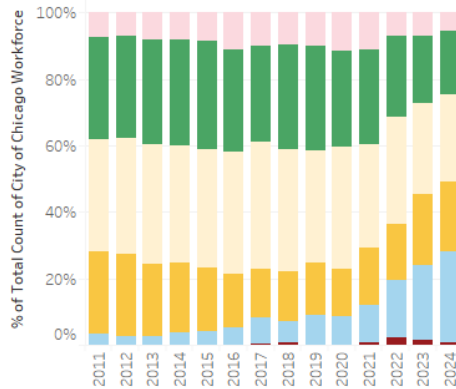
- Current Snapshot
- Trends Over Time
- Management
- Union/Non-Union
- Hiring
- Hiring by Category

These trend diagrams aim to display how the City's workforce has changed over time. By revealing the breakdown by race/ethnicity, age, and gender over the past decade, the hope is that the public can see how the City's Workforce is changing to bet.

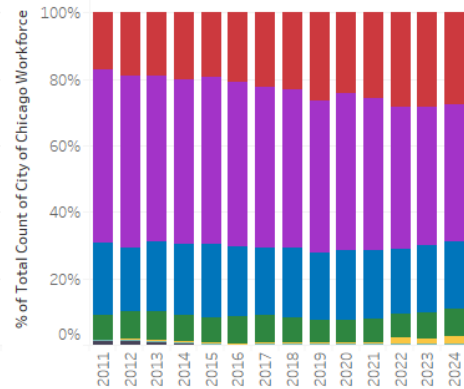
Department Name (see glossary below)
Dept of Public Health

- Ethnic Origin
 - White
 - Black
 - Hispanic
 - Asian
 - Multiple Races
 - Native American
 - No Data
- Age Group
 - 65+
 - 55-64
 - 45-54
 - 35-44
 - 25-34
 - < 25
- Gender
 - Female
 - Male
 - Non-Binary
 - Non-Disclosed
 - Unspecified

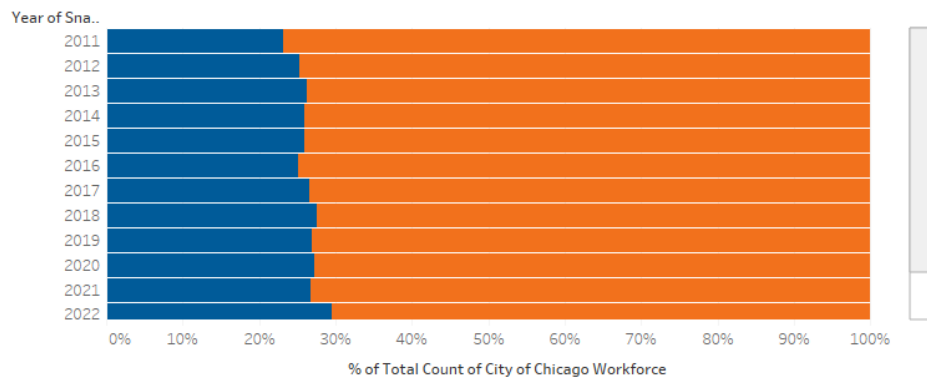
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity wins from workforce development efforts

Our workforce has provided care and services across Chicago's 77 communities, even more so since the onset of COVID-19. Through honoring the multiracial, multiethnic, and multicultural heritages represented in our workforce and enhancing cultural competence and humility internally across the department, CDPH promotes the ability to learn how to communicate with one another effectively and be in community with people across cultures. It cultivates an appreciation of perspectives shared, enhances innovation across the department and all positions, increases employee satisfaction and engagement, and prepares our workforce to continue to be in partnership with and for communities.

Observance of cultural heritage months and health awareness weeks has provided an opportunity for cultural and historical context to be presented and shared in various modality across the department to bring forth the impact of racism in communities, racial and ethnic inequities, health disparities, the importance of data equity, and how to recognize and address racism in institutions, health care, and communities.

A few observations and awareness weeks are listed below:

- Black History Month: Topics included Black Matters Blacks Count: A Discussion about the 2020 Census Black Population Counts, Loves Jones Day, Emergency Preparedness, Blacks in Film making, Arts and Therapy, The Folded Map Project, and Community Resilience
- International Women's Day: International Women's Day Inspire Inclusion
- National Arab American Heritage Month (first time observed in the department): Topics included Beyond Invisibility: Who are Arab Americans and Why Does It Matter? Film screening and discussion of The Feeling of Being Watched, Living in the Hyphen-Nation, Mental Health Care in Arab Communities: Forging a Health, Wellness and Healing Corridor on Chicago's South Side, and Tree planting ceremony
- Asian American, Native Hawaiian and Pacific Islander Heritage Month: Topics included documentary screening and discussion on Being Asian in America from the Pew Research Center, and Asian American Pacific Islanders' Access Barriers to Healthcare, Our Immigrant Story: Triumph and Tribulations of South Asian Migration to the Chicagoland Area, and Mental and Behavioral Health in Asian American Native Hawaiian Pacific Islander Communities
- Pride Month: Topics included Making a More Trans-Inclusive Workplace and LGBTQ+ DV 101
- Juneteenth: Truth, Racial Healing, and Transformation

This year in the office of Workforce Development, we wanted to provide staff with opportunities to increase their computer application skillset and knowledge. As the healthcare landscape continues to evolve, it's crucial for our team to stay ahead of the curve and enhance their proficiency in key areas such as Excel, PowerPoint, and Microsoft Teams. Through Fast Lane, we've been able to offer an array of Microsoft Office workshops for multiple proficiency levels. We've had over 120 employees complete at least one workshop.

FY2025 Budget Equity Commitments

Priority #1: CDPH will advance action(s) from the following strategies in its Community Engagement action plan:

- Create a co-governance model for the Chicago Department of Public Health made up of CDPH staff and community leaders from marginalized communities to co-develop and oversee policies and initiatives that can continue to move through a lens of health equity.
- Gather information of community engagement efforts within CDPH and use the data to inform the effectiveness in the work the department does within communities.
- Design systems for the HCEZ (Healthy Chicago Equity Zones) community-based organizations to implement their own health equity action plans related to strategies around reducing life expectancy gaps.

Priority #2: CDPH will advance action(s) from the following strategies in its Workforce action plan:

- Connect staff to the Own Your Genius Development Program to empower CDPH staff to take ownership of their professional development by providing trainings, tools, resources, and a supportive environment to enhance their skills, advance their careers, and contribute to CDPH's mission.

- Create the Reaching New Heights Mentorship Program aimed at developing and implementing mentor and sponsor programs for staff focused on leadership readiness, job position adjustment, and collaboration.
- Develop the Skill UP: Talent Transformation Initiative to increase and improve staff training by transitioning recurring training sessions to digital and automated formats using Articulate and the CDPH Learning Management System (LMS).

Priority #3: CDPH Office of Substance Use and Recovery Services will advance action(s) from the following strategies in its Public Health action plan:

- Improve access to and education about harm reduction strategies to prevent opioid overdose.
- Improve access to evidence-based, low barrier treatment and recovery services for opioid use disorder.
- Enhance community awareness of opioid overdose and improve community engagement opportunities to participate in overdose prevention.

To view CDPH's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: CDPH committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Convene representatives from across CDPH bureaus to establish aligned, coordinated systems to collect and disseminate information about CDPH's current community engagement efforts.

Status **Complete**

Action(s)

- A Community Engagement committee with representation from across CDPH bureaus has been implemented. It is comprised of staff with expertise and/or interest in community engagement.
- Researched existing inventory of CDPH's current community engagement activities, resources, and plans and created a Community Engagement Resource Tool Kit to be used by staff when attending community events.
- Provided information to staff and the public about CDPH engagements through various community calendars across the department but under one website for easy access to the community.

Key Result(s):

- One calendar could not be established due to the number of community activities various bureaus are engaged in. Our best option was to have all calendars represented on one website for the community to view all activities based on their needs. Our Community Engagement Resource Toolkit has been received with much enthusiasm by staff when looking for relevant resources to provide our communities.

Priority #2: CDPH is committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Provide and maintain an equitable onboarding experience for all new employees across the department.

Status **Partially Complete**

Action(s)

- Implemented a new employee onboarding process through a racial equity lens, using inclusive and person-first language.

- Provided new hires with opportunities to give feedback on their onboarding experience. Used that data to improve the overall processes. Most feedback has centered around updated documents and clearer instructions. Adjustments and updates are continuously made.

Key Result(s):

- The new onboarding training is complete and will be presented to the department in August 2024.

Strategy #2: Provide staff with training and development opportunities to advance equity and professional growth. Support timely, inclusive recruitment, interviewing and onboarding that reflects up-to-date communication and engagement tools to attract and retain top-level candidates.

Status **Partially Complete**

Action(s)

- Provided staff with virtual learning opportunities on software and business skills.
- Enhanced CDPH's workplace by cultivating an intentional culture of belonging that supports employees being welcomed, supported, seen, and connected to each other, to their teams, and to CDPH's mission from the onboarding and beyond.
- Currently developing a mentorship program for staff focused on leadership readiness.

Key Result(s):

- Staff have had access to an array of training and workshop opportunities including Microsoft Office, Retirement & Pension, and Deferred Compensation. Under the office of Racial Equity & Belonging, there have been a number of events and workshops celebrating different cultures and ethnic groups while also highlighting the health inequities each marginalized group still faces.

Priority #3: CDPH committed to advancing the following strategies in its Public Health action plan:

Strategy #1: Improve access to and education about harm reduction strategies to prevent opioid overdose.

Status **Partially Complete**

Action(s)

- Expand access to community drug checking and harm reduction services, particularly via mobile and outreach service models.
- Expand the City's Opioid Response Team (ORT) post-overdose follow up program to serve more areas of the City.
- Pilot public health vending machines with harm reduction resources in them to understand how this distribution mechanism affects access to harm reduction services.

Key Result(s)

- In 2024, CDPH distributed over 24,525 Narcan boxes citywide.
- As of December 31, 2024, 3,313 pin codes and 16,107 products have been distributed from 5 vending machines in locations chosen by CDPH based on based on a series of focus groups and surveys with people who use drugs, providers, and community members, as well as data analysis related to overdose hotspots: Roseland Community Triage Center, 95th/Dan Ryan CTA Red Line Station, Harold Washington Library, Garfield Community Service Center, and Uptown Library.
- In 2024, there were 3,572 Medication Assisted Recovery Now calls for opioid treatment fielded with callers referred for treatment.
- There was a 20% reduction in opioid-related emergency responses from 2023.

- Maintained/stocked 117 Narcan distribution boxes, and 5 vending machines.
- Implemented a Summer Opioid Response – Incident Command Structure in Summer 2024 (After Action Report)
 - Outbreak investigation for Mother’s Day weekend overdose spike. Determined that medetomidine, a veterinary anesthetic and novel adulterant in Chicago’s drug supply, had likely been responsible for at least 38 overdoses from May 11-May 17. CDPH quickly put out guidance to alert Chicagoans to the dangers of this novel adulterant.
 - Partnered with West Side Heroin/Opioid Task Force for a door knocking campaign on Chicago’s West Side, with over 2,500 encounters in 2024.

Strategy #2: Improve access to evidence-based, low barrier treatment and recovery services for opioid use disorder.

Status	Partially Complete
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Action(s)

- Develop guidelines and support systems for providers to develop culturally-responsive opioid use disorder (OUD) treatment services.
- Expand the MAR NOW program to serve people with polysubstance use disorders and ensure that communities are aware of the evidence-based, immediate treatment offered by MAR NOW.
- Integrate CDPH-provided linkage to care and treatment services for opioid use disorder into other CDPH offices and systems of care.
- Release Request for Proposal and fund delegate agencies for expanded recovery residence beds and recovery services.

Key Result(s)

- As of July 2024, there have been 1,891 MAR NOW calls.
- Request for Proposal was released and delegates have started to provide linkage to care services.

Strategy #3: Enhance community awareness of opioid overdose and improve community engagement opportunities to participate in overdose prevention interventions citywide.

Status	Partially Complete
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Action(s)

- Form an Advisory Council to CDPH of people with lived experience of opioid use and overdose. The Advisory Council is a formal, compensated group elected to serve as a body advising and consulting on CDPH substance use work.
- Expand overdose prevention education at a hyper-local level by leveraging existing CDPH community engagement spaces and partners.
- Launch citywide substance use de-stigmatization campaign.

Key Result(s)

- Launched concerted door-knocking campaign to increase education awareness of services, namely naloxone access and use and MAR NOW. This campaign, Operation SOS: Summer Overdose Safety, is hyper-local to 5 neighborhoods most impacted by opioid-related overdoses on the West Side: Austin, East/West Garfield Park, Humboldt Park, and North Lawndale.

Biggest Equity Wins from FY2024

Public Health Vending Machine Pilot Program

- CDPH launched 5 Public Health Vending Machines in Chicago as a pilot to extend harm reduction and overdose prevention supplies to people in Chicago at no cost. Individuals may request PIN codes to access materials.
 - All five machines have Narcan (naloxone), the medication that reverses an opioid overdose.
 - The machines also contain a variety of harm reduction materials.
 - PIN codes are used to access the machines. No individual PIN code is needed to access Narcan in the machines, simply key in “1234” and the item number. This information is also available on every machine.
- CDPH chose the five locations for the vending machines based on a series of focus groups and surveys with people who use drugs, providers, and community members, as well as data analysis related to overdose hotspots. The pilot program operates in the North, West, Central, and South parts of the city in order to understand access and engagement in these different areas. The locations are:
 - Roseland Community Triage Center
 - 95th/Dan Ryan CTA Red Line Station
 - Harold Washington Library
 - Garfield Community Service Center
 - Uptown Library
- As of December 31, 2024, 3,313 pin codes were distributed and a total of 16,107 products were distributed from all 5 machines.
 - 1,998 Narcan boxes
 - 1,068 Fentanyl Test Kits
 - 466 Xylazine Test Kits
 - 4,435 General Hygiene Kits
 - 2,236 Menstrual Hygiene Kits
 - 5,478 Socks and Underwear
- Of those who completed the optional survey questions while obtaining a PIN code:
 - 40% reported being unhoused, living with someone else, or living in a shelter; 44% reported renting/owning an apartment or home; 16% reported other
 - 15% reported experiencing an overdose in their lifetime
 - 40% reported witnessing someone experiencing an overdose in their lifetime
 - 921 individuals identified as women & 1,313 identified as men
 - The majority of individuals who self-reported race were Black or African American
 - The age of individuals ranged from 15 to 89 years

Health Insurance Coverage

- To protect health coverage in Chicago, CDPH led the City’s response during the Medicaid unwinding following the end of the COVID-19 Public Health Emergency. CDPH worked across City, Cook County, State of Illinois, healthcare, and community partners to support Chicagoans with completing their redeterminations, while pivoting to sustained improvements in health coverage and helping lower the number of uninsured residents.
- Following the Medicaid unwinding, Chicago experienced a decrease of 61,088 in Medicaid enrollment from State Fiscal Year 2023-2024, which was far less than CDPH’s initial unwinding projection of 180,000.

- In early 2024, CDPH partnered with Illinois Department of Healthcare and Family Services and Chicago Public Schools to launch a winter-themed “*Don’t Freeze. Renew Before You’re Due*” campaign (English and Spanish) to complement the current HFS toolkit. This includes CTA bus, bus stop, and train ads that ran from December 2023-February 2024.
- To protect immigrant Chicagoans’ access to Medicaid-like health coverage through the Health Benefits for Immigrant Adults and Seniors programs, CDPH worked with several cross-agency partners in the state to launch a bilingual campaign titled, “Chicago: Are you still covered?”/ Chicago: ¿Aún tienes cobertura médica?” starting in July 2024.
- From 2023-2024, CDPH’s two campaigns, “Don’t Freeze,” and “Chicago: Are You Still Covered?” were displayed on 60 billboards and 65 information panels across the City of Chicago in English and Spanish.
- CDPH launched Medicaid enrollment data visualizations on the Chicago Health Atlas, to promote public visibility into Medicaid enrollment and uninsured data across the City.
- In partnership with I-PROMOTE-IL, CDPH launched a Medicaid Enrollment campaign centered on 12-month Medicaid postpartum coverage and the HFS Family Planning and Family Planning Presumptive Eligibility Programs to address disparities in maternal and reproductive health. The campaign included a new webpage to improve resource navigation, tailored digital and ad outreach within priority communities, and a social media campaign with a significant influencer presence, with over 21 million digital impressions.

Analysis of Racial Equity Impacts in Key Department Responsibilities

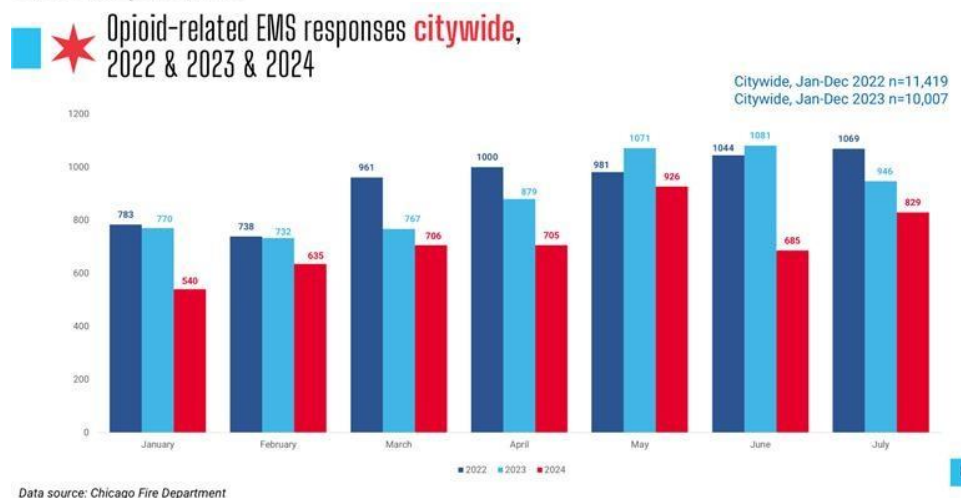
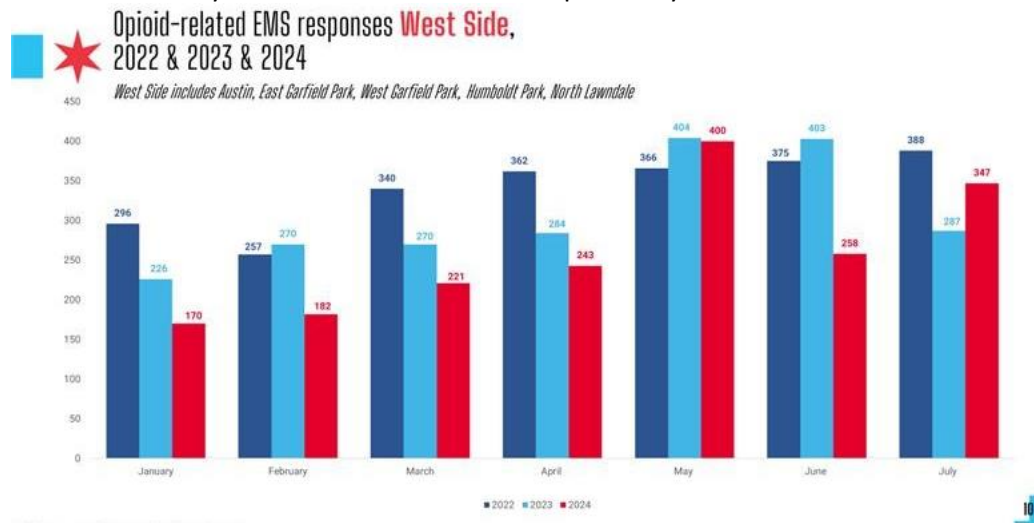
Key Function #1: Provides health protection including emergency preparedness, environmental permitting and inspections, food protection, lead poisoning prevention, vector control, and disease control and outbreak response.

- **Key Result:** Measles, a highly contagious respiratory virus with the potential to cause severe complications, hospitalization, and death, was declared eliminated from the United States in 2000; however, with ongoing global transmission, infections in the United States still occur. On March 7, 2024, the Chicago Department of Public Health (CDPH) confirmed a case of measles in a male aged 1 year residing in a temporary shelter for migrants in Chicago. Given the congregate nature of the setting, high transmissibility of measles, and low measles vaccination coverage among shelter residents, measles virus had the potential to spread rapidly among approximately 2,100 presumed exposed shelter residents. CDPH immediately instituted outbreak investigation and response activities in collaboration with state and local health departments, health care facilities, city agencies, and shelters. On March 8, CDPH implemented active case-finding and coordinated a mass vaccination campaign at the affected shelter (shelter A), including vaccinating 882 residents and verifying previous vaccination for 784 residents over 3 days. These activities resulted in 93% measles vaccination coverage (defined as receipt of ≥1 recorded measles vaccine dose) by March 11. By May 13, a total of 57 confirmed measles cases associated with residing in or having contact with persons from shelter A had been reported. Most cases (41; 72%) were among persons who did not have documentation of measles vaccination and were considered unvaccinated. In addition, 16 cases of measles occurred among persons who had received ≥1 measles vaccine dose ≥21 days before first known exposure. This outbreak underscores the need to ensure high vaccination coverage among communities residing in congregate settings.
- **Racial and/or geographical trends:** As additional cases began to surface, including several in a new arrivals shelter, CDPH, in collaboration with many healthcare and community partners, mobilized a rapid response of symptom screenings for shelter residents, detailed contact tracing, and isolation of people with suspected or confirmed measles. In total, 64 individuals

tested positive for measles, 57 of whom were associated with a shelter setting. Over 30,000 doses of measles-mumps-rubella (MMR) vaccine have been administered to Chicago residents. [A CDPH report](#) published by the Centers for Disease Control and Prevention (CDC) projected a high probability of an outbreak of over 100 cases without the City's rapid intervention.

Key Function #2: Administers behavioral health services including substance use, violence prevention and mental health.

- **Key Result:** Opioid Overdose Response was established to provide guidance, strategies, and community coordination to mitigate summer overdoses in Chicago. The objectives are to 1) identify temporal spikes and geographic clusters of overdoses, 2) respond to overdose spikes and clusters through coordinating community partners to distribute naloxone, provide overdose education, drug checking, investigate overdose clusters, and improve linkage to medication assisted recovery, and 3) coordination of community and healthcare partners to canvas Chicago's West Side to provide harm reduction supplies and education, improve public awareness and education around the risks of substance use, and create and disseminate guidance, alerts, and protocols around overdose trends, novel substances, and trauma-informed best practices for working with people who use drugs and substance treatment institutions.
- **Racial and/or geographical trends:** Through our efforts here, opioid-related EMS responses are down citywide and for the West Side specifically. Please see the charts below:



Key Function #3: Supports maternal, infant, child, and adolescent health.

- **Key Result:** Family Connects Chicago (FCC) has expanded the offer of in-home nurse visits to Chicago families with newborns delivering at 10 of Chicago's birthing hospitals (36% of all births in Chicago). By the end of 2024, the service is expected to expand to 14 birthing hospitals (47% of all births) and a central intake system will be in place for families who didn't deliver at one of the 14 hospitals to access the program. Although reaching for universality, FCC has prioritized implementation in communities on the South and West sides of the City with poorer maternal and child health and outcomes and inequitable access to services and care. In 2023 and the first half of 2024 we completed 4,195 visits across all 77 community areas.
- **Racial and/or geographical trends:** For the most recent full year of data (2023), the following patterns were observed:
 - When analyzed by geography, 80% of the families completing a nurse visit lived in the West/Near Northwest, South, Southwest and Far South regions of the City. 82% of families completing an FCC visit live in areas with low or very low childhood opportunity index.
 - The highest proportion of home visits completed were 47% for Latinx families, followed by 34% for non-Latinx Blacks, 6% for non-Latinx Asian and 9% for non-Latinx Whites, 3% non-Latinx-other and 1% did not indicate. Outreach to health providers and community members, as well as marketing campaigns are being implemented to normalize acceptance of the program, particularly in communities with greatest need.
 - While 12% of all families receiving a visit needed additional visits and follow-up based on identified needs, the rates differed by race/ethnicity: 13% non-Latinx Black, 13% Latinx, 4% non-Latinx Asian and 6% non-Latinx White.
 - There were differences based on race/ethnicity in self-reported attendance at follow up maternal post-partum visits (87% of non-Latinx Blacks vs. 93% of Latinx and 92% of non-Latinx Whites and 94% of non-Latinx Asians) pointing to the need for additional support for follow-up visit plans.

Key Function #4: Provides HIV/STI prevention, housing and care, treatment, partner services, research, and data analysis.

- **Key Result:** While Chicago has seen a steady decline in HIV diagnoses and HIV-related mortality, disparities between Black and Latinx gay/bi men (GBM) and White men still exist. In fact, CDPH's Healthy Chicago 2025 plan revealed that HIV/infectious disease is the fourth leading cause of the life expectancy gap between Black and White Chicagoans. CDPH has funded upwards of fifty programs to end the HIV epidemic. Despite these efforts, there are unique challenges and barriers for Black and Latinx GBM, including housing insecurity and instability. In an effort to better address these disparities, CDPH went a step further and funded housing for Black and Latino/x GBM who use pre-exposure prophylaxis (PrEP) – a medication that prevents HIV acquisition – making Chicago the first jurisdiction in the country to do so. Between September 2019, when the program launched, and April 2023, 52 individuals were housed; 83% were Black GBM and 17% were Latino GBM. All participants have remained HIV-negative since the program launched. In addition, ninety percent of participants increased their income while in the program, and eighty-six percent of participants who exited the program moved into permanent housing.
- **Racial and/or geographical trends:** The Housing program for HIV vulnerable individuals on PrEP is funded in 2024 at \$750,000. It houses 36 clients on PrEP via transitional housing. 83% are Black cisgender males, and 17% are Hispanic cisgender males. 78% are gay, 10% bisexual, and 2% other men who have sex with men. 84% are between the ages of 18-30 years. 100% are in

PrEP adherence services along with career and employment services. 73% maintained employment and 20% increased their income. 100% of the clients remained HIV negative. Data suggests that supportive housing programs, like the CDPH PrEP housing program, can help persons highly vulnerable to HIV acquisition remain HIV-negative, increase income, and transition out of programming to permanent long-term housing.

Key Function #5: Supports a place-based and systems change approach that builds the power and capacity of community-based organizations, so they can mobilize for action to address root causes of health and, ultimately, close Chicago’s racial life expectancy gap.

- **Key Result:**
 - **Healthy Chicago Equity Zones:** The HCEZ Regional and Community Lead organizations created almost 40 community-centered action plans in conjunction with CDPH and in alignment with HC2025 overarching vision to reduce the racial life expectancy gaps. The plans were based on hyper-local neighborhood assessment, an Action Planning Tool, and a catalogue of evidence-based practices. The HCEZ initiative uses power-shifting techniques where communities can determine their plan and how to implement it with CDPH feedback and support. Full implementation funding (approx. \$10M) is not currently available, so pilot implementation funding (\$300K total) is being spread across all 6 regions.
 - Moving forward, the plan is to continue to seek collaborations across City departments and external organizations who have interest in expanding their community engagement.
- **Racial and/or geographical trends:**
 - HCEZ activities (Region/Community Area/Action Plan/Priority Areas)
 - **All Regions**
 - **Healthy Hearts and Minds Activations**
 - Capacity building to community organizations for funding to design or expand community outreach and engagement related to improving heart health and mental health through grassroots activations across the city in Fall of 2024. At least 6 activations planned.
 - **Disease Prevention and Control Activations**
 - Partnering with community partners to co-design plans to distribute air filters to and disease control training for childcare settings in efforts to combat increases in respiratory illnesses, especially in areas traditionally underserved. CDPH is training the community partners who will then train the community.
 - **Far South (Phalanx Family Services)**
 - Washington Heights (Hypertension Awareness, Mental Health and Violence Prevention Interventions)
 - Hegewisch (Diabetes Workshop Series)
 - Morgan Park (Violence/Health Intervention and Prevention)
 - Burnside (Hypertension, Mental Health, Diabetes)
 - South Deering (Healthy Hearts and Disease Prevention)
 - Riverdale (Diabetes Program, Tobacco Project, Environmental Justice)
 - Roseland (Health is Wealth Series)
 - Calumet Heights (Mental Health Awareness)
 - Eastside (Elevating Hypertension Awareness & Violence Interrupters)

- **Near South (Greater Auburn Gresham Development Corporation)**
 - South Chicago (Mental Health Public Initiative - Health and Human Services)
 - Greater Grand Crossing Chatham (60619 Health Equity Project – Food Access)
 - Englewood (Food As Medicine – Food Access)
 - Woodlawn (Healing Minds Initiative - Health and Human Services)
 - Oakland, Washington Park, Kenwood, Hyde Park, Grand Boulevard, Douglas, Fuller Park (Male P.O.W.E.R (Presenting Opportunities Where Everyone Rises) & Think Pink – Health and Human Services)
 - Greater Grand Crossing, Chatham, Ashburn (Positive Loitering- Public Safety)
- **Southwest (Southwest Organizing Project)**
 - Archer Heights, Brighton Park (Optimizing Access to Illinois Public Health Insurance and Programs – Health and Human Services)
 - Chicago Lawn, Ashburn (Community Opportunity Center - Health and Human Services)
 - Clearing, Garfield Ridge, West Elsdon, West Lawn (Healthy Southwest Coalition for Food Security (HSCFS) - Food Access)
 - Gage Park, Back of the Yards, Southwest Side Neighborhoods (Increase the Peace Public Health Ambassadors/Youth Leadership Program – Public Safety)
 - McKinley, Back of the Yards, Brighton Park (Mental Health and Chronic illness and chronic pain management and prevention – Health and Human Services)
- **West (Sinai Community Institute)**
 - East Garfield Park (Promoting Literacy and Lifestyle Change for Chronic Disease - Health and Human Services)
 - North Lawndale (Healing With Unity - Promoting Neighborhood Safety – Public Safety)
 - Austin (Mental Health Action Team – Health and Human Services)
 - South Lawndale (Healing With Unity - Promoting Neighborhood Safety – Health and Human Services)
 - West Town - (Cosechando Bienestar (Harvesting Wellbeing) - Tool Fairs - Health and Human Services)
 - Humboldt Park (Access to Mental Health Resources, Health and Human Services)
 - West Town (Cosechando Bienestar (Harvesting Wellbeing), Food Access and Mental Health Resources and Tool Fairs - Food Access)
 - Lower West Side (A Community Health Approach to Chronic Disease Management on the Lower West Side – Health and Human Services)
- **Northwest (Northwest Center)**
 - (Joint Action Plan) Belmont Cragin, Logan Square, Hermosa, Norwood Park, Portage Park, Irving Park, North Park, Albany Park, Avondale, Edison Park, Forest Glen, Jefferson Park, Dunning, Montclare
 - Achieving health equity by addressing the roots of Northwest Chicago residents' needs with culturally competent initiatives

and advocacy for other City-wide pilot programs – Public Safety and Housing

- **North Central (Swedish Hospital)**
 - (Joint Action Plan) Edgewater, Lake View, Lincoln Park, Lincoln Square, Loop, Near South Side, North Center, Rogers Park, Uptown, West Ridge
 - A Path Towards Healing: Addressing Behavioral Health in the North Central Region – Health and Human Services

Commission on Human Relations (CCHR)

Purpose: The Chicago Commission on Human Relations (CCHR) promotes appreciation of Chicago's diversity and works to eliminate prejudice and discrimination. Commissioners, advisory councils, and staff conduct proactive programs of education, intervention, and constituency building to discourage bigotry and bring people together. CCHR enforces the Chicago Human Rights Ordinance and Chicago Fair Housing Ordinance.

Workforce Demographics (as of August 2024)

Total number of employees in the department		21
Employees by Race/ Ethnicity		
White:		19%
Black:		23.8%
Hispanic:		47.6%
Asian:		4.8%
Multiple Races:		0
Pacific Islander:		0
Native American:		4.8%
Employees by Gender		
Male:		42.86%
Female:		52.38%
Non-Binary		4.76%
Employees in Management by Race		
White:		17%
Black:		33%
Hispanic:		50%
Asian:		0
Multiple Races:		0
Pacific Islander:		0
Native American:		0

Trends over Time



Equity Dashboard: City of Chicago's Workforce Diversity

Last Updated: 7/26/2024 1:04:53 AM

- Current Snapshot
- Trends Over Time
- Management
- Union/Non-Union
- Hiring
- Hiring by Category

These trend diagrams aim to display how the City's workforce has changed over time. By revealing the breakdown by race/ethnicity, age, and gender over the past decade, the hope is that the public can see how the City's Workforce is changing to better reflect those it serves.

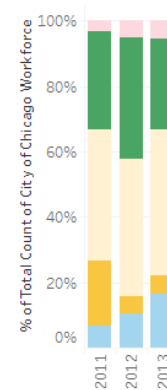
Department Name (see glossary below)

Commission on Human Rel.

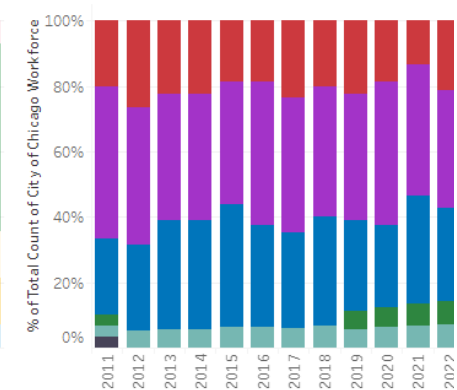
- Ethnic Origin
- White
 - Black
 - Hispanic
 - Asian
 - Native American
 - No Data
- Age Group
- 65+
 - 55-64
 - 45-54
 - 35-44
 - 25-34

- Gender
- (All)
 - Female
 - Male
 - Non-Binary
 - Unspecified
- Gender
- Female
 - Male

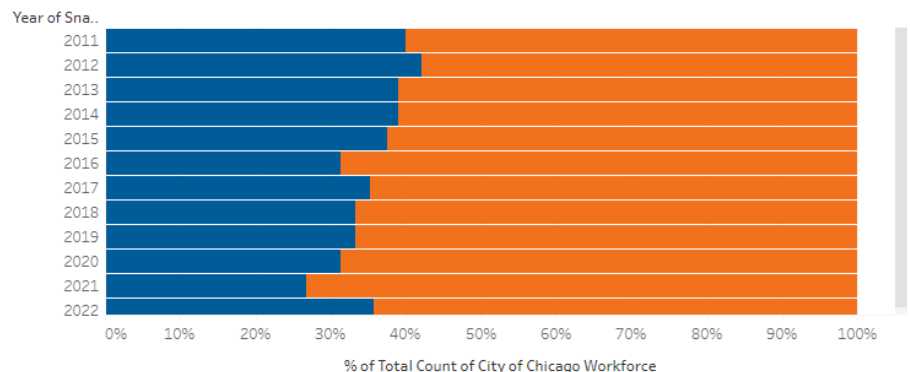
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity wins from workforce development efforts

Chicago has experienced an increase of new arrivals and asylum seekers in recent years, the vast majority of whom are Spanish speakers. In order to provide services and expand its outreach to this population as well as the city's existing Spanish speaking residents, CCHR increased its Spanish speaking staff by 35% since 2021.

FY2025 Budget Equity Commitments

Priority #1: CCHR will advance action(s) from the following strategies in its Community Engagement action plan:

- Operationalize the CCHR Hate Crime Pilot Program, which will enable eight community partners to serve as alternative sites to CPD sites where victims of hate crime can report hate crimes.
- Create a Community Outreach Plan for Hate Crime Education by identifying and conducting research on community organizations within the vicinity of the eight community Hate Crime Reporting pilot sites. This information will give us a better understanding of the demographics of the community and what services are available or lacking in those communities.

- Develop a working group pursuant to the mayor’s executive order to examine policies and develop recommendations to address transfemicide. Transfemicide refers to the murders of trans women because of their gender identity, most often involving BIPOC (Black, Indigenous, and people of color) victims. The working group includes several City departments and a diverse representation of LGBTQ+ community organizations.

Priority #2: CCHR will advance action(s) from the following strategies in its Public Health action plan:

- Provide training for returning residents on protections against workplace discrimination.
- Develop and deliver new human relations workshops (e.g., bullying, how to be a good neighbor, and conflict resolution) to gain a better understanding of shifts in the perception of human relations issues.
- Expand Hate Crime Assistance Program to improve our response time and provide more one-on-one service.

Priority #3: CCHR will advance action(s) from the following strategies in its Data action plan:

- Solicit public feedback on CCHR’s services to collect data that helps CCHR better understand how the public feels about their interactions with the public-facing work of the CCHR.

To view CCHR’s full Racial Equity Action Plan, [click here](#).

Progress on last year’s (FY2024) Budget Equity Commitments

Priority #1: CCHR committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Launch a Listening Campaign.

Status Incomplete

Action(s)

- This strategy was suspended. The success of this strategy was highly dependent upon the availability of the Intergroup Relations Unit (IGR) which is responsible for much of CCHR’s outreach. However, IGR was called upon to assist in providing services to the new arrivals in the shelters. This included providing workshops in Spanish and helping to address conflicts that arose among residents in the shelters.

Key Result(s): N/A

Strategy #2: Work with elected officials, community-based agencies, and city partners to engage community.

Status Incomplete

Action(s)

- This strategy was suspended. The success of this strategy was highly dependent upon the availability of the Intergroup Relations Unit (IGR) which is responsible for much of CCHR’s outreach. However, IGR was called upon to assist in providing services to the new arrivals in the shelters. This included providing workshops in Spanish and helping to address conflicts that arose among residents in the shelters.

Key Result(s): N/A

Strategy #3: Extend CTA Ad Campaign.

Status Complete

Action(s)

- For 2024, the CCHR is relaunching our “Think Before You Hate” CTA ad campaign. The campaign supports our work to educate the community about reporting hate crimes and now hate incidents, which was an amendment to the hate crimes ordinance effective in January 2024. The ads will be posted for display in mid – August and will remain for four weeks. Ads will be placed on and inside CTA buses and trains, and in stations across the city with an emphasis on coverage on the South and West sides.

Key Result(s)

- The ad campaign was successful in that the ads received more than 10 million views. It is also interesting to note for the period of August 1, 2024 to September 30, 2024, reported hate crimes were down 35% compared to the same period for 2023. While we cannot say with any certainty that the ad campaign was a factor in reducing hate crimes, the importance of proactive measures to fight hate can never be overstated.

Priority #2: CCHR committed to advancing the following strategies in its Data action plan:

Strategy #1: CCHR will become a stronger source of data for the City.

Status Partially Complete

Action(s)

- We expanded the use of the LegalServer case management system to our Intergroup Relations Unit to better track outcomes related to our community tension interventions, including mediations, workshops, presentations, and hate crime data. The data will help us plan our work more strategically to focus more of our efforts on communities most impacted.
- On June 27, 2024, CCHR released its [first report on Hate Crimes and Hate Incidents](#). The report provides information on hate crimes in Chicago, and for the first time hate incidents pursuant to the new amendment to the Hate Crime Ordinance calling for the CCHR to report on hate incidents. The LegalServer case management system was utilized in the production of the report. The report is available on CCHR’s webpage.

Key Result(s)

- The data obtained from LegalServer will allow the department to produce reports that will inform the public about our work in their communities and help us determine where more services and interventions may be needed. Training and implementation took several months to complete. Also, the system was recently improved to automatically provide data by ward, community area, and police district. This will be very helpful in producing reports.
- More data is being captured by the LegalServer case management system as the IGR staff have completed training on the system and are utilizing it daily. This will help CCHR create more comprehensive reports which will be available to the public on our webpage.

Biggest Equity Wins from FY2024

- The “Think Before You Hate” ad campaign, CCHR’s public campaign to prevent hate crimes and hate incidents, had more than 10 million views. We believe this will ultimately help reduce hate crimes and identify CCHR as a source of information and support.

- CCHR published its first ever [Hate Crime and Hate Incidents Report](#) in June 2024. The report provided an analysis of reported hate crimes and hate incidents based on race, religion, sexual orientation, and other protected classes, and includes data showing which communities are most impacted by hate activity.
- CCHR expanded its Spanish speaking capacity with the hire of a new bilingual project coordinator. This welcomed addition to our staff will be instrumental in providing educational workshops and conducting outreach to the Latine community, including the new arrivals in the shelters.
- Pursuant to Mayor Johnson’s initiative to increase youth employment, CCHR was able to hire and pay two summer interns and two fall interns in 2024. Previously, all interns of the department were unpaid.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Investigates and adjudicates complaints of discrimination.

- **Key Result:** As of July 26, 2024, the Adjudication Division has completed 63% more investigations than this time last year.
- **Racial and/or geographical trends:** In 2023, of the 312 complaints filed, 196 of the Complainants (people who filed complaints) provided their demographic information. 71% were Black, 56% were female, and 46% reported income of \$24,999 or less. Additional analysis is being conducted to determine the geographic trends of the complaint filings.

Key Function #2: Mediates community conflicts and conducts peace circles.

- **Key Result:** In 2024, the IGR Unit worked to address conflicts between community residents and new arrivals living in neighborhood shelters, as well as conflicts among new arrivals in the shelters.
- **Racial and/or geographical trends:** There was a growing number of Latine persons involved in conflicts referred to CCHR, most of which involved new arrivals to the city.

Key Function #3: Provides educational workshops.

- **Key Result:** CCHR provided “Know Your Rights” and “Bullying” workshops in Spanish at shelters for the new arrivals. In response to tensions between community residents and new arrivals, a new training on “How to be a Good Neighbor” will be offered in the fall.
- **Racial and/or geographical trends:** As CCHR prioritized conducting its workshops at the shelters for new arrivals, the great majority of the participants were Latine migrants from Venezuela.

Key Function #4: Advocates for and assists hate crime victims.

- **Key Result:** As of June 13, 2024, CCHR responded to 179 reported hate crimes. At this rate, hate crimes are on track to exceed the 2023 total of 304 by 40%. CCHR also produced its first ever Hate Crimes and Hate Incidents Report which was presented at a joint City Council Committee Hearing of the Health and Human Relations Committee and the Public Safety Committee.
- **Racial and/or geographical trends:** Hate crimes against the Jewish community have increased significantly in 2024. As of June 13, 2024, there were 50 reported hate crimes against the Jewish community, the same number that was reported for all of 2023.

Mayor's Office for People with Disabilities (MOPD)

Purpose: The Mayor's Office for People with Disabilities (MOPD) promotes total access, full participation, and equal opportunity in all aspects of life for people with disabilities through education and training, advocacy, and direct services.

Workforce Demographics (as of August 2024)

Total number of employees in the department		41
Employees by Race/ Ethnicity		
White:		39%
Black:		31.7%
Hispanic:		14.6%
Asian:		4.9%
Multiple Races:		7.3%
Pacific Islander:		0%
Native American:		0%
Employees by Gender		
Male:		26.83%
Female:		73.17%
Employees in Management by Race		9
White:		77.8%
Black:		11.11%
Hispanic:		11.11%
Asian:		0%
Multiple Races:		0%
Pacific Islander:		0%
Native American:		0%

Trends over Time



Equity Dashboard: City of Chicago's Workforce Diversity

Last Updated: 7/23/2024 1:05:26 AM

- Current Snapshot
- Trends Over Time
- Management
- Union/Non-Union
- Hiring
- Hiring by Category

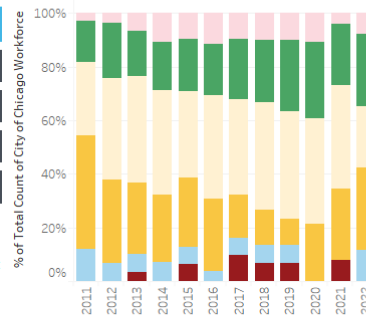
These trend diagrams aim to display how the City's workforce has changed over time. By revealing the breakdown by race/ethnicity, age, and gender over the past decade, the hope is that the public can see how the City's Workforce is changing to bet.

Department Name (see glossary below)
Office for People w/ Disab.

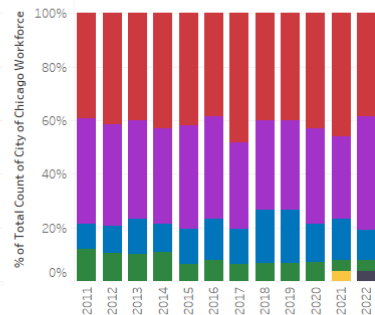
- Ethnic Origin
 - White
 - Black
 - Hispanic
 - Asian
 - Multiple Races
 - No Data
- Age Group
 - 65+
 - 55-64
 - 45-54
 - 35-44
 - 25-34
 - < 25

- Gender
 - Female
 - Male
 - Non-Binary
 - Unspecified

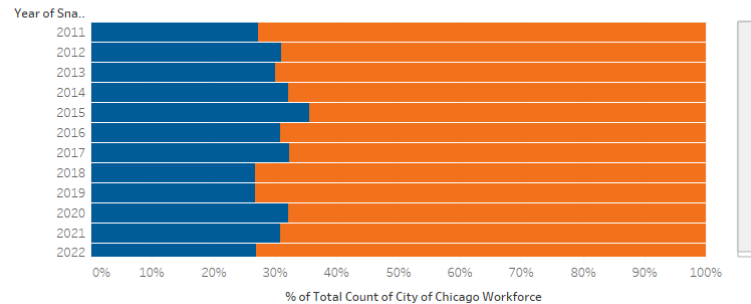
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity wins from workforce development efforts

In 2024, the Mayor's Office for People with Disabilities has worked toward building a more equitable department, with a workforce that more closely reflects the demographics of the City. As of third quarter 2024, MOPD has hired a total of seven new full-time employees and five interns this year. Of the fulltime employees, two are men and five are women. In terms of race, three employees identify as Black, one as White, one as Asian, and two as Hispanic. Two of the new hires reported having a disability. Additionally, we welcomed five interns this year. The intern pool consisted of three men and two women, with three identifying as White and two as Hispanic. One intern disclosed a disability.

Key Equity Wins:

- Gender Diversity: The hiring of both male and female employees and interns reflects a commitment to gender equity.
- Racial Diversity: The representation of multiple racial groups among new hires and interns reflects the department's efforts to build a diverse workforce that reflects the City of Chicago.
- Disability Inclusion: The hiring of employees and interns with disabilities demonstrates a commitment to creating an inclusive workplace that values diversity.

FY2025 Budget Equity Commitments

Priority #1: MOPD will advance action(s) from the following strategies in its Housing action plan:

- Maximize outreach and staffing efforts within the HomeMod program.
- Maximize internal resources for the construction and repair of accessible modifications to homes to increase accessible housing stock and reduce the reliance on institutional care for people with disabilities.
- Partner with the Disabled Survivors of Gun and Community Violence Project to provide accessible modifications to people who acquired a disability.

Priority #2: MOPD will advance action(s) from the following strategies in its Public Health action plan:

- Encourage food programs to ensure their services are accessible to people with disabilities.

Priority #3: MOPD will advance action(s) from the following strategies in its Data action plan:

- Continue collaboration with Enterprise Case Management System (ECM) to collect and report-out data from Career Center job seekers.
- Leverage DePaul University to create predictive modeling for disability and employment data.

To view MOPD's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: MOPD committed to advancing the following strategies in its Housing action plan:

Strategy #1: Collaborate with other agencies on data collection to assess long term impact of our programs and services.

Status	Partially Complete
--------	--------------------

Action(s)

- Maximize outreach and staffing efforts within the HomeMod program.

Key Result(s)

- MOPD's HomeMod program expanded its outreach strategy to the Asian community after observing a noticeable increase in Asian clients on the HomeMod waiting list. The increase followed a service shift from the Department of Housing's Small Accessible Repair for Seniors – Ramp and Lift (SARFS) program, to MOPD's HomeMod program. Under the HomeMod program, MOPD is heavily involved in every part of the process, differing from the SARFS program model, which had outsourced the entire project.
- The HomeMod program pursued intentional partnerships with trusted community-based organizations, such as the Chinese American Service League (CASL), Coalition for a Better Chinese American Community (CBCAC), and UIC Asian American Resource and Cultural Center. These partnerships were critical to address the longstanding cultural stigma surrounding government assistance, since the HomeMod program experienced Asian clients declining a much-needed service.
- Both the Program Director, and a Disability Resource Specialist II, actively engaged through presentations, intentional outreach, and meetings with Asian leaders of well-established organizations. MOPD convened with a monthly stakeholder's group. This effort resulted in improving our HomeMod program materials, having trust partners that would highlight the

importance of the program, support MOPD in ensuring the program materials and communications were accessible to Mandarin and Cantonese-speaking clients, and helping government build trust with community.

Strategy #2: To further the citywide desired result around housing, MOPD's FY24 goal is to increase the number of accessible units citywide to individuals most in need.

Status Partially Complete

Action(s)

- Maximize the construction and repair of accessible modifications to homes to increase accessible housing stock and reduce the future cost of services to aid Chicagoans with disabilities, home health aides or nursing home care.

Key Result(s)

- In the year 2024, HomeMod successfully provided services to approximately 201 individuals, reflecting a substantial expansion in our outreach and impact. Notably, there has been a remarkable 68% increase in the program's efforts to reach African American communities. This significant rise underscores HomeMod's commitment to advancing racial equity, particularly for individuals with disabilities.
- This increase in service provision represents a strategic and concerted effort to address the unique needs and challenges faced by African American individuals within the scope of our program. The enhanced focus on this demographic is part of a broader initiative to promote equitable access to resources, support, and opportunities for people with disabilities, ensuring that our services are inclusive and responsive to the diverse communities we serve.
- The 68% growth in prioritized efforts reflects not only a quantitative increase in service delivery but also a qualitative enhancement in our approach to addressing racial disparities. This expansion has involved the implementation of tailored strategies, culturally competent support, and targeted outreach to better engage and assist African-American individuals. Additionally, HomeMod has made strides in inclusivity by translating our marketing and application materials into Chinese and Spanish, further ensuring that our resources are accessible to non-English speaking communities. By prioritizing these efforts, HomeMod aims to mitigate systemic barriers and foster an environment where all individuals, regardless of racial background, can access the support they need to thrive.
- Overall, this progress highlights HomeMod's dedication to promoting racial equity within our service framework and our ongoing commitment to addressing the intersection of disability and race. It represents a significant step towards more equitable and inclusive practices within our program and underscores the importance of continuing to evolve and adapt our services to meet the needs of all communities effectively.

Priority #2: MOPD committed to advancing the following strategies in its Public Health action plan:

Strategy #1: Create a vetting process for expansion of food programs that requires listing ADA accessibility.

Status Partially Complete

Action(s)

- Encourage food programs to ensure their services are accessible to people with disabilities.

Key Result(s)

- MOPD partners with Open Kitchens (Meals on Wheels), Greater Food Depository, and the Austin Food Pantry Project to mitigate food insecurity for individuals living with a disability to have nutritious food via prepared meals and/or food pantry items (perishable & non-perishable).
- In 2023, Open Kitchens provided 31,860 units (delivered) totaling 63,470 meals. The Greater Food Depository Home Delivered Meals (HDM) PILOT program provided 122 deliveries totaling 2,386 meals specifically in 11 zip codes in the south and southwest side of Chicago. The Austin Food Pantry Program (started Feb. 2023) specifically serves the Austin community for individuals who live with a disability and are unable to travel to a food pantry. A courier delivers food boxes to their residence twice a month (one perishable and one non-perishable). 27,000 lbs. food was delivered (1,059 deliveries) to 100 residents.

Priority #3: MOPD committed to advancing the following strategies in its Data action plan:

Strategy #1: Continued collaboration and updates to ECM to collect and report-out data from Career Center job seekers.

Status**Partially Complete****Action(s)**

- MOPD Career Center staff worked closely with the Department of Technology and Innovation (DTI) to ensure accuracy of disability metrics recorded in the Career Center case management system, Enterprise Case Management System (ECM).
- MOPD Career Center partnered with DePaul University to collect and analyze second year data.
- Demographic data was collected on race, ethnicity, zip code, and region.
- Tracked outreach events at wards and zip codes that lack access.
- MOPD collaborated with the Department of Family and Support Services (DFSS) on youth employment initiatives and worked with the Mayor's Office on increasing employer partnerships.

Key Result(s)

- Improved data accuracy and metrics for the Career Center through the addition of new fields in Enterprise Case Management (ECM), including barriers to employment (e.g., transportation) and whether clients receive benefits for full-time roles.
- Completed a comprehensive second-year report for the Career Center, detailing the number of Chicago residents with disabilities who obtained and retained jobs, the job roles and industries in which job seekers were hired, the number of people with disabilities who obtained career readiness services, and the number of people with disabilities who enrolled in job training programs. The report also contains enhanced employment retention data for defined intervals and up to one year, intersectionality of disability and race, and neighborhood profile details, including access and resources.
- In 2024:
 - 52 job seekers with disabilities were placed in jobs and supported 144 job seekers with in-depth career counseling.
 - Partnered with 50 employees and 70 community partners
 - Held 87 career center events

Biggest Equity Wins from FY2024

- MOPD continues to expand its HomeMod program and Career Center as well as efforts in food equity. In partnership with the Department of Technology and Innovation (DTI), MOPD is enhancing its tracking abilities so that we can better identify underserved areas of the City and gaps in our outreach strategies. We are also requesting additional funding in this budget cycle so that we can meet the increasing demand from our residents. These efforts will increase MOPD's ability to more effectively provide these services to those in need throughout the City of Chicago.
- In 2024, MOPD also launched a groundbreaking project to empower disabled survivors of gun violence in Chicago's hardest-hit communities. Research shows that nearly 60% of Black Chicagoans experience gun violence, putting them at a much higher risk for acquiring disabilities. Further compounding the problem, nearly half (44.5%) of Chicagoans with disabilities have multiple disabilities, making it even harder to navigate daily life. The Disabled Survivors of Gun and Community Violence Project aims to be a game-changer at the intersection of gun violence and disability. This initiative will:
 - Raise Awareness: Highlight the experiences of those who acquire disabilities due to gun violence, fostering a deeper understanding of the challenges they face.
 - Bridge the Accessibility Gap: Close the knowledge gap between acquired disabilities and accessibility needs, empowering both survivors and community organizations.
 - Strengthen Community Programs: Partner with existing violence prevention and intervention organizations led by people of color. Together, we'll create inclusive programs and services that address the specific needs of disabled survivors.
 - Improve Access to City Services: Streamline the process of accessing essential city services for survivors, ensuring they receive the support they deserve.
- The initial phase of the Disabled Survivors Project focuses on four high-need communities: South Lawndale, Englewood, Greater Garfield Park, and Austin. These areas, highlighted in the City's Peoples Plan for Safety, experience disproportionately high rates of gun violence and disability (over 5% each). Local partner organizations, also led by people of color, are on the frontlines fighting systemic inequality and gun violence in these communities.
- MOPD developed a unique tool called the Community Accessibility Checklist. This user-friendly screening tool helps local organizations and advocates identify and address accessibility barriers related to physical spaces, digital communication, and information access. Many local organizations lack permanent physical spaces, relying heavily on digital platforms and community gathering spots. Our checklist empowers them to ensure their outreach and programs are truly inclusive for everyone.
- Ultimately, the Disabled Survivors of Gun and Community Violence Project aims to empower more survivors, strengthen our community partnerships, and create a more accessible and supportive environment for all Chicagoans impacted by gun violence.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Manages the home modification program, making homes accessible for people with disabilities including by adding lifts to entrances, and altering bathrooms and kitchens with required accessibility.

- **Key Result:**
 - Completed 176 accessible modifications across 38 Wards; total investment was \$3,723,718.
- **Racial and/or geographical trends:**
 - Clients receiving accessible modifications primarily had a mobility disability (98.9%), and the other top two disabilities were cognitive and visual.
 - The typical client profile of a recipient of these funds is a person with a disability, who is below 80% of the area median income, earning less than \$50,000 a in their household.

Key Function #2: Reviews for accessibility compliance to ensure physical accessibility of buildings and facilities in accordance with accessibility laws and regulations.

- **Key Result:**
 - Provided over 850 permitting, inspections, reports, and technical assistance in accessibility compliance.
- **Racial and/or geographical trends:**
 - Racial trends are not tracked and MOPD does not select which projects receive government-funding, however of the over 850 services, 52 were multifamily housing inspections, of which approximately 58% of the units were in the South and West side of Chicago.

Key Function #3: Serves job seekers with disabilities in obtaining job and career opportunities and works with employers on increasing inclusive hiring practices.

- **Key Result:**
 - 232 job seekers with disabilities were supported, and 62 people received job placement or retention support.
 - Initial average time to placement was approximately 5 ½ months, which is less than the six-month industry average.
 - Partnered with 50 employers, 70 community partners, and held 87 events.
- **Racial and/or geographical trends:**
 - Of the job seekers, all are people with disabilities, with 46% being Black or African American, and 28% Hispanic or Latino.
 - The average job seeker with disabilities was 42 years old, and the age range was 18 to 72 years old.
 - 47 of the 50 wards are represented, and both the South and North Side were 38% of job seekers each.

Key Function #4: Conducts disability awareness training to City departments, agencies, and organizations.

- **Key Result:**
 - MOPD's Training Services team delivered 54 separate trainings to over 1,850 participants across various disability-related topics including Disability and Access, Accessible Meetings & Events, Inclusive Hiring Practices, and Service Animals.
- **Racial and/or geographical trends:**
 - Participant demographics are not collected; however, it includes City of Chicago and sister agency employees.
 - Events were held across the city, with participants from all wards, including training in 36 wards.

Key Function #5: Provides personal assistance services to help people with disabilities live independently in our communities.

- **Key Result:**
 - MOPD's Disability Resource Unit provided 4,039 services, which included various activities, such as in-home assessments, independent living program participation, helping people with disabilities apply for benefits, 311 service requests, and home delivered meals participants.
 - Over \$26,000 in assistive devices were purchased for program participants to purchase tools that can help individuals with disabilities complete specific tasks in their homes
- **Racial and/or geographical trends:**
 - The 440 program participants reside in all 50 Wards
 - 288 participants required personal assistance to continue living independently, which represents over 400 hours of support.
 - Clients have a disability, are in low-to-moderate income, do not qualify for the State of Illinois Home Services program, and are Black or African American or White.

Key Function #6: Leads and coordinates Access Officer interagency collaboration, providing training, technical assistance and resources to increase physical and communication access in City services.

- **Key Result:**
 - Access Officers
 - Covered a broad range of topics, including Disability and Access, Community Access, Service Animals and more
 - Access Officers established individual departmental goals
 - Communication Access
 - MOPD has four American Sign Language (ASL) Interpreters on staff, including a trilingual English, Spanish, and ASL Interpreter
 - Dedicated, professional staff with over 90 years of combined experience who ensure interpretations are culturally competent
- **Racial and/or geographical trends:**
 - Participant demographics are not collected for both; however, they include City of Chicago and sister agency employees and departments.

Key Function #7: Promote total access, full participation, and equal opportunities in all aspects of life for people with disabilities.

- **Key Result:**
 - Diverse Learners Cash Assistance Program
 - Partnered with Ada S. McKinley Community Services to distribute \$500 to over 8,000 K-12 students with disabilities.
 - The program launched on April 23, 2024; 100% of funds were successfully distributed in 2024.
 - Extensive outreach was conducted by Ada S. McKinley and MOPD, including collaborating with Chicago Public Schools, Greater Chicago Food Depository, After School Matters, community partners and fellow City departments and sister agencies.
 - Disabled Survivors of Gun and Community Violence
 - Through an earmark championed by Senator Tammy Duckworth, funded through the United States Department of Justice Byrne Justice Grant, funding was received to create a program for disabled survivors of gun and community violence.
 - Support is given to Community-Based Organizations in Austin, Englewood, Greater Garfield Park, and South Lawndale/ Little Village.
 - MOPD developed a Community Accessibility Checklist which reviews a wide range of program and access needs, such as accessible events, staff training, emergency preparedness, and inclusive website design.
- **Racial and/or geographical trends:**
 - Disabled Survivors of Gun and Community Violence
 - Partnering with 10 community-based organizations in the designated communities, with 102 participants.
 - Due to the sensitive topic, client-level demographics are not collected
 - Diverse Learners Program
 - Students from all 50 Wards participated in the program, with the highest ward participation in Wards 21 and 24, at 4.3% each (impact map below)
 - All students have a disability, live in Chicago, and have a household income less than or equal to 300% of the Federal Poverty Level.
 - 91% of award recipients were under 18 years of age and 9% were between 18 to 24 years of age.
 - See impact map below:

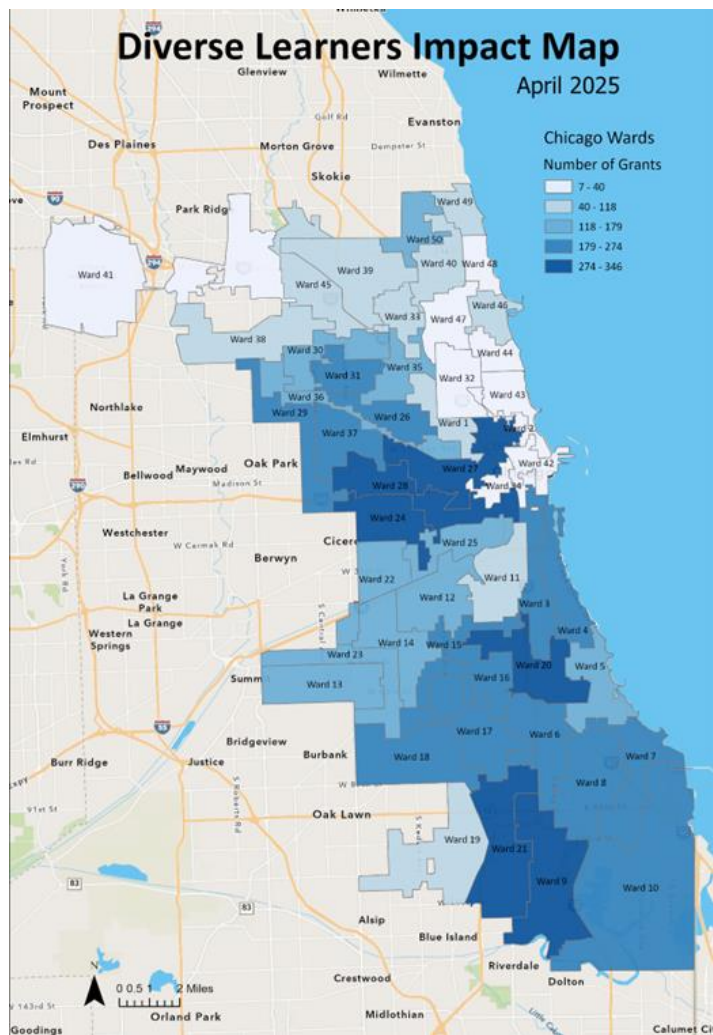


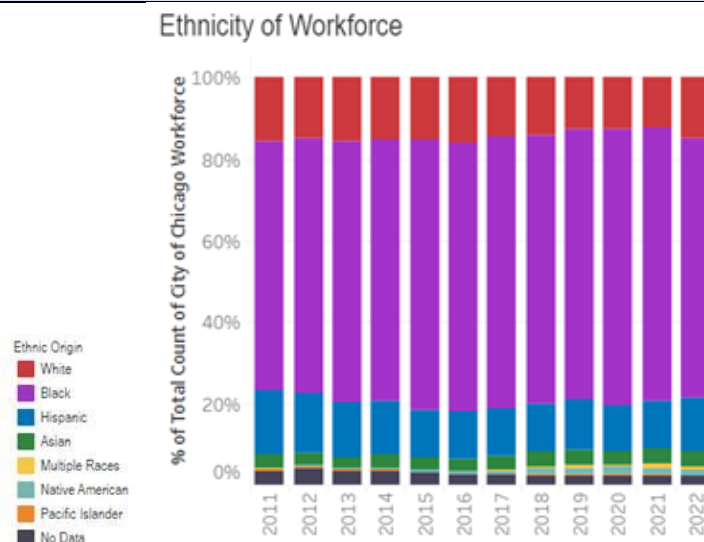
Image Description: City of Chicago Ward Map, showing the impact of the Diverse Learners Recovery Fund Program through a blue color-scale.

Department of Family and Support Services (DFSS)

Purpose: The Department of Family and Support Services (DFSS) supports coordinated services to enhance the lives of Chicago residents, particularly those in need, from birth through the senior years. DFSS promotes the independence and well-being of individuals, supports families, and strengthens neighborhoods by providing direct assistance and administering resources to a network of community based organizations, social service providers, and institutions.

Workforce Demographics (as of August 2024)

Total number of employees in the department		347 Full Time Employees¹
Employees by Race/ Ethnicity		
White:		18.7%
Black:		49.3%
Hispanic:		21%
Asian:		6.1%
Multiple Races:		3.7%
Pacific Islander:		-
Native American:		0.3%
Employees by Gender		
Male:		21.9%
Female:		78.1%
Employees in Management by Race		
White:		30%
Black:		36%
Hispanic:		18%
Asian:		6%
Multiple Races:		9%
Pacific Islander:		-
Native American:		-
Trends over Time		



Equity wins from Workforce Development Efforts

- DFSS staff all received two trainings related to equity during 2024. One, delivered by DePaul university faculty, provided an introduction to foundational concepts related to Diversity, Equity, and Inclusion – including definitions of these terms, understanding the neurological basis of unconscious bias, and why it is important to promote diversity, equity, inclusion, and belonging in the workplace. The second, delivered by the Chicago Therapy Collective, provided an introduction to trans-and gender-nonconforming inclusivity in the workplace, including the definition of gender-related terms as well as principles to support inclusivity and cultivate belonging in a gender-inclusive manner.
- DFSS Deputy Commissioner for Human Resources and Senior Director of Strategy, Policy, and Equity participated in an 8-week cohort on Equity in Community Action, led by the National Community Action Partnership.

FY2025 Budget Equity Commitments

Priority #1: DFSS will advance action(s) from the following strategies in its Public Health action plan:

- Create direct connections with employment partners to bridge the gap between employment opportunities and returning residents, and to connect employers with educational resources.
- Strengthen community-based partnerships to address disparities in the services needed vs. services obtained for returning residents.
- Work on internal cross-division collaboration to better meet the needs of returning residents across their lifespan.

Priority #2: DFSS will advance action(s) from the following strategies in its Contracting action plan:

- Leverage our internal processes around staff onboarding, intergovernmental affairs, and program management to build a suitable and diverse applicant pool.
- Establish integrated touch points in our RFP process to know whether our efforts toward utilizing contracting as a tool for equity are responsive to community concerns and accomplishing our desired outcomes.
- Ensure that equity and equitable outcomes are baked into the contracting process at every step, and that support exists for organizations most closely serving communities that we know need our services the most.

Priority #3: DFSS will advance action(s) from the following strategies in its Community Engagement action plan:

- Support and encourage more inclusive and creative community engagement by leveraging stakeholder relationships.
- Implement survey process improvements to ensure equitable access to opportunities for community to provide input on DFSS programming.
- Develop marketing strategy guidance to ensure future outreach efforts reach priority communities.

To view DFSS's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: DFSS committed to advancing the following strategies in its Public Health action plan:

Strategy #1: Strengthen partnerships with community organizations to address disparities in services needed v. services obtained.

Status	Complete
--------	----------

Action(s)

- Strengthen DFSS's and our delegate agencies' relationships with IDOC and CCJ to prepare returning residents before they arrive back in Chicago and get connected to the services they need.
- Strengthen existing referral pathways with external partners to provide most-needed services, including childcare, food support, and jobs.
- Establish relationships with new service partners for high-demand services, including legal services, medical and dental care, and long-term housing.
- Utilize data on where returning residents settle in the city to enhance service availability in the community areas where most returning residents are living, so that services are more accessible.

Key Result(s)

- Based on data showing that the majority of returning residents return to locations on the City's West side, DFSS funded and launched a new Community Re-Entry Support Center (CRSC) located on the City's West side, operated in North Lawndale by Safer Foundation. This CRSC supplements the four other CRSCs located throughout the city.
 - 634 returning residents have contacted one of DFSS's CRSCs in the first half of 2024, accessing information and referral support tailored to returning residents.
 - Of those, 52 returning residents were requested and have been connected to workforce programming as a direct result of contacting the CRSC.
- DFSS met with staff from Illinois Department of Corrections and Cook County Jail and established a clear referral pathway to connect returning residents to DFSS's SPRING Forward program, which provides housing and re-entry navigation support to returning residents. DFSS delegates delivering this program meet regularly with both partners. As a result of these efforts, SPRING Forward received 21 referrals directly from IDOC and CCJ.
- DFSS facilitated meetings between 2-1-1 representatives and all Community Re-Entry Support Centers and Workforce Services Division delegates, to ensure both that these delegates were listed appropriately in the 2-1-1 database and that their staff understood how to access 2-1-1 as a resource to find additional services for returning residents.
 - 212 web searches in the 2-1-1 database in the first half of 2024 were regarding services for returning residents

Strategy #2: Create direct connections with employment partners to bridge the gap between employment opportunities and returning residents, and to connect employers with additional resources.

Status	Partially Complete
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Action(s)

- Engage with large and small employers throughout the city to help address labor demands and needs and bridge the gap between employment opportunities and returning residents.
- Create new resources to educate potential employers on the benefits of hiring returning residents.

Key Result(s)

- Workforce Services Division staff meet regularly with large and small employers to educate employers on the benefits of hiring returning residents, dispel myths, and make connections to our programs.
- Workforce Services Division has ongoing collaboration with the Chicago Department of Human Relations to publicize and educate on the ordinance change.
- Workforce Services Division will work with Chicago Workforce Funder Alliance to engage employers around fair chance hiring.
- From January 1 through June 31 of 2024, 146 of the 607 workforce participants who obtained employment were returning residents.

Priority #2: DFSS committed to advancing the following strategies in its Contracting action plan:

Strategy #1: Leverage our internal processes around staff onboarding, intergovernmental affairs, and program management to build a suitable and diverse applicant pool.

Status**Partially Complete****Action(s)**

- Develop and distribute new orientation materials for program staff to establish RFPs and contracting as a powerful lever through which we can increase equity and strengthen our programming.
- Utilize new and existing communication channels as well as staff knowledge and research to expand our delegate applicant pool.
- Research and establish a delegate outreach guide to empower DFSS program staff with the tools necessary to expand and diversify their applicant pool.

Key Result(s)

- Implemented quarterly new staff trainings on our RFP processes to ensure strong RFP writing that encourages all applicable agencies to apply while strongly stating our needs for city programming.
- Implemented annual all-staff RFP trainings to reinforce core tenets of RFP writing department-wide, and built materials for kick-off meetings held for each RFP to do the same.

Strategy #2: Establish integrated touch points in our RFP process to know whether our efforts toward utilizing contracting as a tool for equity are responsive to community concerns and accomplishing our desired outcomes.

Status**Partially Complete****Action(s)**

- Release a post-application RFP survey to receive valuable feedback from applicants to inform process and document changes aimed at increasing accessibility.
- Implement recurring internal and external focus groups to glean more detailed, audience-specific information on the contracting process for the purpose of process improvement.
- Integrate data collection into the RFP application process to track whether our process improvements increase the equitable distribution of applicant and awarded agencies.

Key Result(s)

- Creation of the Procurement Equity Assessment, an internal set of metrics and analyses to assess the equitable visibility, applicability, and awarding of funding opportunities.
- Held internal DFSS focus groups to inform edits and overhauls to procurement materials and processes.

- Integrated new questions into the RFP application to track characteristics of applicant and awarded agencies.
- Updated and re-launched the post-application RFP survey in September 2024; updated survey includes new questions that will collect data such as ease of submission that allows us to better track the results of our REAP efforts.

Strategy #3: Ensure that equity and equitable outcomes are baked into the contracting process at every step, and that support exists for organizations most closely serving communities that we know need our services the most.

Status	Partially Complete
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Action(s)

- Integrate the Racial Equity Toolkit's Steps 1 and 2 (desired results and data collection) into the research and target population development steps for RFPs to ensure DFSS considers and is responsive to the most impacted communities for each proposed program.
- Establish timeframes for regularly adjusting RFP tools to ensure they continue to be responsive to internal and external feedback.
- Research, develop, and plan a fixture of support to help community organizations apply for City funding opportunities.

Key Result(s)

- For RET Step 1 ("Desired Results"):
 - Updated internal training tools and resources to prompt teams to integrate their program goals, KPIs, gaps in performance, and actionable insights into their RFPs.
 - Updated internal training tools and resources to include guidance around logic modeling, to help teams craft outcome goals tied to program activities.
- For RET Step 2 ("Data Collection"):
 - Updated RFP template and internal resources to prompt teams not just to name priority populations, but to quantify the need using reliable sources (e.g. census data), identify sub-populations, and name direct goals for enrollment and retention.
 - Updated regular RFP trainings to cover the integration of data collection into the RFP planning stage.

Priority #3: DFSS committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Support and encourage more inclusive and creative community engagement by leveraging stakeholder relationships.

Status	Partially Complete
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Action(s)

- Develop an inventory of current DFSS outreach and community engagement efforts.
- Develop appropriate scope of stakeholders to include in outreach efforts, in order to maximize relevant responses and reach the most affected delegate populations.
- Include standard survey questions to indicate where a survey was completed, in order to evaluate most useful methods of distribution.

Key Result(s)

- Conducted a cross-divisional assessment of current outreach and community engagement.
- Summarized findings and recommendations presented to DFSS senior staff for input on next steps.

Strategy #2: Implement survey process improvements to ensure equitable access to opportunities for community to provide input on DFSS programming.

Status Complete

Action(s)

- Provide survey in multiple languages.
- Increase access options to include in-person polling and other real-time events.
- Increase survey window to at least 6 weeks.

Key Result(s)

- As a part of DFSS's effort to improve the Garfield Community Service Center (CSC), DFSS released a survey to the public to solicit input on how to make the space more trauma-informed. The survey was available in English and Spanish, based on an analysis of the languages spoken by clients visiting the CSC.
- Garfield Community Service Center Survey netted over 300 responses from a diverse array of clients.
- DFSS staff held an in-person focus group to collect additional information from the public beyond what we learned from the survey.

Strategy #3: Develop marketing strategy guidance to ensure future outreach efforts reach priority communities.

Status Partially Complete

Action(s)

- Build the communications team capacity to improve our ability to inform the public of the Department's services and offerings, and directly engage the public to gather input on programming.
- Develop a social media kit specific to equity-related outreach efforts.

Key Result(s)

- DFSS hired a new Public Information Officer in June 2024, who will help coordinate sharing information about DFSS programming with the public.
- DFSS conducted several events to better share information about our programs, including
 - A public event highlighting our re-entry programming
 - A press event for our My CHI. My Future. microgrants program
 - A press event One summer Chicago presser

Biggest Equity Wins from FY2024

My CHI. My Future. Micro-Grants program

In June, DFSS awarded \$600,000 to 62 community-based organizations in the 15 My CHI. My Future. (MCMF) community strategy regions through our Micro-Grants program. In partnership with SGA Youth and Family Services, these organizations received grants of up to \$10,000 to create or enhance out-of-school time programming to positively engage over 4,800 youth this summer and fall. The Micro-Grants program enabled DFSS to direct critical youth-development funding into the hands of smaller, grass-roots organizations that we believe know best what their communities need – but which might typically struggle with the administrative requirements of City contracting. This funding supports a wide variety of youth programming, including youth employment positions, arts programming, and programs that help youth pick the career path that's right for them.

More than 70% of the 62 agencies receiving Micro-Grants awards have not had a contract with DFSS within the past 10 years, evidence that this program was successful at investing resources into smaller organizations that don't receive youth programming funds through other DFSS program models.

DFSS leveraged two data sources to identify geographic regions with particularly high need to receive these funds: the Chicago Community Vulnerability Index and the UIC Chicago Community Area Economic Hardship Index. These data sources helped us direct resources to communities that were disproportionately impacted by the COVID-19 pandemic or face disproportionate economic hardship. Based on this analysis, funding was awarded in each of the following regions – with each region receiving \$30,000-\$50,000: Auburn Gresham, Austin, Back of the Yards, Belmont Cragin, Brighton Park, Chicago Lawn, Gage Park, Garfield Park, Greater Englewood Area, Greater Grand Crossing, Greater Roseland Area, Humboldt Park, Little Village, North Lawndale, South Shore.

Division on Gender-Based Violence Community Needs Assessment

In fall 2023, the DFSS Division on Gender-Based Violence (DGBV) conducted a needs assessment to inform divisional decision-making regarding the scope and scale of programming to support survivors of gender-based violence. As a critical component of the needs assessment, DGBV surveyed community members and current program participants to better understand what services were most useful and/or needed in helping them achieve their goals.

DFSS received responses from 84 individuals – the majority of whom were survivors of domestic and/or sexual violence. Respondents were asked to identify the additional supports they wished they could access that they believe would have helped them achieve their goals. The top four responses were cash assistance, housing supports, legal services, and mental health or counseling supports.

Based on this community input, DGBV made three major changes to the scope of services funded by the department. First, DGBV allocated an additional \$1.2 million in DV Homeshare funds for our Emergency Financial Assistance program in 2024, which will provide cash payments of \$1,000 to over 1,000 additional survivors of gender-based violence. Second, DGBV increased funding for Rapid Rehousing for survivors of gender-based violence by \$1 million, and increased funding for crisis hotel beds for survivors by \$600,000. With these investments, DFSS expects to be able to house 30 households through Rapid Rehousing and support up to 100 people with crisis hotel beds. Finally, DGBV made sure that Requests For Proposals that will be released in 2025 directly address the need to support linkages for survivors to clinical mental health supports.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Manages the City’s 3,000 shelter bed network program and provides outreach and supportive services for people experiencing homelessness.

- **Key Result:** Continued expanded investment in rapid re-Housing that has supported 1,000 existing and over 300 new households with housing; an additional 167 households will be housed by December.
- **Racial and/or geographical trends:**

For households newly housed in 2024 through DFSS’s Rapid Rehousing Program:

- 69% identified as Non-Latino Black, African American, or African
- 15% identified as Non-Latino White
- 3% identified as Non-Latino any other race
- 13% identified as Latino (all races or no race)

This is similar to the demographic composition of the non-New Arrivals homeless population (sheltered and unsheltered), as identified during the 2024 Point in Time Count. DFSS is using this data point as a comparison because New Arrivals (migrants and asylum-seekers) currently receive resettlement assistance from a different source.

- 72% identified as Non-Latino Black/African-American/African
- 14% identified as Non-Latino White
- 2% identified as Non-Latino any other race

- 13% identified as Latino (includes those with no race or 1 or more races identified)

Key Function #2: Supports programs for victims of gender-based violence, including the 24/7 domestic violence hotline, emergency financial assistance, counseling, legal advocacy, and GBV-specific rapid re-housing.

- **Key Result:** Through the Emergency Financial Assistance for Survivors of Gender-Based Violence and Trafficking program, over 1,130 survivors received \$1,000 one-time payments in 2024 and an additional 2,860 survivors will receive payments through 2025.
- **Racial and/or geographical trends:**
 - 59% of recipients identified as Black or African American, 26% as Hispanic/Latino, 16% as white, and 2% as Asian

Key Function #3: Provides seniors in-home and caregiver support services and social, educational and recreation activities at 21 regional and satellite centers.

- **Key Result:** The Passport to the World Dining Program provided 10,000 seniors with special events serving over 50,000 cultural meals and partnered with 24 restaurants located predominantly on the South and West sides of Chicago.
- **Racial and/or geographical trends:**
 - 52% of Passport participants identified as African American, 37% as White (Hispanic & non-Hispanic), 9% as Asian; 20% identified as Hispanic. The 10 zip codes with the most participants all saw between 300-600 participants:
 - South Side: 60617, 60619, 60616, 60621
 - West Side: 60629, 60612, 60624
 - North Side: 60640, 60660, 60618

Key Function #4: Manages the City's emergency shelter system for new arrivals to Chicago from the southwest border and coordinates with a network of partners to provide supportive services.

- **Key Result:** Provided temporary shelter to over 27,000 new arrivals in over 30 shelters with more than 8,970 individuals receiving rental assistance, 6,550 receiving work authorization application support, and 1,320 children ages 0-5 years old enrolling in early learning programming. [Note that the City's New Arrival Mission concluded at the end of 2024, and DFSS has transitioned to supporting these households through our one system initiative.]
- **Racial and/or geographical trends:**
 - While the majority of new arrivals served through our new arrivals emergency shelter system have come from Latin America – predominantly Venezuela – we have also served migrants from the Caribbean, Africa, and Eastern Europe. For the population in shelter on August 5, 2024, 77% indicated they came originally from Venezuela, about 9% from Colombia, and about 5% from Ecuador. In addition, about 1.2% came from countries in Africa, and 1.2% came from countries in the Caribbean.

Chicago Public Library (CPL)

Purpose: The Chicago Public Library (CPL) system supports Chicagoans in their enjoyment of reading, pursuit of learning, and access to knowledge. CPL provides equal access to information, ideas, and technology at neighborhood locations.

Workforce Demographics (as of August 2024)

Total number of employees in the department		1124
Employees by Race/ Ethnicity		
White:		446 (39.7%)
Black:		370 (33%)
Hispanic:		219 (19.5%)
Asian:		50 (4.5%)
Multiple Races:		31 (2.8%)
Pacific Islander:		0
Native American:		3 (.3%)
Employees by Gender		
Male:		347 (30.96%)
Female:		767 (68.24%)
Employees in Senior Management by Race		
White:		14 (54%)
Black:		9 (38%)
Hispanic:		1 (4%)
Asian:		0 (0%)
Multiple Races:		1 (1%)
Pacific Islander:		(0%)
Native American:		(0%)
Trends Over Time		

Staffing, recruitment, and hiring

The table below shows that CPL remains a leader in the library industry in terms of staff diversity. Our community-based hiring model leverages existing community relationships and partnerships to increase the visibility of job opportunities, youth employment opportunities and programming as an introduction to the field, numerous opportunities for growth and promotion within CPL, and tuition reimbursement to become a librarian all contribute to our library system's diverse workforce. This work aligns with the [CPL Equity Policy](#) and will continue to be a focus moving forward.

1.

Race/Ethnicity	% CPL workforce (Chicago DHR, Aug 2023)	% CPL workforce (Chicago DHR, July 2024)	% CPL Senior Management (Chicago, DHR, July 2024)	% Library industry (Bureau of Labor Statistics, 2022)	% Chicago population (American Community Survey, 2018)
American Indian/Alaskan Native (Not Hispanic)	0.2%	0.26%	0%		0.1%
Asian	5.0%	4.5%	0%	3.2%	6.4%
Black/African American (Not Hispanic)	33.6%	33.1%	32%	17.7%	29.8%
Hispanic	18.3%	19.5%	4%	11.9%	29.0%
Multiple Races	2.5%	2.8%	4%		1.8%
Native Hawaiian or Other Pacific Islander	~0%	.08%	0%		~0%
White (Not Hispanic)	40.1%	39.6%	60%	74.6%	32.9%

Workforce diversity

Disproportionate staffing representation is a known issue in the field of librarianship (Graph 1 column 4 above) that is likely a result of degree attainment and requirements. A master's degree in library and information sciences (MLIS) is required for CPL Librarian job titles. CPL is aware of these trends and aims to rectify these deficits by increasing our hiring at the entry level positions where we tend to see more BIPOC representation. This is part of an ongoing equity discussion, and we hope to create additional paths to leadership for our BIPOC staff.

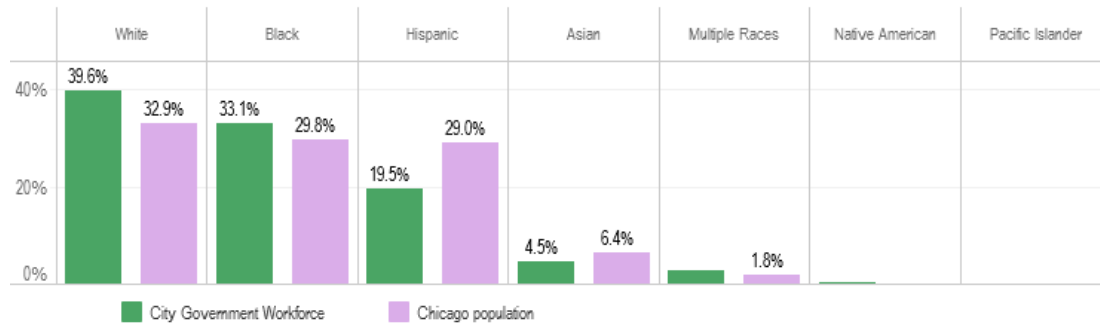
For the most part, racial demographics of CPL staff have remained steady for the last decade (Graph 3 below). We are starting to see a small improvement (+5%) in our Hispanic employee representation with a slight decline (-4%) in our Black employee population. The following screenshots are from the [OERJ Equity Dashboard](#) for workforce diversity, and individual data points can be viewed there.

2.

Equity Dashboard: City of Chicago's Workforce Diversity

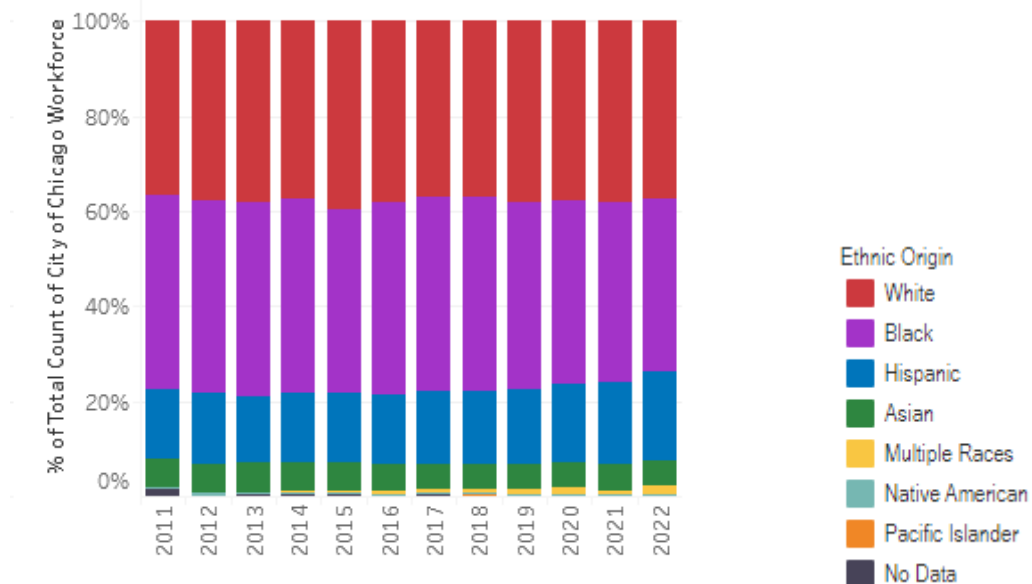
Total Number of Employees: 1,124

By Ethnicity / Race



3.

Ethnicity of Workforce



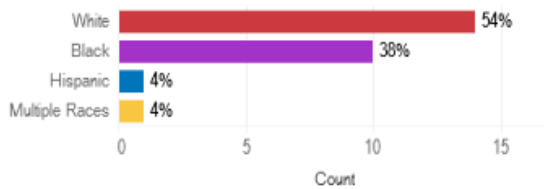
Senior Management

CPL Senior Management demographics showed a considerable improvement in Black leadership from 2013-2022 that saw a 350% increase from 2 employees to 9 employees represented by the purple bars in Graph 5 (below). CPL has made efforts to improve internal communication and the process of city tuition reimbursement program and hopes to develop additional strategies and pipelines for staff of color. An initial equity assessment found that entry level Page and grant-funded Cyber Navigator positions can serve as an on ramp to degree attainment and future management positions for diverse candidates.

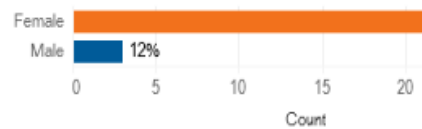
4. Senior Management (Snapshot)

Total number of management employees in department(s): 26

Ethnicity/Race of Management

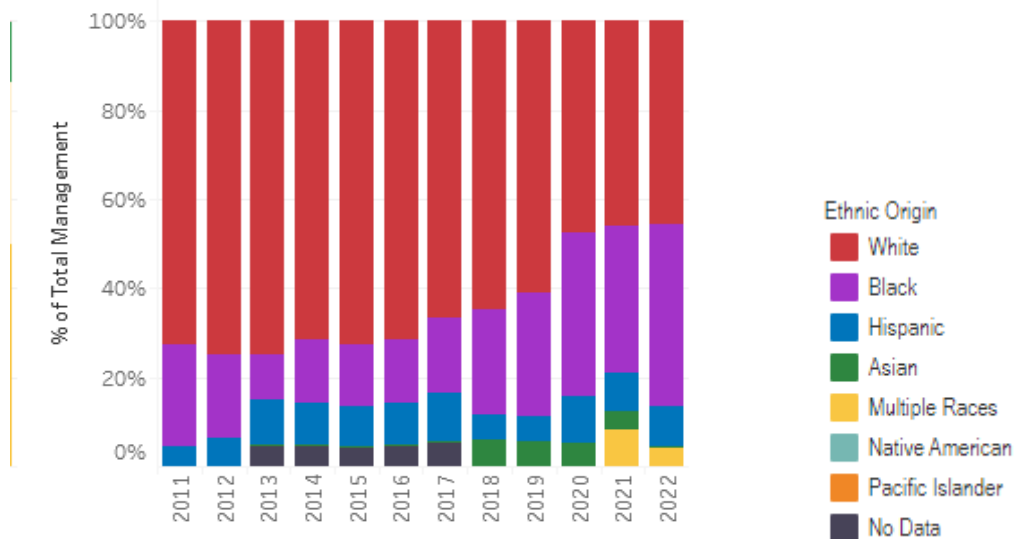


Gender of Management



5. Senior Management (Trends)

Ethnicity of Management



FY2025 Budget Equity Commitments

Priority #1: CPL will advance action(s) from the following strategies in its Education action plan:

- Ensure fair and just access to library resources needed for student success through the 81 Club student and teacher library accounts.
- Assess fair and just access through 81 Club with data analysis plan to ensure we are reaching students with the most needs and English Language Learners (ELLs) in every CPS school.
- Apply learnings from 81 Club assessment to better ensure fair and just access to library resources needed for student success through the 81 Club.

Priority #2: CPL will advance action(s) from the following strategies in its Community Engagement action plan:

- Build organizational capacity for system-wide community engagement process as part of CPL Equity Assessment.
- Pilot system-wide community engagement process as part of CPL Equity Assessment.
- Expand on learnings from community engagement conducted as part of CPL Equity Assessment.

Priority #3: CPL will advance action(s) from the following strategies in its Data action plan:

- Develop Data Action Plan.
- Establish policies and procedures necessary for Data Action Plan implementation.
- Build capacity among staff and public to support Data Action Plan implementation.

To view CPL's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: CPL is committed to advancing the following strategies in its Education action plan:

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

Status	Partially Complete
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Action(s)

- Implemented the activation plan, including (a) staff liaison structure and training, (b) integration with CPS's existing digital tools, namely Skyline, and (c) marketing, outreach, and engagement.

Key Result(s)

- Staff liaison structure has been established.
- Marketing, Outreach, and Engagement is continuing at all branches.
- Meetings about curriculum integration and data sharing agreements are ongoing.
- All public facing CPL staff have been trained and are supporting implementation on a daily basis.
- Patron-serving staff report positive rollout and implementation, communication, and support for this initiative.

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

Status	Complete
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Action(s)

- Stakeholder surveys completed at 6 pilot schools with CPS and CPL staff at all branches (N=112).
- CPS staff were connected to CPL staff at their nearest branches.
- Chapin Hall analysis completed for SY 22-23.

Key Result(s)

- Of the survey respondents, 91% felt informed and prepared to assist patrons with obtaining an 81 Club card.
- 86% of staff respondents had created 81 Club cards for student patrons at their request.
- 54% of CPL respondents developed new in-roads with the CPL school and school librarian.
- Branch staff at all locations have been essential to implementation of 81 Club, which speaks to good communication and support from administrative staff.
- Preliminary Chapin Hall findings show that we are reaching students with the highest economic needs and English Language Learners (ELLs) in specific communities.

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

Status Partially Complete

Action(s)

- Ongoing meetings with CPS to further integrate CPL resources into teacher curriculum.
- Partnering with Chapin Hall to further understand deeper racial demographic and income data for who the 81 Club is reaching and how they are accessing CPL resources.
- Planning for full CPS student ID integration with CPL Library cards.

Key Result(s)

- The initial success of the 81 Club program has led to a deeper engagement with CPS administration, schools, and school librarians that may see library cards integrated with student IDs in the near future.
- The Chapin Hall report found that the 81 Club cards are getting to students with the highest economic need and ELL students in neighborhoods throughout Chicago.

Priority #2: CPL committed to advancing the following strategies in its Community Engagement action plan:

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

Status Partially Complete

Action(s)

- CPL has submitted proposals for an equity assessment and a community engagement consultant.
- Continued work with internal CPL OERJ cohort.

Key Result(s)

- The Equity Assessment proposal was approved and posted on July 22nd.
- CPL will begin the proposal evaluation process in late August of 2024.

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

Status Partially Complete

Action(s)

- CPL has submitted a proposal for a community engagement consultant and is awaiting approval.

Key Result(s)

- Staff is enthusiastic about the added capacity and expertise in community engagement.

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

Status Incomplete

Action(s)

- CPL has not completed a community engagement yet, therefore, learnings from this deliverable cannot be expanded on.

Priority #3: CPL committed to advancing the following strategies in its Data action plan:

Strategy #1: Develop Data Action Plan.

Status Partially Complete

Action(s)

- As part of strategy 1, finish developing and aligning on Data Action Plan goals, measures of impact, strategies, and actions, with an eye toward equity in the process and in CPL's vision for the assessment of outcomes.
- Continue reviewing existing data sources to identify gaps or inconsistencies in data collection and structures that result in incomplete or inaccurate data, particularly data on use of CPL locations, resources, services, programs, etc.
- As part of strategy 2, continue reviewing current data processes and structures. Identify which are not performed thoroughly or consistently, resulting in incomplete or inconsistent data.

Key Result(s)

- Designed Operational data dashboard.
- Eliminating data gaps and inaccurate/incomplete data to ensure all data is usable at the branch level.

Strategy #2: Establish policies and procedures necessary for Data Action Plan implementation.

Status Complete

Action(s)

- Created a system to follow up on incomplete event records to get a complete and accurate record of events held, attendance, events cancelled, etc.
- Rolled out quarterly reports process that is being completed by Branch Managers. The reports ensure that branch managers are engaging with their monthly operational data and will be the basis for discussions with DCs about branch goals and needs.

Key Result(s)

- Implemented policy of daily in-house circulation for all CPL locations.
- Supporting District Chiefs in the rollout of quarterly reports that are being completed by Branch Managers.

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

Status Partially Complete

Action(s)

- Suggested more training for branch staff for Polaris, specifically SQL.
- Operations Analyst team are working on professional development for automating data collection and Tableau.
- Creation of branch narratives that highlight demographics and the communities each branch serves.

Key Result(s)

- More Polaris training for front line staff in order to get them in the regular practice of interpreting data.

- Operations Analyst team will be able to support with more data visualizations going forward. This will support staff in data engagement and visualizations and make the data more accessible to people without statistical expertise.
- Branch narratives support the push for data-informed programming and outreach.

Biggest Equity Wins from FY24

- CPL Migrant Response work
- Secured Equity Assessment and Community Engagement funding through CPL budget
- CPL Equity Policy approved by CPL Board of Directors
- Hiring increases in key demographics
- Programming
 - 81 Club improvements. More CPS students have access to CPL resources.
 - Children Services and Family Engagement (CSFE) department has been attending family visit nights at the Cook County Department of Corrections (CCDOC)
 - CPL has been supporting shelters with community resources and activities in Spanish
 - Ongoing and robust ESL programming for adult patrons in branches
- Continued work on new CPL branches in Woodlawn, Back of the Yards, and West Humboldt Park. All 3 branches will expand services to communities of color and will include:
 - An early childhood learning space
 - YOUmedia space for teens
 - Homework assistance and tutoring through the Teacher in the Library program
 - Book Clubs, computer access and classes, and cultural programs for adults
 - Access to community services and organizations

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Provides core library services, community-responsive programming, and access to technology and tools Chicagoans need to reach their goals, learn, and connect with their community.

- **Key Result:**
 - Patron touchpoints data – Over 59 million patron touchpoints in 2023 including in-person and virtual visits, library material borrowed including digital resources, Wi-Fi and computer use and programming for every age. This represents a 3.5% increase from 2022 (57 million).
 - First ever CPL Equity Policy
 - CPL Children’s Services and Family Engagement (CSFE) have been supporting family visits at local correctional facilities
- **Racial and/or geographical trends:**
 - 59 million CPL Touchpoints - These touchpoints reflect the hundreds of things that CPL staff do every day during and beyond our hours of operation. As we think of our next strategic planning session, we can begin to ask new questions that can refine and improve our work. A few limitations to note: For this analysis, the implied service areas for each CPL location are zip codes where library branches and regionals are located. We understand that those aren’t the best proxy for who uses each location as many patrons use branches that are convenient to their daily travels and commutes to work or school.

- CPL's Equity Office created the first-ever CPL Equity Policy that was approved by the CPL Board of Directors. The Equity Policy was posted on the CPL website and available as a handout at all 80 CPL branches. With the CPL Equity Policy, we are deepening our commitment and mission to advance racial equity in all of our work, staff development, inclusive collections, availability of computers, internet, and other electronic resources, and branch level programming that reflects the needs of the community. With our CPL Equity Policy, we publicly name that the lived reality for most of Chicago's residents has been impacted by structural and institutional racism. With the release of the CPL Equity Policy, the CPL Equity Office has been asked to advise and serve as content experts in key CPL programs and initiatives demonstrating that CPL staff are eager to ask important questions about our previous held beliefs around librarianship, library use, quality, data, programming, outreach, staff representation, and library collections.
- Mass incarceration in the US is a racial equity issue. Black, Latino, and Native American populations are overrepresented in US prisons and jails compared to their proportion of the US population. CPL's Children Services and Family Engagement (CSFE) department has partnered with the Cook County Department of Corrections (CCDOC) to provide monthly family outreach services to community members visiting an incarcerated loved one in the Division IX maximum security unit. During visitation hours on Friday mornings and afternoons, CPL staff provides library card registration services in the pre-security screening area while families wait prior to conducting their visit. CPL also provides simple hands-on activities like coloring sheets and crayons for children, plus giveaway books that families can take home with them. Additional children's books are supplied to supplement the permanent reading corner of the waiting area, and we are planning to offer further engagement opportunities throughout the year, including a Summer Learning reporting station, enhanced literacy tips and decorations for the space. Beginning in 2024, this partnership expanded to include evening outreach from the CSFE team during their Family CARES Night, during which qualifying residents are able to interact with their families and children in an unrestrained environment and are provided with food, entertainment, activities, and connections to local groups. During these visits, uniformed Department of Corrections interactions with incarcerated people and their families are limited to provide a more nurturing environment for families to connect and spend time together. In 2023, we have reached approximately 200 families and incarcerated individuals with these outreach efforts and look forward to expanding our offerings as our partnership grows. CSFE have also attended family visits during Mother's Day and Father's Day at the Metropolitan Correction Center in downtown Chicago.

Key Function #2: Supports the freedom to read, the first amendment, and an individual's right to free and open access to information.

- **Key Result:** Book Sanctuary Programming, *Altar for the Unbanned*
 - During Banned Books Week, the Chicago Public Library continued our work as the nation's first Book Sanctuary, which included library programming, story times, and facilitated discussions around book banning at all CPL locations. Every year our Teen Services department hires a group of teen interns to decide their Best of the Best books

for the year. In 2023, the interns hosted a Teen Banned Books Panel discussion at the YOUmedia space in the Harold Washington Library Center.

- Through a partnership with the Department of Cultural Affairs and Special Events (DCASE), Banned Books Week culminated with the unveiling of [Altar for the Unbanned](#), a permanent installation created by renowned Chicago artist, Theaster Gates at the Harold Washington Library Center. This installation underscores the societal and historical impacts of removal and exclusion as well as the critical role that books play in preserving knowledge, creating connection, and catalyzing equitable and just transformation. This installation ties into CPL's Book Sanctuary campaign, which symbolizes unwavering support for the freedom to read and a commitment to protect books under threat.
- Commissioner Brown participated in a panel at the City Club of Chicago entitled *Defending Democracy: The Role of Libraries and Civic Leaders in the Fight Against Book Bans and Censorship* with former ALA Executive Director Tracey Hall, and John Bracken, Executive Director of the Digital Public Library of America.
- **Racial and/or geographical trends:**
 - This key function was added due to the political climate around book banning. [From July 2021 – July 2022, over 1600 books were banned in school districts across the US.](#)
 - 40% included a protagonist or secondary characters of color
 - 41% of the books banned contained LGBTQ+ themes
 - 21% directly address race or racism

Key Function #3: Serves as safe and welcoming community anchor where residents of every age and stage of life are connected with caring staff and a collection of 6 million items.

- **Key Result:** Migrant Support, Launched an Immediate Response team
 - The City of Chicago has welcomed over 45,000 individuals seeking asylum and arriving from Texas. CPL, in collaboration with the Office of the Mayor, the Office of Emergency Management and Communications (OEMC) and the Department of Family and Support Services (DFSS), established a temporary migrant shelter at the Harold Washington Library Center throughout 2023, most notably from December 2023-February 2024. CPL has responded by connecting new arrivals to much needed resources like legal help and health services as well as library programs like ESL classes and free computer and WIFI use for patrons of all ages.
 - CPL updated our Use Guidelines, adding incident reporting software to improve staff awareness of disturbances. In response to bomb threats in fall 2023, we've formed an immediate response team to provide training to staff, recommend improvement to communication, update emergency protocols and plan for how to support the well-being of our workforce. This immediate response team works in partnership with our AFSCME union leadership to ensure the needs of the workforce are being addressed. We will be forming a Safety Task Force to develop holistic safety strategies. The need for such strategies is acute: libraries across the country have had to respond to recent social and economic disruptions, including the COVID-19 pandemic, mental health and homelessness crises, gun violence, and charged political rhetoric on certain books. As a result, CPL seeks to define safety broadly and to tackle its obligations to, among other

things, provide Chicago residents a welcoming environment, offer its staff a safe environment, and to contribute to community safety. The Task Force will analyze insight from a recent Library Journal Safety Summit, industry best practices and develop a comprehensive action plan with short-, mid-, and long-term goals to enhance safety and security across CPL. The Task Force will consist of representatives of various library locations, ensuring a diverse range of perspectives and experiences.

- **Racial and/or geographical trends:**

- Since August of 2022, CPL branch librarians have been seeing Spanish-speaking recent arrivals at branches in historically Black neighborhoods like Austin, Bronzeville, West Garfield Park, Englewood, and Hyde Park. Our New Arrivals Committee, led by Esme Cossyleon and Mina Duarte, has established story time programs at family shelters and developed informational resources promoting partner services for legal help, healthcare, City Key IDs, school supplies drives, and local mutual aid organizations as well as library resources like the Teacher in the Library program, free Wi-Fi and computer use, and library-based English as a Second Language (ESL) classes to support our new patrons. A CPL Teams channel was established to communicate and share resources with staff that are working with our newest arrivals at their neighborhood branches. That team currently has (82) active CPL staff members from library branches throughout Chicago.
- Our branch and regional libraries serve all of Chicago, which includes some of our most racially segregated neighborhoods on the South, Southwest, Southeast, and West sides. The improvements made to our safety protocols will maintain our branches as community anchors with welcoming, consistent, and safe services.

City Development

Department of Planning and Development (DPD)

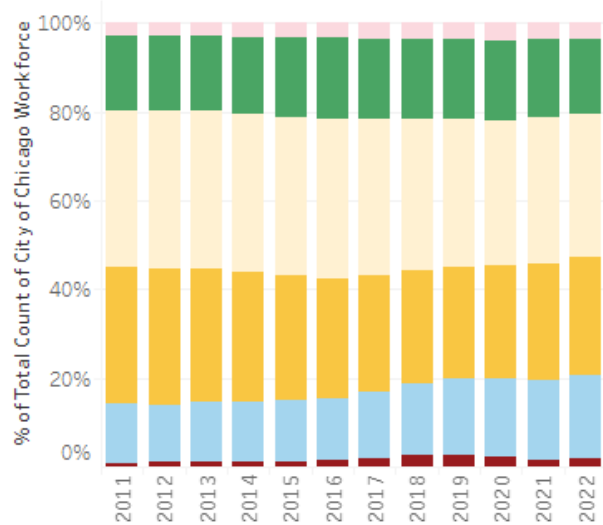
Purpose: As the principal planning agency for the City of Chicago, the Department of Planning and Development (DPD) promotes the comprehensive growth and sustainability of the City and its neighborhoods. The department also oversees the City's zoning and land use policies and employs a variety of resources to encourage business and real estate development, historic preservation, accessible waterfronts, walkable neighborhoods, and related community improvements.

Workforce Demographics (as of August 2024)

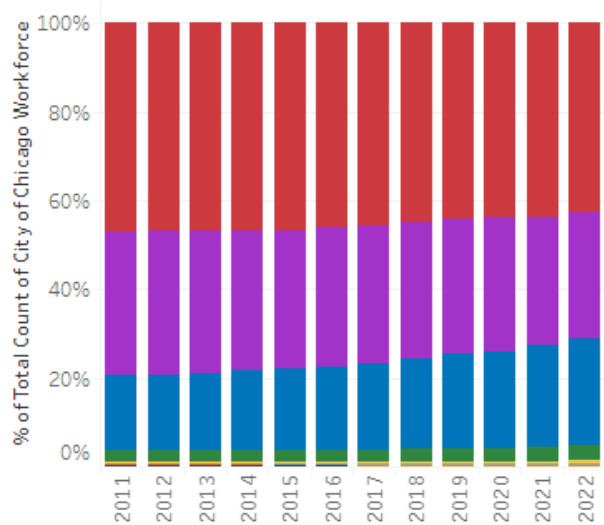
Total number of employees in the department		168
Employees by Race/ Ethnicity		
White:		48.2%
Black:		20.8%
Hispanic:		21.4%
Asian:		7.1%
Multiple Races:		2.4%
Pacific Islander:		N/A
Native American:		N/A
Vacancies		39
Employees by Gender		
Male:		48.21%
Female:		51.79%
Employees in Management by Race		
White:		57%
Black:		18%
Hispanic:		7%
Asian:		18%
Multiple Races:		N/A
Pacific Islander:		N/A
Native American:		N/A

Trends over Time

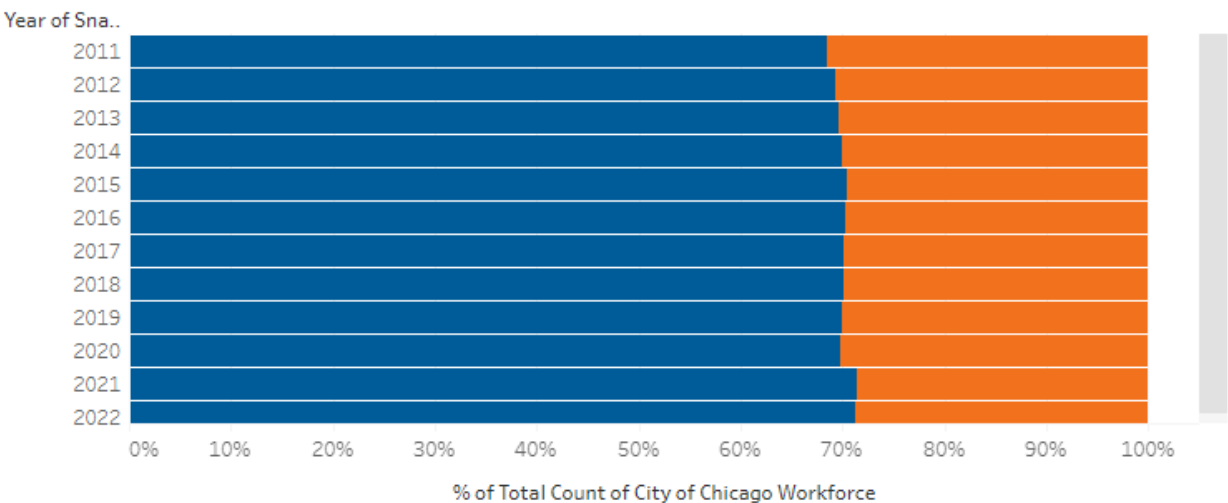
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



LEGEND

Ethnic Origin		Age Group		Gender	
White		65+		Female	
Black		55-64		Male	
Hispanic		45-54		Non-Binary	
Asian		35-44		Non-Disclosed	
Multiple Races		25-34		Unspecified	
Native American		< 25			
Pacific Islander					
No Data					

Equity wins from workforce development efforts

DPD's Human Resource (HR) division has taken the initiative to increase equity in two major ways:

1. Posting job openings at a wide variety of schools and professional organizations and spreading the word via social media.
2. Working with the Department of Human Resources to remove unnecessary qualifications/requirements from job specifications to broaden the pools of qualified candidates. For example, HR changed the minimum qualifications for the City Planner V from a master's degree in urban planning to a bachelor's degree, and broadened the types of degrees and work experience that would qualify to include architecture, landscape architecture, urban design and added language for an equivalency of work and education experience. HR has been more intentional when adding preferences to a posting. While preferences can be helpful with shortlisting a large pool of qualified applicants, narrowing the pool of applicants selected for an interview can negatively impact diversity.

FY2025 Budget Equity Commitments

Priority #1: DPD will advance action(s) from the following strategies in its Data action plan:

- Establish common standard data and metrics for all programs within DPD.
- Create a centralized dashboard using and building upon the data standards policy developed in Strategy #1, leverage DPD's existing web-based Project Management Application ("PROMA") as the primary database and project tracking platform sets to visualize the department's various core operations for internal and external transparency.

Priority #2: DPD will advance action(s) from the following strategies in its Economic Development action plan:

- Facilitate development by increasing development opportunities for local investors, streamlining development processes, and providing development assistance to specific areas with a history of disinvestment.
- Increase opportunities for owning and developing city owned land.

Priority #3: DPD will advance action(s) from the following strategies in its Community Engagement action plan:

- Create opportunities for the community to provide feedback to better understand their wants and needs.
- Continue to improve DPD grants programs, to the extent possible, with community feedback in mind, engage communities that have experienced hardships due to historic discrimination (associated with DPD Goals #2 and #4 from OERJ report).

To view DPD's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: DPD committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Create opportunities for the BIPOC community to provide feedback to better understand their wants and needs. Regional Planners can facilitate community discussions and disseminate surveys to better obtain feedback.

Status Partially Complete

Action(s)

- Staff intentionally engaged with BIPOC communities and underrepresented groups such as youth as part of the planning process.
- Staff coordinated meetings, outreach efforts, visioning studies, and working groups with various Aldermen, sister departments, community partners, chambers of commerce, and youth organizations.
- Staff attended and engaged with communities at neighborhood events such as popups, music events, and festivals to further engage with BIPOC communities.
- Staff documents feedback and input to ensure the plans reflect the community.

Key Result(s)

- In 2024 DPD has engaged with over 9,000 participants either at community events in BIPOC neighborhoods or at events and gatherings with diverse participation and typically underrepresented groups such as MBE/WBE owned businesses, and youth.
 - Staff has held:
 - 37 public meetings/pop-up events hosted by BPD
 - 80 public meetings attended
 - 91 community round tables and focus group meetings
 - 15 surveys with 2,640 participants
 - From these engagements, the community has relayed the following wants and needs:
 - Diverse housing options.
 - Support for small and locally owned businesses at key commercial nodes.
 - Improved open spaces with programming for all ages, all year round.
 - Support for investment and development at key underutilized sites near transit.
 - Community-led development and community wealth-building.
 - Policies and programs to preserve existing housing and to support anti-displacement.
 - Safe, comfortable, and reliable public transit and multi-modal access and service to be a priority and to be promoted.
 - Enhanced access to healthy food and health and social services.
 - Improved collaboration and communication between public agencies, businesses, and community groups.
 - The youth responses generally prioritized having more job opportunities and more programming such as free and low-cost events in their communities and in downtown.
- Staff has developed programming such as City Civics Day and the Chicago Preservation Expo to better inform the public about how community development works.

Priority #2: DPD committed to advancing the following strategies in its Data action plan:

Strategy #1: Create a centralized dashboard for DPD data sets and visualization and ensure it is accessible through various mediums (online and in paper form by request) at various locations such as Chicago Public Libraries, City Hall, Ward offices, etc.

Status Partially Complete

Action(s)

- DPD's Data Scientist is currently engaging with various bureau representatives to better understand the type of data needed from each bureau.
- DPD's Data Scientist is working with bureau staff to further develop SOPs, metrics, and more efficient and standardized ways to track and report on the data from each bureau which will ultimately support the centralized dashboard.

Key Result(s)

- Efforts to clean up the data, understand and develop metrics, and finalize formatting is still ongoing across DPD.
- Once we have a list of data that we should be tracking for the dashboard, staff will set it up in PROMA.

Priority #3: DPD committed to advancing the following strategies in its Economic Development action plan:

Strategy #1: Continue to improve DPD grants programs, to the extent possible, with community feedback in mind, especially from those communities that have experienced hardships due to historic discrimination (NOTE: *this priority has been moved to Economic Development as it was previously under Community Engagement in DPD's REAP and 2024 BET*).

Status Partially Complete

Action(s)

- Small Business Improvement Fund (SBIF) completing Ground Floor Commercial Design Guidelines to help applicants invest in high-quality, durable materials, and design that promotes business growth and community vitality.
- Added a staff position (went from 1 to 2 people on SBIF) who is bilingual English/Spanish.
- Loaded active SBIF projects onto PROMA to make SBIF data more accessible and easier to analyze for program improvement.
- Received approval from the Budget Committee on Neighborhood Opportunity Fund (NOF) program updates.

Key Result(s)

- New bilingual staff can help better serve Spanish-speaking applicants as well as manage program tasks overall.
- NOF program updates consist of strategies that reduce barriers to accessing capital, technical assistance, and other resources that may not traditionally be available to applicants with limited resources such as:
 - Increased grant award amount of up to \$300,000 for NOF applicants:
 - This increase will cover the fees for approved Technical Assistance
 - Increased coverage of NOF grant from 50% to 75%
 - Enhancing NOF by providing additional resources to assist NOF applicants that may not fully meet criteria

- A Loan Loss Reserve program to provide applicants with loans at rates they may not usually qualify for in partnership with approved Community Development Financial Institutions (CDFIs)
- Business Coaching, trainings, and webinars for applicants that may not otherwise have access to these resources.

Biggest Equity Wins from FY2024

Below describes how the key functions of the department steward equity, followed by highlights of the biggest equity wins from DPD.

- Administration of various financial incentive programs that support small businesses and broader economic development and investment in addition to targeted programs that facilitate harm reduction;
- Zoning entitlements approved administratively and by the Zoning Board of Appeals and City Council which reflect the desired businesses, services, housing, and overall built environment of the neighborhood and broader community while protecting the public health, safety, and welfare of Chicago's neighborhoods;
- Historic and cultural preservation programs and applications approved administratively and by the Commission of Chicago Landmarks and the City Council which adhere to city historic and cultural preservation requirements and policies and the desired businesses, services, housing, and overall built environment of the neighborhood and the broader community;
- Land disposition transactions as a harm reduction strategy for reinvestment in historically disinvested communities and a tool to support community wealth building, preservation of open space and historic and cultural preservation programs and administrative and legislative reviews.

Bureau of Small Business Development

- **Workforce Solutions**
The Workforce Solutions program is a Tax Increment Financing reimbursement grant for businesses located in eligible areas that are seeking to upskill their current employees and/or provide training for new hires. This program was established in 2002, although in the last few years, it stopped receiving new applications due to capacity constraints. During this hiatus, staff has worked on programmatic enhancements to increase the program's accessibility and broaden its reach, which we will be able to do with the addition of bond funding. The program received legislative approval and is re-launching in Q2 2025. The enhanced program aims to help eligible businesses, especially small businesses, keep up with industry standards, increase efficiencies, and promote growth. The program although non-competitive will be deliberate about including MBE/WBE, legacy businesses and businesses in historically underserved communities.
- **Neighborhood Opportunity Fund (NOF)**
The NOF program has been updated to meet the current needs of the local business environment with a focus on small Black and brown businesses on the South and West sides of the city. New program enhancements include increases to both grant amounts and coverage of eligible project costs; capacity building which will allow more administrative resource assistance; and increased accessibility to start-up capital and technical assistance. Furthermore, the application process has been simplified by reducing the amount of questions seen as barriers to applicants; turning the process into a rolling application to allow applicants more predictable timelines; and language accessibility to application resources.

Bureau of Economic Development

- **Medium and Large Grants**

With the restructure of the disbursement of capital funds, the new “Medium” program utilizes a universal application and scorecard that prioritizes project location, project readiness, implementation, catalytic impact, and community benefit. This approach will allow applicants to focus solely on their projects, instead of the potential City financing source. The Financial Planning Analyst team will determine the City’s best financial source to benefit the developer's project.

Bureau of Planning & Design

- **Community events, meetings, visioning studies, etc.**

DPD’s engagement efforts across numerous community-focused events has allowed City officials to better understand a community’s wants and needs, leading to relationship-building opportunities across the city:

- **Central Area Plan**: Community outreach for Phase 2 of the Central Area Plan Update initiative began in June with a pop-up at the My Block, My City, My Hood youth downtown day which was attended by 1,500 young people.
- **Stitching it Together**: The Southwest Region has attended 12 community events to engage Brighton Park and Gage Park residents in the Stitching It Together vision study. Nearly 800 people have been engaged through these events in the two predominately Latino community areas. Additionally, the SW team will hold focus groups that will include local business owners, seniors, youth and parents.
- **95th Street Corridor Study**: The Endeleo Institute (Endeleo) and Far South Community Development Corporation (FSCDC) were community partners and took the lead on outreach, advocacy for equitable and inclusive process and outcomes, and championing community empowerment and community wealth building. Approximately 1,200 community members from the Roseland, Washington Heights, Pullman, Chatham Heights, Burnside, and Auburn Gresham community areas participated in the meetings, and another 600 people responded to three surveys about the plan.
- **Milwaukee Avenue Special Character Overlay District**: Milwaukee Avenue Urban Identity Study was approved at the July 17, 2024 City Council meeting. The engagement process included four working group meetings, two public meeting notice mailings, six community meetings, an online survey with 205 participants, and interviews with 13 participants.
- **LaSalle Street Visioning**: The study's purpose is to create a new vision for LaSalle Street between the Riverwalk and Jackson to revitalize this historic corridor from a monoculture of offices to a dynamic, pedestrian-oriented, mixed-used environment. Seventeen youth participated at the Mayor's Youth Commission meeting on June 8th where they provided input via a survey and workshop activities. Additionally, DPD and CDOT staff engaged the public at the Chicago Loop Alliance Sundays on State June 16th event where 90% of the activations were from underrepresented businesses and attendees were from every Chicago neighborhood.

Bureau of Citywide Planning

- **City Civics day (second annual)**

An outgrowth of the citywide plan, this was the second year of hosting a free, full-day event consisting of a conference with panel discussions, interactive workshops and performances. The annual event is an effort to educate and engage the public about how residents and community organizations can work with the City government to improve the quality of life across Chicago. Last year saw an attendance of approximately 450 people with 43 presenters from across the City. This year, topic areas and program partners include:

- Activating City-owned vacant land - DPD
- How public art happens - DCASE
- Updates on the Red Line Extension & ETOD - CTA & DPD
- How libraries serve as third spaces/community hubs - CPL
- How to improve your mental health with Healing Arts Chicago - CDPH & DCASE
- Food access solutions - MO & Food Equity Council members
- Small businesses & their role in building strong neighborhoods - BACP & DPD
- Community Violence Intervention - MO & CSCC
- Pending session with potential youth presenters

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Manages economic development initiatives including financial assistance programs, grants, City-owned land sales, and other efforts to promote private investment and community improvements.

- **Key Result:**

- Bond
- Updates to Large Grants
- Updates to NOF-S, CDG, SBIF
- Offered 367 vacant lots on the South and West sides of the city in April 2024; closed on 56 previously offered lots as of 9/1/2024 and closed on 289 previously offered lots in 2023.

- **Racial and/or geographical trends:**

- The department will be updating the Qualified investment areas to better align with current community needs. A final map is anticipated to be approved by end of Q4 2024.

Key Function #2: Administers the City's zoning ordinance through the review of building permit applications to ensure compliance for the purpose of protecting the health, opportunity, and wellbeing of building occupants as well as the surrounding community.

- **Key Result:**

- Modification of Type One applications to include relief, or administrative adjustments and variations in council actions, took place December 2023.
- The total number of Type 1 map amendment applications for 2023 was 77. The total number of Type 1 map amendment applications for 2024 was 148, where 116 of those applications included relief. The applications where relief was integrated have saved the applicants several months of separate relief processes and application fees. In addition to time and money saved, applicants also gain certainty that their proposal will be approved rather than being subject to the decision of an administrative adjustment or variation.

- **Racial and/or geographical trends:**

- The modification will relax requirements resulting in a greater (percentage of value-wise) impact on/benefit to lower income applicants as their resources will be able to stretch substantively further.

Key Function #3: Facilitates land sales for redevelopment, especially along underserved West and South side community areas.

- **Key Result:**
 - Beginning April 2024, 300 to 400 City-owned parcels were selected in coordination with impacted Alders and community programming priorities based on advanced engagement efforts and marketed twice a year.
 - This resulted in a more proactive approach to marketing land for redevelopment and streamlining the process
- **Racial and/or geographical trends:**
 - Nearly 300 City-owned parcels, mostly within the South and West sides of the city, are being listed for market rate sale, affordable housing, open space or agricultural uses for the upcoming October 1st release on ChiBlockBuilder. This will revitalize vacant City-owned lots in these economically distressed communities.

Key Function #4: Implements sustainable growth initiatives, including the development of new and improved open spaces and policies that foster climate resiliency.

- **Key Result:**
 - Phase II engineering begins on the \$90M Englewood Nature Trail, stemming from the Englewood: Making a Difference, Quality of Life Plan (2005)
- **Racial and/or geographical trends:**
 - Chicago Plan Commission approves the community-led Englewood Agro-Eco District Land Use Plan (August 2024)

Key Function #5: Leads historic preservation efforts by assisting property owners, public agencies, and individuals with tools and legislation that protect Chicago's historic resources.

- **Key Result:**
 - A preliminary survey has been distributed via DPD's email list to collect community suggestions for potential legacy businesses. To date, DPD has received nearly 60 responses. More tailored outreach to BIPOC communities started in July 2024 with DPD attending the two Bronzeville POP openings. DPD is also partnering with Ald. Dowell to distribute the survey to her ward's residents.
 - The development of a Legacy Business Registry
- **Racial and/or geographical trends:**
 - Legacy Business Registry is starting off with Black-owned businesses from an aggregated dataset that lists over 600 businesses from across the city.

Department of Cultural Affairs and Special Events (DCASE)

Purpose: The City of Chicago Department of Cultural Affairs and Special Events (DCASE) is dedicated to enriching Chicago's artistic vitality and cultural vibrancy. This includes fostering the development of Chicago's non-profit arts sector, independent working artists and for-profit arts businesses; providing a framework to guide the City's future cultural and economic growth, via the 2012 Chicago Cultural Plan; marketing the City's culture assets to a worldwide audience; and presenting high-quality, free and affordable cultural programs for residents and visitors.

Workforce Demographics (as of August 2024)

Total number of employees in the department		73
Employees by Race/ Ethnicity		
White:		30
Black:		16
Hispanic:		16
Asian:		8
Multiple Races:		2
Pacific Islander:		0
Native American:		0
Unknown		1
Employees by Gender		
Male:		25
Female:		45
Non-Binary		3
Employees in Management by Race		32
White:		13
Black:		5
Hispanic:		7
Asian:		5
Multiple Races:		1
Pacific Islander:		0
Native American:		0
Unknown		1
Trends over Time		

Department did not provide this information.

Equity wins from workforce development efforts

DCASE continues to work on our internal Diversity Hire Plan to reach a broader more diverse group of external applicants, and promotional opportunities for internal staff as follows:

- Our employees provide diverse input and subject matter expertise during the job development and interview process.
- Job descriptions/job postings are thoughtful, well-intentioned, and targeted with specific duties, skills, multi-languages, preferences, and equivalences to capture a broader group of applicants.
- Job postings are shared with Aldermanic Offices, social media sites, neighborhood/community organizations, and employees' networks.

FY2025 Budget Equity Commitments

Priority #1: DCASE will advance action(s) from the following strategies in its Arts & Culture action plan:

- Establish a department-wide data collection system to identify disparities and gaps and inform decision-making for equitable resource allocation and distribution.
- Implement department-wide processes and tools to sustain engagement in communities receiving the fewest DCASE resources.
- Clarify and organize all opportunities for artists and arts organizations so they are widely known, understood, and equitably accessed.

Priority #2: DCASE will advance action(s) from the following strategies in its Community Engagement action plan:

- Conduct community engagement activities pertaining to this year's programming activities.
- Review and analyze data/input to inform engagement-tracking strategies and platforms.
- Identify priority communities or neighborhoods to hold engagements to identify and address barriers to participation.
- Create and implement an Annual Community Engagement mechanism for department tracking.

Priority #3: DCASE will advance action(s) from the following strategies in its Data action plan:

- Evaluate known data on DCASE's current roster of artists and partners to assess quality and completeness of equity metrics.
- Create and distribute collection tools to gather additional demographic information for artists, arts organizations and collaborators.
- Analyze collected data and create a department-wide data collection platform with standards and procedures through an equity lens.
- Share out data.

To view DCASE's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: DCASE committed to advancing the following strategies in its Arts & Culture action plan:

Strategy #1: Establish a department-wide data collection system to identify disparities and gaps and inform decision-making for equitable resource allocation and distribution.

Status **Partially Complete**

Action(s)

- Update all data collection tools and embed data review and analyses into annual contracting and programming processes across the entire department.

Key Result(s)

- In 2022 and 2023, DCASE worked to standardize its data collection methods in application processes, using the comprehensive model developed by the Cultural Grants team for DCASE grants programs, including metrics for race/ethnicity, neighborhood/community area, income, disability, systems-impact, and military service. Today, DCASE utilizes that model across its Cultural Grants and Resources, Programming, and Special Projects teams to make artist selection and funding decisions, where appropriate systems for data tracking exist. The department continues to evaluate the demographic information of contracted artists, as well as audience demographics in various program areas. Zip code, community area, and ward data are standard fields across relevant application processes. Similarly, DCASE includes questions about age, race, ethnicity, and disability, as appropriate and applicable, in most application processes to ensure equitable resource allocation and distribution. By understanding the data of programs we can be more intentional about future goals for diversification and we continue to find opportunities for setting new equity goals.
- Annual reporting in the form of the [DCASE Impact Report](#) highlights some of the data collected across our programs and how it is reported on (See 2023 for the most recent Impact Report example). The [2024 Data impact snapshot](#) shows an abbreviated version of DCASE impact figures, which focuses on the spread across city and wards without specific call outs for geographic or BIPOC communities. One notable difference between 2023 and 2024 is that there is a substantial decrease in funding, since ARPA-funded activities were reduced in 2024.
- With staff transitions in 2024, DCASE will continue to work on onboarding new staff to the current resources and evaluating further standardization across department-wide tools and processes. One key role that is currently vacant is the First Deputy role, who, along with the Executive Administration team, supports the collection of department-wide information.
- DCASE has been on the precipice of securing a data tracking mechanism that can facilitate the gathering of department-wide data. In 2025, we hope to have clarity on our access to a widely available tool (i.e., Submittable).

Strategy #2: Implement department-wide processes and tools to sustain engagement in communities receiving the fewest resources.

Status **Complete**

Action(s)

- Launch community engagement sessions to gain additional community input from those receiving the fewest resources.

- Fold insights and recommendations into new plans and identify a way to sustain community engagement with all communities, especially those receiving the fewest resources, to build inclusive engagement into annual operational cycles.

Key Result(s)

- Each of DCASE’s new programs and initiatives are community informed, and those communities are determined by project. The priority community may be defined by the racialized group, geography, income level, access to that resource/activity, discipline type, artistic expertise, and more.
 - One example, centering those with the most limited access to labor protections: in 2024, DCASE convened an advisory body to shape the Creative Worker Rights: Art is Labor campaign. Advisory Committee members, a majority-BIPOC group, brought their individual and organizational perspectives to the conversations, including the need to prioritize disability and language access. The campaign focused on creative workers - and particularly those workers who are freelance/independent workers. Independent workers have some of the most limited labor protections in the United States. The resulting launch of the educational and advocacy campaign (with resources in Spanish and English) has been attended by several hundred people. Next steps for the campaign include further translation of materials, surveys to identify priority labor topics for independent creative workers, which include demographic questions about the respondent; and collaborative programming with sector partners, focusing on those with the least access to labor protections. DCASE will also be initiating an internal review process to standardize our own practices around pay equity and fair contracting.
- DCASE’s Cultural Grants program demonstrates long-standing commitment to community engagement and inclusiveness in iterative program development:
 - Individual Artist Program application assistance workshop attendees have been surveyed with questions about their greatest needs and expenses as artists; results are used to help inform the program moving forward.
 - CityArts applicants are asked to provide feedback on amount of time spent on application and any areas of particular difficulty to complete.
 - The Cultural Grants program also uses external panelists to review grant applications for all Cultural Grants programs. These external panelists provide feedback on review process and inform where applicants could use more support.

Strategy #3: Clarify and organize all opportunities for artists and arts organizations so they are widely known, understood, and equitably accessed.

Status	Complete
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Action(s)

- Create a communication and outreach plan to ensure opportunities are known across communities

Key Result(s)

- In 2024, the Marketing and Communications team worked with colleagues across the Department to conduct Community Outreach and Engagement—to increase access and eliminate barriers for those who have not participated in our events and opportunities in the past. Specific programs include Chicago Farmers Markets, Chicago Gospel Music Festival, Maxwell Street Market, and Taste of Chicago neighborhood pop-ups, among others. Specific tactics include canvassing, social media, and community media advertising. A community

outreach coordinator has been dedicated to increasing the reach of these events, creating priority outreach lists by event. Through these efforts DCASE is also expanding followers to our centralized forms of information sharing (website, social media, and e-newsletters).

- DCASE spends more than 50 percent of its annual advertising budget on community media outlets—to reach residents who may not be served by traditional news media, and to help support local independent outlets.
 - In promoting the 2024 Individual Artists Program, we worked with Contratiempo for the first time, through ad buys, to reach more Latine communities – which have been underrepresented in this annual grant program.
- As a whole, DCASE has seen through its programs that are able to track demographic data that Latine communities are not represented in activities at the amounts that their overall representation in the city would indicate. In addition to ensuring that we uniquely define “community” by event/activity, we work to ensure that our programs are accessible to Latine populations by enlisting more resources that serve that community.
 - One example of identifying communities by event is the annual Chicago Gospel Music Festival. It is promoted alongside all of our annual concerts and festivals but also has a dedicated engagement strategy that includes mayor’s office personnel and a frequently engaged faith-leaders community.

Priority #2: DCASE committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Conduct community engagement activities pertaining to this year’s programming initiatives.

Status	Complete
Action(s)	
<ul style="list-style-type: none"> • Conduct community engagement activities for our neighborhoods to identify gaps within program engagement and to identify community stakeholders that can assist with closing those gaps. • Conduct community engagement activities for the arts sector, i.e. artists and partnering arts organizations, to identify institutional obstacles to meaningful engagement. 	

Key Result(s)

- There is an on-going, **2024 Millennium Park Market Research Study**. Data collected will evaluate current audience demographics for future Millennium Park programming planning and could assist in aligning future MP Programming for desired audiences, particularly those who have had the most limited access to Millennium Park.
- In 2023, DCASE released a report, in partnership with SMU DataArts, *Navigating Recovery: Arts and Culture Financial and Operating Trends in Chicago*. Among the key findings, DCASE noted that the theater sector was especially hard hit by the pandemic, which led DCASE to host a series of convenings with theater sector representatives in 2023 and 2024, to develop recommendations for supporting theater recovery.
 - Over 50 theater professionals joined our series of convenings, representing the diversity of Chicago’s theater – storefront theater, medium and large theaters, individual artists, BIPOC theaters, philanthropic partners, and more.
 - With the support of a facilitator, this group generated valuable recommendations for building theater back and supporting them in a new age of arts consumers.

- One key result of this work was a funder supporting new and expanded DCASE work in support of theater recovery through pay equity efforts, professional development workshops and South/West side investments. These initiatives will take place starting in 2025, and through 2026.
- DCASE continues to keep track of trends in the sector through all programs and activities to develop initiatives responsive to the needs of artists, arts nonprofits, and creative businesses.
- With a new Commissioner at the helm of DCASE, there has been an effort at ensuring the inclusion of new voices into the Cultural Advisory Council (CAC), an advisory body appointed by the Mayor. In 2025, Commissioner Hedsbeth worked with the Mayor to recommend and approve 6 new members who represent small, large, nonprofit and for profit entities, each bringing expertise in a variety of arts disciplines from various lenses.
 - New members on this advisory body include Richard Logan, The Reva and David Logan Foundation; Patric McCoy, Diasporal Rhythms; Diane Dinkins-Carr, DDC Consulting Group Inc; Leslè Honorè, Urban Gateways; Tony Karman, EXPO Chicago; and Camille Bacon, Jupiter Magazine.

Strategy #2: Review and analyze data/input to inform engagement tracking strategies and platforms.

Status **Partially Complete**

Action(s)

- Gather data and share with staff and leadership team to launch an institutional examination of community engagement strategies and organizational capacity.
- Meet with DCASE division(s) to identify neighborhoods and community members/groups to engage with to collect initial feedback research on DCASE community engagement strategies.
- Build in Professional Development time to define community engagement approaches, best practices and areas of growth, in order to increase overall community engagement institutional capacity.

Key Result(s)

- In 2024, DCASE fully staffed its community engagement team, consisting of a Program Director - Cultural Resources, Cultural Resources Coordinator, and a Community Outreach Coordinator. The three participate in the Mayor's Office for Community Engagement meetings, Engage Chicago, and are continuing to develop and implement strategies for community engagement across DCASE. There are DCASE teams that have existing community engagement strategies, but not all teams function in the same way.
- With new DCASE leadership at the Deputy Commissioner level, we hope to better standardize community engagement practices in the near future.
- DCASE's Professional Development workstream was recently assessed and highlighted a few areas of opportunity based on resulting data. Unfortunately, it also showed us that DCASE audiences are feeling overburdened by surveys, depicted in the low completion rate to the survey. Although not exclusive to our department, arts audiences have been asked to define themselves, their work, their struggles, etc., by many nonprofit and municipal agencies, so there is a deep burnout, particularly because government can be very slow to respond with change. As such, surveys are unlikely to be an ongoing tool for collecting information. However, staff did see some trends that we are able to respond to through concerted efforts.
 - Reaching more Latine audiences and continuing to support Black communities. From the survey, it was noted that Latine audiences accounted for 8% of respondents who are

current DCASE event attendees, compared to 32% Black, and 40% White. Latine participation in DCASE activities is not aligned with their proportional representation in the city. DCASE wants to ensure that the Black community of Chicago is continuing to feel supported by program offerings.

- Providing more supports to individual artists (as opposed to Arts NPO employees, business employees, or consultants in the arts). Artists (freelance arts workers) are 42% of our audience, followed by Arts NPO employees at 19% and “other” (people with an undefined role in the arts) at 14%.
 - Additional insight is needed to understand who is in the “other” category that was not properly captured in the last assessment.
- Increase ongoing engagement of individuals. Survey results show that respondents quantify their participation as once a year (43%) or 3-4 times a year (41%). Staff wants to ensure that the creative sector sees DCASE as an ongoing resource and has strong relationships with the department.
- Engaging more older adults/artists. The survey showed that 28% of the populations are 35-44, followed by 25–34-year-olds at 27%. Many of our programs require individuals that are 18 and above – due to contracting requirements. However, we see anecdotally that artists practice well beyond traditional retirement years and are not well-represented in our program attendance.

Strategy #3: Identify priority communities or neighborhoods to hold engagements to identify and address barriers to participation.

Status	Partially Complete
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Action(s)

- Through data analysis and community engagement, identify communities who are underserved and under-resourced, such as BIPOC, ALAANA, and LGBTQ+ communities. Data analysis may also identify youth as a focus for engagement.
- Establish, document, and develop sustainable connections through community engagement with the stakeholders identified through data analysis.
- Through data analysis and comprehensive community engagement, identify barriers to participation in order to share with community stakeholders to create a comprehensive community-centered strategic plan to address barriers.

Key Result(s)

- In some program areas, we have a clear sense of who we are serving and what gaps exist, but not all programs have a baseline or a pathway for collecting that data. Our free programs do not often request registration information, so those activities’ attendees are difficult to discern.
 - One program where we can track substantial data is through the Cultural Grants portfolio, which has a clear understanding, by program, where the gaps are, and sets goals based on achieving equity in funding of the arts sector.
- Every DCASE project has unique goals, and targeted community engagement does happen to inform specific programming outcomes related to ensuring equitable access, but this is not standardized, as was planned in the REAP process. There is ongoing community engagement that is intentional, but not according to a department-wide strategy.

- With the onboarding of several new staff across the department, we have an opportunity to invest more heavily in collecting data to create a baseline, which will then allow us to set goals across programs.
- Through Experience DCASE, the department is being intentional about reaching new communities through Ward offices. DCASE is refining this strategy, however it is already connecting the department to communities that were unaware of the department's work.

Strategy #4: Create and implement an Annual Community Engagement mechanism for department tracking.

Status Partially Complete

Action(s)

- DCASE will regroup with DCASE Leadership, Partner City Agencies and Cultivated Community Stakeholders to share lessons learned and insights.
- Work with Bloomberg Consultants and staff to define protocols, annual cycle, and related tools & processes.
- Create systemic tools to be implemented in the next programming year, and circulate strategic plans to the community in order to promote equitable community engagement with the creative ecosystem.

Key Result(s)

- This goal was based on the completion of Strategies 2 & 3, which have not yet been completed.

Priority #3: DCASE committed to advancing the following strategies in its Data action plan:

Strategy #1: Evaluate known data on DCASE's current roster of artists and partners to assess quality and completeness of equity metrics.

Status Complete

Action(s)

- Identify priority data categories to mine available data sources in the programming division.
- Create a data collection tool to gather and input internal data.
- Analyze data and identify gaps and additional data points to be collected and integrate changes into the updated collection tool or inform the creation of new tools.

Key Result(s)

- DCASE conducted the audit of the categories and data sources in 2022 and 2023, completing this element/strategy. In 2023 and into 2024, we had an ongoing working group around data collection that was ensuring consistent collection of information. At present, this is not a group that convenes, and with changes in staff, will need to be revisited again, should it be a continued priority of departmental leadership.

Strategy #2: Create and distribute collection tools to gather additional demographic information for artists, arts organizations, and collaborators.

Status Complete

Action(s)

- Design a Creative Worker Survey and identify a distribution strategy.
- Launch Creative Worker Survey.

- Revise and update Creative Worker Survey and embed into annual contracting processes.

Key Result(s)

- DCASE developed a demographic data collection tool, the Creative Worker Survey, in 2022; it refined the tool in 2023. The tool is now used by anyone in the department contracting individuals or artists, primarily by DCASE’s programming division. The tool includes questions on race/ethnicity, gender, age, neighborhood, ward, languages spoken, and how the individual was contracted, among other metrics. The survey was created to develop a baseline for department leadership, and current leadership is assessing whether we can set racial equity goals and how those will be determined.

Strategy #3: Analyze collected data and create a department-wide data collection platform with standards and procedures through an equity lens.

Status **Partially Complete**

Action(s)

- Review all collected data from internal data and Creative Worker Survey.
- Generate department-wide analysis standards and procedures, including an internal system for collecting and tracking data.
- Share data standards and procedures with project stakeholders and DCASE leadership for feedback and approval.
- Test the new data collection platform and procedures.

Key Result(s)

- Due to transitions within the department, DCASE made some progress towards this goal, but was not able to set the baseline needed to continue to establish community priorities.
- There has not yet been an opportunity to standardize data collection procedures, but the new Deputy Commissioner for Programming is reviewing data collection to assess opportunity for their division.

Strategy #4: Share out data

Status **Complete**

Action(s)

- Share impact report based on available data.
- Identify additional ways to share data and what other data to include in future impact reports as our data collection improves.

Key Result(s)

- **Annual DCASE Impact Report**
 - DCASE created impact reports for 2023 and 2024 and shared them with its varied audiences – via the DCASE website, social media accounts, and e-newsletters. This data is included in executive presentations and at relevant industry and public events.
 - DCASE has an array of programs, initiatives, and efforts that are all communicated through our website, socials, and e-newsletters. Additionally, when we conduct outreach, that is the way that we ask for individuals to follow us. As we attend more and varied outreach events, we ensure that individuals are connected to these pathways of communication.

- **DCASE Communications**
 - Data about Chicago’s arts and culture community and DCASE programs were included in relevant press materials, such as these recent examples:
 - [Mayor Brandon Johnson Launches Workers’ Rights Campaign for Creative Workers](#) (June 27, 2024)
 - [City of Chicago Unveils Microsite Highlighting 47 Transformative Creative Placemaking Grant Projects](#) (June 3, 2024)
- **DCASE social media**
 - Data we collected or sourced was also communicated via DCASE social media accounts—including these examples:
 - [Chicago Worker Rights Campaign, Art is Labor](#) (Twitter/X, June 27, 2024)
 - [Chicago Worker Rights Campaign, Art is Labor follow-up](#) (X, July 8, 2024)
 - [Together We Heal Creative Place \(TWHCP\) grant program website launch](#) (LinkedIn, June 3, 2024)
 - [2023 DCASE Impact Report](#) (X, March 13, 2024)

Biggest Equity Wins from FY2024

Department did not provide this information.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Cultural Grants & Resources

- **Key Result:**
 - Cultural Grants & Resources oversees four annual grant programs that support individual artists, arts organizations, and community/event planners.
 - In 2024, 65% of funded IAP artists identified as BIPOC (up from 60% in the prior year); 59% of grantees identified as female or nonbinary; 40% of grantees identified as LGBTQIA; and 14% of grantees identified with a disability.
 - 2024 was the fourth year of the Neighborhood Access Program (NAP), which has broader eligibility criteria with a focus on support to those that have traditionally not received significant funding through DCASE’s Cultural Grants programs.
 - Of NAP finalists selected, 75% are from the South and West sides and 57% are from priority neighborhoods, which include Community areas identified through the People’s Plan for Community Safety, My Chi. My Future, and other LMI (Low and Moderate Income) community areas receiving the lowest number of grant awards in the prior two years of DCASE Cultural Grants Programs.
 - Cultural Resources recently completed an assessment process that is shaping the delivery of professional development and technical assistance programs for artists, arts organizations, and creative businesses. In these efforts, we are tracking demographic information to understand who takes advantage of DCASE offerings, and gain insight into populations missing from those demographics. The professional development work will span several DCASE divisions, making it a way of tracking engagement from areas of the department that do not typically collaborate. Additionally, we are working to

identify which metrics we can track on an ongoing basis, so that future program development is always data-informed and equitable.

- **Racial and/or geographical trends:** The DCASE grants team has seen continued improvement in the diversity of applicants and grant recipients. Each year we adapt outreach strategies to engage new partners as trusted ambassadors of local communities, based on prior year grant data. One priority area for grants is engaging with Latine community leaders and organizations to develop stronger relationships with Latine communities. Each grant program application process shows progress as applicant and recipient numbers increase.

Key Function #2: Programming & Visual Arts

- **Key Result:** The Programming and Visual Arts divisions present an array of programs including public art projects across the city, visual art exhibitions at the Chicago Cultural Center, festivals, concerts, programming at the Chicago Cultural Center, and more. Each of these programs engages artists as a core part of their function. DCASE continues to systematize the tracking of demographic information of these artists. DCASE has not historically used race or geography to determine which artists are contracted, so this information is collected after contracts end. Both the Programming and Visual Arts divisions are under new deputy commissioner leadership. While DCASE has established a baseline for some of its programs, our new leadership is now tasked with developing goals for engaging new audiences as appropriate.
- **Racial and/or geographical trends:** To be determined by new division leadership.

Key Function #3: Operations & Marketing

- **Key Result:**
 - **Marketing Department:** The Marketing and Communications division works to diversify news and media outlets for the promotion of our work to explore what outlets have an impact on our work. In recent years, as we try to reach more Latine communities, there is a new relationship with Contratiempo, an art focused Spanish language publication which has seen positive results – i.e. more engagement from Latine audiences.
 - Individual requests for translation are advanced by DCASE staff working on individual programs and activities, and while there is no set protocol for which materials are translated and to what language, it has been practice that we translate event information to Spanish.
 - In 2024, the Creative Worker Rights campaign webinars were presented in English and Spanish. In addition to those translations, we translated flyers and transcripts from the webinars in Polish and simplified Chinese.
 - DCASE follows the standards of the Department of Procurement Services (DPS) in setting goals for the MBE and WBE firms we contract, 25% and 5% respectively as of the time of writing.
 - Our department has found that it is difficult to set additional goals for MBE and WBE vendors, as City requirements make our opportunities difficult for many vendors to achieve. When we release a request for proposals, and there are at least 3 certified firms who provide that service, we are able to do Target Market solicitations.

- **Racial and/or geographical trends:** DCASE is using increasingly diverse media outlets to communicate with an expanded audience – with positive results in response rates to the Cultural Grant programs.

Key Function #4: Chicago Film Office

- **Key Result:** The Chicago Film Office (CFO) has two core functions, one is to work with production companies to support the film permitting process, and the other is to present programs that highlight the richness of film and tv production in the city. CFO works in partnership with community organizations in the delivery of its programs and advancement of its directives. Many of CFO's partners are festivals and film organizations that have an explicit mission to highlight, elevate, and/or engage communities and individuals from diverse and/or historically marginalized backgrounds.
 - Through partnerships with the Chicago Alliance of Film Festivals and its constituent festivals, the CFO is highlighting several festivals that serve and elevate BIPOC communities by amplifying BIPOC stories and engaging audiences in the Cultural Center and Millennium Park (Chicago Latino Film Festival, Black Harvest Film Festival, Asian Pop-Up Cinema, Foundation for Asian American Independent Media)
 - The Sundance Institute x Chicago 2024 partnership highlights Black and Indigenous storytelling in its programming (Luther, Sugarcane), employed an equitable and accessible approach to venues (South Side, North Side, Loop), and facilitated an Indigenous Community Roundtable Conversation to highlight indigenous issues.
 - The Community Partner event component of Sundance Institute x Chicago enabled many BIPOC-led organizations to contribute to and benefit from this special week of programming (Chicago Media Coalition, OTV, Full Spectrum Features, Mezcla Media Collective, Sisters in Cinema, and others). The Sundance partnership was significant for Chicago and the local film industry, since it brought an international audience to Chicago. CFO, in partnership with Choose Chicago, was able to connect its local partners to funding and new and highly expanded audiences through these very visible Sundance programs.
- **Racial and/or geographical trends:** The Chicago Film Office and its staff were not a part of the initial REAP process, and did not participate in setting up racial equity goals. However, CFO is responsive to issues of the sector, participating in coalitions that keep the department current. In recent years, there have been additional organizations created that fill gaps in the film sector for representation of diverse stories including gender identity, racialized background, cultural diversity, and more. In addition to considering the programmatic partners for events CFO presents, the division is actively looking for workforce development pathways for those looking to enter film/media careers. These efforts are all still in development and the CFO has an opportunity to develop a baseline of partner organizations, programs and audiences, to make more informed equity goals. As of March 2025, there is a vacancy for the deputy commissioner role for the CFO, and the future leader of that division will be important in setting new goals for that team.

Department of Housing (DOH)

Purpose: The Department of Housing (DOH) expands access and choice for residents and protects their rights to quality homes that are affordable, safe, and healthy. DOH's vision is the equitable distribution of resources across all 77 communities so that every Chicagoan can choose and remain in quality housing that is affordable, safe, and healthy.

Workforce Demographics (as of August 2024)

Total number of employees in the department	106
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Employees by Race/ Ethnicity

White:	26.4%
Black:	48.1%
Latine:	14.2%
Asian:	6.6%
Multiple Races:	4.7%
Pacific Islander:	0%
Native American:	0%

Employees by Gender

Note: * The gender data presented here is limited to what is reported on the OERJ Workforce Equity Dashboard and does not accurately reflect employees who do not identify as male or female. This includes those who may identify as nonbinary, gender fluid, agender, or other gender identities.

Male:	44.34%
Female:	55.66%

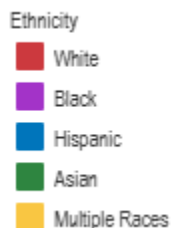
Employees in Management by Race

White:	33%
Black:	42%
Latine:	21%
Asian:	0%
Multiple Races:	4%
Pacific Islander:	0%
Native American:	0%

Trends over Time

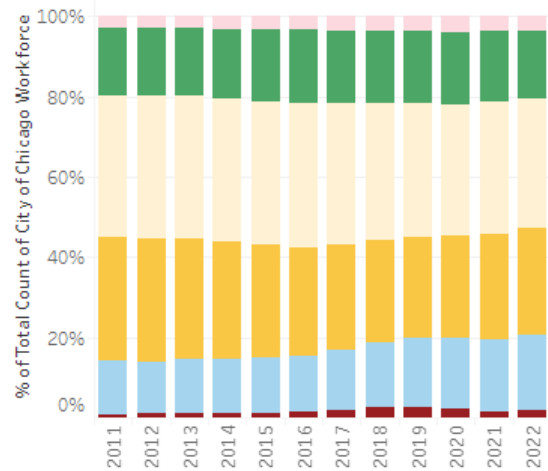
Since the inception of the Department of Housing in 2019, the Department has become more diverse over time in terms of the ethnic and age makeup of the workforce. It is also notable that DOH has been outpacing trends from the City overall in terms of gender parity between men and women since 2019.

City of Chicago trends over time (from [OERJ Equity Dashboard](#)):

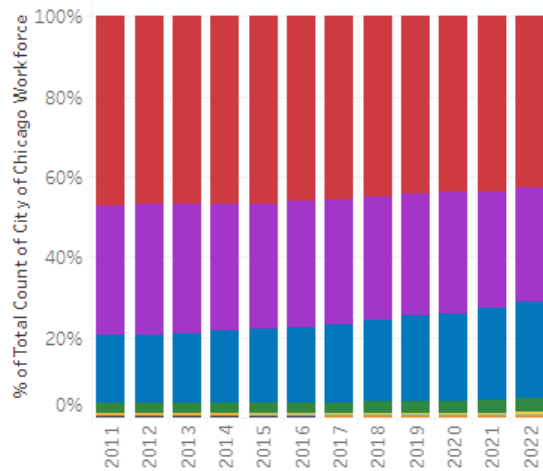


Equity Dashboard: City of Chicago's Workforce Diversity

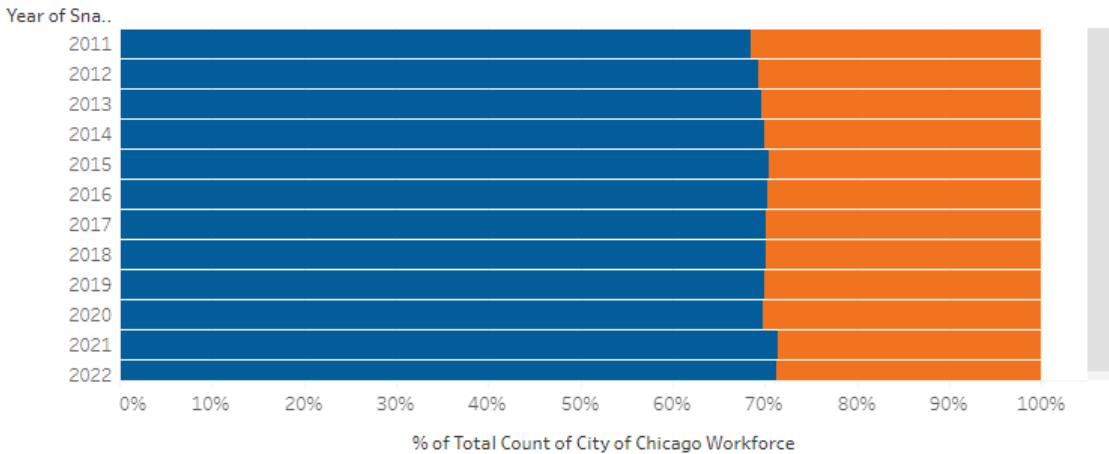
Age of Workforce



Ethnicity of Workforce



Gender of Workforce

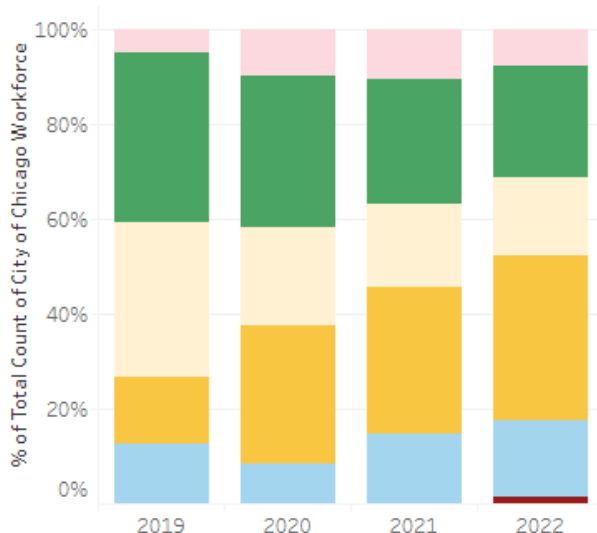


*Ethnicity: White (Red), Black (Purple), Blue (Latine), Green (Asian), Yellow (Multiracial)

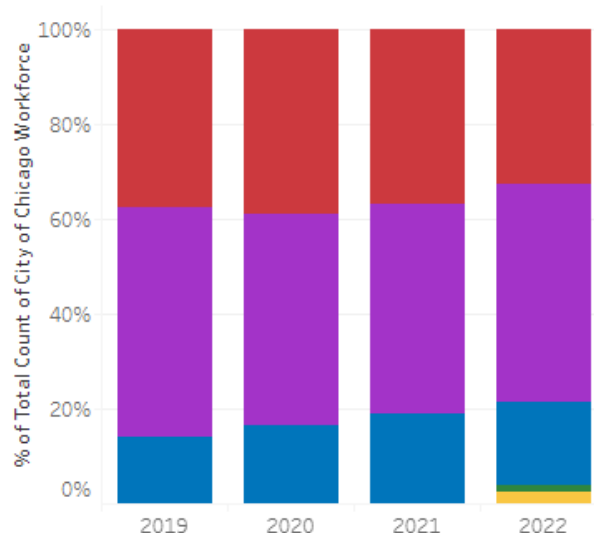
*Gender: Female (Orange), Male (Blue)

Equity Dashboard: City of Chicago's Workforce Diversity

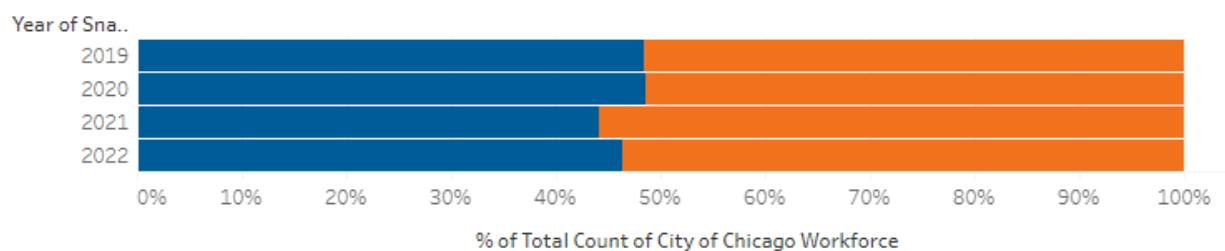
Age of Workforce



Ethnicity of Workforce



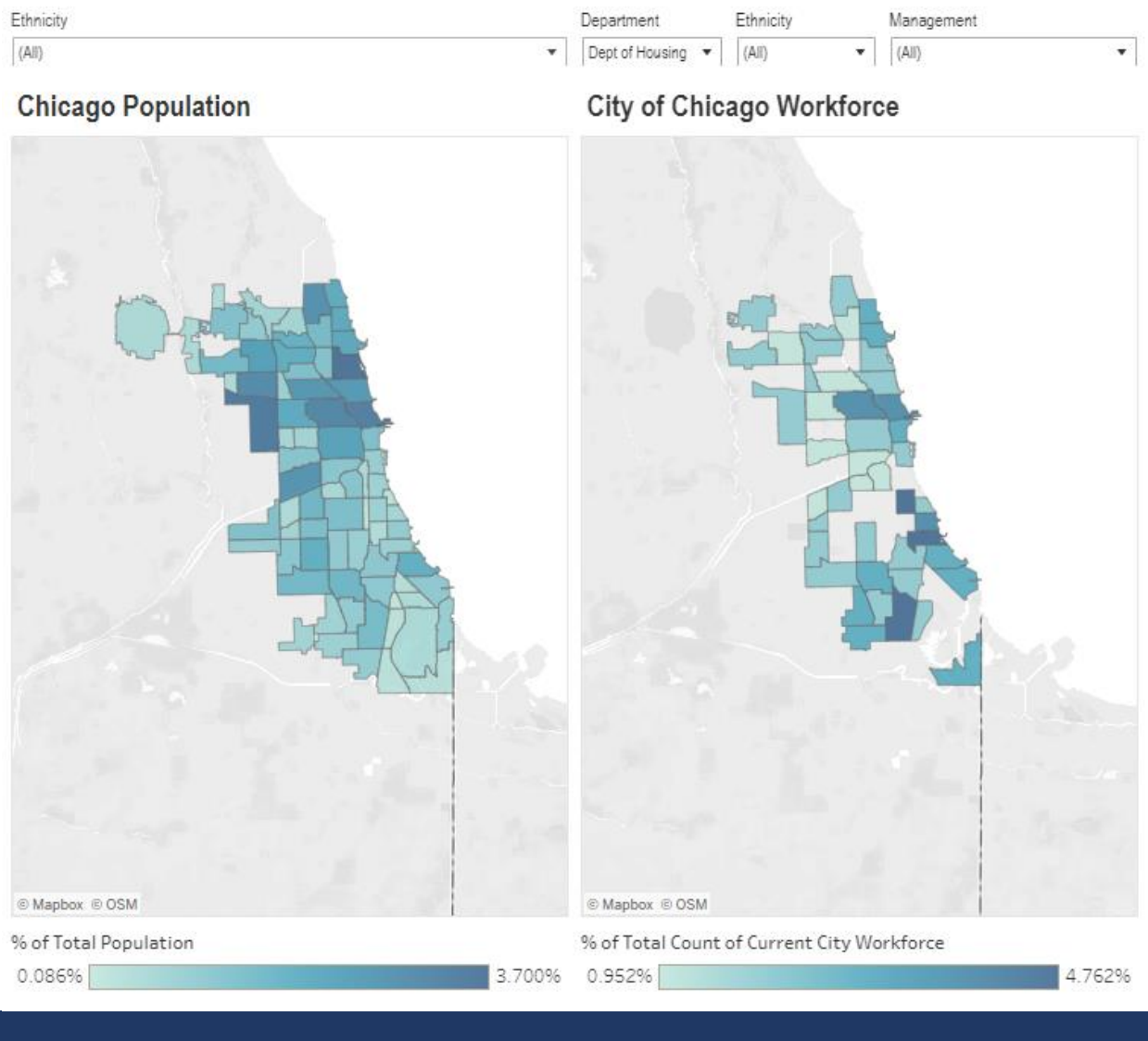
Gender of Workforce



Equity wins from workforce development efforts

Demographic changes

The majority of DOH hires reside on the South Side, where employment rates are among the lowest in Chicago. This represents a significant equity win for our workforce development efforts. This strategic focus not only addresses critical employment needs but also aligns with our commitment to fostering economic opportunities in historically underserved communities and introducing firsthand experience from the communities most in need of DOH services and investments. By prioritizing these areas, we are making tangible strides toward reducing unemployment disparities and promoting inclusive growth, ensuring that every Chicagoan has a fair chance to thrive.



FY2025 Budget Equity Commitments

Priority #1: DOH will advance action(s) from the following strategies in its Contracting action plan:

- Reduce barriers and create a pipeline of BIPOC developers and emerging contractors by providing technical assistance in key areas through shared knowledge from industry experts.

Priority #2: DOH will advance action(s) from the following strategies in its Data action plan:

- Streamline home improvement program applications within one DOH bureau (HRP, Emergency Heat, TIF/NIP, SARFS, Green Homes & Flood Assistance) to implement equity goals that go across programs proactively, re-evaluating regularly based on need, not just reactively based on demand.
- Establish improved and unified systems to collect, track, and evaluate programs using data to inform program improvements and outcomes that better serve historically marginalized groups. The goal is to standardize the department's data collection practices with the ultimate goal of creating a central data platform for all DOH programs to conduct regular data-based program evaluations.

Priority #3: DOH will advance action(s) from the following strategies in its Housing action plan:

- Increase the City's internal capacity to improve housing equity.
- Increase accessibility to ETOD programming.
- Increase development across the continuum of supportive housing.

Priority #4: DOH will advance action(s) from the following strategies in its Housing action plan through Housing Development:

- **Address Housing Insecurity:** Provide safe, stable, and affordable homes for low- and moderate-income individuals and families facing high rent burdens or homelessness.
- **Promote Affordable Housing Options:** Expand access to quality neighborhoods, schools, transportation, and job opportunities.
- **Strengthen Communities:** Revitalize disinvested areas, support local economic development, and foster long-term neighborhood stability.
- **Support Workforce and Economic Growth:** Ensure that essential workers—like teachers, healthcare staff, and service workers—can live near their jobs, boosting local economies and reducing commute.

To view DOH's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: DOH committed to advancing the following strategies in its Contracting action plan:

Strategy #1: We will enhance our capacity-building accelerator program by continuing successes from FY23 and introducing new initiatives.

Status

Partially Complete

Action(s)

- Created metrics for the webinar certificate series for the BIPOC/emerging construction community and measuring benefits for certificate holders.
- Developed an RFP to recruit a cadre of capacity-building professionals to provide business support to the BIPOC/emerging construction community
- Determined a long-term funding strategy for the capacity-building accelerator program for BIPOC/emerging construction contractors.

Key Result(s)

- RFP developed and pending release to select Biz Accelerator Administrator.
- Identified possible long-term funding for the accelerator program. Close to \$6 million in liquidated damages have been collected from developers who were unable to meet the requirement of hiring Chicago residents for 50% of construction hours. Currently, these funds are returned to the City's general fund, although the Ordinance encourages using them to support training programs.

Priority #2: DOH committed to advancing the following strategies in its Housing action plan:

Strategy #1: 2024 will represent the first full year in which DOH has a dedicated ETOD project coordinator, who will split their time between ETOD work and DOH's ADU (Additional Dwelling Units) program. This will allow DOH to dedicate more staff time and resources to promoting ETOD across Chicago.

Status

Partially Complete

Action(s)

- Involved the new ETOD project coordinator in 2023 QAP (Qualified Allocation Plan) awardee meetings to promote compliance with ETOD best practices in project design.
- Resolved issues raised with City-subsidized development of single-family homes in areas where the Connected Communities ordinance promotes two-flats.
- Aligned on the agenda for further adoption and implementation of ETOD Policy Plan items.

Key Result(s)

- Hired ETOD Coordinator.
- Introduced ordinance for citywide legalization of Additional Dwelling Units (ADU).
- Established prioritization of RPM land to support northside ETOD priorities.
- Improved coordination with ETOD working group and DOH resulted in 8 transit served projects, 2 of which qualify as ETOD, funded through the 2023 QAP.
- Alignment of development priorities to better integrate ETOD and Cut the Tape efforts.

Priority #3: DOH committed to advancing the following strategies in its Data action plan:

Strategy #1: We are working with Senior Database Analyst to continue improving internal database systems and data governance to achieve data equity goals further.

Status**Partially Complete****Action(s)**

- Implemented changes based on change team evaluation with home improvement/repair teams, including but not necessarily limited to a single point of entry for applicants.
- Began adoption of Emphasys platform for listing affordable ARO (Affordable Requirements Ordinance) units.
- Completed a data collection policy indicating which data points DOH programs should ideally collect, standardizing variables where possible.

Key Result(s)

- The Department of Housing is preparing for the implementation of the ProLink Solutions database platform to enhance data integrity. This process has involved identifying data sources and cleansing the current data stored in various locations. Once data is cleansed it can be loaded into the ProLink platform for use of the Department
- The Department has onboarded Emphasys to serve as a listing partner for DOH affordable units. DOH is partnering with MOPD to conduct a survey of available units to list on Emphasys.

Biggest Equity Wins from FY2024

Below are highlights of the biggest equity wins from each Bureau of the Department of Housing. As shown in our planning for FY25, specifically the strategies for enacting the Data action plan, one of our priorities is to establish improved and unified systems to collect, track, and evaluate programs using data. This includes how the Department tracks data that can illuminate how we can improve our programmatic outcomes for historically underrepresented groups. While the Department has made strides in this area and is able to share equity related data for some of our wins, progress in this area will help the Department more accurately report the racial equity implications of our successes for many more programs in the future.

Many of the equity implications from the biggest wins for the Department of Housing in FY24 stem from the rules set forth in the [2023 Qualified Allocation Plan \(QAP\)](#), which are designed to direct federal affordable housing funds equitably where they are needed most instead of in equal proportion across all populations. As a public-private partnership, Low-Income Housing Tax Credit (LIHTC) is the most

significant resource for affordable housing in the U.S., and the QAP determines over 60 percent of Chicago's affordable housing resources.

Bureau of Housing Development

Asset Management

DOH Asset Management division took swift and steadfast actions to successfully transfer four affordable housing developments from Heartland Housing (a major affordable housing and supportive services provider that abruptly dissolved its operations) to affordable operators POAH and Full Circle. Our efforts helped prevent the loss of over 440 units of affordable housing that serve a highly vulnerable population of low-income families and individuals. The four properties are: Hollywood House (residents are 52.1% White, 15.2% Black, 14.3% Latine), Harvest Commons (residents are 46.5% White, 26.1% Black, 14.3% Latine), Warren Apartments (residents are 46.5% White, 26.1% Black, 14.3% Latine) and Townhall Senior Apartments (74.8% White, 4.3% Black, 9.7% Latine). This is a part of a broader effort to transfer former Heartland properties to new ownership with nine other occupied properties representing 621 units of housing pending final transfer arrangements.

Multi-Family Financing

In 2021 DOH released its first Racial Equity Impact assessment which assisted DOH's 2021 and 2023 QAP to further its goals around expanding opportunities for BIPOC communities, developers, and service providers, and providing more housing choices for residents in high opportunity areas. In 2024, DOH announced 13 new proposals to move forward and intends to close 12 QAP projects in 2025. DOH plans to utilize all of its resources including, but not limited to, 9% Tax Credits and new bond funding proceeds for the development of these proposals. These DOH resources will help finance over \$562M in development and will create and preserve more than 1,350 units of affordable housing across the City of Chicago. Of these twelve (12) proposals approximately 10 proposals are either BIPOC led or a BIPOC JV and are located on the South and West sides of the city. Two of the proposals are providing affordable housing in opportunities areas including Lakeview and Edgewater. Additionally, as of August 2024, DOH Multi-family Finance has already provided approximately \$34.6M in funding resources, supporting nearly \$197M in development, across seven affordable housing proposals in Equitable Transit-Oriented Development (ETOD) zones, creating 216 new units and preserving 169 existing units for a total of 385 units.

- **SRO Preservation Loan Fund**
 - In partnership with the Community Investment Corporation, the Department of Housing is supporting the rehabilitation of 383 units of Single Room Occupancy (SRO) units across eight buildings. These buildings provide housing for Chicago's most vulnerable populations, those at risk of homelessness, and are located in opportunity areas such as Hyde Park, Edgewater, and Logan Square. To date, DOH has committed \$9.7M to this initiative.
- **Affordable Housing through the PEAR Program**
 - In 2024, DOH provided \$1,000,000 in funding to obtain and preserve affordable housing in three buildings located in the Belmont Cragin, Hermosa, and Albany Park neighborhoods. These three neighborhoods were chosen because they are experiencing rapid rent escalations due to gentrification. Each of the units in the three buildings will be 100% affordable and target households earning less than 30% AMI, without subsidy. The goal of this effort is to preserve affordability for the current and future residents of the buildings over a 30-year period. Additionally, the development entity (a BIPOC-led firm) agreed to the following tenant outcomes:

- Allowing residents of the buildings to become co-investors in the buildings and share in any potential returns.
- Give residents of the buildings the option to be treated as investors by incorporating part of their monthly rent as an equity contribution, so that they can be building wealth during the period of rent.
- Explore and test different models of housing affordability, including wraparound tenant services to promote homeownership.
- **Multi-Family Decarbonization**
 - Brainerd Senior Center Preservation & Humboldt Park United Methodist Church Redevelopment (HPUMC) are multi-family projects that have closed/are expected to close before the end of the year. Both of these projects will include decarbonization as part of their construction scope of work, including the installation of HVAC heat pump systems and all-electric appliances. DOH is working with partners to develop case study evaluations of these decarbonization efforts as these projects close and construction is completed.
- **Permanent Supportive Housing**
 - In 2024, DOH selected thirteen Low-Income Housing Tax Credit (LIHTC) developments to be funded through the 2023 Qualified Allocation Plan (QAP) - across the developments selected, DOH anticipates 175 Permanent Supportive Housing units to be established at purpose-built PSH developments and through a required 5% set-aside.
 - DOH collaborated with the Chicago Continuum of Care to establish pathways for the PSH 5% set-aside that includes Moving On units for residents ready to exit PSH and new PSH units with CoC subsidy.

Affordable Requirements Ordinance (ARO)

- Under the Affordable Requirements Ordinance, there are a total of 193 projects that recorded a covenant and are constructed and leasing as of April 2025, resulting in 2,045 affordable rental units.
- In 2024, 23 projects recorded a covenant which will result in an additional 346 affordable units. Majority of these units will be rental – 2 of 23 projects will be owner-occupied (for-sale).
- Of the 23 projects that received a covenant in 2024, 44% of proposed residential affordable units are 2+ bedrooms (family-sized units).
- Of the 23 projects that received a covenant in 2024, 48% of proposed residential affordable units are in Inclusionary Housing Areas, 26% in Community Preservation Areas, 13% in Downtown, and 13% in Low-Mod Areas.
- Of the 23 projects that received a covenant in 2024, 16 are subject to 2021 ARO, meaning once constructed, all on-site affordable units will be Type A (accessible) units.
- In 2024, a total of 367 affordable rental units in 19 buildings have been constructed, leased (or leasing), and developed an Affirmative Fair Housing Marketing Plan. Of these units, 246 affordable units or 67% are Type A (accessible) units.
- In 2024, \$3,380,384.00 was deposited in the Affordable Housing Opportunity Fund (AHOF) from ARO in-lieu fee payments.
- During 2024, the ARO team conducted a live training for property managers and leasing agents on Affirmative Fair Housing Marketing and Tenant Screening Plan Rules. ARO staff trained over 300 property managers and leasing agents.
- In 2024, the ARO team developed an interactive online map showing available ARO rental units, complete with property details, contact information, and income eligibility requirements.

- In January 2025, DOH will launch a redesigned ARO website with a user-friendly structure, clearer guidance, and new tools to improve accessibility. The website will be organized into audience-specific sections to help different stakeholders easily find relevant resources.

Bureau of Construction and Compliance

Construction Compliance Monitoring Division

A program was launched to address one of the key barriers to BIPOC construction contractors' success—access to capital. Named Project Advance, the collaboration between the Department of Housing (DOH) & the Chicago Community Loan Fund (CCLF) is the first of its kind implemented through a City of Chicago department.

The advanced funds are repayable, gap funding for Home Repair contractors' expenses (i.e., materials and labor) to help them onboard new projects. The funds are not considered a loan or a line of credit as the company does not incur finance or interest fees. The primary stipulation is that the funds must be repaid within 120 days of disbursement.

Nearly \$250,000 has been advanced to three BIPOC contractors so far. To date, one firm has repaid \$75,000.00 and has successfully completed several projects with the help of the advanced funds.

The pilot program is only open to delegate agencies, their contractors, and general contractors awarded Home Repair Program (HRP) agreements funded by the Chicago Recovery Program (CRP).

Construction Services

- Expansion of Home Repair Program: The program, formerly known as the Roof & Porch program, which was relaunched with a new contracting model a few years ago specifically to address contractor diversity, continues to evolve to better meet the City's needs. In the last 18 months the program has expanded from a CDBG (Community Development Block Grant)-funded delegate agency model to direct-contracting with emerging, primarily BIPOC-led contractors utilizing corporate and Chicago Recovery Plan bond funds. Out of 10 contractors selected for the program, nine are BIPOC contractors. To date they have completed over 60 projects with over 100 remaining in the pipeline.
- To address recent catastrophic urban flooding on Chicago's West Side, which has primarily affected the 24th, 28th, 29th and 37th wards, all areas where the majority of the population is African American or Latine, DOH has launched a one-time flood assistance program to repair and flood-proof basements and other parts of homes that have been damaged. The program, which serves low-income homeowners who have been unable to pay for necessary emergency repairs themselves, addresses an immediate need while increasing the resiliency of low-income households in the face of climate change.
- Rapid Payment program: DOH has worked with Comptroller, OBM, DOF, and DOL to establish a rapid payment program "RPP" for the Home Repair Program to more quickly pay contractors for work completed on behalf of the City. This program, which will be launched shortly after 2 years of development, should speed up City reimbursement by 25-50% for emerging BIPOC contractors with limited access to capital.

Bureau of Homeownership Programs

Delegate Agencies

The restructuring and release of three Request for Proposals for its Small Accessible Repair for Seniors (SARFS), Housing Counseling Centers (HCC), and Technical Assistance – Citywide (TACIT) program and Right to Counsel (RTC). This TACIT includes the start of a small pilot program, the Trouble Building Initiatives – TACIT, which aims to cover the moving and packing cost of seniors that need to vacate

because of a troubled building. Please note that the SARFS program will be rolled into the Home Repair Program (HRP) in 2025.

- DOH-CERESI (Community Engagement, Racial Equity and Strategic Initiatives) was the first bureau to spend its Chicago Recovery Plan allocation through its partnership with the Mayor's Office for People with Disabilities within the SARFS Ramp and Lift Program. In all, 88 senior households were assisted by receiving a vertical lift platform, ramp, or other accessibility repairs.
- Reorganized the Advisory Committee on Renting Right to better represent marginalized communities across Chicago and increase representation from communities that are facing rapid rent increases and displacement of low- and moderate-income residents.
- 32,931 people served through the Small Accessible Repairs for Seniors (SARFS), Technical Assistance Community (TACOM), Technical Assistance Citywide (TACIT), Community Housing Development Organization (CHDO), Housing Counseling Centers (HCC) and Historic Chicago Bungalow Association (HCBA) programming.

Shared Equity Investment Program

The Shared Equity Investment Program (SEIP) has been an extremely popular pilot – across two different tracks. Since the launch in October 2024 Track 1 – for purchase price assistance – has supported 15 homeowners with purchasing a unit in a cooperative, community land trust, or an affordable deed-restricted unit. Track 2 – for acquisition support – has supported two acquisitions, one at \$600K and one at \$200K, leveraging just \$920K to create eight (8) new units of permanently affordable housing.

DOH is seeing increasing affordability challenges across many Chicago neighborhoods, with rising rents and home prices making it harder for low- to moderate-income households to access stable homeownership. SEIP helps fill this gap by supporting residents who are seeking ownership opportunities that promote long-term affordability, community stabilization, and generational wealth. This pilot represents one of the most innovative tools that DOH has to support shared equity models which benefit community and homeowners by providing stability, affordability, and equity that doesn't contribute to displacement. They also support homeowners at income levels that are not typically able to access homeownership and the benefits of that stability.

Green Homes Chicago homeownership

DOH has approved 55 homeowners so far for participation in the Green Homes Chicago pilot program, providing free home energy upgrades and energy efficiency retrofits to income-eligible homeowners. This includes new insulation and heat pump heating and cooling systems. Construction is underway on many of these projects with the first few completions set to finish in Q2 2025. DOH has invited an additional ~400 homeowners to apply for the program and continues to see increased engagement and excitement about this program.

Chicago Recovery Plan (currently reporting to Commissioner Castañeda)

Non-Congregate Shelter Acquisition Program

- The first of the five non-congregate shelter grantees closed on acquisition in Q1 2024. North Side Housing and Supportive Services acquired 7464 N Clark, which will undergo construction to house 70 residents experiencing homelessness. This development received \$6,674,744 of tax-exempt bond funding for acquisition and rehab, the first through the non-congregate shelter acquisition program.

- A second grantee, La Casa Norte, completed their acquisition in Q4 2024. La Casa Norte acquired 1622 N California, which will house 41 youth experiencing homelessness. This development received \$4,090,000 of tax-exempt bond funding for acquisition and rehab.
- Two other grantees, Franciscan Outreach and Unity Parenting & Counseling, have completed the community engagement process and completed the special use zoning process for their respective properties in Q3 and Q4 of 2024, with acquisitions to follow in 2025.
- The City closed on their acquisition of the Haven on Lincoln at 5230 N Lincoln. DOH selected Gensler via an MCA Task Order for architectural and project management services, and ECI as the general contractor to complete the building construction work.

Bureau of Policy & Research

Policy & Research

- Designed, advocated for, and passed the \$1.25b [Housing and Economic Development Bond](#), to secure future financing for Housing projects and programs in the face of declining legacy revenue sources and to correct for the inequities of TIF funding. Transitioning from TIF to bond funding also provides the City with an offramp from rapidly expiring TIFs, which will in time provide for a fairer and more transparent property tax system.
- Working to develop, introduce, and pass legislation to provide equitable zoning reform, including city-wide ADUs, affordable housing density bonuses, by-right development of homeless shelters, and the addition of gentle density in some residential zoning districts.
- Working to develop, introduce, and pass legislation enshrining the Right to Eviction Counsel as part of the City code, providing low- and moderate-income tenants with legal representation in eviction court. The Right to Counsel Pilot Program has provided legal services to more than 800 households so far in 2024.
- In collaboration with the Chicago Urban League and ANI Appraisals, working to establish an appraisal review board and appraisal management company to serve homeowners who have received low appraisals. The goal is to address systemic property undervaluation and help bridge the appraisal gap for homeowners of color.

Community Engagement & Racial Equity Initiatives

- The equity team started offering mandatory departmental training to supplement HR and ground staff training in equity work. To date, there have been three mandatory training sessions for staff. The most recent (2024) training that staff participated in was the Equity 101 training. This training focused on understanding equity terms, the City of Chicago's definition of equity, and how to implement equity in their roles. This training was presented by Dr. Sansberry of KEVRA Consulting.
- The equity team hosted a series of citywide Housing 101 events to educate and empower residents about the various housing programs and resources available in Chicago. These sessions covered topics such as affordable housing options, tenant rights, homeownership assistance, and navigating the complexities of home buying. So far, we've hosted three events: the first at Truman College focused on rental rights and protections, the second at Malcolm X College covered various housing options, including inclusionary housing programs and forgivable grants for qualifying buyers of newly constructed single-family residences, and the third at Olive-Harvey College explored homeownership and support. The final event of the year was held in November at Wilbur Wright College. Organized in partnership with the Advisory Committee for Renting Rights, the event featured community-based organizations offering resources and support for both Chicago renters and landlords.

Bureau of Neighborhood Preservation

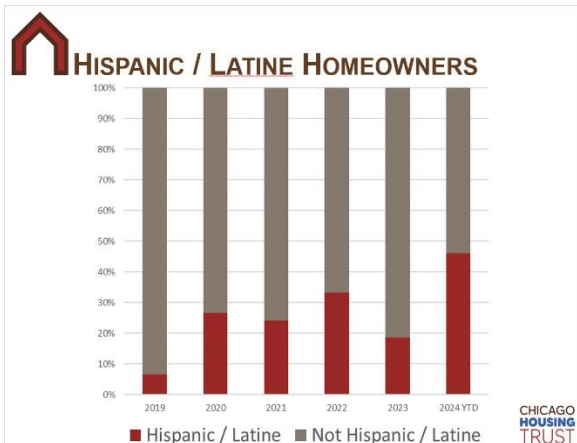
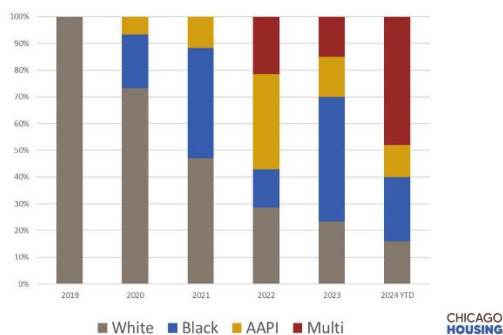
Housing Preservation and Neighborhood Development

Launched technical assistance and capacity building programs under the REBUILD platform for BIPOC Developers – Program created to provide experiential learning to local developers, assisting them to advance their capacity to include use of conventional loans provided as a result of a perpetual loan loss reserve established through Chicago Community Loan Fund.

Chicago Housing Trust

The Chicago Housing Trust expands housing access, stable residential communities, and long-term affordability so that homes are assets within reach for Chicagoans seeking ownership. In 2020, new leadership reignited the marketing committee on the board of directors, with an emphasis on affirmative marketing strategies focused on BIPOC LMI households. In 2021, the ARO rewrite incentivized family-sized units better-aligning available inventory for working families. In 2022, the Housing Trust launched a website and semi-annual trolley tours. In 2023, the Housing Trust partnered with the CERES team for expanded outreach and launched a prioritization policy which ensures that eligible households with more people, lower incomes, that are either proximate to the available unit(s) or reside in a neighborhood which was disparately impacted during the housing crisis in 2008 are prioritized. As a result, the portfolio has more than doubled to 232 owner-occupied homes. The portfolio has diversified exponentially during this time, per the charts below.

NEW HOMEOWNERS BY RACE PER YEAR



Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Leads research and development of City housing policy issues to promote an equitable distribution of affordable housing across the city.

- **Key Result:**
 - Introduced ordinance to expand ADU development city-wide
 - Designed the framework for the City's Green Social Housing proposal (legislation under consideration as of late 2024)
 - Secured passage of the Housing & Economic Development Bond
- **Racial and/or geographical trends:**
 - DOH, in collaboration with the Mayor's Office, selected 13 developments across the city of Chicago that will receive funding through our 2023 Qualified Allocation Plan (QAP). The projects were chosen based on several guiding criteria, including alignment with DOH's principles, such as encouragement of public transit, emphasizing energy efficiency, consideration of permanent supportive housing, empowerment of BIPOC contractors, and more than eight of the selected developments are in wards with majority Black populations.

Key Function #2: Manages the development of affordable multi and single-family housing, and provides financing through Low-Income Housing Tax Credits, Municipal Bonds, Federal resources, TIF, City grants and loans.

- **Key Result:**
 - Passed the [Housing and Economic Development \(HED\) bond](#), providing DOH with \$625m in additional resources for the development and preservation affordable housing.
- **Racial and/or geographical trends:**
 - The City will augment these funds through existing City funding sources, including ARO, in-lieu fees, LIHTC, NOF, and TIF, as well as additional federal and state grants and private funding in order to maximize the City's investment in our neighborhoods over the next five years. In total, this represents upwards of \$3 billion of investment in the City of Chicago, including more than \$1.75 billion in economic development investments and \$1.25 billion in housing investments.

Key Function #3: Implements housing and neighborhood preservation programs and initiatives to eliminate blight, rehabilitate deteriorated vacant and abandoned housing and redevelop neighborhoods.

- **Key Result:**
 - Technical Assistance and Capacity Building Pilot for 40 + local developers
 - 78 vacant and abandoned building acquisitions with 70 transfers to local developers
- **Racial and/or geographical trends:**
 - 98% BIPOC Developer partnership on acquisition and rehabilitation efforts
 - 100% low to moderate income area rehabilitation concentration

Key Function #4: Provides homebuyer and homeowner assistance including home purchase assistance, emergency repairs, counseling, energy efficiency improvements and financing programs.

- **Key Result:**
 - The Building Neighborhoods and Affordable Homes (BNAH) Purchase Price Assistance grant provided \$60,000 in down payment assistance to a qualified buyer.
 - For federal income tax credits, the TaxSmart Mortgage Credit Certificate (MCC) program issued 14 MCC's to qualified homebuyers.

- Approved 265 homeowners in FY24 YTD so far for critical home repairs, with an anticipated 388 total for FY24.
- Launched a pilot decarbonization program – Green Homes Chicago – to reduce energy bills and provide retrofits to low-income homeowners around the City.
- In FY23, 8,241 households received housing counseling in homeownership promotion or preservation topics.
- In FY23, 235 senior households received over \$650k worth of minor accessibility-related repairs through the SARFS program.
- **Racial and/or geographical trends:**
 - All homebuyer and home repair programs are available Citywide, but the majority of funds are spent in census tracts with an average AMI of 60% or below.
 - Of the current homeowners approved for service in FY24, 74% identify as Black/African American and 11% identify as Latine.
 - In FY23, 79% of households receiving housing counseling service are LMI, and 56% identify as BIPOC.
 - In FY23, 100% of senior households receiving services are LMI, and 90% are BIPOC through the SARFS program.

Key Function #5: Leads research and development of City housing policy issues to expand access and choice for residents, and protect their right to quality homes.

- **Key Result:**
 - Relaunched the Chicago Advisory Committee on Renting Right (ACRR) to advise DOH on needed rental housing reforms to preserve housing stability for tenants and landlords.
 - Provided \$50,000 in community based micro-grants through the ACRR to community partners for landlord and tenant engagement and education.
 - Provided legal advice and representation through the Right to Counsel Pilot to 2,150 households currently in eviction proceedings between Jan. 2023 and June 2024.
- **Racial and/or geographical trends:**
 - ACRR members more accurately represent populations and geographic areas of the City that are experiencing housing insecurity due to disinvestment or displacement pressure.
 - Nearly 75% and 68% of RTC extended representation clients identified as Black/African American and female respectively, which data shows are the groups most impacted by evictions in Cook County.

Regulatory

Office of the Inspector General (OIG)

Purpose: The Office of Inspector General (OIG) investigates and helps to prevent misconduct and waste, while promoting efficiency and integrity in City operations. OIG's jurisdiction extends throughout most of City government, including City employees, programs, licensees and those seeking to do business with the City.

Workforce Demographics (as of December 2024)

Total number of employees in the department		124
Employees by Race/ Ethnicity		
White:		67
Black:		18
Hispanic:		18
Asian:		10
Multiple Races:		3
Pacific Islander:		0
Native American:		0
Vacancies		8
Employee by Gender		
Male:		52
Female:		64
Non-Binary:		0
Employees in Management by Race		
White:		18
Black:		6
Hispanic:		5
Asian:		1
Multiple Races:		0
Pacific Islander:		0
Native American:		0
Trends over Time		
Department did not provide this information.		
Equity wins from workforce development efforts		

During 2024, OIG has actively expanded its sourcing pool to attract more diverse applicants. Additionally, the DEI Director has been added to the interview panel to ensure an equity lens on each of OIG's hiring sequences. In 2024, OIG hired 10 employees representing a range of diversity in terms of race and gender. See figure 1 below.

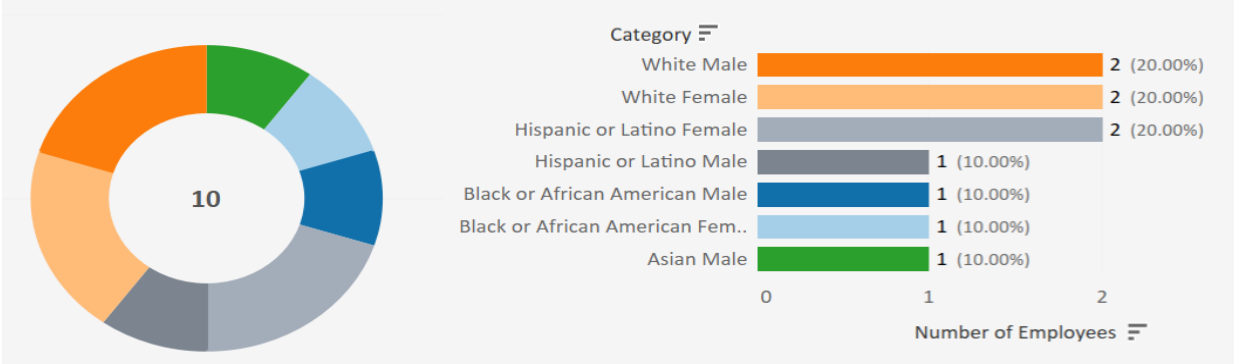


Figure 1 Hiring

In 2024 OIG promoted 6 employees, ensuring that all candidates had equal opportunities for advancement. OIG's robust hiring and promotion processes deliver fairness throughout the screening, application, and interview stages. Among the six employees promoted, four were women and two represented minority populations. See figure 2 below.

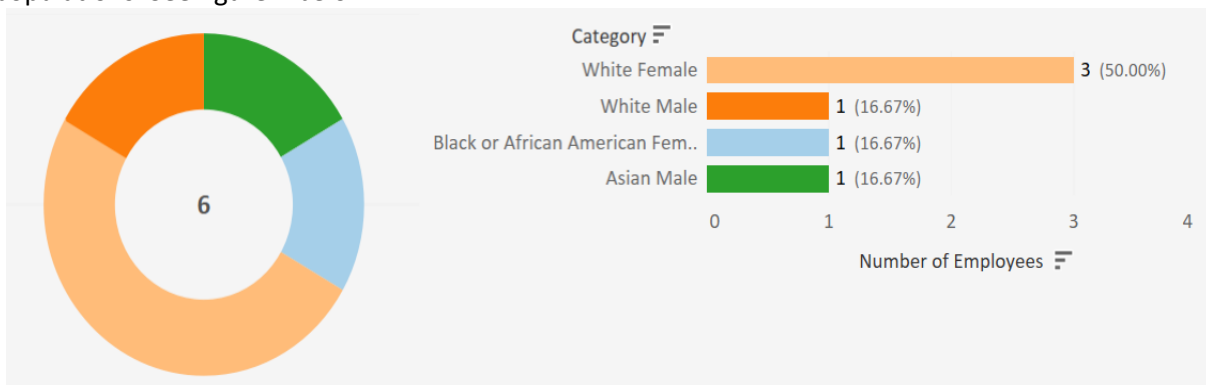


Figure 2 Promotions

FY2025 Budget Equity Commitments

Priority #1: OIG will advance action(s) from the following strategies in its Data action plan:

- Leverage OIG's socio-economic data dashboard to enhance project analyses and inform public reports.

Priority #2: OIG will advance action(s) from the following strategies in its Public Safety action plan:

- Integrate community and stakeholder engagement into all stages of OIG's Public Safety evaluation work.

To view OIG's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: OIG committed to advancing the following strategies in its Data action plan:

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

Status Complete

Action(s)

- Created the socio-economic dashboard CEPP.
- Implemented the socio-economic dashboard CEPP.

Key Result(s)

- OIG launched the Socioeconomic and City Data Comparison Dashboard, a new data resource containing U.S. Census data such as population, demographic, and socioeconomic indicators. This dashboard presents data across City of Chicago wards, community areas, police districts, and beats, providing insights into how City programs, services, and their outcomes impact people across Chicago's neighborhoods. Side-by-side maps enable users to visualize and compare the distribution of City services and programs—such as 911 calls and Tax Increment Financing Districts (TIF)—alongside census data on factors like race, household income, education level, and other demographics.
- To support community input, OIG developed the Socioeconomic Dashboard Community Engagement Project Plan (CEPP), aimed at identifying topics of interest from community members to inform the dashboard project. The CEPP includes: 1) the purpose of community engagement for the socio-economic dashboard, 2) how CEPP will guide the project during pre-planning, fieldwork, and post-publication phases, 3) a list of community and City stakeholders, and 4) CEPP methodology.
- OIG identified community organizations and universities that may benefit from the data in the dashboard and notified them of its launch, providing a link to the dashboard along with an invitation to engage in discussions about its content and potential applications.

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

Status Complete

Action(s)

- Hosted internal OIG Lunch and Learn sessions.
- Extended invitations to the following 8 city departments, members of OIG's original OERJ cohort, to participate in a socioeconomic dashboard focus group and presentation.

• Administrative Hearings
• Department of Buildings
• Department of Business Affairs & Consumer Protection
• Department of Family & Support Services
• Department of Finance
• Department of Procurement Services
• Chicago Public Library
• Department of Streets and Sanitation

Key Result(s)

- Lunch and Learn participants internal to OIG and employees of other City departments provided valuable feedback on the useability of OIG’s dashboard, its relevance to their work, and opportunities for continuing enhancements to the tool.

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

Status Complete

Action(s)

- Used the dashboard to inform our Audit and Program Review section's work
- Used the dashboard to inform our Public Safety section's work
- Developed social media insights designed to engage with the public on questions that can be answered using the dashboard.

Key Result(s)

- OIG completed and launched its **Socioeconomic Dashboard** on July 15, 2024. The dashboard is now operational, and OIG will continue to incorporate its insights into our work and use the data to inform project prioritization on an ongoing basis. OIG has received highly positive feedback from internal, external, and public stakeholders on the dashboard’s usability and the value of its data. Dashboard users can anticipate productivity gains through significant time savings when researching relevant topics. OIG implemented a dashboard awareness process called social media insights that allows members of the public to learn about and provide feedback on the dashboard. Thoughtful questions are crafted and posed to the public on OIG’s social media sites to increase the public’s awareness of the information that can be found on the dashboard.

Priority #2: OIG committed to advancing the following strategies in its Public Safety action plan:

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

Status Complete

Action(s)

- Developed CEPP for the creation of the Public Safety section annual outlook.
- Increased community engagement for Public Safety section staff.

Key Result(s)

- A Community Engagement Project Plan (CEPP) was developed for all Public Safety projects to facilitate community engagements throughout all project phases. The CEPP included:
 - The purpose of community engagement for the project
 - How community engagement will inform the project during the pre-planning, fieldwork, and post-publication phase of the project
 - A list of community and City stakeholders
 - CEPP methodology (target audiences, topics for community consideration, and other community engagement goals)
 - As required by the Municipal Code of Chicago and the consent decree entered in *Illinois v. Chicago*, an Annual Outlook for Public Safety was created and published on OIG’s website on January 31, 2024. OIG implemented listening tours in 7 Chicago communities including at CTA platforms to engage the public on topics of interest to inform project planning process. These 7 locations were selected to maximize the number of people we could reach to inform project priority decisions.

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

Status **Complete**

Action(s)

- Attended CPD member-focused community engagement events.
- Developed relationships with CPD affinity group organizations.

Key Result(s)

- OIG's Public Safety staff participated in several CPD member community engagement events covering 25 wards in 21 police districts. These events created opportunities for police officers to engage with OIG's staff members and raised awareness of OIG and ways in which CPD members and members of the public can contact OIG with information. Below is a table of the areas visited by OIG during 2024.

2/22/2024	City of Chicago Construction Summit 2024	1900 W. Jackson Blvd.	27	12	Business owners, City infrastructure department leadership
2/28/2024	District Council 19 IMT Session	1134 W. Wilson Ave. Uptown Church	46	19	Public
3/14/2024	Roll Calls at District 011	3151 W Harrison St	24	11	CPD
3/21/2024	4th District City Services Fair	1767 E. 79th st	8	4	Public
3/28/2024	Public Safety Vendor Outreach Event	3510 S. Michigan Ave.	3	2	Public Safety Vendors/City Employees
5/21/2024	OIG Listening Tour	Chinatown/Cermak Red Line Stop	11	9	Public
5/21/2024	COPA People's Academy - History Civilian Oversight, COPA Structure, Intake	3225 W. Foster Ave.	39	17	Public
5/5/2024	OIG Listening Tour	Farmer's Market 95th St.	19	22	Public
5/16/2024	OIG Listening Tour	Jefferson Blue Line Stop	45	16	Public
5/28/2024	COPA People's Academy - Use of Force	3225 W. Foster Ave.	39	17	Public
6/4/2024	COPA People's Academy - Major Incident Investigations & Response	3225 W. Foster Ave.	39	17	Public
6/11/2024	COPA People's Academy - Domestic Violence & Sexual Misconduct Investigations, PRAD	3225 W. Foster Ave.	39	17	Public
6/18/2024	COPA People's Academy - Case Closure, Searches and Seizures	3225 W. Foster Ave.	39	17	Public
7/27/2024	2025 Kennedy King College City Budget Engagement Roundtable	6301 S. Halsted St.	20	7	Public
6/25/2024	COPA People's Academy - Summary Reports, Rules and Regulations, Arbitration	3225 W. Foster Ave.	39	17	Public
8/6/2024	National Night Out - 007 District	5701 S. Shields Ave.	20	7	Public + CPD
8/6/2024	National Night Out - 025 District	1333 N. Laramie Ave.	37	25	Public + CPD
8/6/2024	National Night Out - 006 District	501 E. 90th Pl.	6	6	Public + CPD
8/6/2024	National Night Out - 012 District	1312 S Racine Ave (Fosco Park)	28	12	Public + CPD
8/6/2024	National Night Out - 010 District	3315 W Ogden Ave, Chicago, IL 60623	24	10	Public + CPD
8/6/2024	National Night Out - 011 District	3502 W. Roosevelt Rd.	24	11	Public + CPD
8/6/2024	National Night Out - 015 District	5085 W. Adams St.	28	15	Public + CPD
8/6/2024	National Night Out - All Above Districts	Various	All above	All above	Public + CPD
8/14/2024	Uptown Farmers Market	1250 W. Sunnyside Ave.	46	19	Public
8/21/2024	Ravenswood Farmer's Market	4900 N. Damen Ave.	40	20	Public
9/12/2024	Daley Plaza Farmer's Market	50 W. Washington St.	42	1	Public
9/18/2024	CCPSA CPD Budget Town Hall	St. Agnus of Bohemia, 2658 S. Central Par	22	10	Public
10/29/2024	District 012 Community Conversation	1147 N. Western Ave.	1	12	Public + CPD
10/30/2024	District 001 Community Conversation	Macy's (111 N State St.)	34	1	Public + CPD
10/30/2024	District 019 Community Conversation	1145 W. Wilson Ave.	46	19	Public + CPD
11/4/2024	District 014 Community Conversation	2056 W. Division St.	1	14	Public + CPD
11/6/2024	District 002 Community Conversation	39 W. 47th St.	3	2	Public + CPD
11/7/2024	District 018 Community Conversation	1001 N Crosby St, Chicago, IL 60610	27	18	Public + CPD
11/7/2024	District 015 Community Conversation	5100 W. Harrison	29	15	Public + CPD
11/13/2024	District 011 Community Conversation	2622 W. Jackson Blvd.	28	11	Public + CPD
11/14/2024	District 024 Community Conversation	7340 N. Rogers Ave.	49	24	Public + CPD
11/14/2024	District 010 Community Conversation	2800 S. Western Ave.	12	10	Public + CPD
11/14/2024	District 005 Community Conversation	9550 S. Harvard Ave.	9	5	Public + CPD
11/14/2024	District 009 Community Conversation	4747 S. Marshfield Ave.	20	9	Public + CPD
11/18/2024	District 008 Community Conversation	3420 W 63rd St (West Lawn Park)	14	8	Public + CPD
11/19/2024	District 017 Community Conversation	4626 N. Knox Ave.	39	17	Public + CPD
11/20/2024	District 007 Community Conversation	1459 W. 74th St.	17	7	Public + CPD
11/21/2024	District 025 Community Conversation	1856 N. Leclaire Ave.	37	25	Public + CPD
11/21/2024	District 020 Community Conversation	5437 N Clark St.	48	20	Public + CPD

- Additionally, to inform specific project work, the Public Safety staff participated in the following outreach events:

10/19/2023	CPD DV Awareness Month event at Harold Washington College
10/19/2023	CPD DV Awareness Month event at Daley College
10/20/2023	CPD DV Workshop at Women's Park
10/26/2023	24th District Domestic Violence Awareness month- Domestic Violence Liaison Officer event
11/23/2023	CPD Recruitment Events
	Tabling at XSport fitness (819 S. State)
	Tabling at Chicago Employee Uniform Store (500 W. Roosevelt Rd)
	On-foot at Christkindlmarket at Daley Center (50 W. Washington)
12/9/2023	CPD Women in Law Enforcement Expo

- Finally, the Public Safety staff engaged with the following community organizations on topics related to its project work:

Chicago Survivors
Chicago Association of Women in Law Enforcement (CAWLE)
National Organization of Black Law Enforcement (NOBLE)
Association of Asian American Law Enforcement (AALEA)
Association of Hispanic Law Enforcement (AHLE)

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

Status Complete

Action(s)

- Ensured all Public Safety section staff attended 'ride alongs' with CPD members.
- Increased OIG staff presence at CPD trainings and meetings.
- Established regular OIG presence at CPD community events.

Key Result(s)

- 30 OIG employees including the Inspector General and all Public Safety section staff participated in 15 'ride alongs' with CPD in 15 districts during the day, evening, and night shifts. The Inspector General teaches a curriculum block in CPD's Education & Training Division for all new recruits. The Deputy Inspector General of Public Safety attends monthly Police Board meetings.

Biggest Equity Wins from FY2024

- The launch of OIG's socio-economic dashboard was the biggest equity win in 2024. The dashboard allows users to visualize the intersection of City service provision and various dimensions of socioeconomic data across Chicago's neighborhoods, and informs OIG's prioritization decisions in our work.
- OIG's decision to expand the role of the DEI Director to apply an equity lens to all work products and ensuring a more equitable and inclusive workforce is notable. In coordination with HR, OIG has also seen more employee engagement, training, and recognition to ensure all staff have opportunities to thrive.
- Additionally, OIG continues to actively engage with the community to ensure that all Chicagoans have access to OIG to learn about our work or to share information with OIG. OIG has relocated to a central office where we are more accessible to employees, whistleblowers, etc., from across Chicago.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Conducts independent, external government performance audits providing objective, evidence-based analysis in published reports of findings and recommendations to City departments and City Council.

- **Investigations** - Conducts criminal and administrative investigations of allegations of misconduct, waste, abuse, and mismanagement by City officials, employees, contractors, vendors, lobbyists, and licensees supporting administrative disciplinary, prosecutorial, contractor debarment, and civil recovery outcomes.
- **Public Safety** - Conducts independent, quantitative, and qualitative evidence-based evaluations, inspections, and reviews reported in published findings and recommendations with the goals of fostering public trust in and improving the operations, programs, policies, and practices of the Chicago Police Department (CPD), the Civilian Office of Police Accountability, and the Police Board.
- **Legal & Compliance** - Reviews, monitors, and audits the City's employment actions to ensure compliance with applicable laws and to prevent and address improper considerations in City hiring and promotion decisions.
- **Center of Information, Technology & Analytics** - Performs data analysis and reporting to render City operations more meaningfully transparent, including creating and maintaining interactive data visualization dashboards using cleaned and validated City data.
- **Audit & Program Review** – Conducts government performance audits to improve economy, effectiveness, and efficiency in the delivery of City services. These independent, objective, nonpartisan analyses and evaluations of City programs and operations comply with the federal Government Accountability Office's generally accepted government auditing standards.
- **Operations** –Support the day-to-day operational functions of OIG by providing budgetary, fiscal, human resources, employee training, communications, and DEI services. OIG's Operations section works to implement innovative solutions and best practices so other sections can work efficiently and effectively in accordance with regulatory requirements.

Key Results:

- OIG achieved full compliance with the consent decree entered in *Illinois v. Chicago*, making us the first and only component of City government to do so.
- OIG provides oversight for major construction initiatives across the City. Specifically, OIG has worked with the CDA to oversee the multi-billion-dollar expansion project at O'Hare International Airport, commonly known as O'Hare 21. OIG manages the work of Integrity Monitors (IMs), professional services contractors charged with investigating, auditing, and testing various processes and contracts associated with O'Hare 21. The IMs are given full access to contractor records and personnel. They monitor contractors' compliance with laws, policies and procedures, and various contractual requirements, and report to an Integrity Monitoring Committee; that committee is constituted of representatives of DPS, CDA, and OIG. Working with the IMs, OIG receives information, leads, and complaints regarding potential misconduct on the project. Participating with CDA and DPS on the monitoring committee, OIG works in concert with partner departments to develop strategies and approaches to problems considering shared interests and perspectives. In 2022, OIG developed an O'Hare 21-specific tipline and email address to enable members of the public, employees, and contractors to more easily raise concerns about O'Hare 21 to OIG. During 2023 and 2024, OIG has received 157 complaints from the tipline.

- In 2024, the Public Safety section’s Investigative Analysis unit examined 1,316 closed disciplinary cases and opened 100 for in-depth review. OIG found fifteen COPA investigations and seven BIA investigations that contained deficiencies materially affecting their outcomes.

Racial and Geographical Trends: At the time of this writing, an analysis of racial and geographical trends for 2024 was still in process. However, based on Public Safety’s review of closed misconduct cases and CPD’s 2023 data, the number of complainants who disclosed their demographics are as follows:

Race

Year	Black	White	Hispanic	Asian/Pacific Islander	Middle Eastern/North African	American Indian/Alaskan Native
2023	568	149	119	11	7	2
2022	342	112	84	17		

Year over year, all racial groups saw an uptick in the number of complainants except for individuals who identify as Asian; this group saw a decrease.

Gender

Year	Men	Female	Non-Binary
2023	558	382	4
2022	331	295	2

Year over year, the number of complainants increased for all groups.

OIG’s Compliance unit resolved 39 Complaints (including 2 Escalations) during 2024 and 23 Escalations during 2023, ensuring compliance with applicable laws. Escalations, as defined by the Plan, occur when a DHR recruiter suspends a hiring requisition when they have reason to believe that a hiring manager, hiring authority, or other City employee may have committed a violation of the Plan or may have allowed political reasons or factors or other improper considerations to influence the hiring process.

- **Racial and Geographical Trends:** The Escalations originated within 12 City departments but not all escalations were found to be violations. [Click here](#) to review escalations from 2023.

DOL	Public Safety	Aviation	City Clerk	Dept of Water	Procurement	Library	Public Health	Dept of Fire	Housing	CPD	Transportation
3	5	2	1	1	1	1	3	1	2	1	1

Additionally, OIG audited 5 hiring sequences to ascertain the City’s compliance with Chicago Municipal Code § 2-74-075, which mandates City hiring preferences for residents of designated socio-economically disadvantages areas. These audits did not find any cases of non-compliance.

In 2024, OIG received and processed over 10,895 intakes compared to 8,334 in 2023 and is a significant increase from previous years which reflects more awareness of OIG’s function by city residents.

- **Racial and Geographical Trends:** Many intakes are anonymous; OIG does not collect racial or geographical data from complainants.

In the service of our transparency mission, we have expanded and updated dashboards, on our information portal, on topics including socioeconomic status compared to City services, City services by address, and CPD patrol staffing.

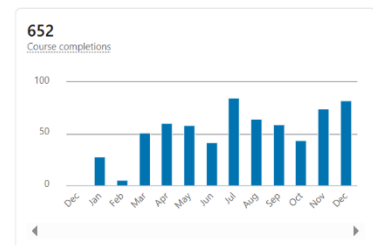
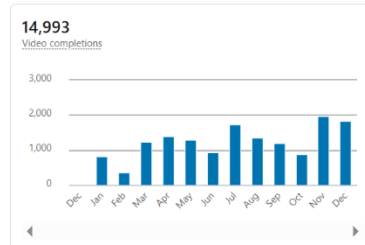
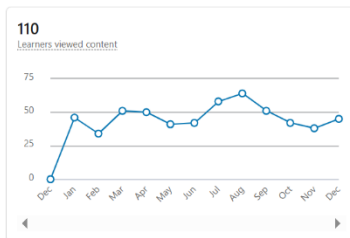
- **Racial and Geographical Trends:** Patrol staffing data was added to the Socio- Economic dashboard which affords City residents an expanded view of racial and geographical trends in the allocation of CPD resources across Chicago’s neighborhoods. The Socio-Economic dashboard

provides users the ability to compare U.S. Census data to City data in one dashboard. Side-by-side maps allow users to visualize and compare the distribution of City services and programs, such as 911 calls and Tax Increment Financing District (TIF), to Census data, such as race, household income, education level, or other factors. Additional data points will be added including housing, crime, and city services by address. The information extracted by our dashboards often informs equity assessments in our work.

In service to our performance audit and program work objectives, to improve economy, effectiveness, and efficiency in the delivery of City services, we engaged with communities about the impact of our work and did substantive, human-centered fieldwork.

- **Racial and Geographical Trends:** OIG is ensuring engagement with every Chicago community in alignment with our goal to reach all communities within 3 years. [Click here](#) to track our progress on our public facing community engagement dashboard.

During 2024, we implemented an employee development training program platform that allows employees to develop key skills and knowledge to advance their careers. Doing so ensures that all employees at OIG have equal opportunity to develop and grow. The charts below reflect that during 2024, of the 116 employees at OIG, 110 utilized the learning platform and completed 14,993 videos and 652 courses. Most of these topics pertained to writing with impact, project management and goal setting. Continuous training for OIG employees ensures they understand and correctly apply laws, regulations, and internal policies – especially in investigations, audits, and compliance work. Continued training is also crucial for avoiding bias in oversight work and fostering a fair, representative workplace culture.



Department of Buildings (DOB)

Purpose: The Department of Buildings (DOB) maintains building safety for residents and visitors by enforcing the Chicago Building Code through building permits, including inspections, trade licensing, and regulatory review. DOB promotes high quality design standards for new construction as well as the conservation, rehabilitation, and reuse of the City's existing buildings.

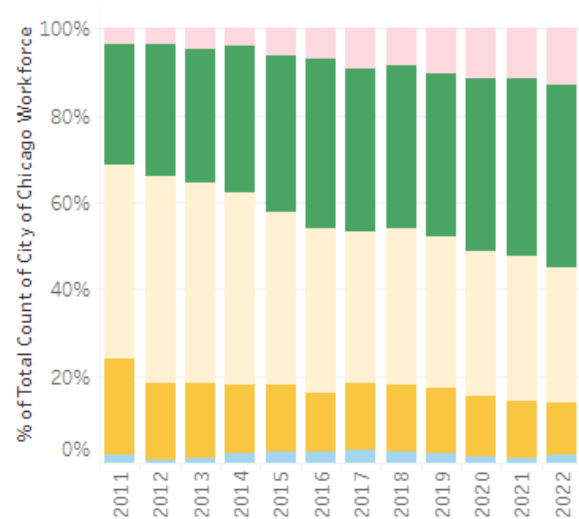
Workforce Demographics (as of August 2024)

Total number of employees in the department		242
Employees by Race/ Ethnicity		
White:		107
Black:		72
Hispanic:		53
Asian:		7
Multiple Races:		2
Pacific Islander:		1
Native American:		0
Employees by Gender		
Male:		194
Female:		48
Employees in Management by Race		
White:		3
Black:		3
Hispanic:		1
Asian:		0
Multiple Races:		0
Pacific Islander:		0
Native American:		0

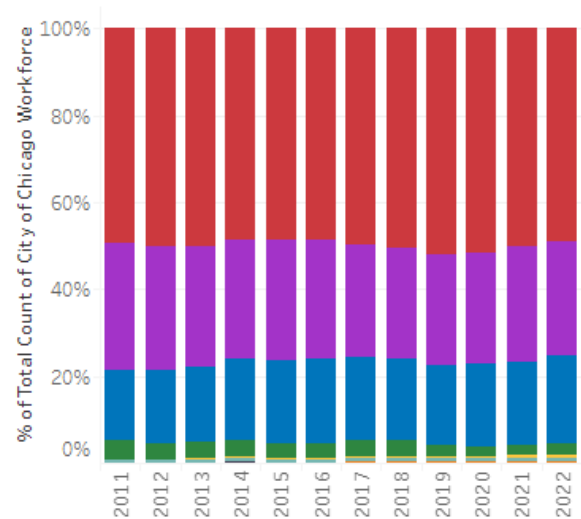
Trends over Time



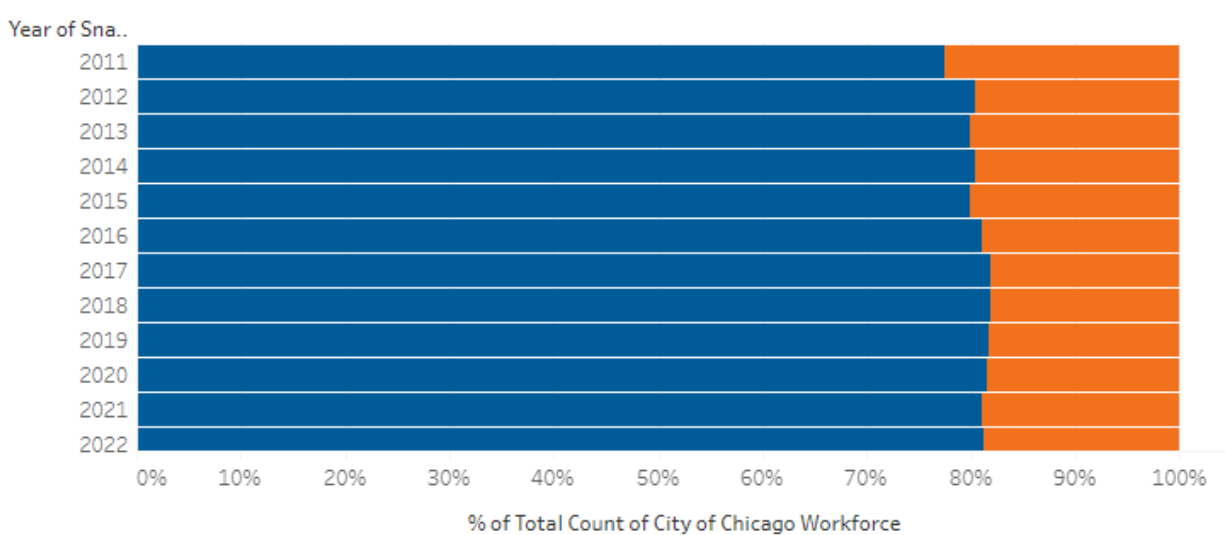
Age of Workforce



Ethnicity of Workforce



Gender of Workforce



Equity wins from workforce development efforts

In 2024 the department continued to diversify the workforce. We successfully filled 12 inspector positions:

Gender	Ethnicity	Positions Filled
Female	Hispanic	1
Male	Hispanic	4
Male	Black	2
Male	White	5

The department's commitment to diversifying the workforce continues, as we are seeing a more diverse pool of candidates that are applying for inspector positions with the department. While some of the candidates are City employees seeking a new opportunity, most candidates are working in the private sector with the various construction related entities and want to have an opportunity to be a public servant and work for the City in the department.

FY2025 Budget Equity Commitments

Priority #1: DOB will advance action(s) from the following strategies in its Housing action plan:

- Implement a voluntary compliance program for owners of owner-occupied properties single family residences up to three dwelling units to comply with building nuisance and maintenance-related building code violations. The voluntary compliance program will be for building code violations that do not pose an imminent danger or hazard to the occupants and/or first responders.
- Draft language to create a Residential Rental License for multi-residential property owners.

Priority #2: DOB will advance action(s) from the following strategies in its Workforce action plan:

- Continue working closely with sister agencies and community partners to promote equitable recruitment into the skilled trades, especially for women and racial minorities who are currently underrepresented in that workforce.

To view DOB's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: DOB committed to advancing the following strategies in its Housing action plan:

Strategy #1: Implement a permit compliance program for senior citizens in distressed communities with properties in circuit court, working with pro-bono architects(s) and contractor(s) on obtaining the building permits and performing the work at no cost to the senior and bringing the property into compliance and the case being dismissed from Circuit Court.

Status Partially Complete

Action(s)

- Met with design professionals to determine if there is an interest in performing pro-bono work to assist seniors. Need to work on a process to implement this.

- Met with Department of Housing to learn more about their programs and initiatives that would enable us to aid the seniors.

Key Results:

- The Department of Buildings worked collaboratively with the Department of Housing on an initiative to provide assistance to 18 seniors who were lacking heat and/or air conditioning due to their mechanical systems malfunctioning and/or being inoperable. The Department of Housing has an approved vendor that was able to do an assessment of the mechanical system and provide a recommendation on what is needed to restore the heating or cooling. Once approval is given, the repair and/or replacement is completed along with smoke/carbon monoxide detectors installation. The collaboration between DOB and DOH has resulted in 18 senior homes having their furnace or boiler replaced through this past heating season at no cost to the senior.

Priority #2: DOB committed to advancing the following strategies in its Public Safety action plan:

Strategy #1: Address residential buildings and businesses that impact the quality of life for the residents in distressed communities.

Status Complete

Action(s)

- Conduct inspections of properties to determine if there are building code violations.
- If there are dangerous and hazardous conditions that pose an imminent hazard to occupants and first responders, property may be closed due to a Commissioner's Closure Order to cease operations until these conditions are abated.

Key Result(s)

- A total of 1,377 properties were processed for enforcement action in Circuit Court in 2024, with the court holding the property owner accountable for bringing the building into compliance, of which 176 were closed due to unsafe conditions.

Priority #3: DOB committed to advancing the following strategies in its Workforce action plan:

Strategy #1: Continue working closely with all the relevant trade apprenticeship programs, trade contractor associations, the Chicago Public Schools, the City Colleges of Chicago, and non-profit organizations to promote recruitment into the skilled trades. Also continue to work with Black Contractor Owners & Executives, Hispanic American Construction Industry Association, American Indian Manpower Association, Federation of Women Contractors, Chicago Women in Trades, Hire 360, Chicago, Industry Services Corp, and Powering Chicago to recruit woman and minorities into the trades.

Status Complete

Action(s)

- Forwarded employment opportunities for inspector positions to gain a better pool of candidates. These opportunities were forwarded to the Chicago Laborer Unions, AFSCME Unions, and HACIA. They were posted in the City of Chicago's Taleo website via DHR and also through the outreach programs that DHR has. At this time DOB does not have data with regards to how its hires heard about the opportunities. As a result of our outreach actions we were able to hire our first female Ventilation Inspector.

Key Result(s):

- Continued to diversify the DOB workforce. In 2024 we successfully filled 12 vacant inspector positions. The demographics of the new inspectors are as follows: 42% Hispanic, 16% Black, and 42% White. 92% of the new inspectors identify as male, 8% as female.

Position	Ethnicity	Gender	Total Positions
Boiler Inspector	Hispanic	Male	1
Building Construction Inspector	Hispanic	Male	2
Building Construction Inspector	White	Male	3
Construction Equipment Inspector	White	Male	1
Iron Inspector	Black	Male	1
Mason Inspector	Black	Male	1
Plumbing Inspector	Hispanic	Male	1
Plumbing Inspector	White	Male	1
Ventilation & Furnace Inspector	Hispanic	Female	1

DOB successfully completed four internal promotions. 75% of those promoted identify as male and 25% of those promoted identify as female. 25% of those promoted identify as Hispanic and 72% identify as Black. Since these populations have been underrepresented in DOB's management compared to other populations, these promotion demographics indicate that DOB is increasingly connecting all of its employees to advancement opportunities in an equitable manner.

Positions	Ethnicity	Gender
Chief of Ventilation & Mechanical Equipment Inspector	Black	Male
Supervisor of Electrical Inspector	Hispanic	Male
Assistant Chief Plumbing Inspector	Black	Male
Plumbing Inspector in Charge	Black	Female

Biggest Equity Wins from FY2024

The department promoted its first female plumbing inspector to the position of Plumbing Inspector In-Charge, which is opening the doors of the opportunities that are available to women in the trades to move from being an inspector to a supervisory position. The department continues to diversify the workforce through the hiring process to enhance customer relations and deepen our connection to the communities we serve.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Enforce the Chicago Construction Code to protect the health, safety, and welfare of Chicago's residents and visitors.

- Key Result:** To ensure construction projects, residential and commercial buildings are in compliance with the minimum standards of the Chicago Construction Codes through plan review for permit issuance, permit inspections, and periodic inspections.

- **Racial and/or geographical trends:** This information is not measurable by racial and/or geographic trends.

Key Function #2: Reviews applications and issues permits for construction, demolition, and repair work in the City of Chicago.

- **Key Result:** The department has issued a total of 33,474 permits in 2024, of which 11,228 (or 1/3) were issued for repair, renovation, and/or new construction in the city's low/moderate income community areas.
- **Racial and/or geographical trends:** Permits are issued citywide. Of the 33,474 permits issued by DOB in 2024, 17,118 were on the South and West Sides combined, 15,976 on the North Side, and 380 did not have geographic data.

Key Function #3: Responsible for conducting over 450,000 inspections annually including but not limited to permits, 311 service complaints, and periodic inspections.

- **Key Result:** The department has completed a total of 489,950 inspections in 2024.
- **Racial and/or geographical trends:** These inspections are citywide. 226,384 were completed on the South and West Sides combined, 226,150 were completed on the North Side and in the Central Business District, and 150 did not have geographic data.

Key Function #4: Responsible for the administration of examinations and issuance of licenses for 12 different building trades, regulating more than 29,000 licenses.

- **Key Result:** Ensuring that contractors doing work in the City of Chicago are properly licensed.
- **Racial and/or geographical trends:** The department does not track this data.

Department of Business Affairs and Consumer Protection (BACP)

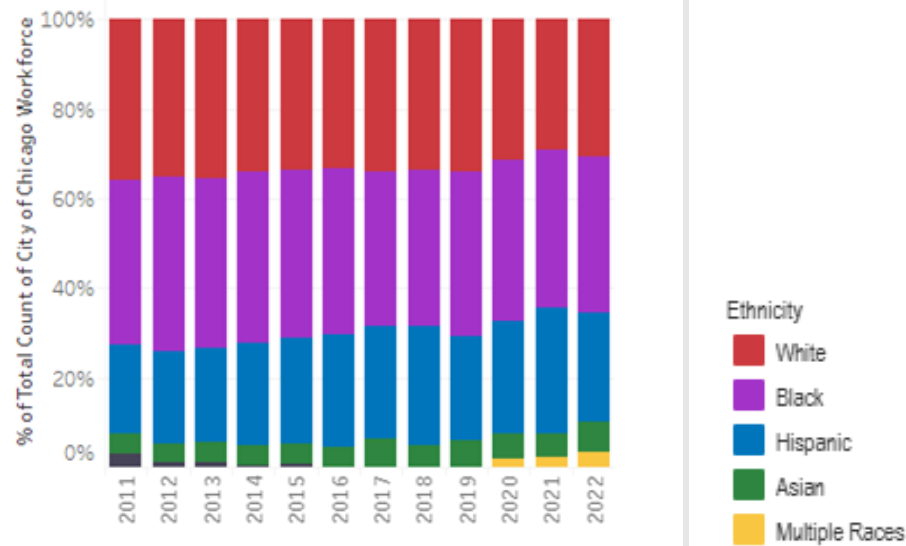
Purpose: The Chicago Department of Business Affairs and Consumer Protection (BACP) licenses, educates, regulates, and empowers Chicago businesses to grow and succeed. BACP receives and processes consumer complaints, investigates business compliance, and enforces rules and regulations.

Workforce Demographics (as of August 2024)

Total number of employees in the department		192
Employees by Race/ Ethnicity		
White:		28.6%
Black:		31.8%
Hispanic:		27.6%
Asian:		8.3%
Multiple Races:		3.1%
Pacific Islander:		Not included
Native American:		Not included
Employees by Gender		
Male:		59.38%
Female:		40.63%
Employees in Management by Race		
White:		50%
Black:		11%
Hispanic:		18%
Asian:		14%
Multiple Races:		7%
Pacific Islander:		Not included
Native American:		Not included

Trends over Time

Ethnicity of Workforce



Equity wins from workforce development efforts

BACP oversees business license violation prosecutions at the Mayor’s License Discipline Commission, including hiring hearing officers that preside over cases. BACP is proud to report that its hearing officers reflect the diversity of Chicago. Of the four current hearing officers, two are Hispanic and two are African American women.

FY2025 Budget Equity Commitments

Priority #1: BACP will advance action(s) from the following strategies in its Economic Development action plan:

- Provide additional support to community organizations in high-need areas of the City to ensure BACP’s business service support is available to all.
- Promote, via delegate agencies, the support opportunities available in the community.
- Collect more specific and demonstrative deliverable data from these delegates to show progress and inform future decisions.

Priority #2: BACP will advance action(s) from the following strategies in its Community Engagement action plan:

- Encourage BACP delegate agencies to solicit feedback and participation from community-based organizations.
- Promote community-based programs that support business development at BACP-supported ChiBiz Chat and Small Business Expos.
- Evaluate delegate agency connections with community-based organizations via reporting and deliverables.

To view BACP’s full Racial Equity Action Plan, [click here](#).

Progress on Last Year's (FY2024) Budget Equity Commitments

Priority #1: BACP committed to advancing the following strategies in its Economic Development action plan:

Strategy #1: The Department of Business Affairs & Consumer Protection has funding to help small businesses impacted by the pandemic; ensure robust commercial corridor recovery; and provide funding to local community and economic development organizations, including chambers of commerce, community development corporations, and other not-for-profit organizations. These organizations can also work as grantees in the small business storefront activation program, collaborating with small business owners, artists, and landlords to provide swift relief by designing and executing activations in commercial corridors' vacant storefronts.

Status Complete

Action(s)

- Awarded geographically prioritized funding for vacant storefront activations.
- Used American Rescue Plan Act (ARPA) funds to pay for short-term rental of previously vacant storefronts.
- Encouraged delegate agencies to lead community engagement and training for participating businesses.

Key Result(s)

- Awarded contracts to 17 delegate agencies in the following community areas: Albany Park, Austin, Avalon Park/Stony Island Park, Belmont Cragin, Beverly, Central Business District/Loop, Chatham, Edgewater, Englewood, Gage Park, Humboldt Park, Lakeview/Roscoe Village, Lincoln Park, Near North/Magnificent Mile, Pilsen, Rogers Park, and South Shore.
- Activated 40 previously vacant storefronts.
- 195 small businesses received 6 or 12 months of technical assistance and training.

Priority #2: BACP committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: BACP has an opportunity to enhance its services by ensuring that all FAQ sheets and website information are accessible to everyone in the general public, regardless of language or background. By doing so, the department can better serve the community and improve its overall accessibility and inclusivity.

Status Partially Complete

Action(s)

- Updated BACP's website to improve the user experience and added embedded "translation" options on our pages.
- Engaged with our delegate agency partners to more actively provide language-inclusive support.
- Translated dozens of additional documents into a variety of languages common to Chicago's population.

Key Result(s)

- We redesigned our website with clearer guidance for visitors.
- We made the translation option visible on each webpage.
- Documents for public reference and use in our public-facing facilities are available in more languages.

Pending

- Connect with Chicago Business Center delegate agencies so that a more accessible website can be promoted at these community-centric support centers for business development.

Priority #3: BACP committed to advancing the following strategies in its Contracting action plan:

Strategy #1: Through our department's new Encouraging Diversity, Growth, and Equity (EDGE) program, BACP will contract with community-based delegate agencies to offer workshops, trainings, internships, mentoring and coaching, matchmaking and cohort programming to address historical geographic disparities in City contracting.

Status	Complete
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Action(s)

- Funded two delegate agencies that provided targeted supplier development training to businesses throughout Chicago
- Collected information about participation in the program

Key Result(s)

- 2 cohorts including 24 total businesses
 - 12 aspiring businesses
 - 12 existing businesses who wish to go from subcontractors to primary contractors
- 16 workshops
- 40.25 hours of 1:1 assistance
- 22 capability statements created/updated

Biggest Equity Wins from FY2024

- Awarded contracts to 17 delegate agencies in the following community areas to initiate vacant storefront activations: Albany Park, Austin, Avalon Park/Stony Island Park, Belmont Cragin, Beverly, Central Business District/Loop, Chatham, Edgewater, Englewood, Gage Park, Humboldt Park, Lakeview/Roscoe Village, Lincoln Park, Near North/Magnificent Mile, Pilsen, Rogers Park, and South Shore
- Activated 40 previously vacant storefronts across these contracts
- BACP's website is redesigned with clearer guidance for visitors
- Documents for public reference and use in our public-facing facilities are available in more languages than ever before
- 2 cohorts of supplier development training and technical assistance, including 24 total businesses, both aspiring and existing
- Funding provided for over 40 hours of 1:1 assistance in the supplier development program

BACP's Storefront Activation program, supported by ARPA funds, created vibrant and inviting retail business space in previously-vacant buildings across 17 community areas, including Albany Park, Austin, Avalon Park/Stony Island Park, Belmont Cragin, Beverly, Central Business District/Loop, Chatham, Edgewater, Englewood, Gage Park, Humboldt Park, Lakeview/Roscoe Village, Lincoln Park, Near North/Magnificent Mile, Pilsen, Rogers Park, and South Shore. 40 total spaces were activated into storefronts with dozens of businesses adding to communities across Chicago.

The BACP website redesign specifically targeted accessibility. There is an improved flow to find what is available online, and there is a prominent option to translate the page into additional languages. We have translated dozens of documents, flyers, and announcements into additional languages to support

accessibility to BACP's programs and small business support. We have regularly used phone-based translation services to communicate effectively with visitors to our public-facing services. We will continue to prioritize language support across our programs.

The 2023 EDGE program provided 2 cohorts for 24 total businesses interested in learning more about government contracting. These programs included both aspiring businesses new to contracting with the City and existing City subcontractors interested in becoming primary contractors. BACP's delegate agencies provided over 40 hours of individualized assistance and training to these businesses in addition to 16 workshops that provided general training on government contracting.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Oversees the processing, issuance, and renewal of all business licenses and permits, including liquor licenses and public way use permits, out of the one-stop-shop Small Business Center.

- **Key Result:** BACP has increased access to licensing through improvements to its website, expanded language options for forms at the in-person Small Business Center located on the 8th floor of City Hall, and implemented telephone translation services for in-person licensing consultations.
- **Racial and/or geographical trends:** Department did not provide this information.

Key Function #2: Oversees and manages the licensing of Chicago's public chauffeurs and public passenger vehicles.

- **Key Result:** Average wait times for wheelchair-accessible trips have decreased from 18 minutes to 14 minutes in the past year while the total number of trips has doubled in the same time period.
- **Racial and/or geographical trends:** Our wheelchair accessible vehicle dispatch contractor reports that trip requests on the South and Southwest side are being accepted more quickly due to an increase of available vehicles. We are waiting on specific data from the contractor.

Key Function #3: Protects the public from unfair and deceptive practices by investigating businesses to ensure compliance with the Municipal Code, conducting hearings and issuing disciplinary action for violations including tobacco, consumer fraud, public vehicles, retail licensing, and weights and measures.

- **Key Result:** An additional shift of business compliance investigators has been implemented. We have extended the hours during which our business compliance investigation team operates to provide day and night coverage seven days a week, thereby promoting safer business practices and reducing opportunities for crime. The specialized unit visits businesses in disinvested geographies and that operate outside of traditional business hours. This includes businesses operating without a license and outside of their licensed activities.
- **Racial and/or geographical trends:** The Nights and Weekends Team conducted 43% more investigations from January through July 2024 than over the same period in 2023. These enforcements were driven by 3-1-1 service requests, referrals from CPD, alderpersons, and social media monitoring. Some of these complaints from the South and West sides involved unlicensed businesses. BACP has received information indicating that storefront space in these areas is often limited or unappealing, highlighting the need for increased support from community-based nonprofit business service organizations. BACP will utilize our Chicago Business Centers to address these disparities across historically disadvantaged business corridors in the City.

Key Function #4: Serves as a liaison to the small business community, working to develop programs and policies and streamline business interactions with the City, while managing the Neighborhood Business Development Centers grant program.

- **Key Result:** The Neighborhood Development Center program grew by an additional 18 organizations to a total of 71 local business and community business service organizations.
- **Racial and/or geographical trends:** At the core of the City of Chicago's Neighborhood Business Development Centers Program is the promotion of economic opportunity and mobility for all people, in every community. Small businesses are the backbone of business districts, commercial and industrial corridors across the city, and they provide an important onramp to wealth-building for families and communities. Small businesses need hyperlocal support systems that link businesses to resources that will aid them through their start-up phase to growing and scaling their business.

Key Function #5: Enforces Chicago's labor standards laws, including Minimum Wage, Paid Sick Leave, Fair Workweek, and Anti-Retaliation.

- **Key Result:** With annual increases to the minimum wage, changes to paid leave requirements in 2024, and a wide variety of worker protections codified in the Municipal Code, BACP's Office of Labor Standards (OLS) ensures that all Chicagoans are aware of these changes and their rights and that those rights are protected. OLS provides information about and enforces municipal labor laws, especially for minimum wage and wage theft. Continuing education for all workers on the newly implemented paid leave and paid sick leave requirements will ensure that everyone is treated with respect and gratitude for their labor.
- **Racial and/or geographical trends:** This education and support is available citywide. The OLS team targets specific groups by language and employment categories most relevant to these labor laws. The addition of data experts to the team in late 2024 has helped to refine these targets and address specific gaps in current education and enforcement.

Key Function #6: Develops and implements regulations to support safe and responsible business growth and provides business education programming to citizens.

- **Key Result:** Hosting business education webinars and Small Business Expos on topics that are trending and relevant to today's small business community as well as City ordinances and regulations.
- **Racial and/or geographical trends:** BACP's webinars and flyers supporting the business community are translated into an increasing number of languages to maximize impact and equity. Small Business Expos are hosted at City Colleges locations across the City in a rotation among the South, West, and North sides to ensure the availability of resources to all residents.

Chicago Animal Care and Control (CACC)

Purpose: Chicago Animal Care and Control (CACC) protects public safety and ensures the humane care of animals through sheltering, pet placement, education and animal law enforcement.

Workforce Demographics (as of August 2024)

Total number of employees in the department		65
Employees by Race/ Ethnicity		
White:		29.2%
Black:		32.3%
Hispanic:		30.8%
Asian:		3.1%
Multiple Races:		3.1%
Pacific Islander:		0.0%
Native American:		0.0%
Employees by Gender		
Male:		46.15%
Female:		53.85%
Employees in Management by Race		1
White:		100%
Black:		0.0%
Hispanic:		0.0%
Asian:		0.0%
Multiple Races:		0.0%
Pacific Islander:		0.0%
Native American:		0.0%

Trends over Time



Equity wins from workforce development efforts

CACC has continued to diversify their employee base. From the data pulled from the City's Equity Dashboard:

- Of the 77 community areas, the 65 employees on CACCs staff represent 40 of those community areas.
- In 2022 CACC had its highest percentage of employees under the age of 25 over the last ten years according to the most recent dashboard data.
- CACC employee population by ethnicity/race aligns closely with Chicago's population overall and actually is more representative of people of color.

FY2025 Budget Equity Commitments

Priority #1: CACC will advance action(s) from the following strategies in its Community Engagement action plan:

- Engage communities with the highest number of service requests and animal intakes to understand what services are needed initially.
- Inform and provide education for the public at large and individuals who receive animal-related fines prior to punitive measures.
- Increase awareness of animal-related disparities across the City internally and externally and leverage partnerships to meet the needs of communities most impacted.

Priority #2: CACC will advance action(s) from the following strategies in its Education action plan:

- Develop a framework to advertise information in the community to foster best practices in responsible animal husbandry - e.g: adequate nutrition, supplies, basic training, enrichment, medical needs.
- Share programming with community members and other key stakeholders.
- Assess if resources are meeting the needs of community.

Priority #3: CACC will advance action(s) from the following strategies in its Public Safety action plan:

- Change language in the Municipal Code (Section 7-12) to ensure department policies are more conducive to a support-based approach and education rather than enforcement for first time offenses.
- Review, consolidate, and update department Standard Operating Procedures (SOPs) so that internal procedures guide department staff, resulting in a positive, supportive climate.
- Socialize policies and procedures among staff to build and improve relationships within community.

To view CACC's full Racial Equity Action Plan, [click here](#).

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: CACC committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Continue engaging communities with the highest number of service requests and animal intakes, specifically in and around the Austin and Roseland community areas with zip codes 60644 and 60628, to understand what support is needed to help more people and animals.

Status Complete

Action(s)

- Continued to get feedback and input from communities most impacted in order to positively impact community.
- Created a Community Feedback Survey for the public.
- The University of Wisconsin – Madison analyzed the hour-long interviews that were conducted with over 50 Roseland residents.
- Collected data when providing supportive services (CACC and PAWS360).

Key Result(s)

- We were able to gain further insight into animal-related issues directly from the feedback we received through our survey, the one-on-one interviews of Roseland residents, and data collected when providing supportive services. Through the feedback received, we were able to see themes amongst the various outlets we collected data from. The most predominant animal related issues were lack of medical services (varying from vaccines to surgeries) and outdoor cats. Other residents of the same community also noted the perception of disparities between the northside and southside, including the lack of dog-friendly spaces. Most surprising from the data collected was that the communities we prioritized actually wanted to see more of us; a Roseland resident specifically said “I feel like if the animal control people were seen more as accessible entities, that people would just-- they wouldn't be so quick to just let the dog out the yard, and walk away, or stop feeding their dog because they can't feed the dog. So now, the dog's deteriorating. Or they get into dog fighting and stuff like that.”

Strategy #2: Increase awareness of animal-related disparities across the city; internally and externally.

Status **Partially Complete**

Action(s)

- Provided more knowledge to staff to support comprehensive human and animal well-being – through discussions, Topic Tuesdays, and stat sharing.
- Engaged national and local groups/organizations to create a list of who can provide support/services for communities most impacted.
- Promoted/informed the public on affordable pet-related services they can access in their neighborhood.

Key Result(s)

- In late 2023, CACC began talking with two external partners to begin bridging the gap of the pet resource deserts identified in our REAP in the Austin and Roseland Communities. In December CACC formally joined in a partnership with PAWS Chicago, the second largest animal shelter in the city, to create what is now known as “PAWS 360@CACC.” The program is open to any city resident that is either referred by CACC staff or by PAWS staff who are tabling at CACC two days per week. Initial baseline data of the program is being collected with plans to pinpoint trends by 2025. Additionally, CACC made a presentation which laid out the findings of the community feedback and other information related to the current disparities in Chicago.

Priority #2: CACC committed to advancing the following strategies in its Education action plan:

Strategy #1: Develop framework to advertise information in the community to foster best practices in responsible pet care.

Status **Complete**

Action(s)

- Looked at responses received from community engagement surveys to better understand what supplies or educational material is wanted, specific to each community.
- Determined what resources are currently available to the communities most negatively impacted – specifically looking at basic needs of pet guardianship.

Key Result(s)

- In partnership with CACC, the PAWS360 program has been able to launch a large-scale diversion program for people in need of services. The program has been able to provide services such as free spay/neuter, medical support, training/behavior support, pet food and other supplies to support pets and their people. Data from the first half of the year shows that the program helped 311 families with their 479 pets. Ideally the program outcomes should noticeably impact trends in intakes to CACC but also indirectly affect eviction outcomes, transfers etc. However, numbers from the first 10 months piloting the program do not yet show a significant decrease in intakes. This can be due to the overall stray animal population increase which can be seen in an uptick of intakes in shelters across Illinois as well as some barriers (i.e. scheduling and capacity limitations with PAWS). In the last quarter of 2024, we have reallocated staffing resources (Community Services Representative, PAWS intake staff, other partners) and restructured to cover more hours of intakes and address owner surrenders with diversion opportunities before their scheduled appointment date to further reduce intakes at the door. CACC made a presentation which laid out the findings of the community feedback and other information related to the current disparities in Chicago. CACC also created a centralized location for basic supportive resources, so staff had easier accessibility when resources were offered.

Strategy #2: Share programming with community members and other key stakeholders.

Status

Partially Complete

Action(s)

- With the Community Services Representative, a new title to the Department in 2024, a full list of existing services through CACC and other external partners was created to help staff better direct people to supportive services.
- CACC took to social media for more awareness of animal related issues with topics such as the progression of Chicago Animal Care and Control and what to do about strays.
- Increased opportunities for the public to interact with CACC (outside of vaccine clinics) – through resource/community fairs, job fairs, Take Back the Block events, townhalls, etc.

Key Result(s)

- Half-year data shows that between our two prioritized communities, Austin (60644) and Roseland (60628), CACC responded to 100 more calls than the previous year, providing further opportunities to engage and provide services to the communities. Even with those 100 additional calls, CACC intakes from those areas were less in 2024 than in 2023, showing that increased engagement with the community did not lead to more animals being brought in, but likely more being kept with their owners.

Priority #3: CACC committed to advancing the following strategies in its Public Safety action plan:

Strategy #1: Review, consolidate, and update department SOPs so that internal procedures guide department staff resulting in a positive, supportive climate.

Status

Partially Complete

Action(s)

- Developed and updated policies and practices which the department wanted to adopt to ensure fairness and trust-building components.

- Determined what SOPs and policies could be merged, updated, or removed.

Key Result(s)

- A review of documents showed that many of these written policies had been in place for nearly 20 years. The following large documents were created or updated with an equity lens and taking the feedback from Priority #1: Employee Handbook, three position-specific Guidebooks. Additionally, policy updates for adoptions and redemptions reflect a more inclusive approach such as waiving fees associated with spay/neuters as well as adding a tiered approach to citations/punitive measures.

Strategy #2: Socialize policies and procedures among staff to build and improve relationships within community.

Status **Partially Complete**

Action(s)

- Started building an infrastructure to share updates to department policies and procedures with staff.
- Brought departmental goals pulled from our REAP into new hire training.
- Provided staff with the tools and knowledge from Priority #1 and #2 to be able to offer options of support before jumping to punitive measures.

Key Result(s)

- Providing our staff with material consistent with our goals has helped in the following ways: boosting morale of staff by offering alternative ways to engage in the community as shown in a staff survey, a 26% decrease over the last year in citations issued to our prioritized communities, and inspired staff to submit additional suggestions for continued improvements to practices in the future.

Strategy #3: Change language in the Municipal Code (Section 7-12) to ensure department policies are more conducive to a support-based and educational approach rather than enforcement for first time offenses.

Status **Incomplete**

Action(s)

- Make recommendations for change to Municipal Code.
- Met with Alders, Dept of Law, and other departments to look at specific sections of the municipal code and also to discuss.
- As a result of community feedback responses, the department also started developing a program to decrease the number of outdoor cats reproducing; this would potentially go into the Municipal Code.
- Identified support-based alternatives including provisional supplies and educational tools.
- Developed a foundation of informational content used to proactively support pet owners.

Key Result(s)

- Though CACC did not formally make any changes to the Municipal Code, the department did begin socializing policies to encourage pre-emptive and proactive ways to deter unlawful behaviors. Implementing a tiered system for punitive measures allows owners to gather information and re-evaluate their decisions for alternative outcomes. These new policies alongside data to show that support-based services are keeping pets with those that care for

them will set the baseline for 2025 implementations. CACC is pivoting to adopt an incremental change model towards the Municipal Code changes in order to ensure the longevity and effectiveness of our suggested changes.

Biggest Equity Wins from FY2024

- CACC hired its first Community Services Representative, who will help align the department's goals by advancing community engagement and racial equity.
- In 2024, CACC staff has been more present than ever in various communities. Increasing touchpoints to members of the public has allowed us to really hear what animal issues are affecting the prioritized communities. Additionally, through the mayor's 'Take Back the Block' initiative CACC has begun conversations on partnering with several community-based organizations serving our priority areas of Austin and Roseland including Youth Guidance Chicago (BAM/WOW), Southside Healthy Community Organization, Columbus Park Advisory Council, and Austin Coming Together.
- More than ever, staff are trying to keep pets with the people that care for them and in 2024, through our own resources and the addition of partnerships, CACC has been able to offer supportive services to the public including a partner program called PATH to launch in early 2025 with resources specifically to aid adopters who have experienced trauma/loss due to violence.
- Our local advertising campaigns for adopters and volunteers in 2024 offered us opportunities to build new relationships with three community-based media organizations and begin brainstorming a new video series of animal welfare related content in collaboration with youth-led media partner, True Star Media.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Provides temporary shelter and medical care for homeless animals.

- **Key Result:** CACC has taken in nearly 10,000 animals so far in 2024 (as of the first week of August), the bulk of them being brought in as strays from all areas of the city.
- **Racial and/or geographical trends:** Intake data shows that the bulk of the animals coming into the shelter are from the West and South sides of the City; specifically, the top 10 intake zip codes are all on the West Side and South Side. CACC initiatives are aiming to curb those numbers.

Key Function #2: Provides the community with low-cost vaccines and microchipping for pets.

- **Key Result:** In 2024 CACC is scheduled to participate in 20 free vaccination/chip clinics, which is 5 more than in 2023.
- **Racial and/or geographical trends:** Though clinics are offered in every ward, CACC data shows that the attendees are based in zip codes that predominantly are on the South and West Sides. CACC continues to search for partners to host a vaccination clinic in both of the prioritized communities, as there are no CACC supported clinics set in those areas for 2024. In 2024 and previous years, clinics have been scheduled according to community interest where Aldermen reached out to us and requested we host a clinic. In planning our 2025 clinic schedule we have adjusted that practice and have reached out to Parks and Ward offices in Roseland, Austin, and North Lawndale where resource gaps were identified, offering them first pick of available dates.

Key Function #3: Investigates dangerous animal complaints and bite reports.

- **Key Result:** CACC has decreased its turnaround time to respond to bite investigations. Data shows that so far in 2024, the average bite investigation is closed within 3 days, which is 2 days less than in 2023. Beginning in 2023, CACC began a campaign called “Leash Up Chicago”, to focus on three main community areas which have higher stray rates and bite incidents, including Austin, Roseland, and North Lawndale. The campaign is based on education and collar and leash giveaways.
- **Racial and/or geographical trends:** Though bite incidents occur in every area of the city, the West Side and South Side have more incidents reported. CACC was able to find two donors that were able to provide the leashes, collars, and other donations but struggled in 2024 to solicit the same donations.

Key Function #4: Adopts animals to the public and partners with over 100 rescues to place homeless animals.

- **Key Result:** With CACC encouraging more city residents to adopt from their city shelter, the department saw an uptick of adoptions by 25% as compared to the previous year.
- **Racial and/or geographical trends:** Even with the increase in animals leaving, CACC data is still seeing a large percentage of animals getting adopted outside of the city which is in contrast to the large number of animals coming from the city limits. The rising cost of pet care and the socio-economic demographic data overall including renter/landlord barriers suggests that it is becoming prohibitively expensive for many families to own or adopt pets within the city of Chicago. CACC wants to bring attention to this trend in hopes to garner support and resources to allow all Chicago citizens fair access to responsible pet ownership and the positive implications of a healthy human/animal bond.

Key Function #5: Protects public health and safety by ensuring ordinances pertaining to animals are enforced.

- **Key Result:** Half year stats show that CACC is on track to issue fewer citations than in 2023. More significant is the overall decrease (55%) in citations issued comparing 2024 to 2019 data; including a decrease of citations issued by 44% within the zip codes of 60628 and 60644, our two highest priority areas for these calls. We hope that a holistic approach of caring for animals by offering services and support prior to punitive measures will continue to allow calls to be resolved with fewer citations necessary in these areas and across the city.
- **Racial and/or geographical trends:** Through talking with people, CACC now sees that many pet owners were simply not aware of any policies.

License Appeal Commission (LAC)

Purpose: The License Appeal Commission (LAC) evaluates appeals to determine the legal appropriateness of suspension, revocations, and fines imposed by the Department of Business Affairs and Consumer Protection on liquor license holders. The Commission conducts hearings to determine whether applications for new liquor licenses were rightfully denied and enters orders thereon.

Workforce Demographics (as of August 2024)

Total number of employees in the department		1 FTE
Employees by Race/ Ethnicity		
White:	100%	
Black:		
Hispanic:		
Asian:		
Multiple Races:		
Pacific Islander:		
Native American:		
Employees by Gender		
Male:	100%	
Female:		
Employees in Management by Race		NA
White:		
Black:		
Hispanic:		
Asian:		
Multiple Races:		
Pacific Islander:		
Native American:		

Trends over Time



Equity Dashboard: City of Chicago's Workforce Diversity

Last Updated: 7/31/2024 1:0

Current Snapshot

Management

Union/Non-Union

Salary Data

Workforce Map

Trends Over Time

Department Name (see glossary below)

License Appeal Comm

Employment Category

☒ (All)

☒ Fulltime-Regular

The Office of Equity and Racial Justice has developed the Equity Dashboard, a comprehensive public dashboard to demonstrate our commitment to transparency and accountability to equitable results. The Employee Diversity summary highlights the City's workforce diversity data and will serve as a tool to support our long-term goals to increase and cultivate diversity and inclusion in the city's departments.

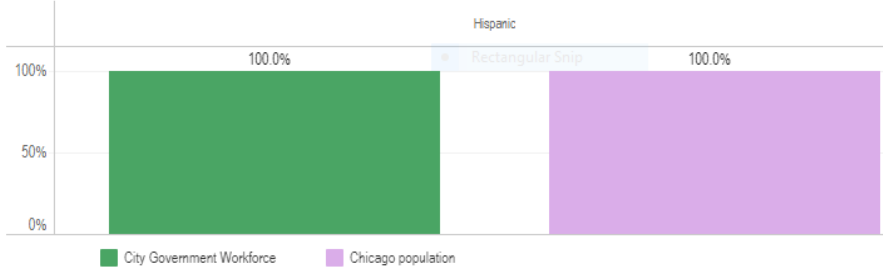
The data included here is from Chicago's Integrated Personnel and Payroll Systems (ChiPPS) that is updated daily at 5pm. Data is current through the date of last update.

Available Labor Force

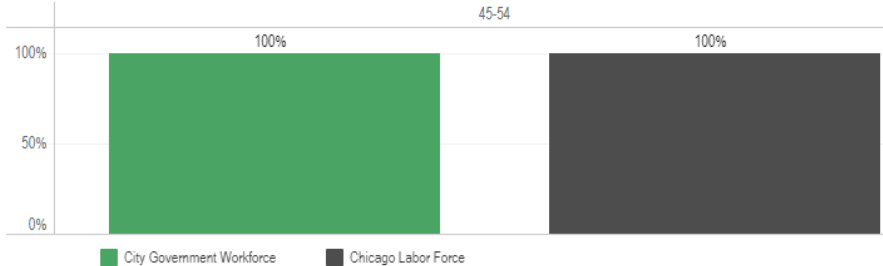
The comparison data provided depicts the available labor force in the Chicago according to American Community Survey (ACS) by the US Census Bureau (2018). For further info on the ACS data please click here. (include link to ACS website)

Total Number of Employees: 1

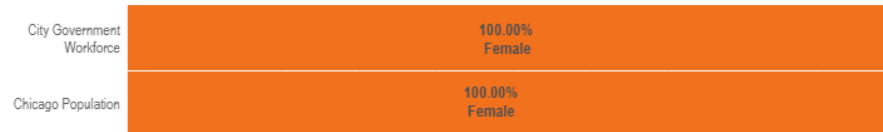
By Ethnicity / Race



By Age



By Gender



Equity wins from workforce development efforts

N/A

FY2025 Budget Equity Commitments

Priority #1: LAC will advance action(s) from the following strategies in its Contracting action plan:

- Periodically review available City-certified MBE court reporting services to add to our roster and contract with them as they are available for our needs.

NOTE: LAC has a small staff and a narrow purview. Therefore they only create/commit to one goal per year instead of the three goals expected for other departments, and they do not have a Racial Equity Action Plan.

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: LAC committed to advancing the following strategies in its Contracting action plan:

Strategy #1: Expand the scope of exploration for existing MBE court reporting services.

Status Complete

Action(s)

- Engaged with Department of Procurement Services, Department of Law, Business Affairs and Consumer Protection, and City Colleges

Key Result(s)

- The LAC identified one City-certified MBE to add to our rotational list of court reporting vendors, and we have used their transcription services for LAC hearings within the first two quarters of 2024.

Biggest Equity Wins from FY2024

The LAC is an independent commission, purposefully and specifically designed to be so by state law. We have one FTE, and three commission members, but only one is paid by the City (Chair Laura Parry). Our department's budget is limited to the appeals process, which is our core work. The biggest equity win for 2024 was identifying an MBE court reporting vendor and using their transcription services for hearings that occurred in the first half of the year. Wherever possible, we use vendors that are certified as MBEs in the limited circumstances where we contract with them.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Conducts public hearings for liquor license applications.

- **Key Result:** Held seven public status meetings as of August 7, 2024
- **Racial and/or geographical trends:** The status meetings are open to the public, but most attendees are parties with cases pending before the commission.

Key Function #2: Evaluates appeals to determine the legal appropriateness of suspension, revocations, and fines imposed by the Department of Business Affairs and Consumer Protection.

- **Key Result:** Continued case management from 2023 with two cases and four new appeals filed with the Commission as of August 7, 2024.
- **Racial and/or geographical trends:** There are fact-specific legal proceedings involving businesses with multiple owners who are not necessarily residents and are not categorized by their race or residence. The numbers are too small to be considered statistically significant.

Board of Ethics (BOE)

Workforce Demographics (as of August 2024)

Total number of employees in the department		7
Employees by Race/ Ethnicity		
White:		4
Black:		2
Hispanic:		1
Asian:		-
Multiple Races:		-
Pacific Islander:		-
Native American:		-
Employees by Gender		
Male:		2
Female:		5
Employees in Management by Race		
White:		2
Black:		1
Hispanic:		-
Asian:		-
Multiple Races:		-
Pacific Islander:		-
Native American:		-
Trends over Time		
BOE has been impacted by staff capacity issues due to retirements and parental leaves, with additional retirements on the horizon.		
Equity wins from workforce development efforts		
Department did not provide this information.		

FY2025 Budget Equity Commitments

Priority #1: BOE will advance action(s) from the following strategies in its Community Engagement action plan:

- Educate the public about the Ethics Ordinance, the work BOE does, and how City employees and officials are held accountable for violations of the law to ensure City employees and officials adhere to that law.
- Explore ways to make public engagements more accessible and attempt to move them from the lower end of community engagement spectrum.

**Note: The Board of Ethics has a small staff and a narrow legal mandate. Therefore they only create/commit to one goal per year instead of the three goals expected for most other departments. They are exempted from creating a Racial Equity Action Plan.*

Progress on last year's (FY2024) Budget Equity Commitments

Priority #1: BOE committed to advancing the following strategies in its Community Engagement action plan:

Strategy #1: Hire staff to meet with community groups/neighborhood organizations, faith leaders, activist groups, and others to educate them on how they can participate in the work Ethics does and how to bring forth any concerns/complaints they may have about ethical behavior on the part of elected/appointed officials and City employees.

Status Complete

Action(s):

- Doubled efforts to update, as appropriate, BOE's "Plain English Guides" that cover every aspect of governmental ethics.
- Posted the "Plain English Guides" on BOE's website, and, when appropriate, via social media, the agendas and minutes for Board meetings, advisory opinions, waivers granted by the Board, settlement agreements entered into by the Board, ethics training materials, lobbyist registrations and lobbyist quarterly reports.

Key Result(s)

- Updated and made available nearly 40 "Plain English Guides" that cover various topics in governmental ethics.
- Posted the agendas and minutes monthly for Board meetings on the BOE website. Provided a Zoom link for monthly meetings on social media and on the BOE website, so the public, if they prefer, can watch meetings at an accessible and convenient location.
- BOE posted nearly 20 advisory opinions, waivers and settlement agreements; 862 lobbyist registrations and each of their quarterly reports; nearly 700 disclosures from City employees and officials regarding travel, gifts and recusals on the BOE website. Giving the public access to this information helps eliminate barriers that contribute to inequitable opportunities to be a part of the work that we do.

Biggest Equity Wins from FY2024

Ethics met with approximately 65 potential lobbyists of color to explain our new lobbying laws and how they impact non-profit organizations. The non-profits these individuals represent all serve marginalized communities who face disadvantages due to various factors.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Educate City personnel and the public regarding the Ethics Ordinance.

- **Key Result:** Ethics continues its efforts to educate City personnel and the public about the Ethics Ordinance, and its work to enforce it through community outreach, social media, City budget forums and the educational brochures found on our website. BOE administers on-line ethics training that includes sexual harassment training for City employees and officials, as well as lobbyists and City vendors/contractors. BOE has resumed in person ethics training for City employees and officials and conducts this training not only in BOE offices, but also in ward offices and at City Hall. In person training and community groups allow for people to share their different perceptions and experiences as it relates to governmental ethics. Due to staffing

capacity issues, BOE did not have the opportunity to participate in as many community meetings but will continue to work towards that end as we fill open positions in our department.

- **Racial and/or geographical trends:** Please note that the confidentiality requirements of the Ethics Ordinance do not allow us to trace the race/ethnicity of those who contact us.

Key Function #2: Confidentially advise persons subject to the Ethics Ordinance.

- **Key Result:** Ethics fields ethics-related questions from City employees and officials, vendors, contractors and lobbyists via email and by telephone on a daily basis. We vigorously encourage those subject to the Ordinance to contact us with any ethics concerns/questions they may have so that we can ensure compliance with the law. We sometimes get calls from citizens and others who have concerns, but often those concerns are not covered by the Governmental Ethics Ordinance. In those situations, we do attempt to direct them to the appropriate place to get the help that they are seeking.
- **Racial and/or geographical trends:** Please note that the confidentiality requirements of the Ethics Ordinance do not allow us to trace the race/ethnicity of those who contact us for advice.

Key Function #3: Promote transparency by making public information easily accessible.

- **Key Result:** Ethics posts all of the advisory opinions it issues on its website, as well as waivers and settlement agreements. We also post Statements of Financial Interests, Lobbyist Reports and “Plain English Guides” about every aspect of our work and the provisions of the Ethics Ordinance. Further, we regularly “tweet” information about our work. Should citizens have questions about our work, we are happy to send them hard copies of our opinions and guides. We field questions by phone all day long and encourage the public to contact us with any questions they may have about our work. This helps to eliminate barriers that contribute to inequitable opportunities to be a part of the work that we do.
- **Racial and/or geographical trends:** Please note that the confidentiality requirements of the Ethics Ordinance do not allow us to trace the race/ethnicity of those who contact us for advice. That is the case even when we are engaging with the community.

Department of Environment (DOE)

Purpose: The Department of Environment (DOE) works to equitably advance the climate and environmental priorities of the City of Chicago. DOE coordinates across all sectors and City departments to mitigate the threats of climate change, alleviate environmental harm in Chicago's most overburdened communities, generate community wealth building opportunities in the green economy, and foster health and resiliency in all 77 communities. DOE is guided by the City's climate action plan which outlines strategic actions to drastically reduce greenhouse gas emissions 60% by 2040 while delivering equitable co-benefits that invest in our people, infrastructure and our communities.

Workforce Demographics (as of August 2024)

Total number of employees in the department		7
Employees by Race/ Ethnicity		
White:		1
Black:		4
Hispanic:		2
Asian:		0
Multiple Races:		0
Pacific Islander:		0
Native American:		0
Employees by Gender		
Male:		1
Female:		6
Employees in Management by Race		
White:		1
Black:		2
Hispanic:		2
Asian:		0
Multiple Races:		0
Pacific Islander:		0
Native American:		0
Trends over Time		
Department of Environment (DOE) is a new department. DOE was reinstated with five (5) staff and is expected to be fully staffed with 2024 budget allotments by the end of 2024.		
Equity wins from workforce development efforts		
DOE continues to hire per budget allotments and draws from a diverse pool of candidates. In addition to City of Chicago Human Resources job postings, DOE shares posted job descriptions through its network of partner organizations, professional organizations committed to climate equity and posting on professional social media sites such as LinkedIn.		

FY2025 Budget Equity Commitments

Priority #1: DOE will advance action(s) from the following strategies in its Environment, Climate & Energy action plan:

- Significantly reduce emissions and the impacts of climate change while assuring that people in communities first/most impacted by climate change experience the associated benefits from said efforts.

Note: DOE is a new department. Therefore, DTI does not have a Racial Equity Action Plan at this time. All departments are required to participate in the Budget Equity process regardless of a REAP. OERJ requires that DOE commit to advancing equity in at least one Citywide priority area annually.

Progress on last year's (FY2024) Budget Equity Commitments

DOE is a new department and did not have any commitments in 2024.

Biggest Equity Wins from FY2024

- Hired 7 people in FY24 that represent the diversity of Chicago's citywide population.
- In partnership with DOH, kicked off Green Homes Chicago, a whole home energy retrofit program for income-eligible households. By late fall, approved work in 10 homes including \$215,000 in labor contracts with more than 70% approved for BIPOC-owned businesses and 7% for women-owned businesses.
- Secured 40-hour technical assistance grant from the National Renewable Energy Laboratory to explore clean energy design elements in the Illinois Quantum and Microelectronics Park on the southeast side.

Analysis of Racial Equity Impacts in Key Department Responsibilities

Key Function #1: Develop the City's comprehensive equity-focused environmental policy.

- **Key Result:** DOE is a new department and does not have tabulated results for FY24 yet.
- **Racial and/or geographical trends:** DOE is a new department and does not have tabulated results or racial/geographical trends.

Key Function #2: Coordinate and collaborate with departments about various climate and sustainability efforts.

- **Key Result:** DOE is a new department and does not have tabulated results for FY24 yet.
- **Racial and/or geographical trends:** DOE is a new department and does not have tabulated results or racial/geographical trends.

Key Function #3: Convenes the Environmental Equity Working Group.

- **Key Result:** DOE is a new department and does not have tabulated results for FY24 yet.
- **Racial and/or geographical trends:** DOE is a new department and does not have tabulated results or racial/geographical trends.

Key Function #4: Manage the implementation of the 2022 Climate Action Plan.

- **Key Result:** DOE is a new department and does not have tabulated results for FY24 yet.

- **Racial and/or geographical trends:** DOE is a new department and does not have tabulated results or racial/geographical trends.

Key Function #5: Co-lead efforts to secure federal and state resources related green infrastructure, just energy transition efforts, and community climate resiliency.

- **Key Result:** DOE is a new department and does not have tabulated results for FY24 yet.
- **Racial and/or geographical trends:** DOE is a new department and does not have tabulated results or racial/geographical trends.

Key Function #6: Partner with community groups, academic institutions and other organizations on education and research activities.

- **Key Result:** DOE is a new department and does not have tabulated results for FY24 yet.
- **Racial and/or geographical trends:** DOE is a new department and does not have tabulated results or racial/geographical trends.

Key Function #7: Coordinate and support implementation of seventeen climate and environmental justice initiatives within the Chicago Recovery Plan in partnership with other City departments

- **Key Result:** DOE is a new department and does not have tabulated results for FY24 yet.
- **Racial and/or geographical trends:** DOE is a new department and does not have tabulated results or racial/geographical trends.