

CITY OF CHICAGO

# 2025 EQUITY REPORT



**CHICAGO**

MAYOR BRANDON JOHNSON

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**THE CITY OF CHICAGO'S RACIAL EQUITY REPORT:**  
**An Annual Status Report on the Efforts to Institutionalize Equity**

**OFFICE OF EQUITY AND RACIAL JUSTICE**

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## PART 1: INTRODUCTION

### LETTER FROM THE MAYOR

Dear Friends:

I am proud to support the Office of Equity and Racial Justice at the release of the second annual City of Chicago Equity Report.

As my administration continues to navigate the complex landscape of equity and justice, addressing systemic inequities remains at the forefront of our mission. We have remained committed to building safer, more affordable neighborhoods. Reports like this one help us strategically drive racial equity, track progress, and offer key guidance on how the City can create an environment that is ripe for more transformative outcomes through “Big Bets.” My administration has taken up two of FY2024 Report’s Big Bets.



We championed equity in the face of challenges by issuing an executive order aimed at addressing historical inequities endured by Black Chicagoans. This bold step launches a reparations study and plan rooted in leveraging the collective power of Chicago, bringing together community-based organizations, Chicagoans with lived experience, government staff, and City Council. Together, we are beginning the work of repairing the past and reimagining tomorrow.

We have adopted additional progressive financing structures to support more equitable investments in our communities by issuing a \$1.25 billion bond. This bond enables neighborhood development, phasing out our dependence on the City’s Tax Increment Financing (TIF) program – a funding source that presents many barriers to development, especially for disinvested neighborhoods.

This commitment to equity extends beyond the reparations executive order and financing tools and is reflected in the day-to-day efforts of our City departments. I want to thank our City departments, who continue to be a major engine of equitable change across Chicago. From replacing lead service lines for 207 daycares to bringing youth development grants of up to \$10,000 to dozens of community-based organizations that previously struggled to access City funding, our departments are actively dismantling barriers for Chicagoans.

Now more than ever, as the third largest city in the nation, we must challenge ourselves to build new, innovative ways to champion equity. As we reflect on the immense progress we have made thus far, let’s continue to focus our attention on building a more just and inclusive city where everyone thrives.

Sincerely,

Mayor Brandon Johnson

## LETTER FROM THE CHIEF EQUITY OFFICER

Dear Community,

At this moment in time, I feel both fortunate and inspired to witness the City of Chicago's deep commitment to building a city where everyone can lead healthy, safe, and secure lives regardless of who they are or where they live. Despite broader rollbacks in diversity, equity, and inclusion efforts across the nation, the City of Chicago remains steadfast in its dedication to serving communities equitably.

Over the past five years, the Office of Equity and Racial Justice (OERJ) has worked closely with City departments to build their capacity to advance equity. We have done this by leading racial equity training, managing the City's Racial Equity Action Plan process, and co-developing the Budget Equity process in partnership with the Office of Budget and Management (OBM). Each year, we have strengthened the racial equity analysis required for the budget process. The codification of OERJ, the Racial Equity Action Plans, and Budget Equity into City law marked a significant milestone in Chicago's journey toward racial equity and institutional transformation. I am honored to inherit and build upon this work. This foundation has laid the groundwork for meaningful, measurable change across City departments.

I am proud to present Chicago's second Equity Report and my first one as Chief Equity Officer. The FY2024 progress, included within this report, is both impressive and energizing. It demonstrates how City departments are using equity tools to ensure services, programs, and investments reach the communities that need them most.

While the report shows progress, it also highlights challenges and opportunities to drive deeper impact. External pressures, staff capacity, and funding constraints continue to affect departments' ability to advance their equity commitments. As you read this report, I encourage you to reflect on the strides we have made together and to join us in recognizing the important work that still lies ahead. Equity is a long-term commitment, and OERJ firmly believes equity is a core muscle we must continually work to strengthen together.

Thank you to everyone who contributed to this report and to all who have partnered with the City departments to advance this work. Your collaboration makes progress possible.

Carla Kupe  
City of Chicago's Chief Equity Officer





## ABOUT THE OFFICE OF EQUITY AND RACIAL JUSTICE

### OUR ORIGIN

In 2019, the Office of Equity and Racial Justice (OERJ) was created and tasked with overseeing the development and coordination of racial and social equity policies and practices for the City of Chicago. Three years later, in 2022, OERJ was successfully codified, securing present and future efforts to build a more equitable city.

### OUR MISSION

The Office of Equity and Racial Justice (OERJ) seeks to advance institutional change that results in an equitable transformation of how we do business across the City of Chicago enterprise.

### OUR VISION

Diversity is our source of power.  
Engagement is how we do business.  
Our partnerships lead to transformation.  
We are healers.  
Our prosperity is a mirror reflection of our City's makeup.

### OUR STRATEGY



#### Support Community Healing

**Catalyze city-wide momentum for healing** that promotes building empathy, understanding of shared mutuality, and strengthens civic relationships.



#### Create Innovative Tools and Partnerships

**Build capacity** of government staff, **shift power** to those who are most impacted by a problem, and **transform policy** to support those most impacted.



#### Own Institutional Transformation

**Drive organizational change efforts** toward advancing racial equity in City policies, practices, and programs at a systems-level.

## OFFICE OF EQUITY AND RACIAL JUSTICE FY24 IMPACT

In addition to our institutional transformation work, our office also leads major projects that align with our Community Healing and Tools and Partnerships strategic pillars. Below are some of the key initiatives we led in 2024, along with their impact results.

### CHICAGO'S CO-GOVERNANCE FRAMEWORK

In partnership with Chicago United for Equity, we developed Chicago's Co-Governance Framework, a problem-solving structure that aims to reshape how community members and local government work together to design policies/programs and allocate resources that directly impact residents' lives.



### TRANS-INCLUSIVE HIRING ASSESSMENT

Our office collaborated with Chicago Therapy Collective to make the City of Chicago's workplace more accessible and welcoming to trans and nonbinary identifying hiring candidates and staff.



### DISRUPTING SEGREGATION BUS

In partnership with Tonika Johnson's Folded Map project and Sherman Dilla Mahogany Bus tours, we completed our Disrupting Segregation Bus tour series, engaging community in a conversation about segregation in Chicago and how we can collectively heal.



## EXECUTIVE SUMMARY

The Office of Equity and Racial Justice (OERJ) is proud to present its annual Equity Report on the City's efforts to institutionalize equity. This report serves as a resource to the public, the Mayor, and City Council to develop a deeper, more holistic understanding of both the opportunities and barriers to racial equity in Chicago. It is a tool for transparency, accountability, and continuous learning.

Under Municipal Code 2-4-100, public reporting on Racial Equity Action Plan (REAP) progress is required each year alongside the City's budget. This report was developed during the City's FY2025 budget period (July 2024–December 2024), and its release was delayed due to Chicago's extended 2024 budget process, shifts in federal funding that affected departments' equity commitments, and internal capacity constraints within OERJ. Despite these challenges, this report reflects OERJ's continued commitment to guiding and coordinating the City's racial equity strategy. We hope it demonstrates our responsiveness to changing conditions while remaining focused on advancing equity through REAPs and an annual reporting process.

This Equity Report was developed through OERJ's Budget Equity process. Through Budget Equity, City departments assess and report on their racial equity progress and identify new commitments for the coming year. This process is intentionally aligned with the City's budget cycle because budgets are moral documents. By anchoring equity reporting and planning within the budget process, we aim to ensure that City investments reflect our shared commitment to equity and inclusion.

This report aims to accomplish the following goals:

1. Highlight the overall progress of the City of Chicago's racial equity efforts
2. Offer recommendations to inform strategies across the City that accelerate progress
3. Report progress on FY2024 departmental equity commitments and share commitments for 2025

As the City continues to navigate complex social, economic, and political landscapes, this report underscores the importance of embedding racial equity into the core functions of government. It highlights how departments are putting strategic plans (REAPs) into action, while also identifying systemic barriers that require coordinated, citywide solutions. By tracking both progress and challenges, this Equity Report serves not only as a tool to examine progress thus far but also as a forward-looking guide to inform continuous improvement. The insights captured here are intended to support more equitable decision-making and drive collaboration across City departments and communities.



## DEFINITIONS/KEY TERMS

### EQUITY

An outcome and a process that results in fair and just access to opportunity and resources that provide everyone with the ability to thrive.

### EQUITABLE PROCESSES

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

- (1) Prioritizes access and opportunities for groups who have the greatest need;
- (2) Methodically evaluates benefits and burdens produced by seemingly neutral systems and practices; and
- (3) Engages those most impacted by the problems we seek to address as experts in their own experiences, strategists in co-creating solutions, and evaluators of success.

### EQUITABLE OUTCOMES

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

### RACIAL EQUITY

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

### RACIAL EQUITY ACTION PLAN (REAP)

A multi-year strategic plan to improve equitable outcomes in each department's core work.

### BUDGET EQUITY

An annual public reporting of progress made on racial equity commitments set at the time of budget. Departments use a Budget Equity Tool (BET) to analyze their progress on racial equity, set strategies for the upcoming year, and identify how their budgets will support those strategies. Commitments are generally drawn from the department's REAPs.

### DESIRED RESULT

An ideal outcome we want for all Chicagoans.

### CO-GOVERNANCE

Co-governance is a problem-solving structure in which community members directly impacted by systemic racism and economic inequity work side-by-side with government representatives to share decision-making power and accountability for creating stronger policies, programs, and practices.

### \*REPARATIONS

[Executive Order 2024-1](#) establishes the City of Chicago's responsibility to address historic and present-day racial inequities by reflecting on laws, policies, and procedures that have systemically contributed to and exacerbated racial inequities and by identifying the appropriate remedies. Chicago's definition and framework for reparations will be determined by [Chicago's Reparations Task Force](#), which will be launched in 2025.

### PRIORITY AREAS

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Targeted desired results that we want to improve for all Chicagoans. The City of Chicago REAP framework includes 8 outcome priority areas and 4 process priority areas, each with citywide desired results we aspire to:

## OUTCOMES

- **Arts & Culture:** All Chicagoans celebrate, connect with, and contribute to the City’s creative and cultural ecosystem.
- **Economic Development:** All Chicagoans are economically self-sufficient, can build wealth, and thrive.
- **Education:** All Chicagoans gain meaningful knowledge and skills to thrive.
- **Environment, Climate, and Energy:** All Chicagoans breathe air free from pollutants and have resilient, sustainable communities.
- **Housing:** All Chicagoans have healthy, accessible, and affordable homes.
- **Public Health & Human Services:** All Chicagoans are healthy and benefit from a full range of health and human services.
- **Public Safety:** All Chicagoans are safe across the City and have trusting relationships with law enforcement and first responders.
- **Transportation & Infrastructure:** All Chicagoans have a safe, multi-modal transportation system and broadband access.

## PROCESSES

- **Community Engagement:** All Chicagoans have a meaningful opportunity to influence City of Chicago programs, policies, and initiatives.
- **Contracting:** All Chicagoans benefit from and can participate in economic business with the City of Chicago.
- **Data:** All Chicagoans can obtain, view, or use public-facing data from the City of Chicago.
- **Workforce:** The City of Chicago’s workforce reflects the demographics of the city, and all employees are connected to training and advancement opportunities

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## DEPARTMENT STRATEGIES

A department’s desired result or overall goal for all Chicagoans.

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## DEPARTMENT ACTIONS

Specific steps a department will take to equitably advance their goals for all Chicagoans.





## PART 2: CHIEF EQUITY OFFICER'S REPORT

### STATE OF RACIAL EQUITY ACTIVITY AT THE CITY OF CHICAGO

OERJ holds that racial equity is both a process and an outcome, meaning it matters *how* we do the work just as much as *what* our work produces. Operationalizing institutional change is an ongoing, continuous process. It requires building the capacity of government staff, particularly those who shape policy, programs, and decision-making, to embed equity into their everyday work. It also involves organizing teams to align strategies, people, and resources to take ownership of action planning and to implement those plans in ways that produce measurable results.

To sustain urgency around equity and ensure lasting impact, OERJ has spent the past five years developing and refining a continuous improvement process (pictured below) that is designed not only to withstand changes in leadership and staffing, but also to strengthen the City's capacity to advance equity, recognizing that this work is ongoing and requires sustained support.

## Institutional Transformation

The Office of Equity and Racial Justice (OERJ) supports city departments and agencies in developing organizational change strategies to advance racial equity across policies, practices, and programs at a systems level.

This process involves building internal capacity, fostering accountability through reporting, establishing clear equity commitments, and more.

For More Information: [chicago.gov/equity](https://chicago.gov/equity)

### CREATE

Every few years, city departments create multi-year **Racial Equity Action Plans** aimed at driving equity into their core work.

### REPORT

Annually, city departments complete the **Budget Equity Tool** to report progress and identify opportunities.

### GROW

Throughout the year, OERJ provides support (e.g., coaching, professional development, and training) through the **Racial Equity Liaison Network**.

### OPERATIONALIZE

Each year, city departments make progress on their plans and commitments, driving **equitable impact**.

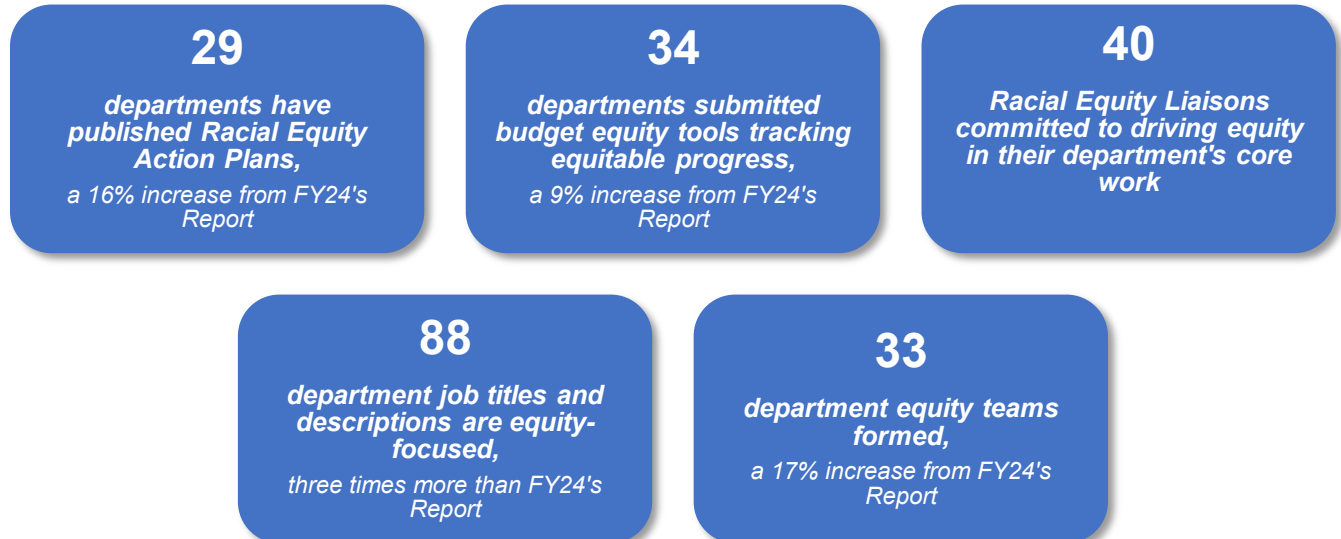


#### Did you know?

Racial Equity Action Plans (REAPs) and the Budget Equity Tool process are codified. This means that by law, all departments must create a multi-year REAP and provide progress updates annually during the budget process.

## 2024 CITYWIDE PROGRESS

We are proud to report the following progress on how Chicago is building equity into its core processes:



## 2024 DEPARTMENT PROGRESS

In fall 2022, the Office of Equity and Racial Justice (OERJ), Racial Equity Action Plans (REAPs), and Budget Equity were formally codified into [City law](#). As a result, all departments, unless explicitly exempted by the Chief Equity Officer due to their small size, are now required to develop a Racial Equity Action Plan and report annually on their progress.

For FY24, departments with REAPs selected commitments from those [multi-year plans](#). Most committed to at least three strategies, and several committed to many more. Departments without REAPs set at least one equity commitment aligned with their department's core work.<sup>1</sup> Below is a summary of progress made across the City in 2024.



<sup>1</sup> Newly created departments such as the Department of Technology and Innovation (DTI) and the Department of Environment (DOE) did not submit any commitments for this cycle.



Green	= Fully completed means the commitment was complete as of the conclusion of the budget process in December 2024.
Yellow	= Partially completed means progress on the commitment has been made, but the strategy will not be completed by December 2024.
Red	= Incomplete means progress on the strategy has stopped and there is no likely further progress at this time.

### Chart of Progress by Department

Department		Strategy Completion Status
City Development	DCASE (Cultural Affairs and Special Events)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	DPD (Planning and Development)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	DOH (Housing)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Finance and Administration	DOF (Finance)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	2FM (Fleet and Facility Management)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	DHR (Human Resources)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	DOAH (Administrative Hearings)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	DOL (Law)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	DPS (Procurement Services)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	CCHR (Human Relations)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Community Services	CDPH (Public Health)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	CPL (Public Library)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	DFSS (Family and Support Services)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	MOPD (Mayor's Office of People with Disabilities)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	CCPSA (Community Commission for Public Safety)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Public Safety	CFD (Fire Department)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	COPA (Police Accountability)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	CPB (Police Board)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	CPD (Police Department)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	OEMC (Emergency Management & Comms)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	OPSA (Public Safety Administration)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	BACP (Business Affairs & Consumer Protection)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Regulatory	BOE (Board of Ethics)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	CACC (Animal Care and Control)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	DOB (Buildings)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	LAC (License Appeal Commission)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	OIG (Inspector General)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
		<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Department		Strategy Completion Status
Infrastructure	CDA (Aviation)	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	CDOT (Transportation)	<div><div></div><div></div><div></div><div></div><div></div></div>
	DSS (Streets and Sanitation)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
	DWM (Water Management)	<div><div></div><div></div><div></div><div></div></div>

### 2024 Progress Trends

Departments made progress on 93% of the commitments set for 2024—a testament to the time, energy, and resources dedicated to equity across the City. Departments fully completed 37% of those commitments and made partial progress on an additional 56%. Many departments will implement new actions to drive those partially completed strategies in 2025 – proof that departments are sustaining the momentum to make significant progress on their Racial Equity Action Plans (REAPs) by the end of the REAP timeline (2023-2026).

The vast majority of strategies pursued in 2024 were in the *process* priority areas. This is promising looking ahead: building equity into how we work and do business is the necessary foundation for ensuring equity in our outcomes.

### 2025 DEPARTMENT EQUITY COMMITMENTS

For the upcoming year’s racial equity commitments, most departments are selecting strategies from their Racial Equity Action Plans (REAPs) to advance in 2025. Below are some examples of department strategies. To see the full list of strategies for each department, please see [Part 3](#) (FY2025 Racial Equity Commitments) of this report, or visit [chi.gov/budgetequityoerj](https://chi.gov/budgetequityoerj) for more details. All completed [Racial Equity Action Plans](#) are available on OERJ’s website.

#### FINANCE AND ADMINISTRATION

<b>OBM</b>	OBM’s Strategic Communication team and the Mayor’s Office of Community Engagement will identify key programs for focused discussions at the City’s Budget Engagement Round Tables to assist departments in developing budget requests.
<b>DTI</b>	DTI’s 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.
<b>DOF</b>	Use feedback from community engagement events to build upon existing debt relief programs and help residents receive debt forgiveness.
<b>DOAH</b>	Make Language Line services readily available for those whose first language is not English so they can fully participate in their administrative hearing at all stages and be able to understand the process in a language of their choice.
<b>DOL</b>	Create opportunities for pipeline-oriented volunteerism in diverse communities.
<b>DHR</b>	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 Sergeants.

<b>DPS</b>	Better communicate and market the various programs and resources offered by DPS to increase knowledge around contracting opportunities and available support.
<b>2FM</b>	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.

#### CITY DEVELOPMENT

<b>DPD</b>	Facilitate development by increasing development opportunities for local investors, streamlining development processes, and providing development assistance to specific areas with a history of disinvestment.
<b>DCASE</b>	Establish a department-wide data collection system to identify disparities and gaps and inform decision-making for equitable resource allocation and distribution.
<b>DOH</b>	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.

#### COMMUNITY SERVICES

<b>CDPH</b>	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.
<b>CCHR</b>	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 CCHR a better understanding of community demographics and what services are available or lacking in those communities.
<b>MOPD</b>	Partner with the Disabled Survivors of Gun and Community Violence Project to provide accessible modifications to people who have acquired a disability.
<b>DFSS</b>	Strengthen community-based partnerships to address disparities in the services needed versus the services obtained for returning residents.
<b>CPL</b>	Assess fair and just access of the 81 Club with a data analysis plan to ensure CPL are reaching students with the most needs and English Language Learners (ELLs) in every CPS school.

#### PUBLIC SAFETY

<b>POLICE BOARD</b>	Enhance communication with City Council, other City agencies, and community organizations 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.
<b>COPA</b>	Develop new ways to document, analyze, and communicate about structural and systemic issues undermining public safety.

<b>CPD</b>	Ensure our workforce is trained in all topical issues related to racial equity through constitutional policing, impartial policing, and community policing.
<b>OEMC</b>	Provide certificate- level job training and education that is accessible to all Chicagoans.
<b>CFD</b>	Create a permanent Community Outreach Recruitment Diversity and Inclusion (CORDI) unit. CORDI will focus on inclusive engagement, bring transparency to the CFD hiring process, and provide assistance to candidates.
<b>OPSA</b>	Leverage contracts with technology vendor partners to improve network services and public safety.
<b>CCPSA</b>	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.

#### REGULATORY

<b>OIG</b>	Leverage OIG's socio-economic data dashboard to enhance project analyses and inform public reports.
<b>DOB</b>	Continue working closely with sister agencies and community partners to promote equitable recruitment into skilled trades.
<b>BACP</b>	Provide additional support to community organizations in high-need areas of the city to ensure BACP's business service support is available to all.
<b>CACC</b>	Engage communities with the highest number of service requests and animal intakes to understand what services are needed initially.
<b>LAC</b>	Periodically review available city-certified MBE court reporting services to add to the city's roster and contract with them as they are available for the city's needs.
<b>BOE</b>	Explore ways to make public engagements more accessible and attempt to move them from the lower end of the community engagement spectrum.
<b>DOE</b>	Significantly reduce emissions and the impacts of climate change, while ensuring people in communities first/most impacted by climate change experience the associated benefits from said efforts.

#### INFRASTRUCTURE SERVICES

<b>DSS</b>	Develop a public-facing data system (i.e., dashboard) to share micro-level department data.
<b>CDOT</b>	Adopt decision-making frameworks that prioritize equitable outcomes.
<b>DWM</b>	Replace expired water meters and prioritize areas with the highest need, focusing on zones with the most malfunctioning meters, to ensure equitable service and accurate billing.
<b>CDA</b>	Connect Chicagoans to employment opportunities at O'Hare and Midway airports.

## DEPARTMENT MULTI-YEAR PLANS ALIGNED TO CITYWIDE PRIORITIES

Twenty-nine departments have completed REAPs, three-year-long strategic plans to drive racial equity in their core work. OERJ helped departments align these plans with citywide outcomes and processes to drive greater impact. Below is a chart reflecting the alignment between department strategies and citywide priorities for FY2025.

	Priority Areas	Desired Results	Department Priorities
Equity in our OUTCOMES	Arts & Culture	All Chicagoans celebrate, connect with, and contribute to the city's creative and cultural ecosystem.	DCASE, DOAH
	Economic Development	All Chicagoans are economically self-sufficient, can build wealth, and thrive.	BACP, DOF, DPD, DPS, DTI
	Education	All Chicagoans gain meaningful knowledge and skills to thrive.	CACC, DOL, CPL, DSS
	Environment, Climate, & Energy	All Chicagoans breathe air free from pollutants and have resilient and sustainable communities.	DOE, 2FM
	Housing	All Chicagoans have healthy, accessible, and affordable homes.	DOB, DOH, MOPD
	Public Health & Services	All Chicagoans are healthy and benefit from a full range of health and human services.	DFSS, CFD, 2FM, CDPH, CCHR, MOPD, DWM
	Public Safety	All Chicagoans are safe across the city and have trusting relationships with law enforcement and first responders.	CACC, COPA, DHR, OIG, CPD, CPB
	Transportation & Infrastructure	All Chicagoans have a safe, multi-modal transportation system and broadband access.	2FM, CDOT
Equity in our PROCESSES	Community Engagement	All Chicagoans have a meaningful opportunity to influence the City of Chicago's programs, policies, and initiatives.	CACC, CDA, BACP, OBM, COPA, DCASE, DOAH, DOL, BOE, DFSS, DOF, CDPH, CCHR, CPL, OEMC, DPD, CPD, DPS, DSS, CDOT, CCPSA
	Contracting	All Chicagoans benefit from and can participate in economic business with the City of Chicago.	CDA, BACP, DFSS, DOF, DOH, LAC, DPS
	Data	All Chicagoans can obtain, view, or use public-facing data from the City of Chicago.	OBM, DCASE, CFD, DOH, CCHR, CPL, MOPD, OIG, DPD, DSS, DWM
	Workforce	The City of Chicago's workforce reflects the demographics of the City, and all employees are connected to training and advancement opportunities.	CDA, OBM, COPA, DOAH, DHR, DOL, CFD, 2FM, CDPH, OEMC, OIG, CPD, DTI, CDOT, DWM



## DEPARTMENT SPOTLIGHTS

With so much important work happening across departments, OERJ is spotlighting four standout initiatives to provide a closer look at how departments are advancing equity through innovative strategies that drive meaningful impact. These examples demonstrate how departments are transforming decision-making, programming, and investments to advance workforce development, improve childhood health outcomes, protect vulnerable communities from harmful practices, and support youth development.

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### #1. OFFICE OF EMERGENCY MANAGEMENT (OEMC)

#### What did they do?

In 2022, the Office of Emergency Management & Communications (OEMC) launched an *Introduction to Emergency Management* course in partnership with City Colleges of Chicago (CCC). This course offers students foundational knowledge and skill sets essential for pursuing future employment opportunities with OEMC.

The program was developed during OEMC's participation in the City's Equity & Racial Justice Cohorts, led by the Office of Equity & Racial Justice. Using the Government Alliance on Race and Equity's Racial Equity Tool, OEMC identified an opportunity to improve its employment outcomes by investing in training and education for one of the least represented demographics in its workforce – 18-to 25-year-olds, particularly those from communities with limited access to professional development resources. The goal was to reduce barriers to employment in emergency management fields, especially those requiring certifications, and create additional pathways for young adults to gain employment at OEMC.

The first class launched at Malcolm X College in 2022. OEMC and CCC expanded this partnership to Kennedy King College in 2023 and to Olive-Harvey in 2024. As of August 2024, 114 students have graduated from the course. In the past year, OEMC hired seven program graduates compared to just one the year before, demonstrating the program's growing impact. OEMC will be expanding this program even further in 2025 to include a course offering at Daley College.

#### What do we like about their strategy?

- **Addresses root causes.** *The Introduction to Emergency Management* course addresses the underlying root causes that create barriers to workforce entry for young adults. Using racial equity tools, OEMC centered data (both numbers and narratives) to understand and identify solutions to disparities in education, training, and therefore, hiring outcomes. The resulting course was designed to reduce structural barriers to certification roles by offering accessible certification training that equips students with the skills, credentials, and pathways needed to pursue meaningful employment with OEMC.
- **Equitable process to employment.** OEMC not only provided a certification training program in communities with limited training opportunities for certification roles, but it also took intentional steps to connect students with job opportunities. OEMC regularly shared open job listings with students enrolled in the course to ensure they could take advantage of emerging employment opportunities. To further reduce barriers, OEMC worked to streamline the job application process for course graduates by creating a dedicated section within Taleo, the City's job application platform, where students could upload their course

completion certificate. This system allowed OEMC to easily identify applicants who had completed the program and ensure they were considered for relevant roles within the agency.

### **Equity Power!**

OEMC developed a targeted intervention that addresses the root causes of the underrepresentation of young adults in its workforce. By building a workforce development pipeline in partnership with City Colleges and streamlining the hiring process, OEMC demonstrates how applying racial equity tools can translate into tangible, measurable outcomes.

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## **#2. DEPARTMENT OF FAMILY AND SUPPORT SERVICES**

### ***What did they do?***

In June 2024, the Department of Family and Support Services (DFSS), in collaboration with SGA Youth and Family Services, awarded \$600,000 in micro-grants to 62 community-based organizations across 15 My CHI. My Future. (MCMF) strategy regions. Each organization received grants of up to \$10,000 to create or enhance a broad range of out-of-school time opportunities, including youth employment, arts initiatives, and career exploration activities. These programs catered to the specific needs of local communities, promoting holistic youth development in areas that need it most. Overall, these activities engaged over 5,900 youth and their communities across the city during the summer and fall of 2024.

DFSS used the Chicago Community Vulnerability Index and the UIC Chicago Community Area Economic Hardship Index to identify communities most in need. These tools helped direct funds to neighborhoods disproportionately impacted by the COVID-19 pandemic and economic hardships.

In addition, the Micro-Grants program provided crucial support to smaller, grassroots organizations that often encounter barriers in meeting city contracting requirements, helping them access essential youth development funding. The program helped bridge the gap in access to city resources through targeted outreach, a user-friendly application, and ongoing capacity-building assistance, enabling groups to receive financial support from the city for the first time. More than 70% of the organizations awarded grants had not contracted with DFSS in the last decade.

### ***What do we like about their strategy?***

- **Designed to center community expertise:** DFSS directed funding to those closest to individuals most impacted by COVID-19 and economic instability, recognizing them as the experts in addressing the unique needs of their communities.
- **Reduced barriers in city processes:** By focusing on smaller organizations, the program helped bridge a gap in access to city resources, supporting groups that previously faced barriers to funding and enabling them to receive financial support from the city for the first time.
- **Focused on communities most impacted:** DFSS leveraged data to identify communities where funding was most critical for recovery. By using the Chicago Community Vulnerability Index and UIC's Economic Hardship Index, DFSS ensured resources were distributed equitably.

### **Equity power!**

DFSS' My CHI. My Future. The Micro-Grants program exemplifies its commitment to advancing equity through investing in critical services and programming at a community level. DFSS' strategy is a model

for how to shift traditional city contracting practices and create a pathway for local organizations to deliver transformative programming and services.

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### #3. DEPARTMENT OF LAW (DOL)

#### ***What did they do?***

The Department of Law (DOL) secured a \$2.2 million settlement against residential construction general contractor ResiPro LLC and its parent company, ResiCap LP, to resolve claims that ResiPro falsified applications, used unlicensed subcontractors, and performed unpermitted work. The settlement was used to create a restitution fund that provided free home inspections to the owners of properties where the contractors worked and provided up to \$10,000 in restitution to fix substantial defects found during those inspections.

DOL was made aware of ResiPro's negligence through the City's complaint process. DOL worked with the Department of Buildings (DOB) to launch an investigation that uncovered significant construction defects posing health and safety risks to residents. More than 175 properties were impacted, the majority of which were located in historically underserved communities on Chicago's South and West sides.

As of October 2024, 32 families requested and received free property inspections. Of those, 29 inspections revealed potential safety issues, and the restitution fund provided \$182,000 in total to those families.

#### ***What do we like about their strategy?***

- **Leveraged City resources to repair harm:** The Department of Law's approach prioritized restoring stability and home safety for people whose homes had been compromised by ResiPro's actions. DOL did more than just secure financial restitution. Because DOL and DOB recognized that residents would first need a proper inspection to identify the damage requiring funding for repairs, DOL and DOB provided direct services in the form of free home inspections. DOL has created restitution funds in the past, but this multifaceted approach leveraged multiple city resources to comprehensively repair the harm caused to homeowners.
- **Equitable engagement process:** DOL and DOB designed a proactive engagement strategy that leveraged information available to the city regarding homes impacted. They proactively reached out to impacted households to answer questions and facilitate support securing inspections and accessing funds, which included offering a \$1,000 incentive for each inspection conducted. This engagement strategy ensured that those directly impacted were involved every step of the way.
- **Reparative:** DOL identified the properties impacted, which in many cases were communities that have long faced the negative effects of disinvestment and economic disparities. DOL secured and directed resources to these communities to help them recover. The settlement administrator oversaw inspections and restitution, streamlining the process so that individuals and families could access timely, meaningful relief.

#### **Equity Power!**

The Department of Law's settlement with the construction company exemplifies its commitment to protecting homeowners in historically disinvested communities from harmful and fraudulent practices. Its approach not only disrupted systemic patterns of disinvestment but also removed barriers to

accessing restitution funds and receiving services for individuals and families, fostering a more just and responsive legal response in Chicago.

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#### #4. DEPARTMENT OF WATER MANAGEMENT (DWM)

##### ***What did they do?***

The Department of Water Management (DWM) launched a Lead Service Line Replacement (LSLR) Program specifically for licensed daycares, which offered free lead line replacement to daycares primarily located in low-income Chicago neighborhoods.

The Daycare LSLR program emerged as DWM and other City departments participated in the City's Equity & Racial Justice Cohorts led by the Office of Equity & Racial Justice. During this cohort, DWM began analyzing data related to LSLR needs across the city. DWM cross-referenced daycare licensing data with childhood health data from the Chicago Department of Public Health's new Health Atlas. Their analysis revealed that of the approximately 2,000 licensed daycares, both residential and commercial, 1,600 needed lead service line replacements.

The data also showed that lead exposure, primarily through lead-based paint, was contributing to adverse health outcomes in children. While DWM does not oversee lead paint mitigation, the department recognized that replacing lead service lines at daycares could reduce children's overall lead exposure. This effort was especially critical for neighborhoods facing the greatest financial barriers to replacing lead service lines without City support (e.g., Austin, Englewood, North Lawndale, Roseland, and Chatham). By December 2024, DWM completed 207 LSLRs at daycare facilities and prioritized additional neighborhoods to include: East Garfield Park, West Garfield Park, West Pullman, South Chicago, Woodlawn, Lower West Side, South Lawndale, the 9th Congressional District, and the 1st Congressional District.

##### ***What do we like about their strategy?***

- **Centered racial equity tools in the program's design:** DWM utilized the Government Alliance on Race and Equity's Racial Equity Tool to help identify locations for the Daycare LSLR program. DWM compiled departmental data, leveraged additional citywide resources to assess the overall health of Chicagoans, identified populations experiencing adverse health outcomes, examined the root causes, and determined how the department could use its tools and levers to help address these disparities. This included mitigating unintended outcomes by assessing community-level economic factors, which helped identify financial barriers to LSLR that property owners in high-need areas might face. This additional data enabled the department to advocate for funding, which helped ensure a more equitable program design.
- **Community-informed implementation plan & engagement strategy:** DWM collaborated with communities most impacted by lead service lines in daycares to develop the Daycare LSLR Program and its engagement strategy. Rather than relying on daycare owners request a replacement, DWM used available data to proactively identify and engage daycares that required LSLRs. Identified daycares were automatically included in the program, with owners required only to sign a consent form to authorize the work. In addition, DWM partnered with a community organization, Elevate, to provide follow-up support at no cost, including services such as internal water filters for faucets, pipe repairs if needed, and ongoing communication.

**Equity power!**

DWM could have created a universal Lead Service Line Replacement program for all Chicagoans in need of a replacement. However, DWM created multiple LSLR programs tailored to different stakeholders (e.g., homeowners, daycares, neighborhood blocks, etc.). By designing a program specifically for licensed daycares, DWM's strategy shows the power of a targeted approach – one that provides services to Chicagoans in need of LSLRs by creating tailored strategies to address the needs of different groups.



## BIG BETS BEYOND THE REAPS

Racial equity action planning is OERJ's primary strategy to institutionalize sustainable, equity-centered policies and practices across city government. This is work that requires following through on long-term commitments. At the same time, we realize that there are key opportunities for ripening the environment and building momentum for transformative impact. We call these our "Big Bets" and are sharing three we recommend for the City of Chicago for FY2025.

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### #1. STRENGTHEN STAFF CAPACITY TO ADVANCE EQUITY

Racial equity in government is only possible with a workforce that is both equipped and empowered to deliver it. City staff, those who keep government running day-to-day, hold the institutional knowledge essential to driving long-term, transformative impact. Without meaningfully investing in these people and their expertise, the City's equity efforts risk stalling out.

Departments are actively working to advance racial equity, yet many continue to face ongoing staffing limitations. Further, of the ten racial equity strategies departments marked "incomplete" in this report, more than half were due to staffing constraints, including staff transitions, unexpected reassignments, or shifting budget priorities. These staffing challenges have tangible impacts on our ability to drive equity work. When key staff leave or are reassigned to new projects and priorities, institutional knowledge is lost, and progress slows. Limited staffing often leads to an overreliance on a single individual to manage both core responsibilities and equity commitments—tasks that are usually added on without additional support, creating a cycle of burnout and turnover.

While continued investment in equity-specific roles is essential, sustaining progress requires the City to embed equity into the daily work of every department and role. To prevent stalled efforts and overburdening a few individuals, the City must build broad organizational capacity to advance equity. Foundational equity training, along with tools like racial equity impact assessments and data-informed decision-making, must become standard practice across departments.

To sustain equitable progress, OERJ recommends the City not only invest in equity-focused roles across departments but also operationalize recurring racial equity training that is mandated and supported by department leadership. This will build organizational capacity to drive equity, ensuring staff develop a shared understanding of equity and their role in advancing it on a routine basis.

Momentum for equity training is already being built at the department level. For example, the Chicago Public Library (CPL) committed to embedding annual equity training, developed by OERJ, into onboarding and ongoing staff development for all new and existing employees. This strategy ensures that CPL staff can normalize equity principles and collaborate on shared goals across teams and locations, strengthening the department's organizational capacity to drive equitable change.

Building staff capacity, while essential, is only the foundation. For sustainable, citywide change, staff must also be empowered to act. In addition to supporting staff training to design and evaluate equitable strategies, department heads should ensure staff have the authority, resources, staff, and positioning necessary to put those strategies into action.

Equity officers are key to this work, yet some are often not present in the rooms where key decisions are made. That is why OERJ strongly recommends that City leaders elevate and reinforce the role of equity

officers and equity teams. This includes assigning these roles as senior-level positions, including equity officers in strategic planning and decision-making early and often, and ensuring they have the staff and resources necessary.

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## #2. SUSTAIN PROGRESS AND INVESTMENTS IN COMMUNITIES POST ARPA

How can Chicago turn its response to COVID-19 into a lasting blueprint for equitable investment and revenue generation? As the City continues to face budget challenges rooted in past financial decisions, it should draw on the processes and program designs developed with American Rescue Plan Act (ARPA) funding. These approaches offer proven models for directing investments where they are needed most, ensuring vulnerable communities are prioritized and public resources are allocated equitably.

Further, ARPA delivered historic federal funding to cities like Chicago to confront the economic, health, and social crises caused by COVID-19. The U.S. Treasury encouraged cities to prioritize communities hardest hit by the pandemic and long-standing structural inequities. Chicago took this call seriously. Recognizing that COVID-19 and its resulting disruptions to the local economy, neighborhood safety, and other social and environmental factors did not impact all communities equally, the City leveraged spatial data – such as the [Chicago COVID-19 Vulnerability Index \(CCVI\)](#) and [Chicago Community Area Economic Hardship Index](#) – along with racial equity practices to guide its response. In many cases, this meant working directly with communities most impacted to create innovative, targeted programs like guaranteed income pilots, violence prevention initiatives, alternative policing strategies, and community wealth-building.

As ARPA funding winds down and the City confronts difficult budget decisions, it is important for the City to carry the lessons from Chicago’s Recovery Plan forward. Departments and agencies must resist the urge to revert to status quo approaches and stay committed to advancing equity by continuing to use proven equity tools, practices, and progressive revenue strategies.

OERJ recommends that the City continue to leverage data tools like CCVI in its decision-making, as such dashboards are critical for understanding how different communities and populations are experiencing specific outcomes. When data is limited, the City should leverage external sources such as the UIC Great Cities Institute’s Chicago Community Area Economic Hardship Index to fill data gaps.

Building on this data-driven approach, departments should develop equity-focused frameworks to evaluate the impact of equitable investments and guide future funding decisions. A strong example of this is the Office of Budget and Management’s Sustainability Analysis of ARPA programs. With support from OERJ, OBM developed a framework to assess program impact and sustainability, helping the City respond to reduced ARPA funding and determine where best to direct resources. Similarly, the Chicago Department of Transportation’s MOBEC index, a composite tool that overlays economic and mobility hardship, helps ensure limited city resources are distributed equitably and directed where they are needed most.

Finally, equity is not just about how we *spend* money; it is also about how we *raise* it. In last year’s report, OERJ highlighted how The Chicago Recovery Plan’s infusion of federal dollars and bond proceeds demonstrated the power of using more equitable revenue sources to drive impactful investments citywide. OERJ encourages the City to continue exploring more equitable ways to generate revenue. One promising option could be expanding the sales tax to include services, which would help offset regressive sales taxes that disproportionately burden lower-income households.

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### #3. DEVELOP DATA SYSTEMS TO TRACK EQUITABLE INVESTMENTS & IMPACT

Robust data systems are essential for the city to effectively evaluate the impact of operating costs, services, and programs, ensuring it both meets the needs of its residents and fulfills its fiscal responsibilities. Without clear, well-managed data, it is difficult to identify, evaluate, and – when necessary – defend strategies that drive equitable outcomes for all Chicagoans.

As outlined in Big Bet #2 (*Sustaining Progress and Investments in Communities Post ARPA*), leveraging data tools throughout decision-making processes is necessary to ensure resources are distributed where they are needed most. However, strong data systems alone are not enough. Data tools are only effective if staff are trained to use them. The process of supporting departments in developing Racial Equity Action Plans (REAPs) and producing the annual racial equity report has highlighted some gaps in data expertise and infrastructure. Of the 25 departmental REAPs reviewed for the 2023–2026 cycle, 12 included metrics of impact that allow departments to effectively evaluate progress toward addressing racial disparities. Additionally, in OERJ’s annual needs survey, Racial Equity Liaisons cited a lack of dedicated staff to identify gaps as key barriers to advancing FY2025 racial equity commitments. These findings, from both the REAP evaluations and departmental feedback, underscore the need to invest in building data proficiency.

Another key challenge many departments face is navigating decentralized data systems. In most cases, data metrics are identified, collected, and tracked independently by the teams, bureaus, or divisions responsible for specific services, programs, or grants. As a result, when reporting progress, whether for core departmental functions or Racial Equity Action Plans, staff must coordinate across multiple teams to access the necessary data. Often, this data exists in various formats across multiple platforms, such as individual Microsoft Excel files, making it difficult to assess and analyze key programs and services.

In addition, data is often tracked inconsistently across teams. For example, when asked who is served by key programs and services, one team may collect demographic information such as race and ethnicity, while another may collect geographic data. Even within geographic data, there is variation: some teams record neighborhoods, while others use wards or community areas. When it comes to outcome-related data, the differences continue: some teams track the number of residents served, others measure service utilization, and some monitor year-over-year changes. These variations highlight the need for standardized data practices across and within departments to better evaluate impact and effectively communicate progress to the public.

With the re-establishment of the Department of Technology and Innovation (DTI) in FY2024, the City is better positioned to build robust, modern data systems that drive informed, equity-driven decision-making. OERJ recommends that the City invest in building data proficiency across the entire workforce—beyond data specialists—to foster a data-informed culture that aligns daily operations with Chicago’s equity commitments. Promising models of what this could look like already exist, such as the Chicago Department of Public Health’s *Health Atlas Users Group* and the Department of Technology and Innovation’s *Innovation Group*, which provide regular training on data tools like the [Chicago Health Atlas](#) and Microsoft Power Apps, respectively. OERJ recommends that the City expand targeted data groups to help staff build data proficiency on existing data platforms and tools and establish a city-wide data proficiency training course focused on core skills such as data literacy, collection, analysis, and reporting.

OERJ also recommends that the City support departments develop shared data standards and dashboards to centralize data and better assess the impact of services and programs. While Chicago's Open Data Portal offers public access to information, City staff also need accessible, up-to-date internal data systems to make informed, data-driven decisions that serve Chicagoans.

## PART 3: BUDGET EQUITY PROGRESS REPORT

Since 2020, every year at the time of budget, all departments are asked to account for progress on their racial equity commitments. This ensures that equity and accountability are integrated into the core business of government. Since the implementation of Racial Equity Action Plans (REAPs) in 2023, departments have used the Budget Equity Tool (BET) to report and analyze annual progress on the racial equity commitments set in their REAPs; establish which REAP commitments will be completed for the upcoming year; and identify how their department’s budget will support these strategies.

This section highlights the progress that departments made on their FY2024 commitments and includes a list of strategies that departments will be implementing from their REAPs in FY2025.

### FY2024 PROGRESS SNAPSHOT: DEPARTMENT STATUS ON LAST YEAR’S BUDGET EQUITY COMMITMENTS

OERJ required departments to share the status of their FY2024 Budget Equity Strategies. Below is a list of their progress (self-reported). The content below is organized and linked by department type and department name.

#### Finance and Administration

- [Department of Finance \(DOF\)](#)
- [Department of Administrative Hearings \(DOAH\)](#)
- [Department of Law \(DOL\)](#)
- [Department of Human Resources \(DHR\)](#)
- [Department of Procurement Services \(DPS\)](#)
- [Department of Fleet and Facility Management \(2FM\)](#)

#### City Development

- [Department of Planning and Development \(DPD\)](#)
- [Department of Cultural Affairs and Special Events \(DCASE\)](#)
- [Department of Housing \(DOH\)](#)

#### Community Services

- [Chicago Department of Public Health \(CDPH\)](#)
- [Chicago Commission on Human Relations \(CCHR\)](#)
- [Mayor’s Office of People with Disabilities \(MOPD\)](#)

- [Department of Family and Support Services \(DFSS\)](#)
- [Chicago Public Library \(CPL\)](#)

#### Public Safety

- [Police Board](#)
- [Civilian Office of Police Accountability \(COPA\)](#)
- [Chicago Police Department \(CPD\)](#)
- [Office of Emergency Management and Communications \(OEMC\)](#)
- [Chicago Fire Department \(CFD\)](#)
- [Office of Public Safety Administration \(OPSA\)](#)
- [Community Commission for Public Safety and Accountability \(CCPSA\)](#)

#### Regulatory

- [Office of Inspector General \(OIG\)](#)
- [Department of Buildings \(DOB\)](#)
- [Department of Business Affairs and Consumer Protection \(BACP\)](#)
- [Department of Animal Care & Control \(CACC\)](#)
- [License Appeal Commission \(LAC\)](#)



- [Board of Ethics \(BOE\)](#)
  - [Department of Environment \(DOE\)](#)
  - [Chicago Department of Transportation \(CDOT\)](#)
  - [Department of Water Management \(DWM\)](#)
  - [Chicago Department of Aviation \(CDA\)](#)
- Infrastructure Services**
- [Department of Streets and Sanitation \(DSS\)](#)

## FINANCE AND ADMINISTRATION<sup>2</sup>

### DEPARTMENT OF FINANCE (DOF)

Priority Area: Economic Development	
<b>Strategy #1:</b> Engage with community partners and other City departments to evaluate program success and the need for further review of enforcement practices.	Partially complete
Priority Area: Community Engagement	
<b>Strategy #1:</b> Share community-level data to improve transparency about outstanding debt.	Partially complete
<b>Strategy #2:</b> Engage with community members to solicit feedback on parking enforcement practices.	Complete
Priority Area: Contracting	
<b>Strategy #1:</b> Implement compliance controls to ensure user departments issue an executed standard purchase order or blanket release before a contractor begins work.	Complete
<b>Strategy #2:</b> Issue 50/50 payments to contractors on eligible infrastructure construction and professional service contracts.	Complete
<b>Strategy #3:</b> Issue advance payments for start-up and mobilization costs and direct payments to the subcontractors and suppliers facilitated by a third-party funds control provider.	Partially complete
<b>Key Results</b> <ul style="list-style-type: none"> <li>• DOF created heat maps of participation in each of its debt relief programs, learning 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.</li> <li>• DOF added a number of parking violations to the 311-reporting tool, including disabled parking, residential parking, bus lanes, and school, and safety zones to respond to residents who wanted the ability to report parking enforcement complaints directly to DOF.</li> <li>• The number of vendor inquiries regarding payment status has decreased, indicating a clearer, more streamlined process.</li> </ul>	

<sup>2</sup>The Office of Budget and Management (OBM) and the Department of Technology and Innovation (DTI) did not make equity commitments for FY2024.

## DEPARTMENT OF ADMINISTRATIVE HEARINGS (DOAH)

<b>Priority Area: Community Engagement</b>	
<b>Strategy #1:</b> Review respondent complaint cards to identify areas to improve equitable access to and navigation of DOAH's administrative proceedings.	<b>Partially complete</b>
<b>Strategy #2:</b> Provide more information on CARPLS (Coordinated Advice and Referral Program for Legal Services).	<b>Partially complete</b>
<b>Strategy #3:</b> Make Language Line readily available to the public.	<b>Partially complete</b>
<b>Priority Area: Workforce</b>	
<b>Strategy #1:</b> Distribute "Notice of ALJ Opportunity" flyer to law firms, resource fairs, bar associations, and law school alumni associations.	<b>Partially complete</b>
<b>Strategy #2:</b> Strengthen retention and recruitment for ALJs (Administrative Law Judges).	<b>Partially complete</b>
<b>Strategy #3:</b> Partnering with law firms to strengthen relationships and build a stronger pipeline that connects populations least represented in the ALJ pool.	<b>Partially complete</b>
<b>Priority Area: Arts &amp; Culture</b>	
<b>Strategy #1:</b> Obtain artwork from local student artists to display within DOAH's Courthouses and offices.	<b>Incomplete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>Shifted from an in-person complaint card to an accessible, Respondent Experience Survey card, which can be accessed and submitted online in multiple languages.</li> <li>Increased signage to alert the public to CARPLS, which educates <i>pro se</i> litigants on the law and advises them on how to proceed at their hearing.</li> <li>Increased usage of Language Line, which is available in 170+ languages and therefore allows the public to fully participate in their administrative hearings.</li> </ul>	

## DEPARTMENT OF LAW (DOL)

<b>Priority Area: Workforce</b>	
<b>Strategy #1:</b> Strengthen recruiting practices to attract candidates that reflect the demographics of the City.	<b>Complete</b>
<b>Priority Area: Community Engagement</b>	
<b>Strategy #1:</b> Proactively engage minority-owned law firms and use expense data to increase utilization of minority-owned law firms, diversity in attorneys, and paraprofessionals at law firms.	<b>Complete</b>
<b>Strategy #2:</b> Re-institute annual open house for minority law firms, outside counsel opportunities.	<b>Complete</b>
<b>Priority Area: Education</b>	
<b>Strategy #1:</b> Cultivate a culture of equity amongst employees.	<b>Complete</b>

### Key Results

- Conducted Implicit Bias Training 5/28/2024 for DOL through the International Municipal Lawyers Association.
- Revised Outside Counsel Guidelines in March 2024. The revised guidelines require law firms to report current demographic information for timekeepers.
- Reinstated 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.

## DEPARTMENT OF HUMAN RESOURCES (DHR)

Priority Area: Workforce	
<b>Strategy #1:</b> Expand and improve training programs that support diversity.	Complete
<b>Strategy #2:</b> Invest in diverse and equitable recruitment strategies.	Complete
Priority Area: Public Safety	
<b>Strategy #1:</b> Increase transparency in the testing process to make applicants for promotional titles aware of the process at each stage, and how they can improve their chances for success.	Complete
Key Results	
<ul style="list-style-type: none"> <li>• Launched mandated Equal Employment Opportunity training for all employees to ensure that the City of Chicago's workplace remains free from discrimination and harassment, and to uphold the City's values of equity and inclusion.</li> <li>• Partnered with CPS and DSS to launch a General Laborer Trainee Apprenticeship Program, a 12-week job training opportunity for 75 graduating CPS students.</li> <li>• Updated the sergeant application process. DHR observed an increase in test-takers across groups underrepresented in the sergeant ranks, including a 4% increase in female test-takers, 1% increase in Black/African American test-takers, and 7% increase in Hispanic test-takers.</li> </ul>	

## DEPARTMENT OF PROCUREMENT SERVICES (DPS)

Priority Area: Economic Development	
<b>Strategy #1:</b> Unbundle user departments' scopes of service to increase the number of contracting opportunities afforded to minority, women, and veteran owned businesses.	Complete
Priority Area: Contracting	
<b>Strategy #1:</b> Enhance contract management policies, thereby potentially increasing the number of contracts awarded to M/W/VBE firms. These policies would allow for contracts not to be extended past the contract term, allowing for more flexibility in vendor performance, access to other vendors, and staying current with market trends and best practices.	Complete
Priority Area: Community Engagement	
<b>Strategy #1:</b> Ensure M/W/VBE firms are provided with all the tools, resources, and information needed to increase the number of businesses bidding on contracts.	Complete

### Key Results

- Increased the number of advertised Target Market (TM), Small Business Initiative (SBI), and Mid-Sized Business (MBI) bids.
- Held 5 meetings, in collaboration with DWM, related to the Lead Service Line Replacement project with Black plumbers.

## DEPARTMENT FLEET AND FACILITY MANAGEMENT (2FM)

Priority Area: Environment, Climate, Energy	
<b>Strategy #1:</b> 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).	<b>Complete</b>
Priority Area: Workforce	
<b>Strategy #1:</b> Increase visibility of available 2FM jobs to achieve a workforce that better reflects the demographics of the City.	<b>Partially complete</b>
<b>Strategy #2:</b> Build and support a positive staff culture by enhancing current training and professional development to include team-building and racial equity.	<b>Incomplete</b>
Priority Area: Data	
<b>Strategy #1:</b> Provide a dashboard of key 2FM maintenance and construction projects with investments and impact on communities.	<b>Incomplete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>• Held the first meeting with members of the Environmental Justice Community Group on May 16, 2024. 2FM shared information on the VLRP and listened to participants who shared their own experiences and concerns.</li> <li>• Conducted 418 environmental reviews through July 2024. 239 reviews, or 57%, were for lots located in environmental justice (EJ) communities, as defined by CDPH.</li> <li>• Provided internships to high school and college students.</li> </ul>	

## CITY DEVELOPMENT

### DEPARTMENT OF PLANNING AND DEVELOPMENT (DPD)

Priority Area: Community Engagement	
<b>Strategy #1:</b> Create opportunities for the BIPOC communities to provide feedback to better understand their wants and needs. Regional Planners can facilitate community discussions and disseminate surveys to better obtain feedback.	<b>Partially complete</b>
Priority Area: Data	
<b>Strategy #1:</b> 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.	<b>Partially complete</b>

Priority Area: Economic Development	
<b>Strategy #1:</b> 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. <sup>3</sup>	Partially complete
<b>Key Results</b> <ul style="list-style-type: none"> <li>Engaged with over 9,000 participants through community events held in either at community events in BIPOC neighborhoods, as well as gatherings with diverse participation and typically underrepresented groups such as MBE/WBE-owned businesses and youth.</li> <li>Invested in bilingual staff. New bilingual staff can help better serve Spanish-speaking applicants as well as manage program tasks overall.</li> <li>Updated the Neighborhood Opportunity Fund (NOF) program, which consisted of included strategies that reduce barriers to accessing capital, technical assistance, and other resources that may not traditionally be available to applicants with limited resources.</li> </ul>	

#### DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS (DCASE)

Priority Area: Arts & Culture	
<b>Strategy #1:</b> Establish a department-wide data collection system to identify disparities and gaps and inform decision-making for equitable resource allocation and distribution.	Partially complete
<b>Strategy #2:</b> Implement department-wide processes and tools to sustain engagement in communities receiving the fewest resources.	Complete
<b>Strategy #3:</b> Clarify and organize all opportunities for artists and art organizations so they are widely known, understood, and equitably accessed.	Complete
Priority Area: Community Engagement	
<b>Strategy #1:</b> Conduct community engagement activities about this year's programming initiatives.	Complete
<b>Strategy #2:</b> Review and analyze data/input to inform engagement tracking strategies and platforms.	Partially complete
<b>Strategy #3:</b> Identify priority communities or neighborhoods for engagement to identify and address barriers to participation.	Partially complete
<b>Strategy #4:</b> Create and implement an annual community engagement mechanism for department tracking.	Partially complete
Priority Area: Data	
<b>Strategy #1:</b> Evaluate known data on DCASE's current roster of artists and partners to assess the quality and completeness of equity metrics.	Complete
<b>Strategy #2:</b> Create and distribute collection tools to gather additional demographic information for artists, arts organizations, and collaborators.	Complete
<b>Strategy #3:</b> Analyze collected data and create a department-wide data collection platform with standards and procedures through an equity lens.	Partially complete

<sup>3</sup> This priority has been moved to Economic Development. It was previously under Community Engagement in DPD's REAP and 2024 BET.

<b>Strategy #4:</b> Share out data.	<b>Complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>Convened a majority-BIPOC advisory committee to shape the Creative Worker Rights: Art is Labor campaign. The committee prioritized disability and language access, and the campaign focused on freelance/independent workers with limited labor protections. The resulting educational and advocacy campaign provided resources in Spanish and English.</li> <li>Spent more than 50 percent of DCASE’s 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.</li> <li>Refined the Creative Worker Survey, a demographic data collection tool that now includes questions on race/ethnicity, gender, age, neighborhood, ward, languages spoken, and how the individual was contracted.</li> </ul>	

## DEPARTMENT OF HOUSING (DOH)

<b>Priority Area: Contracting</b>	
<b>Strategy #1:</b> Enhance DOH’s capacity-building accelerator program by continuing successes from FY24 and introducing new initiatives.	<b>Partially complete</b>
<b>Priority Area: Housing</b>	
<b>Strategy #1:</b> Dedicate more staff time and resources to promoting ETOD across Chicago.	<b>Partially complete</b>
<b>Priority Area: Data</b>	
<b>Strategy #1:</b> We are working with a Senior Database Analyst to continue improving internal database systems and data governance to achieve data equity goals further.	<b>Partially complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>Dedicated the ETOD (Equitable Transit-Oriented Development) project coordinator to split their time between ETOD work and DOH's ADUs (Additional Dwelling Units) program. 2024 is the first full year in which DOH has a dedicated ETOD (Equitable Transit-Oriented Development) project coordinator.</li> <li>Introduced an ordinance for citywide legalization of Additional Dwelling Units (ADU).</li> <li>Improved coordination with the ETOD working group and DOH, which resulted in 8 transit-served projects, 2 of which qualify as ETOD, funded through the 2023 Qualified Allocation Plan (QAP).</li> </ul>	

## COMMUNITY SERVICES

### CHICAGO DEPARTMENT OF PUBLIC HEALTH (CDPH)

<b>Priority Area: Community Engagement</b>	
<b>Strategy #1:</b> Convene representatives from across CDPH bureaus to establish aligned, coordinated systems to collect and disseminate information about CDPH's current community engagement efforts.	<b>Complete</b>
<b>Priority Area: Workforce</b>	
<b>Strategy #1:</b> Provide and maintain an equitable onboarding experience for all new employees across the department.	<b>Partially complete</b>



<b>Strategy #2:</b> Provide staff with training and development opportunities to advance equity and professional growth. Support timely, inclusive recruitment, interviewing, and onboarding that reflect up-to-date communication and engagement tools to attract and retain top-level candidates.	<b>Partially complete</b>
<b>Priority Area: Public Health</b>	
<b>Strategy #1:</b> Improve access to and education about harm reduction strategies to prevent opioid overdose.	<b>Partially complete</b>
<b>Strategy #2:</b> Improve access to evidence-based, low-barrier treatment and recovery services for opioid use disorder.	<b>Partially complete</b>
<b>Strategy #3:</b> Enhance community awareness of opioid overdose and improve community engagement opportunities to participate in overdose prevention interventions citywide.	<b>Partially complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>Completed new onboarding training.</li> <li>Hosted several events and workshops celebrating different cultures and ethnic groups while also highlighting the health inequities each marginalized group still faces, led by the office of Racial Equity &amp; Belonging.</li> <li>Distributed over 24,525 Narcan boxes citywide. 5 vending machines located in overdose hotspots dispersed 3,313 pin codes and 16,107 products. Compared to 2023, there was a 20% reduction in opioid-related emergency responses.</li> </ul>	

#### CHICAGO COMMISSION ON HUMAN RELATIONS (CCHR)

<b>Priority Area: Community Engagement</b>	
<b>Strategy #1:</b> Launch a Listening Campaign.	<b>Incomplete</b>
<b>Strategy #2:</b> Work with elected officials, community-based agencies, and city partners to engage community.	<b>Incomplete</b>
<b>Strategy #3:</b> Extend CTA Ad Campaign.	<b>Complete</b>
<b>Priority Area: Data</b>	
<b>Strategy #1:</b> CCHR will become a stronger source of data for the City.	<b>Partially complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>Launched the “Think Before You Hate” CTA ad campaign in mid-August, which received more than 10 million views. Between August 1 and September 30, 2024, reported hate crimes were down 35% compared to the same period in 2023.</li> <li>Released the <a href="#">first report on Hate Crimes and Hate Incidents</a> on June 27, 2024.</li> </ul>	

## MAYOR'S OFFICE OF PEOPLE WITH DISABILITIES (MOPD)

<b>Priority Area: Housing</b>	
<b>Strategy #1:</b> Collaborate with other agencies on data collection to assess the long-term impact of MOPD's programs and services.	<b>Partially complete</b>
<b>Strategy #2:</b> Increase the number of accessible units citywide to individuals most in need to further the citywide desired result around housing.	<b>Partially complete</b>
<b>Priority Area: Public Health</b>	
<b>Strategy #1:</b> Create a vetting process for expanding food programs that require listing ADA accessibility.	<b>Partially complete</b>
<b>Priority Area: Data</b>	
<b>Strategy #1:</b> Continued collaboration and updates to ECM to collect and report data from Career Center job seekers.	<b>Partially complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>Expanded MOPD's HomeMod program outreach strategy to the Asian community after observing a noticeable increase in Asian clients on the HomeMod waiting list. The HomeMod program pursued intentional partnerships with trusted community-based organizations. These partnerships were critical to address the longstanding cultural stigma surrounding government assistance.</li> <li>Successfully provided HomeMod services to approximately 201 individuals, reflecting a substantial expansion in MOPD's outreach and impact. Notably, there has been a remarkable 68% increase in the program's efforts, specifically in African American communities. This expansion has involved the implementation of tailored strategies, culturally competent support, and targeted outreach to better engage and assist African American individuals.</li> <li>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.</li> </ul>	

## DEPARTMENT OF FAMILY AND SUPPORT SERVICES (DFSS)

<b>Priority Area: Public Health</b>	
<b>Strategy #1:</b> Strengthen partnerships with community organizations to address disparities in services needed vs. services obtained.	<b>Complete</b>
<b>Strategy #2:</b> Create direct connections with employment partners to bridge the gap between employment opportunities and returning residents, and to connect employers with additional resources.	<b>Partially complete</b>

<b>Priority Area: Contracting</b>	
<b>Strategy #1:</b> Leverage internal processes around staff onboarding, intergovernmental affairs, and program management to build a suitable and diverse applicant pool.	<b>Partially complete</b>
<b>Strategy #2:</b> Establish integrated touchpoints in our RFP process to know whether efforts toward utilizing contracting as a tool for equity are responsive to community concerns and accomplishing our desired outcomes.	<b>Partially complete</b>
<b>Strategy #3:</b> Ensure that equity and equitable outcomes are baked into the contracting process at every step, and that support exists for organizations most closely serving the communities we know need our services the most.	<b>Partially complete</b>
<b>Priority Area: Community Engagement</b>	
<b>Strategy #1:</b> Support and encourage more inclusive and creative community engagement by leveraging stakeholder relationships.	<b>Partially complete</b>
<b>Strategy #2:</b> Implement survey process improvements to ensure equitable access to opportunities for community to provide input on DFSS programming.	<b>Complete</b>
<b>Strategy #3:</b> Develop marketing strategy guidance to ensure future outreach efforts reach priority communities.	<b>Partially complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>Funded and launched a new Community Re-Entry Center on the city's West side, operated in North Lawndale by Safer Foundation.</li> <li>Created the Procurement Equity Assessment, an internal set of metrics and analyses to assess the equitable visibility, applicability, and awarding of funding opportunities.</li> <li>Sought public input on making the Garfield Community Service Center more trauma-informed, through a survey (netting 300 responses) and in-person focus groups.</li> </ul>	

#### CHICAGO PUBLIC LIBRARY (CPL)

<b>Priority Area: Education</b>	
<b>Strategy #1:</b> Ensure fair and just access to library resources needed for student success through the 81 Club student and teacher library accounts.	<b>Partially complete</b>
<b>Strategy #2:</b> Assess fair and just access of the 81 Club through a data analysis plan.	<b>Complete</b>
<b>Strategy #3:</b> Apply learnings from the 81 Club assessment to better ensure fair and just access to library resources needed for student success through the 81 Club.	<b>Partially complete</b>
<b>Priority Area: Community Engagement</b>	
<b>Strategy #1:</b> Build organizational capacity for system-wide community engagement process as part of CPL Equity Assessment.	<b>Partially complete</b>
<b>Strategy #2:</b> Pilot system-wide community engagement process as part of CPL Equity Assessment.	<b>Partially complete</b>
<b>Strategy #3:</b> Expand on learnings from community engagement conducted as part of CPL Equity Assessment.	<b>Incomplete</b>
<b>Priority Area: Data</b>	
<b>Strategy #1:</b> Develop Data Action Plan.	<b>Partially complete</b>
<b>Strategy #2:</b> Establish policies and procedures necessary for Data Action Plan implementation.	<b>Complete</b>
<b>Strategy #3:</b> Build capacity among staff and the public to support the implementation of the Data Action Plan.	<b>Partially complete</b>

### Key Results

- Trained all public-facing CPL staff to support the 81 Club implementation daily. 86% of staff survey respondents created 81 Club cards for student patrons at their request.
- Preliminary Chapin Hall findings show that CPL is reaching students with the highest economic needs and English Language Learners (ELLs) in specific communities.
- Approved and posted CPL's Equity Assessment proposal in July, with a proposed evaluation process launched in August.

## PUBLIC SAFETY

### POLICE BOARD

Priority Area: Public Safety	
<b>Strategy #1:</b> 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.	<b>Partially complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>• Engaged over 8,400 Chicagoans across 32 of the 50 wards, 33 of the 77 community areas, and 21 of the 22 police districts in Q1.</li> <li>• Participated in 107 community engagement events in Q2. These events engaged over 12,400 Chicagoans across 37 of 50 wards, 45 of 77 Community Areas, and all 22 police districts.</li> <li>• Completed the third COPA People's Academy, a six-week training for members of the public interested in learning about civilian police oversight. Attendees included community members, elected officials, and area stakeholders representing 11 police districts and 14 wards.</li> </ul>	

### CIVILIAN OFFICE OF POLICE ACCOUNTABILITY (COPA)

Priority Area: Public Safety	
<b>Strategy #1:</b> Commit to the REAP and meaningfully engage with its contents.	<b>Partially complete</b>
<b>Strategy #2:</b> Develop new ways to document, analyze, and communicate about structural and systemic issues undermining public safety.	<b>Partially complete</b>
<b>Strategy #3:</b> Better understand participants' expectations when they make a complaint and throughout the investigative process, thereby creating opportunities for restorative and collaborative resolutions.	<b>Partially complete</b>
Priority Area: Community Engagement	
<b>Strategy #1:</b> 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 it plays in public safety and police oversight. Make COPA's public-facing material more accessible for people of various community areas, languages, and abilities.	<b>Partially complete</b>

Priority Area: Workforce	
<b>Strategy #1:</b> 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 a diverse range of 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.	Partially complete
<b>Key Results</b> <ul style="list-style-type: none"> <li>Engaged over 8,400 Chicagoans across 32 of the 50 wards, 33 of the 77 community areas, and 21 of 22 police districts in Q1.</li> <li>Participated in 107 community engagement events in Q2. These events engaged over 12,400 Chicagoans across 37 of 50 wards, 45 of 77 Community Areas, and all 22 police districts.</li> <li>Completed the third COPA People's Academy, a six-week training for members of the public interested in learning about civilian police oversight. Attendees included community members, elected officials, and area stakeholders representing 11 police districts and 14 wards.</li> </ul>	

#### CHICAGO POLICE DEPARTMENT (CPD)

Priority Area: Community Engagement	
<b>Strategy #1:</b> Increase community partnerships between CPD and community-based services and resources.	Partially complete
<b>Strategy #2:</b> Create safe spaces for youth and emerging adults to engage with the Department.	Complete
Priority Area: Workforce	
<b>Strategy #1:</b> Recruit and retain a diverse workforce that represents the demographics of the City of Chicago.	Partially complete
<b>Strategy #2:</b> Ensure CPD's workforce is trained on all topical issues related to racial equity through constitutional policing, impartial policing, and community policing.	Partially complete
Priority Area: Public Safety	
<b>Strategy #1:</b> Collaborate with the community on CPD's public safety strategies.	Partially complete
<b>Key Results</b> <ul style="list-style-type: none"> <li>Conducted two successful citywide youth conferences on the South Side in FY24, engaging with teens and providing community resources.</li> <li>Created an equity framework plan for the new Equity Department, which focuses heavily on engaging communities in policy and training initiatives.</li> <li>Initiated a standard procedure for how to conduct post-violence response plans and ensure they include principles of equity and inclusion.</li> </ul>	

#### OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS (OEMC)

Priority Area: Public Safety	
<b>Strategy #1:</b> Deploy improved education materials. Develop communication materials.	Partially complete
<b>Strategy #2:</b> Train 9-1-1 operations personnel.	Complete

<b>Priority Area: Community Engagement</b>	
<b>Strategy #1:</b> 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.	<b>Partially complete</b>
<b>Priority Area: Workforce</b>	
<b>Strategy #1:</b> Provide certificate-level job training and education that is accessible to all Chicagoans. Establish career exploration. Provide links to meaningful employment.	<b>Complete</b>
<b>Strategy #2:</b> Provide early engagement and career planning.	<b>Complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>• <u># of Smart911 sign-ups</u>: 4,206 new sign-ups as of August 2024 (versus 5,556 sign-ups for full year 2023).</li> <li>• <u># of community engagements</u>: 2024 is on track to feature the highest number of community engagement events to date. OEMC hosted 152 events as of August 2024 (compared to 145 events in full year 2022 and 156 events in full year 2023).</li> <li>• <u># of 9-1-1 employees trained in Implicit Bias</u>: 397 employees trained between February 16 and July 15.</li> </ul>	

#### CHICAGO FIRE DEPARTMENT (CFD)

<b>Priority Area: Workforce</b>	
<b>Strategy #1:</b> Create a permanent Community Outreach Recruitment Diversity and Inclusion (CORDI) unit within the Office of Diversity, Equity, and Inclusion (DEI).	<b>Partially complete</b>
<b>Strategy #2:</b> Continue CFD's Community Risk Reduction practices of educating the public on fire safety and empowering citizens to manage chronic illnesses.	<b>Complete</b>
<b>Strategy #3:</b> Work to recruit Chicago residents to seek employment as firefighters and paramedics to ensure CFD's workforce reflects the demographics of the City. Participate in career and college fairs across the city and surrounding suburbs.	<b>Partially complete</b>
<b>Priority Area: Data</b>	
<b>Strategy #1:</b> Engage department leadership to establish and oversee CFD's technology strategy across the department.	<b>Partially complete</b>
<b>Strategy #2:</b> Identify human resources needs related to the recruitment of individuals in communities most impacted by the digital divide.	<b>Partially complete</b>
<b>Strategy #3:</b> Host outreach/hiring events in communities underrepresented in CFD's workforce.	<b>Partially complete</b>
<b>Priority Area: Public Health</b>	
<b>Strategy #1:</b> Contract a medical director to assist with expanding Mobile Integrated Health Coverage areas. Fifteen paramedic line-item positions requested to support CDPH CARE.	<b>Incomplete</b>
<b>Strategy #2:</b> Conduct risk assessments and identify key performance indicators to create a transparent dashboard.	<b>Partially complete</b>
<b>Strategy #3:</b> Empower Chicago residents and high-frequency users to improve their health and close equity gaps.	<b>Complete</b>



### Key Results

- 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.
- Mobile Integrated Health (MIH) is currently available to service 14 Chicago zip codes (60609; 60615; 60617; 60619; 60620; 60621; 60628; 60636; 60637; 60643; 60649; 60653) and 26 neighborhoods (New City, McKinley Park, Fuller Park, Armour Square, Oakland, Grand Boulevard, Kenwood, Washington Park, Hyde Park, Woodlawn, Englewood, 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).

## OFFICE OF PUBLIC SAFETY ADMINISTRATION (OPSA)

Priority Area: Contracting	
<b>Strategy #1:</b> 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.	Complete
Priority Area: Public Safety	
<b>Strategy #2:</b> Leverage contracts with technology vendor partners to improve network services resulting in improved public safety.	Complete
Priority Area: Community Engagement	
<b>Strategy #3:</b> Add a communications position to drive community outreach, messaging, and departmental marketing.	Incomplete
<b>Key Results</b> <ul style="list-style-type: none"> <li>• Researched future bid opportunities and canvassed communities to increase M/WBE participation in specific categories. Successful bid opportunities include Security Services, Household Appliance Purchase and Repair, Work and Business Uniform purchase, and Bus/Transportation Services.</li> <li>• Completed assessments of city areas lacking cellular connectivity.</li> </ul>	

## COMMUNITY COMMISSION FOR PUBLIC SAFETY AND ACCOUNTABILITY (CCPSA)

Priority Area: Public Safety	
<b>Strategy #1:</b> Create a Racial Equity Action Plan for the next several years.	Partially complete
<b>Key Results</b> <ul style="list-style-type: none"> <li>• CCPSA is on track to finalize a Racial Equity Action Plan by the end of 2025.</li> </ul>	

## REGULATORY<sup>4</sup>

### OFFICE OF INSPECTOR GENERAL (OIG)

Priority Area: Data	
<b>Strategy #1:</b> Develop a socio-economic dashboard based on the Community Engagement Project Plan to increase transparency, information, and collaboration with community and City stakeholders.	Complete
<b>Strategy #2:</b> Socialize the published socio-economic dashboard with both internal and external stakeholders.	Complete
<b>Strategy #3:</b> Leverage the information from the socio-economic dashboards and incorporate it into OIG's project analyses and ultimately into public reports.	Complete
Priority Area: Public Safety	
<b>Strategy #1:</b> Incorporate community and stakeholder engagement into every stage of OIG's Public Safety evaluation work.	Complete
<b>Strategy #2:</b> Enhance opportunities for CPD members to report concerns or misconduct.	Complete
<b>Strategy #3:</b> Increase opportunities for in-person engagement with CPD members and attendance at CPD training, events, etc.	Complete
<b>Key Results</b> <ul style="list-style-type: none"> <li>Launched in July 2024, 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 the City of Chicago's wards, community areas, police districts, and beats, providing insights into how City programs, services, and outcomes impact people across Chicago's neighborhoods.</li> <li>Developed a Community Engagement Project Plan (CEPP) for all Public Safety projects to facilitate community engagement throughout all project phases.</li> <li>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.</li> </ul>	

### DEPARTMENT OF BUILDINGS (DOB)

Priority Area: Housing	
<b>Strategy #1:</b> 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.	Partially complete

<sup>4</sup>The Department of Environment did not set equity commitments for FY2024, as it was newly formed at the time of last year's report.

<b>Priority Area: Public Safety</b>	
<b>Strategy #1:</b> Address residential buildings and businesses that impact the quality of life for the residents.	<b>Complete</b>
<b>Priority Area: Workforce</b>	
<b>Strategy #1:</b> 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 applicants that reflect the City's demographics.	<b>Complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>• Collaborated with DOH to replace the furnace or boiler in 18 senior homes, at no cost to the senior.</li> <li>• Processed a total of 1,377 properties 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.</li> </ul>	

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION (BACP)

<b>Priority Area: Economic Development</b>	
<b>Strategy #1:</b> Help small businesses impacted by the pandemic, ensure the commercial corridors' robust recovery, and provide funding to local community and economic development organizations, including chambers of commerce, community development corporations, and other not-for-profit organizations.	<b>Complete</b>
<b>Priority Area: Community Engagement</b>	
<b>Strategy #1:</b> Enhance BACP's services by ensuring all FAQ sheets and website information are accessible to the general public to better serve communities and improve its overall accessibility and inclusivity.	<b>Partially complete</b>
<b>Priority Area: Contracting</b>	
<b>Strategy #1:</b> Contract with community-based delegate agencies to offer workshops, training, internships, mentoring and coaching, matchmaking, and cohort programming designed to address historical geographic disparities in City contracting through the new Encouraging Diversity, Growth, and Equity (EDGE) program.	<b>Complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>• Awarded contracts to 17 delegate agencies.</li> <li>• Provided 6-12 months of technical assistance and training for 195 small businesses.</li> <li>• Delivered, in partnership with delegate agencies, 16 workshops and 40.25 hours of 1:1 assistance to 24 businesses through the EDGE program, designed to address historical geographic disparities in City contracting.</li> </ul>	

#### DEPARTMENT OF ANIMAL CARE & CONTROL (CACC)

Priority Area: Community Engagement	
<b>Strategy #1:</b> Continue engaging communities with the highest number of service requests and animal intakes to understand what support is needed to help more people and animals.	Complete
<b>Strategy #2:</b> Increase awareness of animal-related disparities across the city, internally and externally.	Partially complete
Priority Area: Education	
<b>Strategy #1:</b> Develop a framework to advertise information in the community to foster best practices in responsible pet care.	Complete
<b>Strategy #2:</b> Share programming with community members and other key stakeholders.	Partially complete
Priority Area: Public Safety	
<b>Strategy #1:</b> Review, consolidate, and update department SOPs so that internal procedures guide department staff, resulting in a positive, supportive climate.	Partially complete
<b>Strategy #2:</b> Socialize policies and procedures among staff to build and improve relationships within community.	Partially complete
<b>Strategy #3:</b> 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.	Incomplete
<b>Key Results</b> <ul style="list-style-type: none"> <li>Collected valuable insight into animal-related issues in Roseland through surveys and interviews of Roseland residents.</li> <li>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 kept more pets with their owners.</li> <li>Updated policy for adoptions and redemptions, including waiving fees associated with spays/neuters and adding a tiered approach to citations/punitive measures.</li> </ul>	

#### LICENSE APPEAL COMMISSION (LAC)

Priority Area: Contracting	
<b>Strategy #1:</b> Expand the scope of exploration for existing MBE court reporting services.	Complete
<b>Key Results</b> Identified one City-certified MBE to add to LAC's rotational list of court reporting vendors, and LAC has used their transcription services for LAC hearings within the first two quarters of 2024.	

#### BOARD OF ETHICS (BOE)

Priority Area: Community Engagement	
<b>Strategy #1:</b> 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	Complete

have about ethical behavior on the part of elected/appointed officials and City employees.	
<b>Key Results</b> <ul style="list-style-type: none"> <li>Updated and made available nearly 40 “Plain English Guides” that cover various topics in governmental ethics.</li> <li>Posted the agendas and minutes for monthly Board meetings on the BOE’s 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.</li> <li>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 BOE does.</li> </ul>	

## INFRASTRUCTURE SERVICES

### DEPARTMENT OF STREETS AND SANITATION (DSS)

<b>Priority Area: Community Engagement</b>	
<b>Strategy #1:</b> Create a department-wide standard operating procedure (SOP) for community engagement that centers equity and is inclusive of communities most impacted.	<b>Partially complete</b>
<b>Strategy #2:</b> Leverage city partnerships to strengthen relationships with community.	<b>Partially complete</b>
<b>Strategy #3:</b> Increase transparency and opportunities for community to share feedback with DSS.	<b>Partially complete</b>
<b>Priority Area: Education</b>	
<b>Strategy #1:</b> Increase compliance for recycling by educating communities with the lowest compliance.	<b>Partially complete</b>
<b>Strategy #2:</b> Increase compliance for recycling by educating and collaborating with businesses and working with legislators to create better environmental policies around recycling.	<b>Partially complete</b>
<b>Strategy #3:</b> Launch a pilot program for composting to reduce contamination in other waste streams (recycling and trash).	<b>Partially complete</b>
<b>Priority Area: Data</b>	
<b>Strategy #1:</b> Develop a public-facing data system (i.e., dashboard) to share microlevel department data.	<b>Partially complete</b>
<b>Strategy #2:</b> Expand the capabilities of the department’s mobile applications to ensure all data is readily available and to increase the mechanisms the public has to access the data.	<b>Partially complete</b>
<b>Strategy #3:</b> Launch new data systems and apps.	<b>Incomplete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>Participated in community events to provide hands-on education on composting and recycling. DSS added 17 compost locations to better serve our community. As of August 7,</li> </ul>	

<p>5,279 households signed up to use the food waste drop-offs and 342,000 pounds of food waste were diverted.</p> <ul style="list-style-type: none"> <li>As of August 6, DSS has planted 10,273 trees in partnership with CDOT, addressing tree canopy disparities on the South and West sides.</li> </ul>
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#### CHICAGO DEPARTMENT OF TRANSPORTATION (CDOT)

<b>Priority Area: Transportation &amp; Infrastructure</b>	
<b>Strategy #1:</b> Make it safer and easier to walk in Chicago.	<b>Partially complete</b>
<b>Priority Area: Workforce</b>	
<b>Strategy #1:</b> Improve CDOT's ability to recruit and retain staff.	<b>Partially complete</b>
<b>Strategy #2:</b> Make CDOT a great place to work.	<b>Partially complete</b>
<b>Priority Area: Community Engagement</b>	
<b>Strategy #1:</b> Adopt decision-making frameworks that prioritize equitable outcomes.	<b>Partially complete</b>
<b>Strategy #2:</b> Improve relationships with communities and be more responsive to local needs.	<b>Partially complete</b>
<b>Key Results</b> <ul style="list-style-type: none"> <li>Installed 7,500 ADA ramps.</li> <li>The City approved a dedicated departmental budget for translations and interpretations, which 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.</li> <li>The Department developed and facilitated its first Engagement Standards. CDOT's Director of Outreach and Engagement facilitated two sessions as part of training on CDOT's Engagement Standards.</li> </ul>	

#### DEPARTMENT OF WATER MANAGEMENT (DWM)

<b>Priority Area: Public Health</b>	
<b>Strategy #1:</b> Continue the Lead Service Line Replacement (LSLR) program for daycares in economically disadvantaged and historically disinvested communities to reduce potential levels of lead among children.	<b>Partially complete</b>
<b>Strategy #2:</b> 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 served by LSLRs.	<b>Complete</b>
<b>Priority Area: Data</b>	
<b>Strategy #1:</b> Publish all service requests received and closed quarterly. Create managed data that is transparent, comprehensive, easily accessible, statistical, and mission supportive.	<b>Complete</b>
<b>Priority Area: Workforce</b>	
<b>Strategy #1:</b> Develop an opportunity to train and mentor non-college-bound high school students for future employment in the water industry.	<b>Partially complete</b>



### Key Results

- As of August 7, 2024, DWM has completed 175 LSLRs, with 185 total permits approved, in prioritized communities.
- Of the 307 daycares that contacted the City, 224 have completed preconstruction meetings regarding the LSLR program for daycares in economically disadvantaged and historically disinvested communities.

## CHICAGO DEPARTMENT OF AVIATION (CDA)

Priority Area: Workforce	
<b>Strategy #1:</b> 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.	Complete
<b>Strategy #2:</b> Engagement with educational institutions.	Complete
Priority Area: Contracting	
<b>Strategy #1:</b> Increase knowledge of opportunities for M/WBE participation in CDA contracts.	Complete
<b>Strategy #2:</b> Reduce barriers to contracting with CDA.	Partially complete
Priority Area: Community Engagement	
<b>Strategy #1:</b> Develop an Aviation Education Curriculum for school use to increase awareness of careers in the aviation industry and grow interest in working with CDA.	Complete
<b>Strategy #2:</b> Increase community outreach with Chicagoans most impacted by high unemployment, lower incomes, and limited access to information and transportation.	Complete
<b>Key Results</b> <ul style="list-style-type: none"> <li>• Developed plans for Small Business Resource Centers at O'Hare and Midway based on data analysis revealing an underrepresentation of African American firms in heavy civil construction and Hispanic firms in architecture and engineering services.</li> <li>• Hosted 15 airfield tours at O'Hare Airport for students from schools throughout the City, including those in underserved areas.</li> <li>• Developed an Aviation 101 Curriculum in partnership with City Colleges. 14 classes were held, with over 190 students participating.</li> </ul>	

## FY2025 RACIAL EQUITY COMMITMENTS

OERJ requires departments to set annual racial equity commitments. This year's commitments come from departmental Racial Equity Action Plans. Below is a list of strategies departments plan to implement in FY2025.

The content below is organized by department type and department name. If a department has an asterisk (\*) next to its name, OERJ has exempted it from creating a REAP this year and required the department to set one racial equity strategy instead.

### **Finance and Administration**

- [Office of Budget and Management \(OBM\)](#) \*
- [Department of Technology & Innovation \(DTI\)](#) \*
- [Department of Finance \(DOF\)](#)
- [Department of Administrative Hearings \(DOAH\)](#)
- [Department of Law \(DOL\)](#)
- [Department of Human Resources \(DHR\)](#)
- [Department of Procurement Services \(DPS\)](#)
- [Department of Fleet and Facility Management \(2FM\)](#)

### **City Development**

- [Department of Planning and Development \(DPD\)](#)
- [Department of Cultural Affairs and Special Events \(DCASE\)](#)
- [Department of Housing \(DOH\)](#)

### **Community Services**

- [Chicago Department of Public Health \(CDPH\)](#)
- [Chicago Commission on Human Relations \(CCHR\)](#)
- [Mayor's Office of People with Disabilities \(MOPD\)](#)
- [Department of Family and Support Services \(DFSS\)](#)
- [Chicago Public Library \(CPL\)](#)

### **Public Safety**

- [Police Board \(CPB\)](#) \*
- [Civilian Office of Police Accountability \(COPA\)](#)
- [Chicago Police Department \(CPD\)](#)
- [Office of Emergency Management and Communications \(OEMC\)](#)
- [Chicago Fire Department \(CFD\)](#)
- [Office of Public Safety Administration \(OPSA\)](#)
- [Community Commission for Public Safety and Accountability \(CCPSA\)](#) \*

### **Regulatory**

- [Office of Inspector General \(OIG\)](#)
- [Department of Buildings \(DOB\)](#)
- [Department of Business Affairs and Consumer Protection \(BACP\)](#)
- [Department of Animal Care & Control \(CACC\)](#)
- [License Appeal Commission \(LAC\)](#) \*
- [Board of Ethics \(BOE\)](#) \*
- [Department of Environment \(DOE\)](#) \*

### **Infrastructure Services**

- [Department of Streets and Sanitation \(DSS\)](#)
- [Chicago Department of Transportation \(CDOT\)](#)
- [Department of Water Management \(DWM\)](#)
- [Chicago Department of Aviation \(CDA\)](#)

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## FINANCE AND ADMINISTRATION

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### OFFICE OF BUDGET AND MANAGEMENT (OBM) \*

- Identify key programs for focused discussions at Budget Engagement to assist departments in developing budget requests in partnership with the Mayor's Office of Community Engagement.
- Create and release budget information and engagement results.
- Provide feedback for equity progress on Racial Equity Action Plans.

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### DEPARTMENT OF TECHNOLOGY AND INNOVATION (DTI) \*

- Broaden recruitment efforts to reach candidates from a broad range of backgrounds when hiring for several key roles in 2025.
- Expand and enhance DTI's Vendor Management Team to strengthen vendor oversight, support contract and procurement strategies, and develop relationships with software and IT service providers.
- Advancing M/WBE inclusion by enhancing engagement, simplifying procurement, and using data-driven strategies to increase diverse vendor participation in 2025.

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### DEPARTMENT OF FINANCE (DOF)

- 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.
- Provide relief for property owners burdened with unexpected, unusually high water bills as a result of qualifying underground water leaks.
- Foster racial wealth equity through the City's public banking initiative, which seeks to co-locate financial institutions within government-owned properties that are regularly accessed by the community.
- 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.

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### DEPARTMENT OF ADMINISTRATIVE HEARINGS (DOAH)

- Review DOAH's comment cards to identify areas to improve equitable access to and navigation of DOAH's administrative proceedings.
- Assist *pro se* or "self-represented" litigants to effectively navigate the Administrative Hearing process by continuing to fund the CARPLS help desk with 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 in a language of their choice. Continue to strengthen Administrative Law Judge (ALJ) retention and recruitment.
- Develop relationships with law firms to build a stronger pipeline and connect populations least represented in DOAH's ALJ pool.
- Distribute the ALJ opportunity handout.

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#### DEPARTMENT OF LAW (DOL)

- Strengthen recruiting practices to attract more diverse candidates.
- Create opportunities for pipeline-oriented volunteerism in diverse communities.
- Proactively engage with minority-owned law firms.
- Continue annual open houses for minority law firm outside counsel opportunities.
- Cultivate a culture of equity amongst DOL employees.

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#### DEPARTMENT OF HUMAN RESOURCES (DHR)

- Invest in diverse and equitable recruitment strategies to effectively communicate 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.
- Leverage the work of the Police Promotions Review Committee (PPRC), comprised of stakeholders from DHR, Law, OPSA, and CPD, to drive increased representation of underrepresented populations in the sergeants' ranks.

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#### DEPARTMENT OF PROCUREMENT SERVICES (DPS)

- Unbundle user departments' scopes of service to increase the number of contracting opportunities afforded to minority, women, and veteran owned businesses.
- Remove barriers to entry.
- Review current procurement processes and identify ways to maximize efficiency.
- 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 training and resources for opportunities for enhancement to help small, diverse businesses better navigate the City's procurement process.

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#### DEPARTMENT OF FLEET AND FACILITY MANAGEMENT (2FM)\*

- Assess and remediate City-owned vacant land in underserved areas to reduce risks to human health and the environment, with a goal of directing at least 75% of vacant lot resources to Environmental Justice (EJ) Communities, which represent 65% of the City's vacant 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 communities with higher health risks.
- Partner with community members to address "charging deserts" where there is limited access to electric vehicles and charging stations, which prohibits equitable access to transportation and jobs.
- 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.

- 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.

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## CITY DEVELOPMENT

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### DEPARTMENT OF PLANNING AND DEVELOPMENT (DPD)

- Establish standard data and metrics for all programs within DPD.
- Create a centralized dashboard using and building upon the data standards policy developed in DPD's existing web-based Project Management Application ("PROMA") to visualize the department's various core operations for internal and external transparency.
- 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.
- 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.

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### DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS (DCASE)

- 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.
- Conduct community engagement activities about 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 in, to identify and address barriers to participation.
- Create and implement an annual community engagement mechanism for department tracking.
- Evaluate known data on DCASE's current roster of artists and partners to assess the quality and completeness of Equity metrics.
- Create and distribute 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.

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### DEPARTMENT OF HOUSING (DOH)

- 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.

- 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.
- 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.
- Increase the City's internal capacity to improve housing equity.
- Increase accessibility to ETOD programming.
- Increase development across the continuum of supportive housing.
- Address housing insecurity by providing safe, stable, and affordable homes for low- and moderate-income individuals and families facing high rent burdens or homelessness.
- Promote affordable housing options by expanding access to quality neighborhoods, schools, transportation, and job opportunities.
- Strengthen communities by revitalizing disinvested areas, supporting local economic development, and fostering long-term neighborhood stability.
- Support workforce and economic growth by ensuring that essential workers—like teachers, healthcare staff, and service workers—can live near their jobs, boosting local economies and reducing commutes.

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## COMMUNITY SERVICES

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### CHICAGO DEPARTMENT OF PUBLIC HEALTH (CDPH)

- 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 on community engagement efforts within CDPH and use the data to inform the effectiveness of the work the department does within communities.
- Design systems for the HCEZ community-based organizations to implement health equity action plans related to strategies around reducing life expectancy gaps.
- Connect staff to the Own Your Genius Development Program to empower CDPH staff to take ownership of their professional development by providing training, 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).
- 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.

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#### CHICAGO COMMISSION ON HUMAN RELATIONS (CCHR)

- 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.
- Develop a working group pursuant to the mayor's executive order to examine policies and develop recommendations to address transfemicide.<sup>5</sup>
- 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 the Hate Crime Assistance Program to improve response times and provide more one-on-one service.
- 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.

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#### MAYOR'S OFFICE OF PEOPLE WITH DISABILITIES (MOPD)

- 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 have acquired a disability.
- Encourage food programs to ensure their services are accessible to people with disabilities.
- Continue collaboration with Enterprise Case Management System (ECM) to collect and report data from Career Center job seekers.
- Leverage DePaul University to create predictive modeling for disability and employment data.

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#### DEPARTMENT OF FAMILY AND SUPPORT SERVICES (DFSS)

- 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 versus the services obtained for returning residents.

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<sup>5</sup> Transfemicide refers to the murders of trans women because of their gender identity, most often involving BIPOC (Black, Indigenous, Latine, and people of color) victims.

- Work on internal cross-division collaboration to better meet the needs of returning residents across their lifespan.
- Leverage 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 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.
- 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.

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#### CHICAGO PUBLIC LIBRARY (CPL)

- 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 of the 81 Club with a data analysis plan to ensure students with the most needs and English Language Learners are reached in every CPS school.
- Apply learnings from the 81 Club assessment to better ensure fair and just access to library resources needed for student success through the 81 Club.
- Build organizational capacity for system-wide community engagement process as part of CPL's 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.
- Develop Data Action Plan.
- Establish policies and procedures necessary for Data Action Plan implementation.
- Build capacity among staff and the public to support Data Action Plan implementation.

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## PUBLIC SAFETY

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### POLICE BOARD\*

- Enhance communication with City Council members, other City agencies, and community organizations 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.

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### CIVILIAN OFFICE OF POLICE ACCOUNTABILITY (COPA)

- 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.
- 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 COPA's public-facing material more accessible for people of various community areas, languages, and abilities.
- 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.

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### CHICAGO POLICE DEPARTMENT (CPD)

- 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.
- Recruit and retain a diverse workforce that represents the demographics of the City of Chicago.
- Ensure CPD's workforce is trained in all topical issues related to racial equity through constitutional policing, impartial policing, and community policing.
- Ensure individual officers' wellness is part of the culture of the department to provide better service to the community.
- 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.

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#### OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS (OEMC)

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

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#### CHICAGO FIRE DEPARTMENT (CFD)

- 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, bringing transparency to the CFD hiring process, and assisting candidates.
- Partner with the Office of Budget Management (OBM) and the Office of Public Safety Accountability (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.
- Expand Community Risk Reduction, Mobile Integrated Health Unit, 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.

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#### OFFICE OF PUBLIC SAFETY ADMINISTRATION (OPSA)

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

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#### COMMUNITY COMMISSION FOR PUBLIC SAFETY AND ACCOUNTABILITY (CCPSA) \*

- 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.

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## REGULATORY

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### OFFICE OF INSPECTOR GENERAL (OIG)

- Leverage OIG's socio-economic data dashboard to enhance project analyses and inform public reports.
- Integrate community and stakeholder engagement into all stages of OIG's Public Safety evaluation work.

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### DEPARTMENT OF BUILDINGS (DOB)

- Implement a voluntary compliance program for 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.
- Continue working closely with sister agencies and community partners to promote equitable recruitment into the skilled trades, especially for women and racial minorities.

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### DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION (BACP)

- 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.
- 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.

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### DEPARTMENT OF ANIMAL CARE & CONTROL (CACC)

- 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 before 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.
- 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 whether resources are meeting the needs of community.
- 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.

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#### LICENSE APPEAL COMMISSION (LAC)\*

- Periodically review available City-certified MBE court reporting services to add to the roster and contract with them as they are available for the department's needs.

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#### BOARD OF ETHICS (BOE)\*

- 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.

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#### DEPARTMENT OF ENVIRONMENT (DOE)\*

- Significantly reduce emissions and the impacts of climate change while ensuring that people in communities first/most impacted by climate change experience the associated benefits from said efforts.

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### INFRASTRUCTURE SERVICES

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#### DEPARTMENT OF STREETS AND SANITATION (DSS)

- Create a department-wide standard operating procedure (SOP) for community engagement that centers equity and is inclusive of communities most impacted.
- Leverage city partnerships to strengthen relationships with community.
- Increase transparency and opportunities for community to share feedback with DSS.
- Increase compliance for recycling by educating communities with the lowest compliance.
- Increase compliance for recycling by educating and collaborating with businesses and working with legislators to create better environmental policies around recycling.
- Reduce contamination in other waste streams (recycling and trash) through the pilot Program for composting.
- Develop a public-facing data system (i.e., dashboard) to share micro-level department data.
- Expand the capabilities of the department's mobile applications to ensure all data is readily available and to increase the mechanisms the public has to access the data.
- Launch new data systems and apps.



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## CHICAGO DEPARTMENT OF TRANSPORTATION (CDOT)

- Make it safer and easier to walk in Chicago.
- Partner with CTA to reduce commute times and improve the transit experience for all Chicagoans.
- Improve CDOT's ability to recruit and retain staff.
- Adopt decision-making frameworks that prioritize equitable outcomes.
- Improve relationships with communities and be more responsive to local needs.

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## DEPARTMENT OF WATER MANAGEMENT (DWM)

- 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 target 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.
- 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 quarterly, with a webpage designed for accessibility across devices, including mobile.
- 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.

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## CHICAGO DEPARTMENT OF AVIATION (CDA)

- 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.
- 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.

- 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.

## PART 4: CALL TO ACTION

The City of Chicago remains committed to advancing equity. We hope this report inspires and mobilizes individuals, organizations, and institutions alike because lasting change requires collective effort. We invite you to join us as active partners in this work and to hold us accountable along the way.

Below, you'll find actionable steps you and your network can take to build on the progress outlined in this report.

### Guiding Questions

- What can you do in your work to **amplify** City departments' equity work?
- What can you do in your work to **shape** City departments' equity work?
- Who in the city can you **partner** with to deepen City department's equity work?

### Educational Institutions

- **Design interactive educational experiences** that examine systemic inequities outlined in this report, along with strategies that City departments are using to address them.
- **Engage with City departments** by inviting representatives to speak about their equity-driven initiatives at your classes, forums, and events.
- **Partner on research and data efforts** to help identify communities most impacted by inequities, evaluate the impact of current efforts, and determine opportunities for improvement.



**What could this look like?** Click [here](#) to learn how OERJ partnered with educators and activists to create an immersive experience about segregation.

### Philanthropy

- **Identify connections and opportunities** to align department equity commitments highlighted in this report with your organization's strategic goals and priorities.
- **Leverage philanthropic resources** to support innovative solutions that address racial inequities.
- **Advocate for system-level investments** that drive long-term, transformative change.



**What could this look like?** Philanthropy could fund capacity-building programs that empower non-profits and community-based organizations to work with government agencies around priority areas (e.g., housing, education, public health, and services).

## Media

- **Share success stories** from communities where Racial Equity Action Plans (REAPs) and departmental equity commitments are making a meaningful impact.
- **Keep the public informed** on how City departments are driving equitable outcomes across Chicago.
- **Collaborate with City communications teams** (e.g., Public Information Officer, Press Officer, Marketing Director) to raise awareness of equity programs and connect communities to resources and opportunities.



**What could this look like?** As a media outlet, you could publish articles or interviews that share success stories from departments. Click [here](#) to check out WBEZ's coverage of OER's first Equity Report, showcasing how City departments are advancing equitable outcomes.

## Residents

- **Share your lived experiences or local knowledge** to help inform equitable solutions, policies, and commitments.
- **Engage in initiatives that promote collaborative decision-making** between communities and local government.
- **Stay connected to City department work** by following City departments' official channels (e.g., websites, social media, newsletters) for updates, opportunities, and ways to get involved.



**What could this look like?** During the Budget Engagement process, Chicagoans completed 394 surveys that provided 840 comments offering ideas for feedback on the City's budget priorities for the upcoming fiscal year.

## Non-profits/ Community-Based Organizations

- **Collaborate with City departments** to design and/or implement engagement strategies (e.g., surveys, outreach, listening sessions, etc.) that gather community-informed data to shape policy and decision-making.
- **Serve as connectors and amplifiers** by raising awareness about key community issues, City department initiatives that help address them, and opportunities for residents to get involved or connected to services/resources.
- **Partner with City departments to implement equity initiatives** by applying for available grants, RFPs, working groups, etc.



**What could this look like?** As a community-based organization, you could partner with the Department of Finance to host informational sessions or one-on-one support events for residents impacted by City-related debt, helping connect them to Chicago's [debt relief programs](#).

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OERJ would like to thank department staff, leaders, and partners across the city who made this report possible. We are proud of the work accomplished in 2024 and look forward to continuing to support our city.

For more information about our office, visit [Chicago.gov/equity](https://chicago.gov/equity).

To learn more about the report, visit [Chi.gov/budgetequityoerj](https://chi.gov/budgetequityoerj).

For insights into the equitable impact of City departments, visit [Chicago.gov/equityimpact](https://chicago.gov/equityimpact).

