

CITY OF CHICAGO

2024

# EQUITY REPORT



**CHICAGO**

MAYOR BRANDON JOHNSON

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**THE CITY OF CHICAGO'S RACIAL EQUITY REPORT:**

**An Annual Status Report of the Efforts to Institutionalize Equity**

**OFFICE OF EQUITY AND RACIAL JUSTICE**

**Candace Moore, Chief Equity Officer**

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**TABLE OF CONTENTS**

Part 1: Introduction ..... 2

    Letter from the Mayor ..... 2

    Letter from Chief Equity Officer ..... 3

    About the Office of Equity and Racial Justice ..... 4

    Executive Summary ..... 5

    Definition/Key Terms ..... 6

Part 2: Chief Equity Officer’s Report ..... 9

    State of Racial Equity Activity at the City of Chicago ..... 9

    Department Spotlights ..... 15

    Big Bets Beyond the REAPs ..... 20

Part 3: Budget Equity Progress Report ..... 24

    FY2023 Progress Snapshot ..... 24

    FY2024 Racial Equity Commitments..... 40

Part 4: Racial Equity Action Plans Evaluation Report ..... 51

    Trends Across REAPs..... 51

## PART 1: INTRODUCTION

### LETTER FROM THE MAYOR

Dear Friends:

I am proud to support the Office of Equity and Racial Justice in the release of the first City of Chicago Equity Report.

Chicago has a long history of racial disparities and social inequities, especially on the South and West Sides. As a longtime resident of Chicago's West Side, I see the devastating impact systemic inequality can have on a neighborhood and its residents. There are barriers to jobs, education, health, neighborhood development, and employment opportunities, especially for our young people, that we must address.

Racial equity is a vital part of my administration and is the key to our city's success. To truly achieve transformation, we must acknowledge the injustices of the past and consistently include those who are most impacted by inequality in our policy and decision making, not just when it is easy or convenient. Demonstrating proper accountability towards people and the outcomes we are committing to is vital.

I am committed to continuing and expanding this important work. We must also continue to elevate the amazing work being done by city employees every day while also challenging them to look ahead to a better and brighter future for us all. I am confident that this is just the beginning, and that the impact of this work will last for generations to come.

I am proud of the work that is being done thus far to build systemic equity and secure racial justice for our residents. I look forward to the path ahead that will lead to a better, safer, stronger Chicago.

Sincerely,

Mayor Brandon Johnson



## LETTER FROM THE CHIEF EQUITY OFFICER

Dear Community,

2023 marks my fourth year as the City of Chicago's first Chief Equity Officer and the fourth year of the establishment of the Office of Equity and Racial Justice. Back in 2019, when I first started, the two questions I received most often were "What does a Chief Equity Officer do?" and "What does success look like?" Today, I not only can answer these questions, but have many examples of what the City of Chicago has accomplished under a clear vision for racial equity.



A Chief Equity Officer serves as an institution's primary coordinator of strategies aimed at integrating more equitable processes and outcomes into the core work of the institution. Government is a complex organization filled with many processes and practices that work to produce services, resources, and opportunities for its constituents. That is why a primary strategy for the Office of Equity and Racial Justice has been focused on institutionalizing racial equity by designing a system of learning, planning, implementing, and reporting across city departments. Together, with our departments, we have normalized the meaning of equity and prioritized working toward it. We spent 18 months training teams from 26 departments in three different cohorts. Currently, 25 departments have published 3-year racial equity action plans, are working to implement them, and are prepared to report on progress annually.

Today, I am proud to present the first City of Chicago Racial Equity Report as a testament to the success of building an institutionalized process in city government that will be our vehicle for producing more equitable and just results. This document is an accounting of efforts and activities across the enterprise that are moving toward a shared vision of racial equity. It highlights wins and results that we can be proud of, challenges we must own and work through, and opportunities we can leverage for greater impact. As you read through it, I also want us to remember that the work represented here is the manifestation of the commitment and growth of city workers and community members who believe a more equitable and just Chicago is possible, particularly when we work together.

Thank you to all who have been partners in this work and have contributed to this report. I look forward to the road ahead!

Candace Moore  
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**

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**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.

**Our Impact  
since OERJ was  
created in 2019**

**\$6M +**

Creative Placekeeping grants  
for nearly 50 community-  
based organizations

**\$15M**

Community Wealth Building  
Ecosystem grants

**25**

City Departments published  
Racial Equity Action Plans

**2**

Equity Dashboards: Employee  
Diversity Dashboard and We  
Will Chicago Equity  
Dashboard

**5**

Innovative initiatives rooted  
in co-governance including  
the Racial Equity Rapid  
Response Team, Digital  
Equity, and more.

## EXECUTIVE SUMMARY

The Office of Equity and Racial Justice (OERJ) is proud to present its first annual status report of the City's efforts to institutionalize equity. This report aims to accomplish four goals:

1. Share the overall progress of the City of Chicago's racial equity efforts
2. Make strategic recommendations the City should take to accelerate improvement
3. Report progress on department Budget Equity commitments from 2023 and share the new commitments for 2024
4. Share trends and evaluations of departments' Racial Equity Action Plans (REAP)

The report is purposely paired with the budget release because budgets are moral documents that reflect the values and priorities of the City, including values of equity and inclusion. The FY2024 budget marks the third year the Office of Equity and Racial Justice has led city departments in a Budget Equity process. Each year, the work has deepened, and the equity analysis has become more sophisticated.

Budget Equity is the time at which all departments account for the progress they are making to advance racial equity. It is not necessarily "a monetary accounting of program spend" - you will not see a complex chart with budget numbers in this section. When it comes to budget season, we spend a lot of time looking at the numbers. One of the guiding equity principles is that data is a combination of numbers *and* narratives. The Budget Equity process allows us to see the strategy that departments are driving behind the numbers. This reflective moment is the perfect time to evaluate our departments' work and determine how we are going to resource them moving forward. In order to do that in a more equitable way, we should be looking at their strategy. Understanding the "why" behind the numbers is as important as the dollar amount itself.

This year's report marks an inflection point, as 25 city departments now have REAPs to report on. We want to ensure the public understands each REAP is different. Therefore, we partnered with our Equity Advisory Council and some external community partners to evaluate each department's REAP on a scale from transactional to transformational.

Public reporting on REAP progress is now required annually at the time of budget by the City's municipal code (2-4-100). We hope this report serves as a resource to the public, the Mayor, and City Council when understanding opportunities and barriers to racial equity.

## DEFINITION/KEY TERMS

### **EQUITY**

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

### **EQUITABLE OUTCOMES**

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

### **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.

### **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 rebuild 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 for the year at the time of budget. Departments use a Budget Equity Tool (BET) to analyze their progress on racial equity, set goals for the upcoming year, and identify how their budgets will support those goals. Commitments are generally drawn from the department's REAPs.

### **DESIRED RESULT**

An ideal goal we want for all Chicagoans.



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## PRIORITY AREAS

Targeted outcome and process 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 and 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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## EQUITY AND RACIAL JUSTICE LEARNING COHORTS

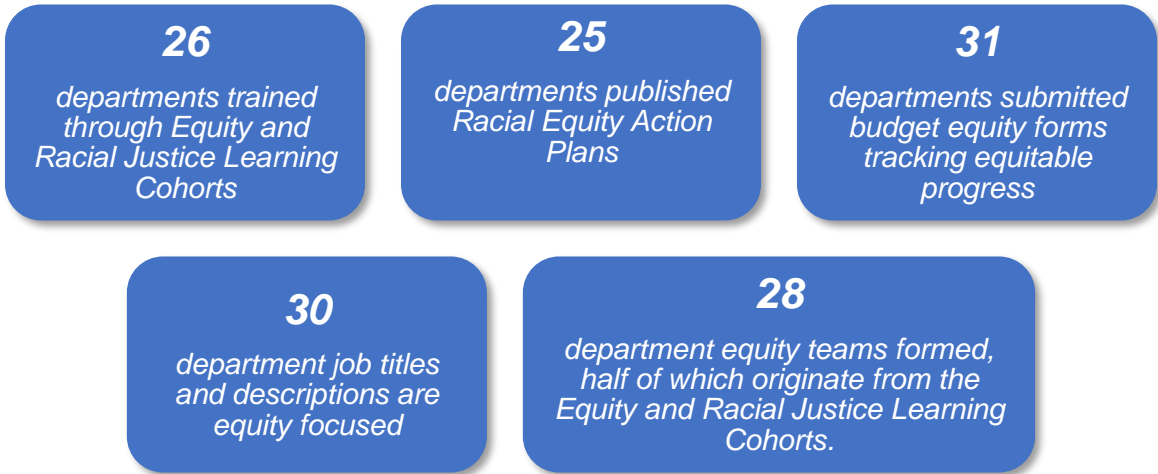
An intensive training series focused on building the capacity of department teams to normalize, organize, and operationalize equity as well as build Racial Equity Action Plans.



**PART 2: CHIEF EQUITY OFFICER’S REPORT**

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

A key value that OERJ holds is that racial equity is both a process and an outcome, meaning it matters how we do the work as much as what our work produces. To drive racial equity in the City of Chicago, OERJ recognized that we needed first to build the capacity of government leaders to understand how to drive racial equity in their work; organize strategies, people, and resources to take leadership of action planning; and operationalize those action plans to work to produce results. We are proud to report progress as follows:



**DEPARTMENT PROGRESS MADE LAST YEAR**

Last year, departments created equity commitments for FY23. These commitments represented at least three distinct strategies they were advancing to drive racial equity in their core work. Below is a summary of how many strategies were completed in the last year.



- Green = Fully completed means the commitment is complete
- Yellow = Partially completed means progress on the commitment has happened but may not be completed by December.
- Red = Incomplete means progress on the goal has stopped and there is no likely progress at this time.

### Chart of Progress by Department

Department	Goal Completion Status			
<b>Finance and Administration</b>	Finance (DOF)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Administrative Hearings (DOAH)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Law (DOL)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>
	Human Resources (DHR)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Procurement Services (DPS)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Assets, Information, and Services (DAIS) <sup>1</sup>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
<b>City Development</b>	Planning and Development (DPD)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Cultural Affairs and Special Events (DCASE)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>
	Housing (DOH)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
<b>Community Services</b>	Public Health (CDPH)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>
	Human Relations (CCHR)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Office of People with Disabilities (MOPD)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Family and Support Services (DFSS)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Public Library (CPL)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Police Board	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>	N/A	N/A
	Police Accountability (COPA)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
<b>Public Safety</b>	Police Department (CPD)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Emergency Management and Communications (OEMC)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Fire Department (CFD)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>
	Public Safety Administration (PSA)	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>
	Community Commission for Public Safety (CCPSA)	<span style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>	<span style="background-color: #FFFF00; width: 20px; height: 15px; display: inline-block;"></span>

<sup>1</sup> In FY24, DAIS will be split into two departments, Department of Fleet and Facility Management and Department of Technology and Innovation

Department		Goal Completion Status		
Regulatory	Inspector General (OIG)	Green	Green	Yellow
	Buildings (DOB)	Green	Green	N/A
	Business Affairs and Consumer Protection (BACP)	Yellow	Yellow	Yellow
	Animal Care & Control (CACC)	Yellow	Yellow	Red
	License Appeal Commission (LAC)	Yellow	N/A	N/A
	Board of Ethics (BOE)	Green	Green	Green
Infrastructure Services	Streets and Sanitation (DSS)	Green	Green	Yellow
	Transportation (CDOT)	Green	Green	Yellow
	Water Management (DWM)	Green	Red	Red
	Aviation (CDA)	Green	Green	Green

### DEPARTMENT COMMITMENTS FOR NEXT YEAR

For this upcoming year’s racial equity budget commitments, most departments are drawing from their completed Racial Equity Action Plans and identifying a set of strategies they are committed to advancing in FY2024. Below are some examples of the strategies departments are committed to. To see the full list of strategies for each department, please see Part 3 (Budget Equity Progress Report) of this report or visit [Chi.gov/2023EquityReport\\_Appendix](https://Chi.gov/2023EquityReport_Appendix) for more details.

### FINANCE AND ADMINISTRATION

<b>DOF</b>	Sharing community level data to improve transparency about outstanding debt.
<b>DOAH</b>	Reviewing respondent feedback to identify areas to improve equitable access to and navigation of DOAH’s administrative proceedings.
<b>DOL</b>	Engaging minority-owned law firms and using expense data to increase utilization of minority-owned law firms and diverse attorneys and paraprofessionals.
<b>DHR</b>	Investing in diverse and equitable recruitment strategies.
<b>DPS</b>	Implementing shorter term contracts to provide increase contracting opportunities thereby potentially increasing the number of contracts awarded to M/W/VBE firms.
<b>DAIS<sup>2</sup></b>	Providing a dashboard of key DAIS maintenance and construction projects with investments and impact on communities.

<sup>2</sup> In FY24, DAIS will be split into two departments, Department of Fleet and Facility Management and Department of Technology and Innovation.

### CITY DEVELOPMENT

<b>DPD</b>	Creating a centralized dashboard for DPD data sets and visualization and ensuring it is accessible through various mediums.
<b>DCASE</b>	Analyzing programmatic data and community feedback to address barriers to participation.
<b>DOH</b>	Advancing the capacity-building accelerator program and improving internal database systems and data governance.

### COMMUNITY SERVICES

<b>CDPH</b>	Establishing coordinated systems for community engagement, offering professional development and growth training, and improving education and services for opioid use disorder.
<b>CCHR</b>	Launching listening sessions with community to lay the groundwork for community-driven collaborations.
<b>MOPD</b>	Maximizing the construction and repair of home modifications to increase accessible housing stock.
<b>DFSS</b>	Creating connections between community-based organizations, employment partners, and returning residents.
<b>CPL</b>	Ensuring access to library resources through its 81 club and building organizational capacity for system-wide community engagement processes.

### PUBLIC SAFETY

<b>POLICE BOARD</b>	Expanding awareness of each agency's role in police oversight and engagement opportunities.
<b>COPA</b>	Make public-facing materials more accessible for people of various community areas, languages, and abilities.
<b>CPD</b>	Building safe spaces for youth and emerging adults to engage with the department.
<b>OEMC</b>	Strengthening the current volunteer force to better support Chicagoans in high-risk areas for emergencies and disasters.
<b>CFD</b>	Creating an inclusive and robust mentorship program for leadership roles and succession planning, which will be reflective of the City's entire population.
<b>PSA</b>	Leveraging contracts with technology vendor partners to improve network services resulting in improved public safety.
<b>CCPSA</b>	Creating a Racial Equity Action Plan for the next several years.

### REGULATORY

<b>OIG</b>	Enhancing OIG’s current dashboards with demographic and socio-economic information at the ward, community area, police district, and beat level.
<b>DOB</b>	Addressing troubled buildings and businesses that contribute to the criminal activity in distressed communities.
<b>BACP</b>	Strengthening community engagement and training opportunities in areas with the least amount of business ownership.
<b>CACC</b>	Changing 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.
<b>LAC</b>	Expanding the scope for existing MBE court reporting services.
<b>BOE</b>	Providing education to community groups on how they can participate in BOE’s work and how they can raise concerns/complaints they may have.

### INFRASTRUCTURE SERVICES

<b>DSS</b>	Launching a pilot program for composting to reduce contamination in other waste streams.
<b>CDOT</b>	Making it safer and easier to walk in Chicago.
<b>DWM</b>	Creating transparent and accessible data through quarterly publications of all its service requests, received and closed.
<b>CDA</b>	Bringing in new MWBEs to increase the amount of work assigned to underrepresented providers.

### DEPARTMENT MULTI-YEAR PLANS ALIGNED TO CITYWIDE PRIORITIES

Twenty-five departments have completed REAPs, three-year-long strategic plans to drive racial equity into 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.

	Priority Areas	Desired Results	Department Priorities
Equity in our <b>OUTCOMES</b>	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.	DPD, BACP, DOF, DPS

Equity in our OUTCOMES	Education	All Chicagoans gain meaningful knowledge and skills to thrive.	DHR, CACC, DPS, DSS, CPL
	Environment, Climate, & Energy	All Chicagoans breathe air free from pollutants and have resilient and sustainable communities.	DAIS, DOB
	Housing	All Chicagoans have healthy, accessible, and affordable homes.	MOPD, DOB, DOH
	Public Health & Services	All Chicagoans are healthy and benefit from a full range of health and human services.	CCHR, MOPD, DWM, DFSS, CFD, CDPH
	Public Safety	All Chicagoans are safe across the city and have trusting relationships with law enforcement and first responders.	DHR, OEMC, CACC, OIG, CPD
	Transportation & Infrastructure	All Chicagoans have a safe multi-modal transportation system and broadband access.	CDOT, DAIS
Equity in our PROCESSES	Community Engagement	All Chicagoans have a meaningful opportunity to influence City of Chicago programs, policies, and initiatives.	CCHR, CDA, CDOT, DCASE, DPD, OEMC, DOAH, CACC, BACP, DFSS, DSS, CPD, CDPH, CPL, DOF, DOH
	Contracting	All Chicagoans benefit from and can participate in economic business with the City of Chicago.	DAIS, CDA, BACP, DFSS, DOF, DPS
	Data	All Chicagoans can obtain, view, or use public-facing data from the City of Chicago.	CCHR, DCASE, DPD, DWM, MOPD, OIG, DSS, CFD, CPL, DOH
	Workforce	The City of Chicago's workforce reflects the demographics of the City, and all employees are connected to training and advancement opportunities.	CDA, CDOT, DHR, DWM, OEMC, DOAH, DOB, OIG, CFD, CPD, CDPH



## DEPARTMENT SPOTLIGHTS

There is so much work happening across all the departments, and we know it may be overwhelming to process. OERJ selected four examples from departments to spotlight and provide a deeper dive. These examples demonstrate how departments are reshaping and expanding processes and program services to drive equitable outcomes in life expectancy, police accountability, tree trimming, and utility and vehicle-related debt.

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### #1. CHICAGO DEPARTMENT OF PUBLIC HEALTH (CDPH)

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

While Chicago has seen a steady decline in HIV diagnoses and HIV-related mortality, disparities between Black and Latinx gay/bi men (GBM) and White men still exist. In fact, CDPH's Healthy Chicago 2025 plan revealed that HIV/infectious disease is the fourth leading cause of the life expectancy gap between Black and White Chicagoans. CDPH has funded upwards of fifty programs to end the HIV epidemic. Despite these efforts, there are unique challenges and barriers for Black and Latinx GBM, including housing insecurity and instability. In an effort to better address these disparities, CDPH went a step further and funded housing for Black and Latino/x GBM who use pre-exposure prophylaxis (PrEP) – a medication that prevents HIV acquisition – making Chicago the first jurisdiction in the country to do so.

Between September 2019, when the program launched, and April 2023, 52 individuals were housed; 83% were Black GBM and 17% were Latino GBM. All participants have remained HIV-negative since the program launched. In addition, ninety percent of participants increased their income while in the program, and eighty-six percent of participants who exited the program moved into permanent housing.

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

- **Results-based.** This strategy aims to address disparities related to HIV and associated conditions, like housing instability, and to address Chicago's racial life expectancy gap.
- **Designed with the root causes of the individuals most impacted in mind.** CDPH has funded programs to address the specific housing needs of People with HIV (PWH) since the early 90s. However, CDPH recognized that addressing the housing needs of individuals who are vulnerable to HIV was key to providing care and reducing disparities. Housing may not be traditionally seen as a responsibility of a public health department. However, CDPH took this opportunity to demonstrate a new approach to combat the underlying public health gaps more meaningfully.
- **Responsive to community feedback and data.** Beginning in 2016, CDPH engaged planning groups, community-based organizations, and hundreds of residents to talk about how they should invest in HIV prevention; community partners named that housing was not provided but needed. CDPH incorporated community feedback as well as local data around existing disparities to design a tailored program for individuals most impacted.

### ***Equity power!***

- With its latest PrEP housing program, CDPH has created a human-centered, results-based approach that not only prevented HIV acquisition for persons highly vulnerable but also created pathways to increased income and permanent housing.

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## **#2. CIVILIAN OFFICE FOR POLICE ACCOUNTABILITY (COPA)**

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

In March of this year, COPA launched the People's Academy, a six-week condensed version of COPA's Training Academy, that offers insight into the organization's role in Chicago's larger public safety structure. Each course within the People's Academy is taught/led by COPA staff with the goal of helping Chicagoans, especially those in communities with the highest level of police interactions and complaints, which are disproportionately Black and Brown, better navigate the City's police accountability processes. The academy provided opportunities to develop new relationships and created a platform for meaningful dialogue between community, law enforcement, and COPA staff, but its primary function focused on educating community members on COPA's processes, ranging from investigatory to policy and research functions; it also covered use of force and fourth amendment rights.

COPA recently graduated its first People's Academy class in the Austin community, a majority Black neighborhood on Chicago's Westside, where civilian and sworn members participated. Following the course, COPA shared recordings and lesson plans with participants to democratize information flow and provide participants with resources to help other community members navigate police oversight processes.

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

- **Deepened engagement with community members.** Prior to People's Academy, COPA's engagement with the public was limited to resource fairs, where they only had 1-2 minutes to explain their role in police accountability and connect residents to their services. COPA recognized the necessity for deeper engagement and transparency around police accountability and oversight if they were to build trust between civilians and law enforcement oversight.
- **Focused on communities most impacted.** Public interest in police oversight increased during the pandemic as the public demanded justice and more accountability for officer-involved shootings and misconduct. COPA created the People's Academy to address mistrust, meet the public's need for transparency, and improve outcomes related to safety. Outreach for the People's Academy focused on the zip codes/community areas with the highest level of police interactions and populations historically excluded from government processes.
- **Built a structure to begin sharing decision-making power with community members.** COPA continues to maintain relationships with course participants; the People's Academy has become a resource hub/database where COPA shares job openings, additional ways to engage with the department (such as its ambassador program and advisory board), and opportunities to share public comments on rules and policies related to the consent decree.

### ***Equity power!***

- The People's Academy promotes equitable engagement practices and invests in Black and Brown communities most impacted by police misconduct and public safety issues.

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## **#3. DEPARTMENT OF STREETS AND SANITATION (DSS)**

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

Streets and Sanitation (DSS) provides tree planting, trimming, and removal services, among many other services. Prior to this year, tree trimming services were managed solely through 311, the City's service request center. While 311 is a helpful tool, DSS recognized disparities in who used 311. Specifically, heat maps and data show that certain areas of the city, predominantly on the North side in majority White neighborhoods, were more likely to file a complaint via 311. In addition, DSS found that many residents did not always know which trees required trimming if it was not an obvious nuisance, which contributed to DSS missing some tree trimming needs. The consequences of trees not getting trimmed include greater damage to surrounding cars, homes, and streets during major storms.

DSS implemented a few process changes to address these gaps in service delivery and improve its response time. Earlier this year, the department moved to area trimming, which improved the overall efficiency of service delivery. They trained personnel to inspect all trees and provide trimming, if need be, to improve the overall health of trees. This shifted the department from solely a reactive response (addressing 311 complaints) to a proactive one. DSS also worked more closely with Aldermen to ensure they were capturing tree trimming needs that were not represented in 311 complaints.

From April 18 to June 30 of this year, DSS trimmed 22,393 trees compared to 4,951 for the same time period last year, improving tree trims by 352%. At this rate of production, all trees citywide, not just in certain neighborhoods, should be trimmed in six years.

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

- **Addressing the inequities in the service led to greater improvements in service delivery for all.** While 311 is a great technology for constituents to let the City know what they need, solely relying on a complaint-based system to determine which trees to trim or remove prevented DSS from addressing tree maintenance needs equitably. Because they were solely focused on meeting individual requests, they only addressed the tree reported to 311. Now, because DSS recognized how this approach wasn't meeting the needs of certain areas of the City, they were able to change their approach. Crews can now schedule and trim all trees in one geographic area simultaneously, creating a more efficient and equitable process for all Chicago residents, especially those left behind. The bonus is that through addressing racial inequities, DSS helped create a new approach for more efficient and effective maintenance of the City's overall urban tree canopy.

## Equity Power!

- Streets and Sanitation let the data show them where the gaps in their service were. They were open to exploring a new approach, which not only met the needs of the communities that were being left behind but also provided a more effective service for all communities. In our equity world, we call this power "targeted universalism." Learn more about it here: <https://belonging.berkeley.edu/targeted-universalism>.

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## #4. DEPARTMENT OF FINANCE (DOF)

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

Over the past several years, the Department of Finance instituted a series of debt forgiveness and relief programs – Utility Billing Relief (UBR), an initiative for low-income residents to reach compliance with utility bills (e.g., water, sewer, water and sewer tax and garbage charges); Clear Path Relief (CPR), a program for residents with red light, speeding, and parking violation debt and financial penalties; and the Administrative Debt Relief (ADR), a program for Chicagoans with Administrative Hearing debt. These efforts seek to help Chicagoans get out of uncontrollable debt with the City's own fines and fees and reach compliance sustainably that supports a pathway for economic stability for those most impacted.

Beginning in 2012, Chicagoans saw increases in utility bills due to water rate increases, the addition of the garbage charge, and a water and sewer tax. These increases led to significant increases in the total amount of utility billing cost per customer. Data indicated that residents with utility debt, many of whom were from low-income households, were experiencing a cyclical pattern of debt, making it difficult to reach and stay compliant with the City. To address these disparities, DOF, in collaboration with the Mayor's Office in 2020, implemented the UBR program, which shifted its policy for addressing non-compliance from a primarily penalty-based response to one that provided financial support and pathways to compliance for residents who have struggled to pay the bills. The success of UBR led to the launch of CPR in 2022 and ADR in 2023. Further, many of the community areas most impacted by utility debt were also most impacted by vehicular debt and administrative debt. DOF's reform to regressive fines and fees practices is a significant step toward redressing policies and practices that prevent communities, specifically those that are low-income and of color, from upward mobility.

To date, more than 30,000 dockets have been closed, and \$11.5 million has been waived for administrative hearing debt. CPR participation has continued to grow, with more than 70,000 motorists benefitting from relief totaling \$35.6 million. UBR has provided debt forgiveness totaling more than \$22 million and savings from rate reductions of over \$21 million to nearly 23,000 households.

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

- **Restorative and transformative.** UBR, CPR, and ADR redress policies that made low-income residents more economically unstable because if/when they could not afford to pay the bill or fine, they were penalized with more fines. As those fines accumulate, they can and often do manifest into greater economic hardships such as facing water

shutoffs, losing access to vehicles, or losing licenses. These then manifest into even more dire life outcomes such as losing a job or poor health. Interrupting this cycle by creating policies that aim to reduce the burden fines and fees place on residents while supporting them in getting into compliance can have transformative impacts on residents' lives. In addition, as a part of its REAP, DOF seeks to codify CPR and ADR programs to ensure the reforms remain a pathway to debt forgiveness for residents.

- **Data-driven and evidence-based expansion.** Data revealed that individuals who were most impacted by utility debt were often in the same precarious state of debilitating, outstanding debt with the City. DOF designed the CPR program to support these individuals and families. The department partnered with CEDA to help with the administration of the UBR program and began by focusing on residents who were already enrolled in their Low-Income Home Energy Assistance Program (LIHEAP), before expanding to any eligible Chicago household. Given that many of the UBR participants are also most impacted by vehicular debt and administrative debt, DOF expanded its debt forgiveness programs to address these types of debt and ensure that residents who participated in UBR did not have to include additional qualification information to enroll.

### **Equity power!**

Finance's Utility Billing Relief, Clear Path Relief, and Administrative Debt Relief programs reform regressive fines and fees practices and create a pathway to economic stability for Chicagoans dealing with long-standing economic hardship due to debt with the City.

## BIG BETS BEYOND THE REAPS

Racial equity action planning is OERJ's primary strategy to institutionalize ongoing equity-centered practices and policies throughout city government. It is slow and steady work that requires following through on long-term commitments. At the same time, we realize there are key opportunities to help ripen the environment and enable the momentum for more transformative impact. We call these our "Big Bets" and are sharing three we recommend for the City of Chicago for FY2024.

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### #1. CREATE KEY PERFORMANCE INDICATORS (KPI) THAT DRIVE TOWARD EQUITY

Any impactful organization should use disaggregated data to measure how effective it is at core job functions over time. In the public sector, that measurement is much more complex than in the private sector because we have many different goals – serving the public welfare, protecting the environment, responsibly managing funds, and driving economic opportunities, just to name a few. At times, those goals can align well, while at other times, they may be at odds.

In the past three years of supporting city departments in building racial equity goals and plans, it became quite clear to the OERJ team that the City of Chicago has not sufficiently invested in the strategic alignment of city departments strategies or kept the pace of the capacity building needed to prepare its workforce for a changing world. When asked a core question such as "What do you produce/provide for city residents?" or "What is your core function?" each department responds with a different level of influence. To some extent, this is understandable (e.g. a regulatory department necessarily will have different metrics of success compared to an infrastructure department), but without centering a consistent definition of "What value do you bring to the city, and are you bringing it equitably?" we miss a key opportunity to drive better outcomes for Chicagoans.

For example, how do we determine the "effectiveness" of Chicago Animal Care and Control? Is it whether they prevent animals from harming humans? Whether they humanely care for all creatures in their care? Whether their staff have strong morale and retention? Whether they help low-income families safely keep their pets? If they don't receive enough funding to care for the number of animals they receive, should that reflect poorly on their effectiveness?

All of these could be valid ways of measuring the department's effectiveness, but without a consistent conversation about what the department is delivering for residents and how we measure it, it is challenging to understand and communicate progress over time. Ultimately, this harms trust in government because it makes it appear like we are only telling the positive story versus a more comprehensive view of what we are doing well and what we need to improve.

This is why OERJ recommends establishing a structure to build key performance indicators centering equity for each city department and sister agency. This effort would be multi-year and would likely require continuity across administrations – this is not a small endeavor but is one we see as having tremendous value for the city.

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## #2. STAND FIRM ON CHAMPIONING RACIAL EQUITY IN THE FACE OF SETBACKS AND CHALLENGES

No one ever said that the road to racial equity would be easy or that it would be free from setbacks. One devastating example in 2023 was the Supreme Court's decisions on affirmative action policies in use at Harvard University and the University of North Carolina Chapel Hill. In the decision, the court ruled that the schools' use of race as part of the admissions process was an unconstitutional violation of the 14th Amendment's equal protection clause. This decision was not entirely surprising to many who had been noting the slow and steady rollback of affirmative action policies over the years. However, it still made many question whether the nationwide commitments to advance racial equity that flowed after the murder of George Floyd would be abandoned by major institutions, especially the government. Now, more than ever, it is critical for the City of Chicago to stand firm and continue to use its power and influence to champion equity and racial justice in our institutions and challenge our city's civic institutions and businesses to stand and act with us.

To be clear, the Supreme Court's decision does not prevent government and institutions from continuing to advance racial equity. For those of us working to serve our city, we can continue to look at population-level outcomes as well as our programmatic outputs disaggregated by race and ask the question "Who is being left behind?" and "What can we do about it?" We still have the ability and the responsibility to listen to and partner with communities unfairly impacted by the issues that we are working on. They are experts in their experiences, co-creators in building solutions that will work best to address gaps, and evaluators of how we best measure success. Also, nothing stops us from learning about the racialized history of our communities, having an honest reckoning with the harms of the past, and addressing systems that continue to perpetuate those harms. We can still have the political courage to name racial equity as more than a value but also as a strategy that we will pursue with all the tools, resources, and opportunities that remain available.

To fully own this moment, OERJ recommends that the City of Chicago continue to invest in the resources needed to bring the Racial Equity Action Plans to full implementation. Also, the City can challenge sister agencies, delegate agencies, labor organizations, and contractors to also establish and make good on their own racial equity commitments. We also need to leverage our position as the third largest city, located in the heart of the country, to tell the story of unwavering commitment to racial equity and the power of the process and the outcomes that we are seeing from the work. Despite what feels like an erosion of key strategies we have relied on in the past, we can build new strategies, just like those before us who fought to establish affirmative action, that can serve as a foundation for new possibilities, perhaps even greater than what we had before. We have the power to be the champion this moment needs.

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### #3. EXPLORE PROGRESSIVE FINANCING STRUCTURES TO ENABLE MORE EQUITABLE INVESTMENTS IN COMMUNITIES

How do we ensure revenue we take in is as equitable as possible, and how do we ensure the way we spend our resources is equitable? Chicago's financial challenges are well-documented and remain a major challenge for the city. An under-discussed dimension of that challenge, however, lies in ensuring our most vulnerable residents are not left out due to the impacts of the past.

Chicago has made major strides on both ends in the recent past. Reforming our fines and fees structure through programs like Utility Billing Relief has reduced the inequitable burden of water billing on communities of color. The Chicago Recovery Plan's infusion of federal dollars and bond proceeds has demonstrated the power of using more equitable sources of revenue to invest in affordable housing and economic development across the city, not just in areas with economic activity. The Department of Planning and Development (DPD) and the Department of Housing (DOH) demonstrated significant growth in equitable programming through their vacant lot reduction program, the direct homebuyer assistance program, and the owner-occupied repair grants, just to name a few (see [chirecoveryplan.com](http://chirecoveryplan.com) for more details).

However, these CRP bond proceeds are nearly exhausted, and TIF, another key source of funding for economic development, affordable housing, and infrastructure, is also at an inflection point. The City has reduced its reliance on TIF significantly over the past decade, but it is still a substantial source of economic development and affordable housing funds (in the last four years, for example, the average TIF allocation to both DPD and DOH was approximately \$265M per year). Nearly 50 TIF districts are set to expire on or before December 31, 2027. Because proceeds are geographically bound, the City cannot solely rely on TIF funding to equitably resource development and infrastructure investments.

Ultimately, the shift to bond funding marks a more equitable shift in major revenue sources. In large part, that is because TIF necessarily generates the most revenue where property values are increasing the "increment" fastest. In practice, that means hundreds of millions of dollars are available in districts in the central area, while a substantial portion of neighborhood TIFs, especially on the South and West Sides, generate less than \$2 million per year. Conversely, bonds can fund economic development, affordable housing, and infrastructure projects in less wealthy areas because they do not rely on an already strong hyperlocal economy to generate resources.

**Recommendation #1:** We recommend that the city continue and expand the use of bonds to support economic development, affordable housing, and infrastructure investments. Chicago social bonds – the City's recent \$160M effort to market municipal bonds to everyday investors – was a significant success. Ensuring socially conscious investors have an opportunity to contribute to long-term city improvement is a primary way to promote social development priorities.

We should also ensure community voice and a commitment to transparency on the projects bond proceeds support when departments establish project selection rubrics and scorecard



criteria. Ensuring clear communication and transparency about where the funding goes will be essential to long-term success and the eventual improvement of trust in government.

**Recommendation #2:** Departments should build equity indices to prioritize their internal projects for bond funding. The Chicago Department of Transportation (CDOT) partnered with the Transportation Equity Network (TEN) and Center for Neighborhood Technology to create the MOBEC index, a promising model for other city departments. The MOBEC index is a composite index overlaying economic hardship with mobility hardship. CDOT uses this index to help score projects for potential funding, centering equity at the beginning of the process.

These promising opportunities will ensure we have sufficient resources for the needs of Chicagoans and that we are not funding the city on the backs of our poorest residents.

## PART 3: BUDGET EQUITY PROGRESS REPORT

Annually, all departments are asked to account for progress on their racial equity commitments at the time of budget. This ensures that equity is integrated into the core business of government. This section highlights the progress that departments made on the commitments they set over the last year (FY2023) and includes a list of strategies departments are implementing from their [Racial Equity Action Plans](#) (REAP) in FY2024.

### BACKGROUND

Since 2020, departments have been using the Budget Equity Tool (BET) to analyze their progress on racial equity, set goals for the upcoming year, and identify how their budgets will support those goals. In previous iterations, the BET required departments to independently set racial equity goals for the upcoming fiscal year.

2023 is the first year that a majority of departments completed multi-year REAPs. As such, the BET was redesigned to draw from the departments' REAPs and establish commitments on what portions of the departments REAPs will be completed in the upcoming year (FY2024).

### FY2023 PROGRESS SNAPSHOT: DEPARTMENT STATUS ON LAST YEAR'S BUDGET EQUITY COMMITMENTS<sup>3</sup>

OERJ required departments to share the status of their FY2023 Budget Equity goals. Below is a list of their progress (as 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 \(DPS\)](#)
- [Assets, Information, and Services \(DAIS\)<sup>4</sup>](#)

#### **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 \(CCHR\)](#)

<sup>3</sup> Visit [Chi.gov/2023EquityReport\\_Appendix](https://chi.gov/2023EquityReport_Appendix) for detailed descriptions of the progress made on all FY23 goals.

<sup>4</sup> In FY24, DAIS will be split into two departments, Department of Fleet and Facility Management and Department of Technology and Innovation

- [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 \(PSA\)](#)
- [Community Commission for Public Safety and Accountability \(CCPSA\)](#)

### **Regulatory & General Services**

- [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 \(BOE\)](#)

### **Infrastructure & Capital Investment**

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

## FINANCE AND ADMINISTRATION

### DEPARTMENT OF FINANCE (DOF)

<b>Goal #1:</b> Continue to use data to deploy parking enforcement personnel to further reduce average fine amounts in Black and Brown neighborhoods by 2.5% and implement improved boot zones and a prioritization of resources to reduce the percentage of vehicles immobilized in Black and Brown neighborhoods by 5%.	<b>Complete</b>
<b>Goal #2:</b> Review debt relief programs and revise, as necessary, to support survivors of gender-based violence.	<b>Partially Complete</b>
<b>Goal #3:</b> Continue to promote debt relief programs, affordable payment plans, and accessible payment options so that City debt is not a barrier to employment or contracting with the City.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Reduced the share of tickets issued in disadvantaged communities from 18.9% in 2020 to 18.7% in 2021 to 17.7% in 2022, including a reduction in the share of city vehicle licensing violations from 23.5% to 20.8% to 18.2%.</li> <li>Reduced the share of tickets issued in majority Black and Brown communities from 15.3% in 2020 to 14.9% in 2021 to 13.9% in 2022.</li> <li>Reduced the gap between the average fine amounts in disadvantaged communities and wealthy neighborhoods from \$4.66 in 2020 to \$2.73 in 2021 to \$1.24 in 2022.</li> </ul>	

### DEPARTMENT OF ADMINISTRATIVE HEARINGS (DOAH)

<b>Goal #1:</b> Demystify the hearing process by educating the City's residents, Aldermanic offices, and community groups on the administrative hearing process.	<b>Complete</b>
<b>Goal #2:</b> Continue to fund and promote the Coordinated Advice and Referral Program for Legal Service (CARPLS) to all low-income respondents who cannot afford an attorney's advice or guidance.	<b>Complete</b>
<b>Goal #3:</b> Develop new outreach programs to promote diversity when appointing new Administrative Law Judges.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>The help desk, funded by DOH and the Chicago Bar Association, is on-site four days a week, providing support to pro se litigants by educating them about their legal rights and remedies, providing them with practical "how to" advice to present their side of the case, and assistance in preparing motions.</li> <li>DOAH's website notes that CARPLS services are available to low-income respondents and provides an active link to CARPLS's website providing additional information.</li> <li>CARPLS are now physically on-site providing assistance, whereas it was previously only available virtually during the pandemic through the beginning of 2022. Eighty percent of clients surveyed by CARPLS said that the CARPLS attorney helped them better understand their legal rights and remedies.</li> </ul>	

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**DEPARTMENT OF LAW (DOL)**

<b>Goal #1:</b> Increase professional development opportunities for staff to learn about and engage in DEI goals within the legal community, through seminars and workshops provided by trained DEI facilitators.	<b>Complete</b>
<b>Goal #2:</b> Increase on-campus presence at local law schools, legal job fairs and affinity organizations to recruit diverse and qualified attorneys.	<b>Complete</b>
<b>Goal #3:</b> Enhance staff-produced CLE (continuing legal education) production.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>The Committee on Inclusion and Diversity hosted DEI-focused CLE trainings for staff on a number of topics including: Equity 101; Exploring Federal, State and Local Military Leave Law”, which focused on veterans’ issues; and “Road to the Robe: Becoming an Associate Judge in the Circuit Court of Cook County,” which, particularly for our first-generation lawyers, helped make the path to becoming a judge more concrete.</li> <li>DOL recently filed suit against Kia and Hyundai, alleging their failure to equip cars with vital anti-theft technology that comes standard in almost all other car manufacturers. The impact of auto theft can be particularly devastating for low- to middle-income workers who have fewer options for getting to work and taking care of their families.</li> </ul>	

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**DEPARTMENT OF HUMAN RESOURCES (DHR)**

<b>Goal #1:</b> Drive the implementation of the City's updated Employment Plan in a manner that aligns with the City's framework for diversity and fairness in hiring.	<b>Partially Complete</b>
<b>Goal #2:</b> Cultivate and attract diverse and female-identifying candidates.	<b>Partially Complete</b>
<b>Goal #3:</b> Leverage its role on the Police Promotions Review Committee (PPRC) to work with the Chicago Police Department and other stakeholders on the PPRC to improve application and selection processes to increase diversity in the ranks of Detective, Sergeant, and Lieutenant.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Gathered ratings and feedback about the Sergeant application process from PPRC committee members. Some of the recommended changes included: 1) Streamlining the process by simplifying language and cutting unnecessary words and sentences in the application document; 2) creating an online payment option for applicants; and 3) centralizing all the information regarding the promotional process that remains the same year after year.</li> </ul>	

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**DEPARTMENT OF PROCUREMENT SERVICES (DPS)**

<b>Goal #1:</b> Work with Assist Agencies to equitably increase opportunities with a focus on socioeconomically disadvantaged areas through training and cohorts on a variety of topics.	<b>Complete</b>
<b>Goal #2:</b> Increase the number of small and diverse businesses.	<b>Complete</b>
<b>Goal #3:</b> Offer additional trainings and workshops beneficial to small and diverse firms seeking to participate in contracting opportunities on a prime level.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Continued to work with User Departments to review their scopes of work and look for opportunities to unbundle the scopes prior to sending a requisition to DPS. If a User Department submits a requisition but has not made efforts to unbundle nor provided a justification, the requisition will be canceled, and the User Department will have to review and resubmit.</li> <li>Various solicitations have gone from traditional projects with specific diversity goals to 100% target market, thus augmenting and diversifying contract participation.</li> <li>As of July 31, 2023, there have been a total of thirteen TMI (target market), SBI (small business) and MBI (mid-size business initiative) projects that have been advertised.</li> </ul>	

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**DEPARTMENT ASSETS, INFORMATION, AND SERVICES (DAIS)<sup>5</sup>**

<b>Goal #1:</b> Increase the number of reduced carbon emission vehicles in the City's fleet by adding 182 light-duty vehicles and installing 182 electric vehicle charging stations in Invest South/West communities.	<b>Complete</b>
<b>Goal #2:</b> Include and activate solar panels in City libraries and target these installations in the Invest South/West communities.	<b>Partially Complete</b>
<b>Goal #3:</b> Increase participation in existing Department of Procurement Services (DPS) programs, specifically through our Architectural, Engineering and Construction "AEC" Bureau's Capital Improvement Program "CIP" projects.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>186 light duty vehicles were purchased or leased, and 169 of the 182 electric vehicle charging stations were installed. Approximately 25% of the light duty fleet is now EV and will continue to increase.</li> <li>As part of the Climate Action Plan for the City of Chicago, DAIS started work on installing solar panels on four of ten planned libraries.</li> </ul>	

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<sup>5</sup> In FY24, DAIS will be split into two departments, Department of Fleet and Facility Management and Department of Technology and Innovation

## CITY DEVELOPMENT

### DEPARTMENT OF PLANNING AND DEVELOPMENT (DPD)

<b>Goal #1:</b> Increase the number of businesses and organizations in historically disinvested and underserved communities who participate in DPD grant programs by analyzing data to assess gaps in service/investment and create actionable recommendations to close gaps.	<b>Partially Complete</b>
<b>Goal #2:</b> Improve the vibrancy and walkability of commercial corridors in historically disinvested and underserved communities by analyzing past investments and identifying actionable steps to create catalytic community-centered investments for the future.	<b>Complete</b>
<b>Goal #3:</b> Increase healthy food availability in historically disinvested and underserved communities, where many food deserts are found, by prioritizing healthy food access in our grant investment strategies.	<b>Status not provided</b>
<b>Goal #4:</b> Incorporate racial equity indicators in our grant scorecards when appropriate (in addition to the other equity indicators already included in many of our scorecards) to ensure DPD's investments are being utilized in historically disinvested and underserved communities.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>• Incorporated racial equity indicators to both the review scorecards and/or project selection (for non-competitive grants) to ensure investments occur in historically disinvested and underserved communities.</li> <li>• DPD has worked with local community development organizations, residents, and elected officials to advertise and provide assistance and funding for development opportunities through the Neighborhood Opportunity Fund (NOF), Small Business Improvement Fund (SBIF) and other programs. Both grants have reduced application barriers such as the number of scofflaw checks.</li> </ul>	

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

<b>Goal #1:</b> Ensure that opportunities for artists and arts organizations are widely known, understood, and equitably accessed.	<b>Complete</b>
<b>Goal #2:</b> Include a broader spectrum of voices in the planning and distribution of programs and services.	<b>Complete</b>
<b>Goal #3:</b> Collect and analyze data to identify disparities and inform decision-making that improves equitable outcomes in the arts and culture sector.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>• Increased equitable participation in Maxwell Street Market by removing the provision in the ordinance that restricted individuals who were previously convicted, in custody, under parole, or under any other non-custodial supervision from receiving a vendor license.</li> </ul>	

- Concluded an Audience & Engagement Study to hear from regular audiences and those not participating in programs at the Chicago Cultural Center about how we should reimagine the Chicago Cultural Center as a vibrant and inclusive hub of cultural activity.
- Completed and shared the [2022 Impact Report](#), which provided a snapshot of the investments and activities of that calendar year for the wider public.

DEPARTMENT OF HOUSING (DOH)

<b>Goal #1:</b> Increase the number of BIPOC developers in DOH-led projects and enable more qualified BIPOC contractors' participation by providing access to credit.	<b>Complete</b>
<b>Goal #2:</b> Develop an equity-centered qualitative and quantitative evaluation framework for all DOH programs that increases historically excluded communities from utilization of DOH programs and increases public transparency.	<b>Partially Complete</b>
<b>Goal #3:</b> Increase the number of affordable units near high-utilized transit stops.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>• Closed six affordable housing development deals in equitable transit-oriented zones and completed construction on one. These developments add almost 500 housing units in Englewood, the Near West Side, Lincoln Square, Bronzeville, East Garfield Park, and Woodlawn</li> </ul>	

COMMUNITY SERVICES

CHICAGO DEPARTMENT OF PUBLIC HEALTH (CDPH)

<b>Goal #1:</b> Create learning and development opportunities for staff that align with the department's anti-racism values.	<b>Complete</b>
<b>Goal #2:</b> Increase investment in structures that enable community leadership in key CDPH initiatives, including Healthy Chicago Equity Zones and Family Connects Community Alignment Boards (CABs).	<b>Complete</b>
<b>Goal #3:</b> Conduct a citywide cumulative impact assessment to provide a more comprehensive inventory of pollution sources, describe how overall pollution burden varies across community areas, and characterize community-level experiences of and vulnerability to pollution.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>• Conducted a baseline cumulative impact assessment from May 2022 to August 2023.</li> <li>• Funded six regional organizations – which in turn subcontract with 44 community-based organizations – to co-lead the HCEZ initiative. HCEZ partners completed community health assessments that included input from 7,000+ residents.</li> </ul>	



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

<b>Goal #1:</b> Develop channels of communication with Black and Brown communities in the South and West sides, with the priority areas being Roseland, Riverdale, West Garfield Park, and North Lawndale.	<b>Partially Complete</b>
<b>Goal #2:</b> Develop and strengthen partnerships with other city departments to address issues of discrimination by reaching residents who have not accessed the services of our department, particularly communities in Roseland, Riverdale, West Garfield Park, and North Lawndale.	<b>Complete</b>
<b>Goal #3:</b> Provide quarterly statistical reports for each area of CCHR’s work on our webpage.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Implemented amendments to the Returning Residents and the Bodily Autonomy Ordinance, and implemented new U Visa and Deferred Action processes.</li> </ul>	

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**MAYOR’S OFFICE OF PEOPLE WITH DISABILITIES (MOPD)**

<b>Goal #1:</b> Ensure all Chicagoans with disabilities have access to healthy and nutritious food.	<b>Complete</b>
<b>Goal #2:</b> Support Chicagoans with disabilities in securing accessible housing through home modifications.	<b>Complete</b>
<b>Goal #3:</b> Collect data on Chicagoans with disabilities to better inform Chicago residents and government officials.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Launched Austin In-Home Delivery for individuals with a disability in February 2023. As of August 2023, the program has distributed over 27,000 pounds of food with 1,059 deliveries to 100 residents. The program has created 38 new jobs.</li> </ul>	

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

<b>Goal #1:</b> Include an equity-based performance question in the “Performance Management, Outcomes” section of priority Requests for Proposals	<b>Complete</b>
<b>Goal #2:</b> Leverage the department’s new data governance policy to identify and publish datasets and analyses publicly.	<b>Partially Complete</b>
<b>Goal #3:</b> Run a department-wide Equity, Data, and Performance Improvement training series, utilizing lessons learned from the G.A.R.E. Racial Equity Toolkit alongside other equity work within DFSS to tackle equity gaps identified in programming.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Integrated an equity-based performance question in the “Performance Management, Outcomes” section of priority Requests for Proposals.</li> </ul>	

- Representatives from DFSS' program divisions participated in the Data and Equity cohort, which kicked off on 6/25/2023, and will run until 10/12/2023.

#### CHICAGO PUBLIC LIBRARY (CPL)

<b>Goal #1:</b> Partner with Chicago Public Schools (CPS) to provide all 330k students and 21k teachers with Chicago Public Library accounts and access to CPL materials for in-classroom instruction and learning.	<b>Partially Complete</b>
<b>Goal #2:</b> Conduct an equity assessment informed by community engagement in order to establish CPL's equity goals and identify access barriers.	<b>Partially Complete</b>
<b>Goal #3:</b> Partner with Chicago Department of Public Health (CDPH) to establish a Mental Health Clinical Liaison Program at CPL to address the range of mental health-related needs of library staff and patrons.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>• CPL and CPS launched the 81 Club, which provides students with direct access to CPL's 81 libraries, in fall 2022. As of May 2023, CPL had activated ~11,900 81 Club cards for CPS students, including &gt;4,000 cards at 6 CPS pilot schools</li> <li>• In collaboration with CDPH, CPL launched a pilot mental health clinician program at five library locations in March 2023, providing expanded mental health coverage to all 77 community areas.</li> </ul>	

#### PUBLIC SAFETY

##### POLICE BOARD

<b>Goal #1:</b> Expand outreach and awareness of the monthly public meetings on CAN TV, including through outreach via City Council members and key community groups.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	

##### CIVILIAN OFFICE OF POLICE ACCOUNTABILITY (COPA)

<b>Goal #1:</b> Solicit input via survey and feedback forms by engaging 1000 complainants, 5000 residents in minority communities (non-complainants), and 400 members of the Chicago Police Department regarding investigations, policies, and reform efforts to improve police and community relations and outreach.	<b>Partially Complete</b>
<b>Goal #2:</b> Increase efforts to meet the broader mandates within its enabling ordinance, which address identifying patterns or practices of misconduct.	<b>Complete</b>

<b>Goal #3:</b> Utilize feedback from residents and other institutions to amend and update data dashboards to ensure information is relevant, accessible, and efficient for all users.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Developed a new unit, Policy, Research, and Analyses Division (PRAD), to focus on streamlining and building out COPA's ability make policy recommendations to CPD when troubling practices or patterns of misconduct are identified.</li> </ul>	

**CHICAGO POLICE DEPARTMENT (CPD)**

<b>Goal #1:</b> Recruit new officers possessing diverse backgrounds and life experiences that reflect the diversity of our City and will be measured by comparing the demographics of the Department to those of the City.	<b>Complete</b>
<b>Goal #2:</b> Expand the Neighborhood Policing Initiative to additional Districts by the end of 2023 to conduct more problem-solving activities to meet community needs.	<b>Partially Complete</b>
<b>Goal #3:</b> Continually seek public input on all new policies created in response to transforming the Department and working toward reform through the Consent Decree.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>CPD continues to engage the community on its policies and trainings. In 2023, CPD invited the community to provide input on CPD's new Search Warrant policies, CPD's Language Access policy, and CPD's people with disabilities policies.</li> </ul>	

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

<b>Goal #1:</b> Increase Community Emergency Response Team (CERT) membership, specifically on the South and West sides of the city, to train and integrate community representatives as partners into the City's preparedness strategy.	<b>Partially Complete</b>
<b>Goal #2:</b> Provide new diversity and bias awareness training to 9-1-1 operations staff to promote diversity and inclusion.	<b>Partially Complete</b>
<b>Goal #3:</b> Deploy community-based recruitment strategies which include developing a framework to provide training and share job opportunities to diversified networks of community groups.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>95.285% of OEMC's active PCO telecommunicators in its 9-1-1 call center successfully completed diversity awareness training.</li> <li>Increased CERT's active membership by 21.3% from the previous year. OEMC provided three CERT training classes in 2023, providing 27 hours of classroom instruction on disaster response techniques and life-saving skills, and three hours of hands-on practical training students can use in their own neighborhoods.</li> </ul>	

- Offered an 8-week *Introduction to Emergency Management* course courses at Malcolm X College and Kennedy King College.

**CHICAGO FIRE DEPARTMENT (CFD)**

<b>Goal #1:</b> Increase community risk reduction practices through community engagement, public education, and continued outreach in wards with the highest death rates for Black and Latino community members, especially children and seniors.	<b>Complete</b>
<b>Goal #2:</b> Increase the representation of staff from the African American and Hispanic, Asian and Pacific Islander, and other diverse communities across the city in CFD's workforce.	<b>Complete</b>
<b>Goal #3:</b> Continue engaging in meaningful and impactful ways with the community members from across the city with CFD pop-up events and other public-facing events.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>• Gave away more than 13,000 smoke detectors.</li> <li>• Conducted over 5,100 canvasses across all neighborhoods.</li> <li>• Distributed over 276 CO detectors and made 115 residential visits in predominately Black and Latinx communities.</li> <li>• Ran a successful recruitment campaign for Firefighter/EMTs: Total number of applicants was 15,256 with 26% identifying as African American, 32% Hispanic, and 2.9 % Asian Pacific Islander and Native Americans. Increase from the 2014 exam for females that reached 18% - up from 14%.</li> </ul>	

**OFFICE OF PUBLIC SAFETY ADMINISTRATION (PSA)**

<b>Goal #1:</b> Conduct greater outreach through targeted campaigns in traditionally underserved communities and host contracting town halls at locations easily accessible to all populations.	<b>Partially Complete</b>
<b>Goal #2:</b> Expand local involvement in public safety contracts through education and proactively encouraging the use of diverse and minority-owned, women-owned, veteran-owned, LGBT owned businesses.	<b>Partially Complete</b>
<b>Goal #3:</b> Demystify the public safety procurement process to encourage greater involvement in public safety contracting opportunities.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>• OPSA has offered virtual outreach to MBE/WBE and prospective vendors for new opportunities with the hopes of attracting more businesses.</li> </ul>	

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

<b>Goal #1:</b> Launch the Community Commission and District Councils. The Community Commission and District Councils will work to build trusting relationships between civilians and law enforcement, and collaborate with police	<b>Complete</b>
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department, including in the development of policies and programs that will increase public safety.	
<p><b>Key wins</b></p> <ul style="list-style-type: none"> <li>Perhaps the Commission’s most substantial work to build trusting relationships was the process of nominating candidates to serve as Police Superintendent. The Commission conducted seven community listening sessions across the city; met with the three unions that represent the vast majority of sworn members of the Chicago Police Department; developed and circulated several surveys for community members, organizations, members of law enforcement, and members of the newly elected District Councils, and obtained over 600 responses; and held targeted listening sessions with over 65 organizations spanning multiple sectors, including activist and advocacy groups, business groups, community- based organizations, faith-based organizations, labor groups, legal aid providers, and social service agencies.</li> </ul>	

## REGULATORY

### OFFICE OF INSPECTOR GENERAL (OIG)

<b>Goal #1:</b> Provide the public with a more detailed picture of the equity impacts of the dispersal of City services by enhancing its current publicly accessible dashboards to add demographic and socio-economic data, where relevant.	<b>Partially Complete</b>
<b>Goal #2:</b> Formalize its commitment to embedding diversity, equity, and inclusion into all its work by updating its manuals and templates for the Public Safety Section, Audit & Program Review Section, and other sections across the office.	<b>Complete</b>
<b>Goal #3:</b> Continue to expand recruiting opportunities to ensure that a wide array of Chicagoans are aware of employment opportunities within OIG, including reviewing and updating its job postings and position descriptions.	<b>Complete</b>
<p><b>Key wins</b></p> <ul style="list-style-type: none"> <li>Formalized changes in the Public Safety Manual. The Public Safety section explores issues of racial equity on a regular basis as the team goes through the life cycle of each project and on a weekly basis as the team reviews closed BIA (Bureau of Internal Affairs) and COPA closed disciplinary cases.</li> <li>OIG employs a larger workforce than ever before, with an 8% increase in full-time staff since 2022.</li> </ul>	

### DEPARTMENT OF BUILDINGS (DOB)

<b>Goal #1:</b> Revise the qualifications of demolition contractors to enable minority demolition companies to respond to the Request for Qualifications to become a part of the pool demolition contracts to reflect the communities where demolition activities are taking place.	<b>Complete</b>
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<b>Goal #2:</b> Continue to diversify the workforce through our hiring process.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Restructured the category of buildings for each classification of demolition contractors, which will enable small minority contractors to respond to the Request for Qualifications and be selected as a qualified demolition contractor to perform demolition services on behalf of the department.</li> <li>To date the department has filled 15 inspector positions and 2 project manager positions. The department is working to fill 7 additional inspector positions and has selected the candidates to fill these positions.</li> </ul>	

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

<b>Goal #1:</b> Assess its current public-facing educational materials and update materials, where needed, to include language-inclusive communication that can assist existing and new business owners with navigating city processes and provide small business support.	<b>Partially Complete</b>
<b>Goal #2:</b> Launch a new capacity-building program that offers individualized counseling, back-office support, and technology enablement opportunities.	<b>Partially Complete</b>
<b>Goal #3:</b> Launch a new minority and women-owned supplier development program that will provide support to prospective suppliers.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Expanded the availability of language-inclusive materials available throughout its operations. BACP’s Small Business Center at the City Hall has also incorporated use of Language Line to allow live translation when communication challenges happen during licensing conversations.</li> <li>Published the RFP for Encouraging Diversity, Growth, and Equity (EDGE) in 2023, and two delegate agencies will begin this programming during FY23.</li> </ul>	

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

<b>Goal #1:</b> Continue to provide resources to residents, particularly in the Roseland community, who do not have the ability to handle complex animal-related situations in their home.	<b>Partially Complete</b>
<b>Goal #2:</b> Ensure that pet owners have knowledge around and access to pet vaccines, microchips, pet food, and pet adoption events, with a particular focus in several community areas such as Roseland and Austin.	<b>Partially Complete</b>
<b>Goal #3:</b> Encourage a more diverse volunteer base while also establishing why equity is important to the Department through onboarding and initial orientation.	<b>Incomplete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Through CACC’s partnership with the University of Wisconsin – Madison and the Anti-Cruelty Society, it began interviewing people in the Roseland community to learn more about their experiences with animals as well as the Department. The collection of</li> </ul>	

information will continue for the remaining of 2023 and likely into the first quarter of 2024.

#### LICENSE APPEAL COMMISSION (LAC)

<b>Goal #1:</b> Further equitable access by identifying and contacting representatives in the departments of Law and Procurement Services to explain our objectives and see how we can work together to find more MBE court reporters.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Reached out to both the Law Department (DOL) and Procurement Services (DPS) to identify possible MBE court reporting services. LAC also contacted City Colleges and suggested an exploration as to the possibility of offering a program in court reporting services that includes classes in entrepreneurship and American English dialects geared toward an expedited pathway to City MBE certification for court reporting businesses, in the hopes that it may attract MBE-eligible participants.</li> </ul>	

#### BOARD OF ETHICS (BOE)

<b>Goal #1:</b> Expand its practice of posting all Board related opinions and memoranda, training materials, and educational materials on its website.	<b>Complete</b>
<b>Goal #2:</b> Continue its practice of meeting with community groups and encouraging the public to participate in the Open Session of the Board's monthly meetings.	<b>Complete</b>
<b>Goal #3:</b> Continue to expand its practice of providing ethics training and educational materials.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Created new educational brochures and updated existing brochures and provided ethics training to City employees and officials, contractors, vendors and lobbyists.</li> </ul>	

### INFRASTRUCTURE SERVICES

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

<b>Goal #1:</b> Increase recycling and food composting rates in areas that have historically been underserved by directly interacting with community members via increased programming.	<b>Complete</b>
<b>Goal #2:</b> Identify ways to use predictive analytics, such as heat maps of city services called in via 311, to actively send resources into communities where complaints are NOT called in/submitted.	<b>Complete</b>
<b>Goal #3:</b> Hire returning residents, particularly from other re-entry organizations and other apprenticeship programs with the same core mission.	<b>Partially Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Expanded neighborhood community composting to six additional locations.</li> </ul>	

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**CHICAGO DEPARTMENT OF TRANSPORTATION (CDOT)**

<b>Goal #1:</b> Start a new Cement Finisher Apprentice class and a new Machinist Apprentice class in collaboration with the Department of Human Resources.	<b>Partially Complete</b>
<b>Goal #2:</b> Expand the SAFE Ambassador program to engage with more communities to offer safety-based programming, including Learn to Ride, child safety seat installation and inspection, driver awareness, etc.	<b>Complete</b>
<b>Goal #3:</b> Establish and fill a leadership position to focus on community outreach and engagement.	<b>Complete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>Onboarded two additional full-time ambassadors at the beginning of 2023 to build capacity for the team. Refined goals and metrics were established to better coordinate the program’s expansion and working plan for the next two years.</li> <li>The position for the new Director of Outreach and Engagement was filled in September of 2023.</li> </ul>	

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**DEPARTMENT OF WATER MANAGEMENT (DWM)**

<b>Goal #1:</b> Develop and implement a Lead Service Line Replacement program for daycares in economically impacted and historically disinvested neighborhoods to reduce any potential levels of lead among children.	<b>Complete</b>
<b>Goal #2:</b> Publish service requests received and closed quarterly. Data will show service requests by date, type, ward, and whether it’s open or closed. The data will be available on the department’s website or on the City’s data portal.	<b>Incomplete</b>
<b>Goal #3:</b> Continue to develop and implement a ‘Water Operator in Training’ program to provide high school seniors in historically disinvested neighborhoods that may not be interested in attending college, with an opportunity to gain training and licensing toward employment in the water industry.	<b>Incomplete</b>
<b>Key wins</b> <ul style="list-style-type: none"> <li>A contract was awarded in 2022 for Lead Service Line Replacement. More than 400 licensed daycares in single-family, 2-flat, and older one-story commercial properties, in Austin, North Lawndale, and Englewood were identified as eligible to receive a free LSLR.</li> <li>Secured \$4M in funding for this program, allowing LSLR in 120 daycares in 2023. The monies received are via state funding and State Revolving Fund (SRF) from Illinois IEPA.</li> </ul>	



CHICAGO DEPARTMENT OF AVIATION (CDA)

<p><b>Goal #1:</b> Increase the employment of individuals from diverse backgrounds by engaging directly with individuals from socio-economically disadvantaged communities, strengthening partnerships with high schools and local universities/ colleges, and our airport community (vendors, partners, tenants).</p>	<p><b>Complete</b></p>
<p><b>Goal #2:</b> Bring on new MBE/WBE/DBE/ACDBE /DBE participants to CDA contracts by reviewing NAICS code, increasing outreach to underrepresented ethnicities, and sharing resources to submit responsive bids.</p>	<p><b>Complete</b></p>
<p><b>Goal #3:</b> Focus on strategic outreach with elected officials, assist agencies, and community organizations to further impact relationships, resources &amp; opportunities in communities of color on the West and South sides.</p>	<p><b>Complete</b></p>
<p><b>Key wins</b></p> <ul style="list-style-type: none"> <li>• Since May 2022, CDA hosted three Airport Expos and Job Fairs, with over 2,000 residents attending, each of whom were connected to job and small business opportunities.</li> </ul>	

**FY2024 RACIAL EQUITY COMMITMENTS**

OERJ requires departments to set annual racial equity commitments. This year’s commitments come from department Racial Equity Action Plans. Below is a list of strategies departments plan to implement in FY2024.

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

**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 Assets, Information, and Services \(DAIS\)<sup>6</sup>](#)
- [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 \(PSA\)](#)
- [Community Commission for Public Safety and Accountability \(CCPSA\) \\*](#)

**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 \\*](#)

**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 \(BOE\) \\*](#)

**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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<sup>6</sup> In FY24, DAIS will be split into two departments, Department of Fleet and Facility Management and Department of Technology and Innovation

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## FINANCE AND ADMINISTRATION

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### DEPARTMENT OF FINANCE (DOF)

- Share data at the community level to improve transparency about outstanding debt.
- Engage with community partners and other City departments to evaluate program success and the need for further review of enforcement practices.
- Implement compliance controls to ensure user departments issue an executed standard purchase order or blanket release before a contractor begins work.
- Issue 50/50 payments to contractors on eligible infrastructure construction and professional service contracts.
- Issue advance payments for start-up and mobilization costs and direct payments to the contractor's subs and suppliers facilitated by a third-party funds control provider.

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### DEPARTMENT OF ADMINISTRATIVE HEARINGS (DOAH)

- Review respondent feedback to identify areas to improve equitable access to and navigation of DOAH's administrative proceedings.
- Distribute "Notice of ALJ Opportunity" flyer to mostly small, minority law firms, resource/job fairs, bar association and law school alumni associations.
- Obtain artwork from local student artists to display within DOAH's Courthouses and offices.
- Identify the neighborhood and/or schools where the artists and art are from so that respondents feel that DOAH is inclusive and representative of them.

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### DEPARTMENT OF LAW (DOL)

- Strengthen recruiting practices to attract more diverse candidates.
- Proactively engage with minority-owned law firms and use expense data to increase utilization of minority-owned law firms and diverse attorneys and paraprofessionals at law firms.
- Re-institute 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)

- Expand and improve training and development programs that support diversity.
- Invest in diverse and equitable recruitment strategies.
- Increase transparency of the testing process to make applicants for promotional titles aware of what is taking place at each step, and how they can improve their chances for success.

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## DEPARTMENT OF PROCUREMENT SERVICES (DPS)

- Unbundling User Departments' scope of services to increase the number of contracting opportunities afforded to minority, women, veteran- owned businesses.
- Implementing shorter-term contracts to provide increased contracting opportunities thereby potentially increasing the number of contracts awarded to M/W/VBE firms. Shorter contract terms allow for more flexibility as it pertains to vendor performance, access to other vendors and staying current with market trends and best practices. Ensure that M/W/VBE firms are provided with all the tools, resources and information needed to increase the number of businesses that are completing the bidding process successfully.

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## DEPARTMENT OF ASSETS, INFORMATION, AND SERVICES (DAIS)<sup>7</sup>

- Assess and remediate City-owned vacant land to reduce risk to human health and the environment.
- Increase visibility of available DAIS jobs to better reflect the demographics of the City.
- Build and support a positive staff culture by enhancing current training and professional development to include team-building and racial equity.
- Provide a dashboard of key DAIS maintenance and construction projects with investments and impact on communities.

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## CITY DEVELOPMENT

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### DEPARTMENT OF PLANNING AND DEVELOPMENT (DPD)

- Create opportunities for the BIPOC community to provide feedback to better understand their wants and needs. Regional Planners can facilitate community discussions and disseminate surveys to better obtain feedback.
- Continue to improve DPD grant programs, to the extent possible, with community feedback in mind, especially from those communities that have experienced hardships due to historic discrimination.
- 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.

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

- Review and analyze data/input to inform future programs and 2023 goals/plans.
- Clarify and organize all opportunities for artists and arts organizations so they are widely known, understood, and equitably accessed.
- Conduct community engagement activities pertaining to this year's programming initiatives.

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<sup>7</sup> In FY24, DAIS will be split into two departments, Department of Fleet and Facility Management and Department of Technology and Innovation.

- Review and analyze data/input to inform engagement tracking strategies and platforms.
- Identify target communities or neighborhoods to hold engagements to identify and address barriers to participation.

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#### DEPARTMENT OF HOUSING (DOH)

- Advance elements to further build our capacity-building accelerator program, including some carry-over details from FY2023.
- 2024 will represent the first full year in which DOH has a dedicated ETOD project coordinator, who will split their time between ETOD work and DOH's ADU program. This will allow DOH to dedicate more staff time and resources to promoting ETOD across Chicago.
- We are working with Senior Database Analyst to continue improving internal database systems and data governance to achieve data equity goals further.

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### COMMUNITY SERVICES

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#### CHICAGO DEPARTMENT OF PUBLIC HEALTH (CDPH)

- Convene representatives from across CDPH bureaus to establish aligned, coordinated systems to regularly collect and disseminate information about CDPH's current community engagement efforts.
- Provide and maintain an equitable onboarding experience for all new employees across the department.
- Provide staff with training and development opportunities to advance equity and professional growth. Support timely, inclusive recruitment, interviewing and onboarding that reflects up-to-date communication and engagement tools to attract and retain top-level candidates.
- 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 interventions citywide.

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

- Launch a listening campaign in key communities for the purpose of asking how CCHR can be a better partner and lay the groundwork to build relationships toward community-driven collaborations.
- Work with elected officials, community-based agencies, and our city partners to identify groups to engage with for the listening sessions. We will work with these entities to determine the best methods for reaching and engaging the residents in these sessions to ensure vulnerable populations in these communities are included.
- Extend CTA ad campaign to provide information about CCHR and our services to the bus and train lines servicing most impacted communities. In 2022, we were able to place ads on and inside CTA buses, in trains, and in stations across the city with an emphasis on coverage on the south and west sides. The campaign was for four weeks (November to December) but ads remained in place in many locations through January 2023. We will duplicate this plan for 2024.

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

- Maximize outreach and staffing efforts within the HomeMod program. Maximize the construction and repair of accessible modifications to homes to increase accessible housing stock and reduce the future cost of services to aid Chicagoans with disabilities, home health aides or nursing home care.
- Encourage food programs to ensure their services are accessible to people with disabilities.
- Continued collaboration with ECM to collect and report-out data from Career Center job seekers.

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

- Strengthen partnerships with community-based organizations to address disparities in the services needed v. services obtained for re-entry.
- Create direct connections with employment partners to bridge the gap between employment opportunities and returning residents, and to connect employers with educational resources.
- Leverage our internal processes around staff onboarding, intergovernmental affairs, and program management to build a suitable and diverse applicant pool.
- Establish integrated touch points in our RFP process to know whether our efforts toward utilizing contracting as a tool for equity are responsive to community concerns and accomplishing our desired outcomes.
- Ensure that equity and equitable outcomes are baked into the contracting process at every step, and that support exists for organizations most closely serving communities that we know need our services the most.
- 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.

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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 account.
- Assess fair and just access through 81 Club with data analysis plan.
- Apply learnings from 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 Equity Assessment.
- Pilot a system-wide community engagement process as part of CPL Equity Assessment.

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## PUBLIC SAFETY

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### POLICE BOARD \*

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

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### CIVILIAN OFFICE OF POLICE ACCOUNTABILITY (COPA)

- Commit to the 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 our public-facing material more accessible for people of various community areas, languages and abilities.

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### CHICAGO POLICE DEPARTMENT (CPD)

- Increase communication and partnership between local districts and their residents.
- Create safe spaces for youth and emerging adults to engage with CPD.
- Establish ongoing opportunities for the community to collaborate with CPD on future reforms to policies, trainings, and strategies.
- Recruit and retain a diverse workforce that represents the demographics of the City of Chicago.
- Ensure our workforce is trained on all topical issues related to racial equity through constitutional policing, impartial policing, and community policing.
- Ensure individual officer wellness is part of the culture of the Department to provide better service to the community.
- Hold members accountable for treating all people fairly, with courtesy and dignity, and without bias.
- Establish Department resources to focus on ongoing equity and diversity work.
- 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)

- Deploy improved education materials.
- Develop communication materials.
- Analyze programs, determine if improved communication leads to better relationships.
- Strengthen current volunteer force to better support Chicagoans in high-risk areas for emergencies and disasters.

- Expand volunteer force so that volunteers can support local communities.
- 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).
- CFD commits to creating a wholly inclusive and robust mentorship program for leadership roles and succession planning, which will be reflective of the City's entire population (women, people of color, and all identities).
- Coordinate with department leadership to establish and oversee CFD's technology strategy across the department. Form a Strategic Initiative and Data Analytics Unit to make informed operational decisions, save lives, reduce property loss, and protect firefighters and EMTs.
- Obtain public feedback and assist community leaders in closing gaps and improving life expectancy.
- Mobile Integrated Health is designed to improve population health by reducing utilization of 911 services, empower Chicago residents to be in charge of their health, close equity gaps and build public/private community partnerships to address all health care needs to include DEI concepts and a community collaborative EMT training initiative. Conduct risk assessments and identify key performance indicators to create a transparent dashboard for publishing.

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

- Add communications position to drive community outreach, messaging, and departmental marketing.
- 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 FY2024 hoping to have opportunities identified, core set of MWBE contractors are engaged and working collaboratively to develop plan.

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

- Create a Racial Equity Action Plan for the next several years.



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## REGULATORY

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### OFFICE OF INSPECTOR GENERAL (OIG)

- Enhance OIG's current dashboards with demographic and socio-economic information at the ward, community area, police district, and beat level to provide a detailed picture of equity around the dispersal of City services.
- Improve relations between community and police by incorporating community and stakeholder engagement at all stages of our public safety projects. This ensures our work addresses issues most directly impacted by the quality of those relations and therefore the effectiveness of Chicago's public safety operations.
- Improve employment opportunities for minorities in Chicago by focusing on recruitment and retention within OIG and other departments.

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### DEPARTMENT OF BUILDINGS (DOB)

- 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.
- Collaborate with the Chicago Police Department to address troubled buildings and businesses that contribute to criminal activity in distressed communities.
- Continue working closely with all the relevant trade apprenticeship programs, trade contractor associations, the Chicago Public Schools, the City Colleges of Chicago, and non-profit organizations to promote recruitment into the skilled trades. Also continue to work with Black Contractor Owners & Executives, Hispanic American Construction Industry Association, American Indian Manpower Association, Federation of Women Contractors, Chicago Women in Trades, Hire 360, Chicago, Industry Services Corp, and Powering Chicago to recruit woman and minorities into the trades.

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

- Strengthen community engagement and training opportunities in areas with the least amount of business ownership.
- Forge partnerships with programs that have access to spaces that are suitable for business owners to open businesses without the need to spend significant amounts of money on locations, repairs, renovations, etc.
- Improve the linguistic inclusivity of all information disseminated both internally and externally by ensuring information intended for public consumption is accessible to all, regardless of their language or background.
- Increase training for small MBE/WBE to assist them in getting more city contracts.
- Increasing MBE/WBE contractors providing services for BACP and other City departments.

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

- Continue engaging communities with the highest number of services requests and animal intakes to understand what support is needed to help more people and animals.
- Increase awareness of animal-related disparities across the city internally and externally

- Develop a framework to advertise information in the community to foster best practices in responsible pet care.
- Share programming with community members and other key stakeholders
- Review, consolidate, and update department 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 the 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.

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

- Expanding the scope of exploration for existing MBE court reporting services.

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

- In the next month, a new hire whose work will be primarily focused on community outreach will be joining BOE. This individual will be meeting with community groups/neighborhood organizations, faith leaders, activist groups, and others to educate them on how they can participate in the work we do and how to bring to our attention any concerns/complaint they may have about ethical behavior on the part of elected/appointed officials and City employees.

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### INFRASTRUCTURE & CAPITAL INVESTMENT

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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.
- Increase compliance for recycling by educating communities with the lowest compliance.
- Pilot Program for composting to reduce contamination in other waste streams (recycling and trash).
- Develop a public-facing data system (i.e., dashboard) to share microlevel department data.
- Expand 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.

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#### CHICAGO DEPARTMENT OF TRANSPORTATION (CDOT)

- Make it safer and easier to walk in Chicago.
- Improve CDOT's ability to recruit and retain staff.
- Make CDOT a great place to work.

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#### DEPARTMENT OF WATER MANAGEMENT (DWM)

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

- Publish quarterly all of the service requests received and closed. Creating managed data that is transparent, comprehensive, easily accessible, statistical, and mission supportive.
- Develop an opportunity to train and mentor non-college-bound high school students for future employment in the water industry.

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#### CHICAGO DEPARTMENT OF AVIATION (CDA)

- Improve information sharing by creating an Airport Employment Book, participate in targeted community outreach with Chicagoans, partner with City departments and assist agencies to provide job search and application assistance, and work with existing agencies assisting returning citizens in clearing their records.
- There is an unprecedented amount of state and federal money for work at the airport. This creates an opportunity to bring in new Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Disadvantaged Business Enterprises (DBEs) and to increase the amount of work assigned to underrepresented providers.
- Conduct strategic outreach with elected officials, assist agencies, and community organizations to strengthen relationships, resources, and opportunities in communities of color on the West and South sides.

## PART 4: RACIAL EQUITY ACTION PLANS EVALUATION REPORT

### TRENDS ACROSS REAPS

To date, twenty-five city departments have published REAPs. This is a major win! However, our ultimate goal is for all of these plans to drive toward transformation. To hold ourselves accountable, we evaluated each plan on a scale from transactional to transformational.

- Transactional approaches are issue-based; they focus on short-term gains for communities most impacted but leave the existing structure in place.
- Emergent approaches show some evidence of thinking across institutional levers of power and identifying some strategies aimed at changing operations, but ultimately more growth is needed to impact significant levers of power.
- Transformational approaches cut across multiple institutions, focus on policy and organizational culture, and alter how institutions operate.

In our evaluation of departments, we see across the board that REAPs propose a mixture of transactional, emergent, and transformative strategies. Very few departments propose plans where all strategies are transactional. Instead, most department plans involve making some level of changes to the department’s internal or external operations. Some take small steps toward altering its programs, practices, policies, and services, while others take bolder steps aimed at impacting the root cause(s) of the problems identified. It is important to note that a transactional rating is not meant to indicate that the department’s plan is not valuable. Rather, it indicates that the plan focuses on short-term, immediate gains, which can be a strategy to build momentum. However, our goal is still to drive toward transformational change and strategies that are rated as such hold more promise to fundamentally change our systems to advance equity.

Of the **25** department REAPs reviewed:

**8**  
*plans were rated transactional*

**16**  
*plans were rated emergent*

**2**  
*plans were rated transformational*

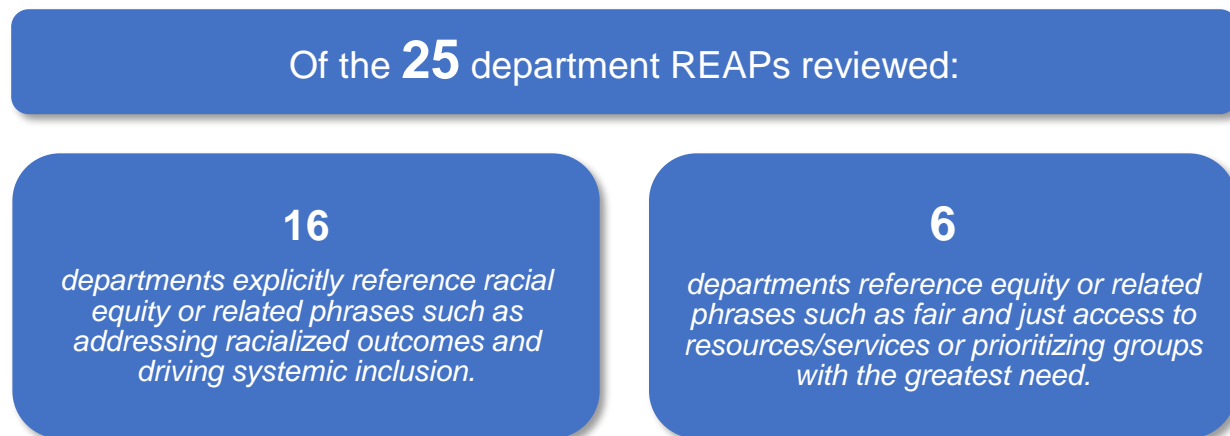
Individual department ratings by priority area are included at the end of this section.

To evaluate plans, REAP evaluators measured whether plans embraced 6 core aspects of transformational change for racial equity: 1) normalizing racial equity, 2) focusing on systems change, 3) building capacity and resources, 4) incorporating data, 5) leveraging structures and aligning planning efforts, and 6) establishing a strong evaluation and accountability system.

Below are some trends across the plans we evaluated:

### #1. *Normalizes racial equity*

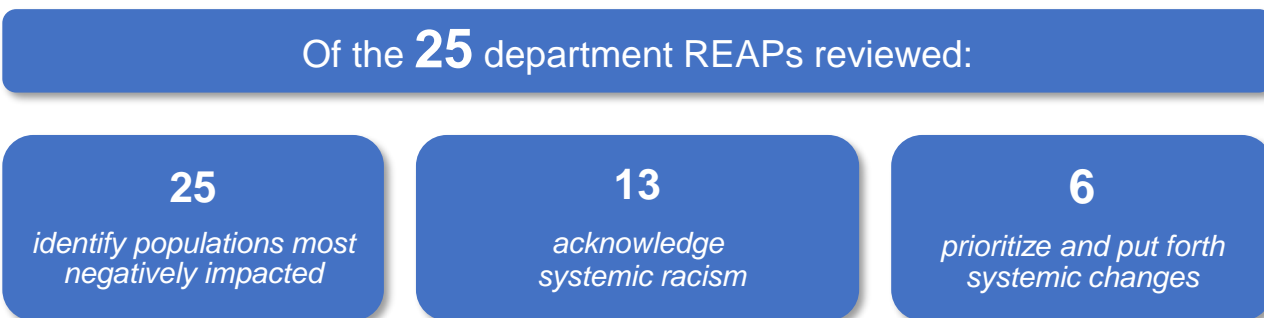
Across the board, normalizing racial equity was one of the highest ratings among plans, with most distinguishing equity from equality and explicitly naming racial equity.



However, there is room for improvement in consistency when referencing racial equity across all priority areas. Departments that explicitly reference racialized outcomes for one priority sometimes dropped this specificity in other priority areas.

### #2. *Focuses on systems change*

Most departments examine how different populations have been impacted by policies, programs, and decision-making that were often exclusive and discriminatory, highlighting who is furthest from the city’s desired result. Department training and the REAP template reinforced this type of analysis. Also, many departments identify the role institutions have played in creating inequities we see presently.



Overall, departments are articulating targeted strategies to address disparities faced by those most impacted. However, departments should ensure REAPs not only incorporate short-term relief but also incorporate more systemic change for lasting equitable outcomes.

### *#3. Builds capacity and resources*

The Equity & Racial Justice Learning Cohorts convened key staff members, selected by commissioners, to build internal capacity for leading racial equity work. However, driving equitable outcomes in departments' core work requires execution from the bureaus and teams that are responsible for these key functions. It also requires a plan to build the capacity of all staff members to advance equity in their work. Our analysis revealed that roughly half of departments include training within their plans.

Of the 25 department REAPs reviewed, **13** departments incorporate trainings and/or resources to support driving racial equity.

However, only a handful of departments designate staff to implement strategies and track progress.

### *#4. Incorporates data*

By design, all REAPs include a list of metrics, studies, or community plans and feedback examined by departments. Our analysis focused on how data is incorporated into department plans.

Of the 25 department REAPs reviewed, **18** department plans are clearly informed by data and/or community narratives.

The biggest areas for improvement across plans are ensuring REAPs consistently include data findings across priority areas and incorporate community narratives.

### *#5. Integrates city plans and structures*

Driving systemic change requires multipronged approaches that often span beyond a single agency/department's role. As such, OERJ wanted to assess the degree to which department strategies connected to other agencies and community groups. We found many departments reference at least one other agency to help implement their strategies, and many speak of collaborating with community-based organizations.

Of the 25 department REAPs reviewed, **17** departments include cross-agency and/or cross-sector strategies to address racial inequities.

Fewer departments identify connections to relevant initiatives, whether it be community local, state, and/or federal.

### #6. Establishes a strong evaluation system

Almost all departments incorporate measures of impact/performance measures. This is in large part by design because there is a designated section for departments to articulate how they will evaluate success and impact in the REAP template. Across all plans, many departments attempt to incorporate metrics aligned to the problem statement and underlying drivers.

Of the 25 department REAPs reviewed, **12** departments include metrics of impact that allow them to effectively evaluate progress toward addressing racial disparities.

The biggest area of improvement is ensuring plans include a clear structure to track the progress of negatively affected groups.

### REAP EVALUATION SUMMARY CHART

REAPs were scored by priority area to articulate discrete feedback for each plan. The following chart shows department ratings for each priority area and rates their overall plans. For more details on the rubric and methodology please visit [Chi.gov/EquityPlans](https://Chi.gov/EquityPlans).

Department	Priority Areas	Rating by Priority Area	Overall Rating
<b>Assets, Information, &amp; Services (DAIS)<sup>8</sup></b>	Environment, Climate, & Energy	Transactional	Emergent
	Transportation & Infrastructure	Emergent	
	Contracting	Emergent	
<b>Administrative Hearings (DOAH)</b>	Community Engagement	Transactional	Transactional
	Workforce	Transactional	
	Arts & Culture	Transactional	
<b>Animal Care &amp; Control (CACC)</b>	Public Safety	Transactional	Transactional
	Community Engagement	Transactional	
	Education	Transactional	
<b>Aviation (CDA)</b>	Workforce	Emergent	Transactional
	Contracting	Transactional	
	Community Engagement	Transactional	

<sup>8</sup> In FY24, DAIS will be split into two departments, Department of Fleet and Facility Management and Department of Technology and Innovation

<b>Business Affairs &amp; Consumer Protection (BACP)</b>	Economic Development	Transformative	Emergent
	Community Engagement	Transactional	
	Contracting	Emergent	
<b>Buildings (DOB)</b>	Housing	Emergent	Emergent
	Environment, Climate, & Energy	Emergent	
	Workforce	Transactional	
<b>Civilian Office of Police Accountability (COPA)</b>	Public Safety	Emergent	Emergent
	Community Engagement	Emergent	
	Workforce	Emergent	
<b>Cultural Affairs &amp; Special Events (DCASE)</b>	Arts & Culture	Emergent	Emergent
	Community Engagement	Emergent	
	Data	Transformational	
<b>Family &amp; Support Services (DFSS)</b>	Public Health & Services	Emergent	Emergent
	Contracting	Emergent	
	Community Engagement	Emergent	
<b>Finance (DOF)</b>	Community Engagement	Transformational	Transformative
	Economic Development	Transformational	
	Contracting	Emergent	
<b>Fire (CFD)</b>	Workforce	Emergent	Emergent
	Data	Emergent	
	Public Health & Services	Emergent	
<b>Health (CDPH)</b>	Community Engagement	Emergent	Transformational
	Workforce	Transformational	
	Public Health & Services	Transformational	
<b>Housing (DOH)</b>	Contracting	Emergent	Emergent
	Data	Emergent	
	Housing	Emergent	
<b>Commission on Human Relations (CCHR)</b>	Public Health & Services	Transactional	Transactional
	Community Engagement	Transactional	
	Data	Transactional	



<b>Human Resources (DHR)</b>	Workforce	Transformative	Emergent
	Public Safety	Emergent	
	Education	Emergent	
<b>Inspector General (OIG)</b>	Data	Emergent	Emergent
	Public Safety	Emergent	
	Workforce	Emergent	
<b>Library</b>	Education	Emergent	Emergent
	Community Engagement	Emergent	
	Data	Transactional	
<b>Mayor's Office for People with Disabilities (MOPD)</b>	Public Health & Services	Emergent	Emergent
	Housing	Transformative	
	Data	Emergent	
<b>Office of Emergency Management &amp; Communications (OEMC)</b>	Community Engagement	Transactional	Transactional
	Public Safety	Transactional	
	Workforce	Emergent	
<b>Planning and Development (DPD)</b>	Economic Development	Emergent	Emergent
	Data	Emergent	
	Community Engagement	Emergent	
<b>Police (CPD)</b>	Community Engagement	Transactional	Transactional
	Workforce	Transactional	
	Public Safety	Transactional	
<b>Procurement Services (DPS)</b>	Education	Emergent	Emergent
	Contracting	Transactional	
	Economic Development	Emergent	
<b>Streets and Sanitation (DSS)</b>	Community Engagement	Emergent	Transactional
	Education	Transactional	
	Data	Transactional	

<b>Transportation (CDOT)</b>	Transportation & Infrastructure	Transactional	Transactional
	Workforce	Transactional	
	Community Engagement	Emergent	
<b>Water Management (DWM)</b>	Public Health & Services	Emergent	Emergent
	Data	Emergent	
	Workforce	Emergent	

*OERJ will continue to work with all departments to develop and implement Racial Equity Action Plans. As new departments, such as the Department of the Environment, are created, we will ensure we partner with the leadership and teams to develop an up-to-date REAP whose progress will be included in future annual reports.*



Thank you to the department staff, leaders and partners who made this report possible. We are proud of the work that has been accomplished and look forward to supporting our city in the year ahead!

For more detailed information on the report and our office please visit [Chi.gov/2023EquityReport\\_Appendix](https://Chi.gov/2023EquityReport_Appendix) and [Chicago.gov/equity](https://Chicago.gov/equity).

