

City of Chicago RACIAL EQUITY ACTION PLAN

Office of Public Safety Administration ('PSA)

Under the City of Chicago's Municipal Code (Ch. 2-4-100), all City of Chicago departments must create and maintain Racial Equity Action Plans (REAPs) "to articulate and guide strategy aimed at advancing equity and making it a permanent pillar in all departmental workstreams."

Progress on all REAPs are accounted for annually as a part of the City of Chicago's budget process. This document outlines the components of the REAP and ensures that all strategies are aligned to Chicago's citywide vision: ***All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025)***²

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THE CITY OF CHICAGO'S DEFINITION OF EQUITY

Equity is both an outcome and a process:

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

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

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

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

Racial equity focuses on the social construction of race and how it has been used (historically and presently) to unjustly distribute opportunity and resources based on a person's skin color, heritage, ethnicity, and/or national origin. Advancing racial equity requires an analysis of systemic racism inclusive of the ways harm is created at the individual, interpersonal, institutional, and structural levels. It also requires a commitment to dismantling systems that perpetuate racialized outcomes and rebuild systems that produce systemic inclusion.²

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



RACIAL EQUITY ACTION PLAN: Priority #1

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



Citywide Priority Area & Desired Result:

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

Indicators Examined:

Community Data

Demographics of existing workforce, including community areas, Citywide salary distribution of employees

Program/Department Data

Number and type of filled and vacant positions within the department

OERJ Equity Dashboard

Community Feedback and Narratives

Lack of knowledge around who we are and what we do as a department.

Define the Problem

The Office of Public Safety Administration (OPSA) recognizes that public safety jobs have historically been contextualized as roles limited to careers in law enforcement or the fire service. Job opportunities for city employment and career advancement in public safety have changed over time and OPSA needs to change how it competes for qualified candidates and promotion of job opportunities that may attract diverse applicants to maintain existing racial equity levels.

Identify Root Causes to the Problem

Structural racism

Lack of investment in training/professional development pipeline

Lack of competitive salary and other benefits Citywide

Lack of community partnerships

Define Your Department's Opportunity

OPSA must be intentional about creating a departmental culture that promotes opportunities for career advancement and reflects the diversity within the City of Chicago.

RACIAL EQUITY ACTION PLAN: Priority #1

Our department will advance the following strategies:

1. Department Strategy: Elevate benefits of working in OPSA to all employees to leverage broader support for retention and hiring

Measures of Impact: Attrition rates, accepted job offers. We will create a baseline from historic data and measure improvement over 3 years

| Actions | Implementation Plan | Timeline | Status |
|---|--|-------------|--------|
| 1.1 Determine current salary distribution to identify market gaps, and/or pay disparities based on race, gender, etc. | Work with the Office of Budget Management (OBM) to study salary compression issues within the department. | Fall 2023 | |
| 1.2 Define common skillsets required by the department | Review job descriptions and minimum qualifications and recommend removing potential barriers to attracting a diverse candidate pool. | Spring 2024 | |

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|--|--|-------------|--|
| 1.3 Evaluate employee satisfaction within department | Research Employee Research Group (ERG) models within other City departments to potentially implement in OPSA. Develop annual employee survey to obtain baseline measurement of satisfaction. | Spring 2024 | |
|--|--|-------------|--|


RACIAL EQUITY ACTION PLAN: Priority #1

Our department will advance the following strategies:

2. Department Strategy: Improve Community Engagement

| Actions | Implementation Plan | Timeline | Status |
|--|--|-------------|--------|
| 2.1 Add communications position to drive community outreach, messaging, and departmental marketing | Research hiring of Public Information Officer (PIO) within the department. Evaluate role within other City departments and include request in 2024 budget. | Winter 2024 | |
| 2.2 Partner with service departments (OEMC, CPD, CFD) for recruitment fairs. | Meet with department leadership to share partnering opportunities (local city colleges, high schools, job fairs). Research development of "recruitment teams" that include employee representation from each department. | Winter 2023 | |
| 2.3 Develop partnerships with community organizations, affinity, or advocacy groups to increase visibility among historically underserved populations. | Create database of existing or potential partners Research implementation of quarterly roundtable discussions to increase community engagement. | Winter 2024 | |

RACIAL EQUITY ACTION PLAN: Priority #2

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



Citywide Priority Area & Desired Result:

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

Indicators Examined:

Community Data

Order of delivery and community impact

Program/Department Data

Camera data by ward

Cellular coverage per district

Community Feedback and Narratives

Response times and equipment rollout are slow on the south side

Define the Problem

Inequitable deployment/distribution of equipment to first responders.

Technology in neighborhoods of people of color is lower and inadequate, e.g. access to internet

Identify Root Causes to the Problem

Legacy of inequitable access to resources - citizens throughout the city rely on cable, cellular services to support voice and data. Areas in the city have been ignored by traditional network service providers which restrict access to internet for many users. Available internet services enables citizens to request 311 services and track their requests, along with other city services. Cameras in areas on south side loose network connections which restricts real time access and may impact public safety.

Define Your Department's Opportunity

Continued expansion of distribution of higher bandwidth throughout City

Partner with vendors to promote installment of infrastructure to support technology fairly throughout the city

Partner with aldermen to develop a plan for deployment of additional technology such as cameras and LPR.

RACIAL EQUITY ACTION PLAN: Priority #2


Our department will advance the following strategies:

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

Measures of Impact: Availability of Public Safety Camera

| Actions | Implementation Plan | Timeline | Status |
|--|---|------------|--------|
| 1.1 Track Deployment of technology that supports improved internet connectivity in lesser served communities | Review coverage areas with each mobile carrier vendor Communicate expansion of coverage to communities traditionally underserved | 3 months | |
| 1.2 Examine current service delivery zones of public safety fleet and other IT equipment and track existing deployment zones | Determine opportunities for new hires in PS fleet based locations that have racial gaps. Determine if there are internship opportunities. | 3-6 months | |
| 1.3 Develop OPSA website to promote public safety job opportunities | Create Scope of Work for Overhaul/Development of Public Safety Social Media and Web Pages Hire and/or outsource development resources to develop and maintaining sites Determine Staffing levels required for development and ongoing support | 3 months | |

RACIAL EQUITY ACTION PLAN: Priority #3

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



Citywide Priority Area & Desired Result:

CONTRACTING: All Chicagoans benefit from and can participate in economic business with the City of Chicago.

Indicators Examined:

Community Data

Increasing minority participation on competitively bid contracts.

Program/Department Data

C2 database; Internal contracting report specifying participation

Community Feedback and Narratives

There is a lack of qualified small businesses and MBE/WBE vendors in the pool of options for public safety contracting. Prospective vendors have consistently expressed difficulty in getting involved and have shared various reasons for these problems including the cumbersome, very confusing process, to begin doing business with the city as a vendor. Vendors have also pointed to buying plans that lack descriptions and lack information to prepare adequately for upcoming opportunities.

Define the Problem

The need for a contracting diversity program has been identified through local small businesses having difficulty getting involved with public safety contracts. Many of the concerns relate to being able to navigate the procurement process, understanding requirements, and having the ability to work with knowledgeable City employees to better understand how to do business with the City.

Identify Root Causes to the Problem

Greater outreach needed through targeted campaigns in traditionally underserved communities

Define Your Department's Opportunity

PSA will work closely with Aldermanic offices to determine locations that can bring a wider attendance and offer townhall formats for discussing upcoming contracting opportunities. Previous vendor fairs held by public safety were located at one of the public safety buildings, we want to help foster entrepreneurship in highly impacted minority groups therefore PSA will bring the information into the community in hopes that it will make it easier for business owners to attend without impacting their operations too much. Small businesses must first be offered an opportunity to come to the table, then additional goals can be implemented to further their participation in the process. We believe that it's important all contracts- but particularly contracts with the public safety departments -reflect the diversity of the city. Right now, public safety departments do a really good job of integrating MBE/WBE participation in contracting but the city demographics show that we can do more, so we are laser-focused on analyzing what PSA can do even better to expand access to these contracts in the PSA, Police, Fire, and OEMC departments.

RACIAL EQUITY ACTION PLAN: Priority #3

Our department will advance the following strategies:

1. Department Strategy: Identify upcoming bid opportunities and current contracts that have no MWBE participation and develop a comprehensive Community outreach program

Measures of Impact: Reviewing all utilized Public Safety Contracts for MWBE participation and subcontracting opportunities.

| Actions | Implementation Plan | Timeline | Status |
|--|--|------------|--------|
| 1.1 Identify upcoming Citywide Public Safety oppotrunities that may include MWBE participation | 1. Gather Data from existing reports including C2 database. 2. Identify contracts that have little or no MWBE participation and reach out through a comprehensive Community Outreach Program | 3-6 months | |
| 1.2 Work with prospective MWBE contractors on submitting appropriate bid submission documents | 1. Hosting various online meetings and possible in-person discussions on the procurement process. Provide examples on the items that need to be submitted for consideration | 3-6 months | |
| 1.3 Host Public Safety Vendor Fairs | 1. PSA began the first stages of the supplier diversity program by beta-testing virtual outreach events with announcements of several upcoming contracting opportunities offered with greater details than ever previously available. Subject matter experts made themselves available to any prospective vendors for questions and the initiatives going out to bid were expanded on in greater detail. These events provided great feedback and informed how PSA will continue onto its next stage in the contracting initiative to expand supplier diversity. | 3-6 months | 23-Sep |