

OFFICE OF EQUITY AND RACIAL JUSTICE

Chicago Budget Equity FY2023



The City of Chicago is on a journey to ensure that equity is a part of “how we do business.” One of our most powerful opportunities is in integrating a practice of equity into the backbone of our work: our budgets. Budgets are in essence a moral document that highlight and make clear what we value as an institution. A rigorous analysis and a public accounting of how we resource the practices we use and outcomes we produce are core to our ability to drive results that are fair and just for all Chicagoans, especially those who have been harmfully impacted because of race or ethnic background.

Our development of a “budget equity tool” began in 2020 – the process of having departments analyze progress, create racial equity goals for the upcoming year, and identify how their budgets will support those goals. This process allows us to align siloed efforts to citywide strategic plans and create goals related to both our processes and our outcomes. We are aiming for true institutional transformation and a historic change for the City of Chicago. That said as we highlight this year’s progress, we must remember these are small deliberate steps in a long journey to build the city we all deserve.

Special thank you to Mayor Lightfoot’s leadership and vision for equity and all the city departments who have worked hard through this process. Onward!

– Candace Moore, Chief Equity Officer

Background

The City of Chicago defines equity as both an outcome and a process that results in fair and just access to opportunity and resources that provide everyone the ability to thrive. Our journey toward a more racially equitable Chicago requires us to make changes to the way we do the work of government.

Below is a chart of our desired results – what we hope will happen with the people in Chicago. These desired results come primarily from three strategic plans that anchor the City’s work: [Healthy Chicago 2025](#), [We Will Chicago](#), and the [Climate Action Plan](#). The [Office of Equity and Racial Justice \(OERJ\)](#) asked each department to make three goals for FY23 aligned to some of the below desired results. One goal needed to be related to an outcome, one to a process, and the third was their choice.

Below is a chart reflecting the categories for each department’s goals. As a reminder, just because they do not have a goal listed in a category does not mean they are not actively doing work in the space; it just means that their racial equity focus for the next year is not in that category (for example, the Chicago Public Health Department’s goals are in Environment, Climate and Energy, Workforce Diversity, and Community Engagement. These are three areas they are putting particular focus into for the next year; they will continue to do work aligned to the Public Health and Services goal).

| | FOCUS AREA | DESIRED RESULTS | Depts |
|------------------------|-------------------------------------|--|---|
| EQUITY IN OUR OUTCOMES | Housing | All Chicagoans have healthy, accessible, and affordable homes. | DOH, MOPD |
| | Environment, Climate, & Energy | All Chicagoans breathe air free from pollutants and have resilient and sustainable communities. | CDPH, DSS |
| | Public Safety | All Chicagoans are safe across the city and have trusting relationships with law enforcement and first responders. | COPA, CCPSA, DOF, CFD, DHR, OIG, OEMC, CPD |
| | Neighborhood Planning & Development | All Chicagoans live in vibrant neighborhoods that reflect their identities. | DPD |
| | Transportation & Infrastructure | All Chicagoans have a safe multi-modal transportation system and broadband access. | CDOT |
| | Public Health & Services | All Chicagoans are healthy and benefit from a full range of health and human services. | AIS, CACC, DFSS, CFD, CCHR, CPL, MOPD, DPD, DWM |
| | Economic Development | All Chicagoans are economically self-sufficient, can build wealth, and thrive. | BACP, DOB, DOF, DPD, DPS, OPSA |
| | Arts & Culture | All Chicagoans celebrate, connect with, and contribute to the City's creative and cultural ecosystem. | DCASE |
| | Lifelong Learning | All Chicagoans gain meaningful knowledge and skills to thrive. | CACC, CDA, DOL, CPL, DPS |
| | EQUITY IN OUR PROCESSES | Workforce Diversity | The City of Chicago's workforce reflects the demographics of the City, and all employees are connected to training and advancement opportunities. |
| Data | | All Chicagoans can obtain, view, or use public facing data from the City of Chicago. | COPA, DCASE, DFSS, BoE, DOH, CCHR, OIG, MOPD, DSS, DWM |
| Contracting | | All Chicagoans benefit from and can participate in economic business with the City of Chicago. | AIS, CDA, BACP, DOB, DOH, LAC, DPD, DPS, OPSA |
| Community Engagement | | All Chicagoans have a meaningful opportunity to influence City of Chicago programs, policies, and initiatives. | DOAH, CDA, BACP, COPA, CCPSA, DCASE, BoE, DOF, CDPH, CCHR, CPL, OEMC, CPD, Police Board, OPSA, CDOT |

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Below is the list of City of Chicago departments and their budget equity submissions for the year. Each department answered three questions:

- **What was your department’s biggest win last year that advances racial equity?**
- **What are your department’s racial equity goals for FY 2023?**
- **Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?**

Each department’s full name and acronym are below, organized by their category of work. You can click the link to go directly to their content.

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Department Budget Equity Submissions

Human Infrastructure

Chicago Commission on Human Relations (CCHR)

What was your department's biggest win last year that advances racial equity?

CCHR's biggest win was taking a deeper dive into equity through the Racial Equity Cohort training. This gave us a lot of insight as we were working through our commitment from last year and preparing the department to think more holistically about equity moving forward. For example, prior to the cohort, our outreach efforts were not very strategic. If we identified an opportunity to get in front of people to talk about our work, we took it. As a result, we tended to be engaged with many of the same groups and our outreach did not extend into many underserved areas. Thus, we are now focusing on targeting our outreach to the Black and Brown communities of the south and west sides, specifically Roseland, Riverdale, West Garfield Park, and North Lawndale.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around community engagement, CCHR's FY23 goal is to 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.

To advance the citywide desired result around public health and human services, CCHR's FY23 goal is to 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..

To advance the citywide desired result around data, CCHR's FY23 goal is to provide quarterly statistical reports for each area of CCHR's work on our webpage.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

First, having conducted our own version of community engagement for many years, which focused on educating the community about **what we do**, we realize we must create spaces for dialogue so we can hear from community residents about **what they need**. This is particularly true for the Black and Brown communities of the South and West sides which is our focus. Thus, we will launch a listening campaign in these communities for the purpose of asking how CCHR can be a better partner and lay the groundwork to build relationships toward community-driven collaborations. We will also significantly change the focus and direction of our Intergroup Relations Unit (IGR) which will spearhead these outreach efforts. A new IGR Director will be hired who will lead the campaign with a focus on grassroots organizations in the South and West sides. Also, a Public Information Officer will be hired who will support the campaign and elevate the Commission's presence on social media. Finally, we will launch a CTA ad campaign later this year which will extend into 2023 which will provide information about the CCHR and our services on the bus and train lines servicing these communities. Through these efforts we hope to gain a better understanding about how we can make our services more helpful and accessible to the community.

Secondly, the CCHR knows our limitations in terms of resources and areas of expertise. Therefore, to bring value to the community, we will work closer with our sister departments that have the resources and expertise we lack. Collaborative efforts with BACP, the Mayor's Office of Gender Based Violence, and other departments will help CCHR to be a better resource to the community. We will continue and further develop our work with BACP to address discrimination and labor violations against immigrant workers. We will also build upon our work with the Mayor's Office of Gender Based Violence and BACP to further address sexual harassment in employment.

Finally, CCHR realizes that we must improve how we maintain and track our own data and share it with the broader community. We regularly make hate crime and discrimination complaint data available. However, the audience for this data has been very selective and limited. Similarly, we regularly produce annual reports which are posted on our web page, but we must develop better ways of making the information more readily available. Utilizing our case management system, we will provide more data of about discrimination complaints filed with CCHR. We will also expand the use of the case management system to better track data of the work of our IGR Unit, including community tension mediations, workshops, and hate crime assistance. We believe this data will help us better strategize our work in Black and Brown communities of the South and West sides. It will also inform the public about our work in their communities.

Chicago Department of Public Health (CDPH)

What was your department's biggest win last year that advances racial equity?

Recognizing the toll that COVID-19 and ongoing violence have taken on our city, particularly for Black and Latinx populations, CDPH has greatly expanded access to mental health services to ensure all Chicagoans can receive care when and where they need it, regardless of ability to pay, immigration status, or health insurance through:

- Expansion of publicly funded outpatient mental health services
- Coordination of trauma-Informed victim services for persons impacted by violence
- Expansion of crisis prevention and response programs for people living with serious mental illness and co-occurring disorders
- Facilitation of systems coordination

The Crisis Assistance Response and Engagement (CARE) Program embeds CDPH mental health clinicians into the City's 911 response system. CARE provides an alternative to traditional police or fire response for 911 calls with a mental health component, and currently operates in nine community areas on the North, South, and Southwest Sides of the City: Uptown, Lakeview, Auburn Gresham, Chatham, West Elsdon, West Lawn, West Englewood, Gage Park, and Chicago Lawn. These community areas were chosen based on their high number of mental health-related 911 calls, and the majority of them are also high economic hardship areas and communities that are majority Black or Latinx. Initial program data indicates that the CARE Program primarily serves Black and Latinx individuals (amongst those for whom race/ethnicity is recorded). The CARE Program connects individuals in crisis to community-based behavioral health and social supports, disrupting cyclical utilization of emergency systems and ensuring holistic management of unmet behavioral health needs.

The opioid crisis disproportionately effects Black Chicagoans and is one of the top drivers of the Black-white life expectancy gap in the City. In 2020, 58% of fatal overdoses were among Black Chicagoans. In particular, the West Side of Chicago is impacted by opioid overdose. Approximately 35% of all overdoses and 20% of fatal overdoses occur each year on the West Side of Chicago, in community areas home to just 9% of the city's population. The Narcotics Arrest Diversion Program (NADP), begun in 2018 and expanded citywide in 2022, provides treatment instead of arrest for possession of illegal substances. NADP began on the West Side of Chicago as a pilot program, and still serves the most participants in that area. NADP successfully links highly vulnerable populations to treatment, and the majority of the program's participants are from demographics disproportionately impacted by opioid overdose: 57% of NADP participants are Black and 25% are Latinx. 66% are unemployed, 12% are experiencing homelessness, 35% have overdosed at least once before, and 21% meet the criteria for a mental health condition.

CDPH's mental health budget grew from \$12 million in 2019 to \$89 million in 2022. We continue to invest in CDPH-run clinics and now fund a total of 50 community-based safety-net providers, including Community Mental Health Centers and Federally Qualified Health Centers. We anticipate funding at least one no-barrier outpatient clinic in each of our 77 neighborhoods by the end of the year, allowing all Chicagoans to access mental health services from trusted community-based providers where they live. These investments will allow us to serve 60,000 Chicagoans in 2022 – more than 15 times the number of people we reached in 2019. In addition, we have significantly grown our programs that bring mental health and substance use services outside of clinic walls, to people experiencing homelessness and who have other barriers to care. This expansion will bring supports to neighborhoods and populations that have been historically underserved, with a particular focus on predominantly Black and Latinx communities.

What are your department's racial equity goals for FY 2023?

CDPH has selected three goals that broadly represent our department's efforts to implement Healthy Chicago 2025, our citywide plan to address the 10-year life expectancy gap between Black and white Chicagoans, and the significant decrease in life expectancy among Latinx Chicagoans since 2012:

To advance the citywide desired result around workforce diversity, CDPH's FY23 goal is to create learning and development opportunities for staff that align with the department's anti-racism value: We are committed to dismantling systemic racism to create an organizational culture that actively supports anti-racist efforts and is committed to recognizing, addressing, and eradicating all forms of racism within the department and in the community. The department began offering training to all staff in 2022 on Dismantling Racist Systems which is a series of six customize workshops in a graduated sequence that focus on race equity as the primary theme for Healthy Chicago 2025. These workshops unpack the history of systemic racism in the U.S. and examine how disparities and the present-day manifestations of racism have fostered this countries narrative of racial difference. The goal is to have all of CDPH staff complete the Dismantling Racist Systems Series. To date there are over 250 staff members who completed the foundational training that helps equip them with the knowledge, tools and resources to be more comfortable talking about race and to take action in order to transform policies and processes that foster anti-racist, multicultural systems.

To advance the citywide desired result around community engagement, CDPH's FY23 goal is to increase investment in structures that enable community leadership in key CDPH initiatives, including Healthy Chicago Equity Zones and Family Connects Community Alignment Boards (CABs). These structures are designed to build community voice and power, with a focus on community areas and populations that are most affected by health and racial inequities.

To advance the citywide desired result around environment, climate and energy, CDPH's FY23 goal is to 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. This will inform decision-making in policy areas such as land use/zoning, permitting, and enforcement to promote environmental justice.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

CDPH's mission is to work with communities and partners to create an equitable, safe, resilient and Healthy Chicago. Every five years, we partner with hundreds of community and cross-sector organizations to conduct an assessment and develop a citywide community health improvement plan to address the needs and priorities identified through this process. Our most recent plan, [Healthy Chicago 2025](#) (HC2025), is a roadmap to close the city's racial life expectancy gap by addressing the root causes of health – including structural racism. Additional data on the health status of Chicagoans is available in the [Healthy Chicago 2025 Data Compendium](#), [State of Health for Blacks in Chicago](#), and our report on the [impacts from the COVID-19 pandemic](#).

Advancing opportunities for everyone in Chicago to thrive and achieve their optimal health and wellness is what CDPH does every day – from our work on behavioral health and public safety, to disease control (including COVID-19 response), lead prevention, and food protection. For this budget equity initiative, we selected goals that represent a cross-section of our work in line with HC2025 and our internal strategic plan. Each goal is connected to the drivers of Chicago's racial life expectancy gap, with an emphasis on ways that we are promoting policy and systems-level change.

Goal 1A: CDPH's strategic plan calls for an internal transformation to become an anti-racist organization. We hope to lead by example through continued training for our workforce on Dismantling Racist

Systems and offering new training on Cultural Competence and Responsiveness, Implicit Bias, Inclusivity and Belonging, new employee training and staff and leadership development. The COVID-19 pandemic has emphasized the critical importance of a robust public health system and also magnified long-standing weaknesses and created new challenges in the public health infrastructure. In order to prepare for other public health emergencies that arise in the future, sustainable strategic investments to strengthen public health capacity related to adding new staff, retaining, and better training and professional development opportunities are necessary to meet the evolving and complex public health needs of the communities we serve. Particularly disproportionately and medically underserved and communities of color.

Goal 1B: Community co-leadership of public health interventions is a guiding principle of Healthy Chicago 2025. Through structures such as the Healthy Chicago Equity Zones and Family Connects Community Alignment Boards (CABs), we are working with community partners to understand how they are affected by health and racial inequities, and to build power and capacity within communities to take action on locally determined priorities.

Goal 1C: Healthy Chicago 2025 centers strategies to advance health and racial equity in all policies. Recognizing that the physical environment has a significant impact on people's health and well-being, CDPH is working with communities most burdened by pollution – which are predominantly Black and Latinx – to conduct a cumulative impact assessment that will help inform land use/zoning, permitting, and enforcement policy changes.

These initiatives – and many of CDPH's racial equity focused efforts – are funded through grant resources. We will continue to work with the Mayor's office and City Council to seek long-term, sustainable funding sources that reflect the shared value of promoting racial equity through departmental budgets.

Chicago Public Library (CPL)

What was your department's biggest win last year that advances racial equity?

CPL's biggest win last year that advances racial equity was the expansion of Sunday hours at all 81 locations. This win delivers on the City of Chicago and CPL's commitment to remove barriers and provide all Chicagoans equitable access to critical library resources.

Because CPL has locations in all Chicago neighborhoods, the expansion of Sunday hours means that every Chicago community now has access to library services 7 days a week. This allows Chicagoans to access the library's many resources – free spaces, books, computers and Wi-Fi, academic resources, and more – on whatever days of the week work best for them. It allows Chicagoans with work or religious restrictions to utilize in-person essential library services on their schedule.

In addition, expanded Sunday hours provide residents, especially young people, additional opportunities to explore their interests, learn, and grow in safe, engaging environments.

The expansion of Sunday hours is one of several CPL initiatives focused on racial equity. CPL has also focused on equity through elimination of overdue fines and partnership initiatives to revitalize libraries on the South and West Side, including the establishment of the first regional library to serve the city's

West Side in nearly 50 years. Together, these initiatives improve library access for all Chicagoans, particularly youth and those in historically disinvested communities.

What are your department’s racial equity goals for FY 2023?

To advance the citywide desired result around lifelong learning, CPL’s FY23 goal is partnering 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 through the Student Success Program.

To advance the citywide desired result around community engagement, CPL’s FY23 goal is to conduct an equity assessment informed by community engagement in order to establish CPL’s equity goals and identify access barriers needing to be addressed.

To advance the citywide desired result around public health and human services, CPL’s FY23 goal is to partner with Chicago Department of Public Health (CDPH) to establish a Mental Health Clinical Liaison Program at CPL whose sole role will be to work with CPL to address the range of mental health-related needs of library staff and patrons. Considering that Black Chicagoans have higher rates of behavioral health hospitalizations and drug-related mortality than any other racial or ethnic group in the city, and that Black and brown Chicagoans are disproportionately impacted by recent and historical disinvestment in public mental health services, this Program will promote racial equity by linking those who most need care to mental health services and professionals.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

Goal A builds on CPL’s recent initiatives to improve access to the library: expanded hours and eliminating fines. CPS and CPL’s Student Success Program is a logical next step in advancing the desired result of ensuring all Chicagoans gain meaningful knowledge and skills to thrive as these are the largest educational institutions in the city. Considering >85% of CPS students are Black and brown, and ~70% of CPS students are economically disadvantaged, providing all CPS students with CPL accounts promotes racial equity by ensuring that the highest-need youth in the city will always have access to the library, its books, computers, Wi-Fi, and various online resources.

With locations in every neighborhood and online, CPL offers free and easy access to every resident. We will leverage this alongside the Student Success Program and CPL’s existing relationships with schools to encourage CPS students to make more regular use of libraries. In addition, by reducing administrative burden on CPS teachers and CPL staff of ensuring student access to library resources, we will encourage more meaningful engagement between CPL staff and CPS students and teachers. Through improved access and meaningful engagement, the Student Success Program aims to improve educational outcomes of CPS students.

Goal B reflects the City’s equity statement of principles that equity is a *process*, in addition to an outcome. The equity assessment will create the foundation for ongoing assessment of information access needs. Racially equitable access to information is fundamental to advancing the wellbeing of *all* Chicago residents.

Goal C is premised on a commitment to meeting the resource needs of all Chicagoans, and on an understanding that libraries are a refuge for residents who live in historically disinvested communities

with the greatest barriers to accessing mental health resources. This CDPH and CPL program will improve access to mental health services for those most in need. We aim for this program to improve mental health outcomes of all Chicagoans, especially Black residents, who are disproportionately burdened by negative mental health outcomes.

Department of Cultural Affairs & Special Events (DCASE)

What was your department's biggest win last year that advances racial equity?

One of DCASE's primary objectives is to increase the percentage of grant funds distributed to BIPOC artists and BIPOC-led organizations and in LMI areas that have traditionally received less support. In 2022, DCASE's cultural grants budget received a significant increase, including a \$10M dedicated revenue stream from the City's corporate budget, as well as \$16M in ARPA investments that will support recovery from the COVID-19 pandemic.

With new investments, DCASE goals were to provide targeted financial relief for artists and organizations not able to access other forms of federal aid; support projects that engage communities to produce cultural projects throughout the city; and provide a sustainable increase in the overall amount of support going to the arts and culture sector.

In 2021, DCASE conducted an analysis of the department's grant programs and convened focus groups to understand barriers. The assessment revealed that Latinx and Black individuals were underrepresented, and that most grantees were located on the North Side of Chicago.

With the increase in grant funds available, it was important to understand the issues that were preventing BIPOC artists and organizations serving South and West Side communities from accessing grant funding. Issues included a lack of awareness about grant programs, as well as burdensome and restrictive applications that prevented artists and organizations from accessing the resources that they need.

DCASE has made significant progress in improving equity in our grantmaking by implementing new outreach strategies, establishing more flexible guidelines to increase program eligibility, and by launching new programs like the Neighborhood Access Program and Chicago Presents that are tailored to meet the needs of communities. Through these efforts, DCASE has increased distribution of funds to BIPOC artists from 38% in 2016 to 60% in 2022, and increased distribution of grants to south and west side from 48% in 2021 to 53% in 2022.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around arts and culture, DCASE's FY23 goal is to ensure that opportunities for artists and arts organizations are widely known and understood and equitably accessed.

To advance the citywide desired result around community engagement, DCASE's FY23 goal is to include a broader spectrum of voices in the planning and distribution of programs and services.

To advance the citywide desired result around data, DCASE's FY23 goal is to collect and analyze data to identify disparities and inform decision making that improves equitable outcomes in the arts and culture sector.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

In addition to grantmaking, DCASE also offers several cultural programs and services that benefit and support local artists and organizations. Every year, we engage hundreds of artists representing all the arts disciplines, and offer dozens of programs and festivals in Millennium Park, the Chicago Cultural Center and throughout our neighborhoods. While DCASE has done great work in centering equity in our grants program, we want to ensure that equitable outcomes are guaranteed across all program and service areas. To achieve this, DCASE must create the infrastructure to collect and evaluate data, comprehensively, about who we serve. In 2023, we look forward to benchmarking our data, conducting specific outreach and community engagement with those we are not reaching, and increasing access to opportunities to those who have not collaborated with us or participated in our programs in the past.

Department of Family & Support Services (DFSS)

What was your department's biggest win last year that advances racial equity?

DFSS learned valuable lessons while successfully upscaling the Rental Assistance Program and Gender-based Violence (GBV) outreach during COVID. DFSS staff learned the effectiveness of broadening outreach to a wider array of community groups that represent the full spectrum of ethnicities and cultures within communities. The income eligibility threshold made more Black and Latinx residents eligible, and our selection lottery prioritized residents living in communities with a Medium or High level of economic hardship. Similar to the clients who utilize GBV outreach services, the majority of applicants were Black women, which enabled us to leverage the same strategies to reach out to those hardest-hit community members. Finally, we used data to identify Community Areas where Latinx and AAPI were under-applying, and increased outreach efforts to those areas in real time.

DFSS was able to apply those lessons learned as the department began to implement the Chicago Resilient Communities Pilot (CRCP). CRCP is a \$31.5 million dollar commitment from Mayor Lightfoot and the Department of Family and Support Services (DFSS) as part of our effort to tackle poverty and put residents at the center of the economic recovery from the COVID-19 pandemic. Pre-existing income inequity was exacerbated by the pandemic. According to the 2022 ["Creating a More Equitable Recovery"](#) report, Black and Latinx women experienced higher rates of unemployment during the pandemic, peaking at 20.1% for Latinx women and 16.6% for Black women in May 2020. In response, Chicago harnessed the emerging practice of guaranteed income to provide an effective tool for governments to help its residents.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around public health and services, DFSS' FY23 goal is to include an equity-based performance gap in the "Priorities for Improvement" section - a required question of applicants and aspect of scoring guidance - of priority Request for Proposals.

To advance the citywide desired result around data, DFSS' FY23 goal is to leverage the department's new data governance policy to identify and publish datasets and analyses publicly.

"To advance the citywide desired result around public health and services, DFSS' FY23 goal is to run a department-wide Equity, Data, and Performance Improvement training series led by our Strategic

Planning & Impact (SPI) team. Utilizing lessons learned from the G.A.R.E. Racial Equity Toolkit alongside other equity work within DFSS, SPI will recruit critical program staff from all seven of DFSS's divisions for this five-month series, leading staff through the problem identification, diagnosis, and planning steps to tackle equity gaps they've identified in their own programming through data analysis and delegate feedback."

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

- 1) As a department that operates through our RFPs, our contracting process is our life blood. We have undergone years of internal discussion, training, and change management to ensure divisions can accurately assess an RFP respondent's ability to address racial equity goals that are important to us and the city at large. Reexamining and adding to the "Performance Management, Outcomes" section of this evaluation process strengthens that commitment and reengages the division in the prioritization of that goal.
- 2) It is not enough to believe in open data and transparency. As owners of our data, the public have a right not just to see the data, but to be active participants in its collection, quality, analytics, and the feedback loop informing improvements to the data overall. The City's Open Data Portal provides one venue for this transparency and conversation to begin. We would see these venues expand in quantity, first through our data share request policy and, from that, additional publication venues for newly created data requests that will then live in the public fora. We believe this collaborative process with multiple entry points lowers barriers for those aligned with our own equity goals to use the data productively.

All DFSS RFPs go through this scoring protocol in its contracting process, and priority RFPs are identified based on whether the program has a large budget/constituent reach, exhibits room for improvement, or is an entirely new program. While the number of priority RFPs is unknown a year ahead of time, DFSS will commit to adding this new criterion immediately, and it will receive its initial pilot in our CDGA RFP batch this Fall 2022, which represents about 1/3 of our total RFP volume for the year and has implications for over \$40M in programming.

The production of public data will be determined in this policy by the number of those who request the data. Publication of that data to Chicago's Public Data Portal, however, will be available so long as the data can automatically update, as is the requirement of the Portal. We also hope to publish after-action data reports on projects affecting Chicago's most vulnerable, such as the operation of a hotel-based shelter program to serve people experiencing homelessness during the COVID-19 pandemic, a population that is disproportionately Black.

Department of Housing (DOH)

What was your department's biggest win last year that advances racial equity?

DOH moved forward with many racial equity projects in the last year. One of the largest was the December 2021 announcement of \$1 billion investments in affordable multifamily housing developments in 24 projects and 2,000 units across the City. In addition to being the most significant investment in affordable rental housing in the City's history, the developments represented the first round of Low-Income Housing Tax Credit allocations since the 2021 Racial Equity Impact Assessment of

DOH's Qualified Allocation Plan, a nationally recognized effort to improve the equity impact of the City's most extensive affordable rental housing production program.

The historic allocation included 18 equitable transit-oriented development projects, including 12 on the South and West Sides, that will help connect families in affordable housing with affordable, more sustainable transportation. This historic investment in affordable housing is a significant win for the Administration's priority of promoting inclusive development near the City's transit stations. In addition, all housing projects have meaningful BIPOC participation, which is an improvement from previous rounds.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around contracting, DOH's FY23 goal is to increase the number of BIPOC developers in DOH-led projects and enable more qualified BIPOC contractors' participation by providing access to credit.

To advance the citywide desired result around data collection, DOH's FY23 goal is to develop an equity-centered qualitative and quantitative evaluation framework for all DOH programs that increase historically excluded communities' (Black communities, Indigenous communities, immigrant communities, survivors of gender-based violence, returning residents, low-income residents, people with disabilities, and LGBTQIA+ communities) utilization of DOH programs and increases public transparency.

To advance the citywide desired result around housing, DOH's FY23 goal is to increase the number of affordable units near high-utilized transit stops.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

These goals were selected because they will meaningfully impact the lives of residents and shift outcomes more equitably. These goals were highlighted by conducting stakeholder engagement, and they are achievable with the current resources. Improved data systems for DOH directly relate to the Citywide goal of increasing transparency. DOH having more robust data and regular evaluations will allow the public to see how public funds are spent easily and the benefits these investments have in the City. Focusing on ETOD directly relates to the Citywide goal of increasing affordable, safe, and healthy homes by connecting affordable housing to public transportation. Not only will this help households save money on housing and transportation costs, but it will also reduce our reliance on cars and improve air quality. Finally, increasing our contracting with BIPOC developers directly relates to the Citywide goal of ensuring all Chicagoans can participate in the economic business of the City by opening City contracts to developers who have not secured these contracts before. Not only will these developers have access to City contracts, but DOH plans to provide technical assistance to these businesses to ensure they are set up for success in other contracts.

Department of Planning and Development (DPD)

What was your department's biggest win last year that advances racial equity?

Through our Invest South/West (ISW) program we were able to award development funds on 10 sites in historically disinvested communities totaling \$360M in proposed development with a total of 33

developers whose teams are comprised of approximately 60% MBE WBE or DBE firms. We are proud of providing investments to communities that have historically been disinvested in and underserved. We believe this proves that our ISW RFP framework investment methodology is generally headed in a positive direction. We will continue to work to improve our procedures and processes for the benefit of the community.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around contracting, DPD's FY23 goal is to 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 come up with actionable recommendations of how DPD will close those gaps.

To advance the citywide desired result around neighborhood planning and development, DPD's FY23 goal is to improve the vibrancy and walkability of commercial corridors in historically disinvested and underserved communities by analyzing past investments and identify actionable steps to creating catalytic community centered investments for the future.

To advance the citywide desired result around public health and human services, DPD's FY23 goal is to 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.

To advance the citywide desired result around economic development, DPD's FY23 goal is to 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.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

We chose these goals based off feedback from the communities we work in (given in various mediums – including but not limited to community surveys, community round tables, aldermanic briefings, community letters to the CPC/ZBA, etc.) as well as an analysis of the data we have available to us. We want to ensure that DPD cultivates a built environment that allows all Chicagoans to thrive. We believe these goals and strategies will help to make Chicago a more equitable city.

Mayor's Office for People with Disabilities (MOPD)

What was your department's biggest win last year that advances racial equity?

MOPD developed a pilot program for home delivered meals for black and brown Chicagoans with disabilities in the 60619, 60621, 60612 and 60624 zip code communities. The zip codes selected are based off the priority zip codes established by the Mayor's Office.

MOPD made several new hires in 2022 and increased staff racial and ethnic representation.

MOPD'S Independent Living program provides services to help people with disabilities live independently in our communities. Our data shows 69.15% of the wards (2, 3, 4, 9, 25, 26, 27, 31, 42, & 48) served are in predominantly black and brown communities.

What are your department’s racial equity goals for FY 2023?

To advance the citywide desired result around public health and human services, MOPD’s FY23 goal is for all Chicagoans with disabilities to have access to healthy and nutritious food.

To advance the citywide desired result around housing, MOPD’s FY23 goal is to make sure that Chicagoans with disabilities who acquire disabilities secure accessible housing through home modifications

To advance the citywide desired result around data, MOPD’s FY23 goal is to collect data on Chicagoans with disabilities to better inform Chicago residents and government officials.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

While the pandemic created several barriers, MOPD worked on several solutions to serve Chicagoans with disabilities. First, MOPD worked with community partners to increase access to food for people with disabilities, including diverse racial and ethnic backgrounds. MOPD continues to develop solutions to increasing access to food including through prepared food and food pantry delivery. MOPD will continue to ensure that Chicagoans with disabilities in all Chicago neighborhoods get information and can access MOPD’s home modification program, which allows clients to live independently in their neighborhood, regardless of zip code. MOPD continues to build its data collection practices for department programs to ensure accurate data around the needs of people with disabilities in Chicago.

Infrastructure & Capital Investment

Chicago Department of Transportation (CDOT)

What was your department’s biggest win last year that advances racial equity?

In 2022, “811 Chicago”—the City’s “One Call” center operated by CDOT—committed to conducting outreach in underserved communities. 811 Chicago is focused on preventing utility damages. Given the financial hardships faced by residents in underserved communities, an accidental and unexpected utility outage has a disproportionate impact. For example, damage to internet lines during a remote learning session will cause a student to miss important material which may contribute to the widening gap in scholastic achievement. Similarly, in the event of a water outage, residents of these areas may not have the means to purchase bottled water for basic needs until service is restored. CDOT fulfilled its commitment by being present in the Hermosa / Belmont Cragin and South Shore / South Chicago

communities. In addition, CDOT partnered with known community liaisons to make its message more credible. CDOT's outreach efforts had at least two positive impacts on racial equity. First, and as described below, it reduced utility damages in underserved communities. Second, CDOT's presence in these communities underscored a commitment by City government to serve all residents, in all communities. CDOT is excited to report that its outreach program was successful. The number of utility damages in the targeted communities decreased by 42% (105 damages pre-intervention compared to 61 damages after outreach). A reduction in damages means that individuals in those communities will not experience service disruptions that could have negative impacts on clean water supply, heat in the winter, and internet access.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around workforce diversity, CDOT's FY23 goal is to start a new Cement Finisher Apprentice class and a new Machinist Apprentice class in collaboration with the Department of Human Resources.

To advance the citywide desired result around transportation & infrastructure, CDOT's FY23 goal is to 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. Included in the 2023 budget is an expansion to the number of Ambassadors that can be deployed year-round. In addition to offering programs, Ambassadors often work in tandem with projects led by the department to increase awareness of the work that we do and to improve engagement with the department.

To advance the citywide desired result around community engagement, CDOT's FY23 goal is to establish and fill a leadership position to focus on community outreach and engagement. This position is included in the 2023 budget. A staff member focused on outreach and engagement will allow us to better tailor our general outreach and engagement strategies to meet the needs of each community, provide guidance to project managers and other staff as they work in communities and neighborhoods they may not know well, and build CDOT's internal capacity to be responsive to requests for information and feedback that we receive from residents.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

In determining which goals to focus on for budget equity, we reviewed the desired results provided by OERJ and discussed which ones aligned best with goals, strategies, and benchmarks in our strategic plan, released in July 2021. Our strategic plan was done in consultation with other city departments and our own staff and in partnership with the Transportation Equity Network (TEN). TEN is a group of 30+ community-based and advocacy organizations that care deeply about transportation, equity, and mobility justice. Also, the participants of the TEN are ethnically and racially diverse and reflective of the diversity of the city. They helped us tailor our strategic plan to focus on equity and helped us better understand what is needed in communities throughout the city but especially those that have been overlooked in the past. We feel confident that, overall, our strategic plan will help advance equity in our city. We selected these goals because they demonstrate how transportation can help advance the outcomes the city is striving to meet. Transportation impacts every Chicagoan every day – whether they walk, take transit, bike, drive, or even if they don't leave home. Every product purchased in a store or

received via home delivery relies on the transportation system to get there. We recognize the fundamental importance of transportation on our city and each of its residents, and we believe these three goals have the potential to positively impact many people. The three goals selected will: provide training and skills to get people jobs; educate people about how to travel throughout the city safely; and improve communication with residents through improved and expanded community outreach and engagement.

Department of Streets and Sanitation (DSS)

What was your department's biggest win last year that advances racial equity?

In recent years, the City analyzed the data on tree plantings and the results showed that when the City relied solely on the 3-1-1 system for tree planting requests, we ended up with a higher concentration of trees planted in more affluent neighborhoods, particularly on the City's North Side. The City took these results to heart, and starting in 2022, our tree planting is guided by the new Our Roots Chicago program – a community-driven plan overseen by CDPH and the Mayor's Office of Sustainability to expand tree planting and increase the number of trees in neighborhoods with low tree canopy cover and to ensure a more equitable distribution of trees across the city. The City is working with trusted community voices, a diverse 70-member community-based tree equity working group that shares a commitment to helping the City expand Chicago's tree canopy and reduce tree removals. Our Roots Chicago will equitably convey ecosystem benefits to communities disproportionately impacted by the climate crisis. The DSS Bureau of Forestry was integral in the creation of Our Roots Chicago and currently oversees the tree plantings.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around Environment, Climate, and Energy, the Department of Streets and Sanitation's FY23 goal is to increase recycling and food composting rates in areas that have historically been underserved by directly interacting with community members via increased programming. This engagement will highlight the benefits of both recycling and food composting to the environment and directly to the community.

To advance the citywide desired result around data collection, the Department of Streets and Sanitation's FY23 goal is to identify ways to use predictive analytics by using heat maps of city services called in via 311 and then actively sending resources into communities and areas where complaints are NOT called in but after inspection from the city have been identified as areas that need dedicated resources, we hope to create equity and efficiencies in all the bureaus in our department by addressing where there are inconsistencies in city services.

To advance the citywide desired result around workforce diversity, the Department of Streets and Sanitation's FY23 goal is to hire returning residents particularly from other reentry organizations and other apprenticeship programs with the same core mission. DSS is partnering with DHR, Reentry Council, and Chicago Commission on Human Relations, will develop the framework the city will use for hiring returning residents.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

It has been our intention to expand recycling education and food composting as it is a benefit for the environment and all Chicago residents. We have been given new staff positions in the budget which will help to manage and expand our recycling initiatives. With more staff, we have the bandwidth to focus on this goal. In addition to messaging that focuses on proper recycling and reducing contamination, broader public engagement and education is a critical component of the materials management system (linked on page 4) Increasing awareness and support for programs can support increased diversion, safe disposal when needed, and a shift in cultural norms around materials management which should be reflected in the percentage increase of people recycling and tonnage we are collecting as a city.

For the workforce diversity goal, DSS firmly believes we can make a positive impact in the lives of returning residents. Through the partnership with reentry organizations, returning residents have displayed their ability to provide high quality services that all residents deserve. DSS feels that by providing this opportunity, returning residents will continue to provide operational excellence and receive the benefits of being a city employee and hopefully positively change the narrative surrounding social stigma against returning residents. This goal would be measurable by tracking the percentage rates of those with a returning resident status being hired.

Department of Assets, Information and Services (DAIS)

What was your department's biggest win last year that advances racial equity?

Citizens across the City were able to see the same standard of maintenance regardless of the neighborhood. Utilizing the Facility Operations Maintenance Work Orders and CARE Program, AIS was able to review the work orders for repairs at every city facility by ward. The Managing Deputy and Facility Operations Deputy were able to review the mapping of the work order sites to ensure that the work orders were distributed equitably across the City. The impact of the program is for all citizens who visit these buildings and all City employees who work in the buildings to have the same experience.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around improving public health and services, AIS's FY23 goal is increase the number of reduced carbon emission vehicles by adding 182 light duty vehicles and 182 electric vehicle charging stations.

To advance the citywide desired result around public health and services, AIS's FY23 goal is to include and activate solar panels on City libraries and we will target these installations in the Invest South/West communities. Our 2023 target is 10 libraries in these communities. Where solar isn't a viable option, alternate energy efficiency measures will be considered.

To advance the citywide desired result around contracting, AIS's FY23 goal is increase participation in existing DPS programs, specifically through our Architectural, Engineering and Construction "AEC" bureau's Capital Improvement Program "CIP" projects.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

AIS believes that all Chicagoans should breathe air free from pollutants and have resilient and sustainable communities. AIS desired goal is to improve the overall health of the population in the City of Chicago by reducing air pollution emitted by the City's fleet and facilities throughout the City.

Breathing good, clean, quality air is essential for optimal health. AIS is currently focusing and preparing the City to go electric. AIS wants to successfully move forward on this goal which would contribute to lowering pollution and lessen respiratory illnesses. By actively reducing the carbon footprint of the City's fleet and facilities, AIS can contribute to improving air quality. AIS recognized that communities of color were most affected by poor air quality that results in these communities having the highest level of air pollution and highest rates of respiratory illness. AIS prioritized these communities as priorities for charging station deployment.

AIS chosen goals were based on the department's functionality to the City of Chicago. AIS oversees the City's entire fleet and facilities. AIS recognized that vehicle and building pollutants plays a role in poor air quality specifically in communities of black and brown population. AIS is making the effort to actively reduce the carbon footprint of the City's fleet and facilities while also addressing racial equity to communities where it is greatly needed. Communities of color have expressed that they feel abandoned and unheard when it comes to City initiatives and improvements. The sentiment was enforced through AIS' community engagement feedback. AIS recognized that a stronger focus needed to be placed on these communities. AIS has identified communities of color as priorities where these initiatives will be rolled out.

Chicago Department of Aviation (CDA)

What was your department's biggest win last year that advances racial equity?

CDA's goal last year was to increase contracting and small business outreach participation among MBEs and WBEs. Our biggest win was hosting the Airport Minority Advisory Council's (AMAC's) 37th annual airport business diversity conference, which is dedicated to advancing the full participation of minorities and women in employment and contracting opportunities throughout the aviation industry.

CDA focused on engaging with Chicago's DBE and ACDBE communities for this event. By participating in the conference, Chicago-area firms were able to meet with representatives from around the country and the world. These interactions provided new opportunities for Chicago firms and enhanced Chicago's reputation as a leader in aviation.

CDA also increased focus on diversity within our workforce and assisted other government agencies and the private companies that CDA works with to identify, recruit, and support job candidates from all of Chicago's neighborhoods. By increasing our intentionality in our own hiring and encouraging our public and private partners to do so, we have begun to move towards including all of Chicago in the opportunities at our airports.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around workforce diversity, Chicago's Department of Aviation's FY23 goal is to increase the employment of individuals from diverse backgrounds. To achieve this, CDA will engage directly with individuals from socio-economically disadvantaged communities, strengthen partnerships with high schools and local universities/community colleges, and increase outreach/engagement with our airport community (vendors, partners, tenants).

To advance the citywide desired result around contracting, CDA's FY23 goal is to bring on new MBE/WBE/DBE/ACDBE participants to CDA contracts by reviewing NAICS code and increasing outreach

to underrepresented ethnicities. CDA will also equip vendors with resources to submit responsive bids and perform productively post-awards.

To advance the citywide desired result around community engagement, CDA's FY23 goal is to focus on strategic outreach with elected officials, assist agencies and community organizations to further impact relationships, resources & opportunities in communities of color on the west and south sides.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

Equity can only be advanced through inclusion. CDA recognizes that it is important to strengthen existing partnerships and continue to build new ones to further ensure our workforce and contracting opportunities are equitable. CDA's goal for FY23 will include broader advertising of our outreach events but will also include working with the assist agencies so that we are all more intentional with respect to expanding our networks to reach people and firms that have not participated in the past.

CDA is focused on providing contracting opportunities to minority businesses that will impact the local & global economy. This will drive equitable and fair access to contracts that will also support the growth and success of Chicago's minority and women owned business community.

CDA's goal for FY23 will include broader advertising of our outreach events but will also include working with the assist agencies so that we are all more intentional with respect to expanding our networks to reach people and firms that have not participated in the past. CDA is committed to developing relationships and outreach opportunities for the community. We will also be collecting and analyzing information from our sessions to bring better focus where necessary, and ensure our message is effective

Department of Water Management (DWM)

What was your department's biggest win last year that advances racial equity?

The biggest win, that advanced racial equity, for the Department of Water Management in 2022, was the uptick in applicants to the department's Equity Lead Service Line Replacement program (ELSLR). Under the ELSLR program, income-qualified homeowners receive a full LSLR, including restoration for free. LSLR costs on average between \$16,000 and \$30,000. All applicants who meet the income requirement (at or below 80% of the area median income as published by HUD), own and live in a single-family or 2-flat property, and successfully complete an application will have their lead service line replaced. To date, nearly all applicants are from the City's south and west sides. Within the uptick, there has been a 54% increase in ELSLR applications in priority areas. Nearly 70% of these applications have been successfully completed.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around health and human services, the Department of Water Management's FY23 goal is to 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 from lead service lines.

To advance the citywide desired result around data collection, the Department of Water Management’s FY23 goal is to conduct a granular analysis of the department’s workforce to identify the diversity of the department’s workforce and promotion and job change rates among union and non-union employees. Additionally, the department will continue its work toward increasing the knowledge and skillset of DWM staff around operationalizing racial equity by holding “next level” Racial Equity Leadership Conference sessions.

To advance the citywide desired result around workforce diversity, the Department of Water Management’s FY23 goal is to continue to develop and implement a ‘Water Operator in Training’ program to provide high school seniors in historically disinvested neighborhoods, who may not be interested in attending college, with an opportunity to gain training and licensing toward employment in the water industry.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

For 1A: Any level of lead is particularly detrimental to the behavioral and learning development of young children. And while research and data show higher health issues that include elevated lead levels primarily from lead paint, DWM can work to mitigate any potential elevated lead levels in older daycare buildings. DWM can effectively advance the citywide desired result of all Chicagoans are healthy and benefit from a full range of health and human services by focusing on LSLR in licensed daycares and prioritizing the approximately 330 licensed daycares in Austin, Englewood, and North Lawndale. For 1B: As the department begins to learn and support racial equity, it is imperative that it invests in the tools— data, and training that can inform and lead to transformation. With these tools, DWM can begin the process to advance the citywide desired result of all Chicagoans can obtain, view, or use public-facing data from the City of Chicago. For 1C: Looking to the future and seeing the potential for workforce shortages in the water industry, DWM can make a difference by offering a training program, directed towards non-college-bound high school seniors in historically disinvested neighborhoods. Through the ‘Water Operator in Training’, DWM can help connect all Chicagoans to employment training, and advancement through the City of Chicago.

Public Safety

Chicago Fire Department (CFD)

What was your department's biggest win last year that advances racial equity?

The Chicago Fire Department (CFD) has focused its community outreach efforts on targeting wards with the highest death rates. CFD has increased public education interactions in these areas with safety programs such as Safe Chicago and the Senior Risk Assessment Program, as well as smoke detector giveaways. As of this submission, the YTD number of fire deaths is 17, a nearly 50% drop from the previous year. Additionally, CFD has increased its recruitment efforts in Chicago Public Schools (CPS) by 25% to create a pipeline of diverse applicants to our workforce.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around public safety, CFD's FY23 goal is to increase community risk reduction practices through community engagements, public education, and continued outreach in wards with the highest death rates for Black and Latino community members, especially children and seniors. (process).

To advance the citywide desired result around workforce diversity, CFD's FY23 goal is to increase the representation of community members from underrepresented groups in CFDs workforce. CFD will engage with new community partners and organizations to achieve this goal with its new recruitment campaign. (process).

To advance the citywide desired result around public health, CFD's FY23 goal is to continue engaging in meaningful and impactful ways with community members from across the City with

CFD Pop-Up events and other public-facing events. CFD will work to achieve more beneficial outcomes by utilizing health and human services and community engagement through various methods such as increased public education and awareness.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

CFD selected these goals because it is a public safety organization; in this context, its focus is on community risk, fire death reduction, and disaster preparedness. CFD has dedicated itself to increased preparedness and safety for citizens and visitors. Additionally, the goal of a more diverse workforce would contribute to economic growth and security for underrepresented groups that are traditionally underserved.

Chicago Police Department (CPD)

What was your department's biggest win last year that advances racial equity?

The Chicago Police Department, CPD, has made diversity one of the cornerstones of its recruitment campaign. CPD is actively working to attract and hire the next generation of officers that reflect Chicago's diverse demographics and identities. This goal is supported by the City's creation of dedicated funding for the recruitment effort. The funding not only supports a dedicated team of recruiters but also creates opportunities for CPD personnel to travel to HBCUs and minority-serving institutions to recruit future officers. Additionally, the Department has changed the requirements to become an officer to ensure that more Chicagoans have the opportunity to serve as officers. Current and incoming classes have helped diversify officer ranks, ensuring that the lived experiences of officers better reflect those of the communities they serve. The Chicago Police Department is eager to continue active recruitment efforts moving forward and notes these gradual accomplishments are simply the beginning of a much larger effort.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around workforce diversity, CPD's FY23 goal is to 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.

To advance the citywide desired result around public safety, CPD's FY23 goal is to expand the Neighborhood Policing Initiative to additional Districts by the end of 2023 to conduct more problem-solving activities to meet community needs.

To advance the citywide desired result around community engagement, CPD's FY23 goal is to continually seek public input on all new policies created in response to transforming the Department and working toward reform through the Consent Decree.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

The goals of recruiting officers that reflect the diversity of the City, expanding the Neighborhood Policing Initiative, and securing input on all new policies as part of the Consent Decree were selected because they reflect a mixture of the operational needs of the present while simultaneously changing the

trajectory of the Department in the future. These goals will enhance public safety overall by allotting Chicagoans chances to offer key insights and input on policies, providing hundreds of jobs and community programming, and helping establish a culture of visibility, engagement, and collaboration between communities and law enforcement. In addition, these goals build on lessons of the past to inform the Department's strategy moving forward. It is only by recognizing the historical legacy that CPD seeks to address and working through the challenges of the present that the City will be able to move forward and build a more equitable future. CPD aims for all Chicagoans to grow safe, trusting relationships with law enforcement, have meaningful opportunities to inform City of Chicago programs, policies, and initiatives, and take advantage of every opportunity to join CPD.

Civilian Office of Police Accountability (COPA)

What was your department's biggest win last year that advances racial equity?

COPA developed a clear plan to holistically revise policies and procedures, leading to the approval of several critical investigative policies, including those governing COPA's response to officer-involved shooting and officer-involved death incidents and investigations involving allegations of sexual misconduct against Chicago Police Department members. COPA assembled a Community Policy Review Working Group (CPRWG) to review draft policies and facilitate a discussion on each member's perspective and feedback, which COPA then integrated into final versions of the policies. Policies reviewed by the CPRWG now benefit from the diverse perspectives offered by its members, which consisted of black and brown Chicagoans, LGBTQI+ community members, religious minorities, mental health professionals, academic and legal professionals, and others. In total, the CPRWG met 21 times, reviewed and evaluated 13 COPA policies, and provided COPA with 46 recommendations for enhancement or revision. Not only do the finalized policies reflect considerations of circumstances and interests particular to the groups that CPRWG members represent, particularly those from black and brown communities, COPA's policy development process serves to foster goodwill and cooperation with stakeholders who may be impacted by COPA's work.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around community engagement, COPA's FY23 goal is to 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 which have been negatively impacted, according to the U.S. Department of Justice ("DOJ") and Chicago's Police Accountability Task Force, by CPD's repeated pattern of using excessive force and racially discriminatory policing practices against the City's African American and Latino residents in contrast to white residents.

To advance the citywide desired result around public safety, COPA's FY23 goal is to increase efforts to meet the broader mandates within its enabling ordinance which address identifying patterns or practices of misconduct; highlighting operational, policy, or training concerns requiring immediate attention; and recommending revisions to the Chicago Police Department's policies, practices, collective bargaining agreements, programs and training to advance the culture of policing and build public trust. COPA expects its efforts to enhance its data analytics and create opportunities to solicit meaningful

community member feedback on critical issues surrounding police reform, will contribute to the City's interest in enhancing public safety and building trusting relationships with law enforcement.

To advance the citywide desired result around data, COPA's FY23 goal is to utilize feedback from residents and other institutions to amend and update data dashboards to ensure information is relevant, accessible, and efficient for all users.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

In August 2017, the State of Illinois filed a lawsuit against the City of Chicago to enjoin the Chicago Police Department "from engaging in a repeated pattern of using excessive force, including deadly force, and other misconduct that disproportionately harms Chicago's African American and Latino residents." (State of Illinois v. City of Chicago (Northern District of Illinois, Eastern Division Case No. 17-cv-6260)). Additionally, prior to the Federal Consent Decree which became effective March 2019, the U.S. Department of Justice ("DOJ") and Chicago's Police Accountability Task Force (PATF) concluded that the Chicago Police Department engaged in a repeated pattern of using excessive force and racially discriminatory policing practices. Informed by recommendations within DOJ and PATF reports, as well as mandates of Consent Decree compliance, at our core, COPA's vision is to be the leader in police accountability by conducting thorough investigations, to advance the culture of policing and build trust in civilian oversight and our mission is to (1) provide a just and efficient means to fairly and timely conduct investigations within our jurisdiction, (2) determine whether allegations of police misconduct are well-founded, (3) identify and address patterns of police misconduct (4) make policy recommendations to improve the Chicago Police Department, thereby reducing incidents of police misconduct. In order to properly measure the impact of our vision and mission we can no longer assume its effectiveness, nor rely solely on the outcomes of our investigations. By engaging the public and the Chicago Police Department as well as soliciting input and sharing data, we will substantiate the belief of our effectiveness by utilizing feedback and input to better serve parties that are impacted; civilian and sworn, and all other residents impacted by issues of public safety which can improve community and police relations as well as aid in preventing and solving crime.

Office of Emergency Management & Communications (OEMC)

What was your department's biggest win last year that advances racial equity?

This past year, OEMC focused on increasing the effectiveness of its Community Emergency Response Team (CERT) and more directly soliciting community participation. OEMC developed new marketing and recruitment materials, updated the website, streamlined the sign-up process, and began developing a new application system for better member tracking. Additionally, OEMC partnered with the Mayor's Office of Community Engagement (MOCE) to amplify messaging on OEMC's 2022 CERT calendar of trainings with community groups. OEMC also established working relationships with community health groups in Austin and South Shore, providing direct training to organizers. CERT volunteers who finish the certification course can support the City's public safety efforts around special events and other incidents throughout the year across the city. Volunteers are also encouraged to participate in quarterly leadership meetings, where CERT volunteers can represent the needs and perspectives of the communities from which they identify. In its future planning, OEMC hopes the growth of the CERT program will lead to representatives in- and from- every community so that CERT volunteers can be

leveraged as the community-based channel through which to partner with OEMC, overcoming the barriers and hesitancy certain communities endure when engaging with "government."

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around public safety, OEMC's FY23 goal is to provide new diversity and bias awareness training to 9-1-1 operations staff. OEMC created a suite of training materials for awareness and mitigation strategies on biases with the goal of promoting diversity and inclusion. The Office of Equity and Racial Justice, The Office of the Attorney General, and several consultants contributed as partners in development over two years.

To advance the citywide desired result around community engagement, OEMC's FY23 goal is to increase Community Emergency Response Team membership, specifically on the south and west sides of the city. OEMC sees an opportunity to train and integrate community representatives as partners into the City's preparedness strategy, thereby ensuring every community is represented and their greatest needs are considered.

To advance the citywide desired result around workforce diversity, OEMC's FY23 goal is to deploy community-based recruitment strategies. OEMC is partnering with inter- and extra- city departments to develop a framework through which to provide training and share job opportunities to diversified networks of community groups. As a start in this goal, OEMC built a full curriculum in partnership with Malcolm X College that provides education and training in subject areas related to OEMC's mission.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

OEMC looks forward to continuing to implement these strategies throughout the duration of 2022 and beyond 2023. By growing enrollment and participation in these areas, OEMC is improving the preparedness posture of city residents and increasing resiliency in many neighborhoods across Chicagoans we continue to establish new and evolving partnerships based on lessons learned.

Office of Public Safety Administration (OPSA)

What was your department's biggest win last year that advances racial equity?

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 prior available. Subject matter experts made themselves available to approximately forty prospective vendors in attendance for questions and the initiatives going out to bid were expanded in greater detail. These events provided beneficial feedback and provided a roadmap for PSA's next stage in contracting and expanding supplier diversity. Feedback provided to DPS from the outreach events was met with positive remarks and vendors welcomed similar future opportunities, noting the expanded information that was provided instead of referencing opportunities online. These sessions are interactive and meant to help prospective vendors determine where they fit into new opportunities, cut the red tape and navigate the process easier.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around contracting, PSA's FY23 goal is greater outreach through targeted campaigns in traditionally underserved communities and contracting townhalls to be held at locations easily accessible to all populations. 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.

To advance the citywide desired result around economic development, PSA's FY23 goal is to 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. PSA will further the DPS outreach to vendors with information outlining ongoing expectations for large vendors to work with smaller businesses to achieve these goals. DPS issues notices and the city goals are well known for MBE/WBE, but public safety will be increasing its involvement in the process reiterating these goals to existing and prospective vendors. The goal is to see small businesses that come to the table begin to have opportunities presented for involvement on specific contracts.

To advance the citywide desired result around community engagement, PSA's FY23 goal is to demystify the public safety procurement process to encourage greater involvement in public safety contracting opportunities which will offer a sense of ownership to more Chicagoans as they become more involved in the solutions. Many public safety vendors are large well-established corporations. Our goal is to target small to medium sized diverse companies by working closely with DPS on campaigns to publish public safety opportunities earlier, and with more help available to guide smaller businesses through the DPS process. Public safety vendor outreach events where public safety elaborates on upcoming opportunities will offer vendors more ability to determine if they can qualify to become involved. Public safety is also writing more detailed specifications to better explain the various elements within the contract in hopes of offering smaller businesses insight into areas where their participation may be possible. Although DPS is the lead agency for becoming registered as a city MBE/WBE, public safety can become a force multiplier and offer additional guidance and assistance directing vendors when they run into problems. If small businesses are drawn to the contracting process, successfully register to become a vendor and link up with larger companies on approaching bid opportunities, the FY23 PSA goals would be considered a success.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

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. We know that government contracting is a key to both help residents build wealth and build confidence in the integrity of government. For FY23, we are prioritizing outreach events at underserved communities, partnering with DPS on removing some

of the barriers prospective contractors have identified, and demystifying the public safety procurement process through plain-language communication efforts. Public safety would benefit from these goals being achieved because it will build trust and offer an opportunity for a positive partnership with public safety - buy-in that can prove invaluable. The departments would also benefit from contracts that drive the local economy because those positive impacts create cascading effects for other public safety goals related to safety and security in the city – benefits that expand far beyond just the procurement process.

Police Board*

*Note: The Police Board has a staff of 2 and a narrow legal mandate related to advising on the selection of police commissioner and final decisions around police officer discipline. We therefore have them only creating/committing to 1 goal per year instead of the 3 goals expected for other departments.

What was your department’s biggest win last year that advances racial equity?

A diverse array of community members attend each month’s Police Board public meeting to ask questions and express their views on a variety of police-related matters. Having the CPD Superintendent and other high-level CPD officials listen to and respond to community input, especially from the South and West Sides, helps advance racial equity in Chicago.

What are your department’s racial equity goals for FY 2023?

To advance the citywide desired result around community engagement, the Police Board’s FY23 goal is to expand outreach and awareness of the monthly public meetings on CAN TV, including through outreach via City Council members and key community groups.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

While the Police Board's focus on expanding community engagement has seen improvement in the last year, the team believes they can improve even more. The Police Board has monthly meetings where there is always an opportunity for community participation. Awareness of these meetings is minimal (as evidenced by low participation and attendance rates). The Police Board's role around disciplining police officers is one that many members of the public express interest in, but may not be aware of the opportunity for public comment. Therefore, the Police Board plans to reach out to all aldermen to raise awareness about these monthly meetings and encourage attendance.

While this effort will be offered to all aldermen, Police Board will make a particular effort to connect with aldermen representing communities that have had historically negative interactions with the Chicago Police Department as well as community groups based in those neighborhoods. The Police Board plans to measure the impact of this goal by examining both CAN TV viewership rates and keeping track of how many members of the public are testifying at the monthly meetings. Greater civilian awareness and participation in these meetings aligns to the overall city goal of expanding community engagement in city programs and processes.

Community Commission for Public Safety and Accountability

What was your department's biggest win last year that advances racial equity?

In July 2021, the Chicago City Council passed an ordinance establishing a new model for police oversight, accountability, and public safety. The ordinance creates two bodies: a citywide Commission for Public Safety and Accountability, with power to advance systemic reform, and District Councils, which will be elected in each police district and work to improve policing and public safety in the district. The Commission will be established in 2022, and District Councils will be established in 2023. For years, there has been a growing body of evidence that significant numbers of Black and white Chicagoans view police officers differently and experience policing differently. A primary purpose of the Commission and District Councils is to eliminate those disparities and advance racial equity. The Commission and District Councils will work in a variety of ways to advance racial equity, including by building better police-community relationships, strengthening accountability, and improving police policies and practices.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around public safety, CCPSA's FY23 goal is to 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 department, including in the development of policies and programs that will increase public safety.

To advance the citywide desired result around community engagement, CCPSA's FY23 goal is to encourage widespread, equitable participation in the activities of the Community Commission, in the February 2023 District Council elections, and, following the elections, in the ongoing work of the District Councils. The Commission and District Councils will provide multiple opportunities for Chicagoans to influence public safety-related programs, policies, and initiatives. District Councils will work especially hard to build bridges to groups that have experienced persistent challenges in relationships with police, including young people and undocumented people. CCPSA will also work to develop meaningful metrics to assess progress in meeting this goal.

To advance the citywide desired around community engagement, CCPSA's FY23 goal is to establish effective structures for broad participation in Commission and District Council activities. For example, the Commission will give all Chicago residents an opportunity to make their voices heard in the development of police department policy. And District Councils will work with the police department to make community members true partners in local public safety efforts, including working together to help solve problems and set priorities. CCPSA will also work to develop meaningful metrics to assess progress in meeting this goal.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

One of the Commission's and District Councils' overarching purposes is to make the administration of justice in the city and the operation of the Chicago Police Department more just and equitable. The pursuit of racial equity drove the creation of the Commission and District Councils and is at the heart of their mission; there is ample evidence that policing in Chicago has been racially inequitable, with the heaviest burden falling on Black and Brown residents, particularly Black men. The Commission and District Councils will work to change systems, policies, procedures, and practices, and improve relationships, all in order to produce more just and equitable outcomes.

The Commission's first three racial equity goals, therefore, focus on ensuring the successful creation of the Community Commission and District Councils and setting up the structures to lay the foundation for and reinforce success. Two of the three goals center on community engagement because building trust with the people who have been most negatively impacted by inequitable policing is a prerequisite for producing better, more equitable outcomes and for increasing public safety. Two vital opportunities to build trust are 1) the first-ever elections of District Council members, and 2) establishing systems and structures to encourage community members to communicate/engage with those councils. The final goal for the Commission focuses on ensuring the systems and internal infrastructure are set up and running to help support the District Councils and citywide Commission.

Regulatory and General Services

Board of Ethics

What was your department's biggest win last year that advances racial equity?

We did work to ensure our training and educational materials are straightforward and easily accessible for all users. We also engaged in community interaction to answer questions and to explain our work and how it promotes fair government for all Chicagoans.

Further, over the past year, we have received over 100 inquiries and complaints from the public. This represents a doubling of such inquiries and complaints received compared with prior years. While our law does not permit us to track the racial/ethnic background of those who contact us, the nature of many of the complaints suggests that they are from historically marginalized communities. We believe that our community outreach efforts and increased social media presence account for this development.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around data, BOE's FY23 goal is to continue and expand its practice of posting all Board related opinions and memoranda, training materials and educational materials on its website. The Board also tweets out information. We plan to reach out to all 50 alderpersons to offer to participate in their community meetings for the purpose of explaining our work and the services we provide to the public.

To advance the citywide desired result around community engagement, BOE's FY23 goal is to continue its practice of meeting with community groups and encouraging the public to participate in the Open Session of the Board's monthly meetings.

To advance the citywide desired result around workforce diversity, BOE's FY23 goal is to continue and expand its practice of providing ethics training and educational materials. We have one open position in our department at this time. That position had been filled by a member of a minority group and we will be mindful of that when we begin the hiring process.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

Our choice of goals reflects the means through which we believe we can best work towards racial equity, given the nature of our agency's work, which does not per se involve racial equity, as government ethics and avoiding conflicts of interests is a universal goal. We strive to ensure all Chicagoans that we are dedicated to consistent ethics education and enforcement.

Department of Finance (the Comptroller's Office)

What was your department's biggest win last year that advances racial equity?

We applied data science to allocate parking enforcement to promote impartiality while improving curbside access. Instead of deployment based on geographical consistency, we focused on areas in need of enforcement rather than those with violations that create less social harm (e.g. expired plate, missing city sticker). The latter carry higher fines and tend to be issued disproportionately in disadvantaged communities. In addition, we implemented the Clear Path Relief (CPR) program and Fix-It Defense to help low-income motorists cope with punitive aspects of citations and continued our efforts to enroll low-income homeowners in the Utility Billing Relief program.

- CPR: For households at or below 300% of FPL, cuts cost of newer citations in half and offers waiver of old ticket debt, including boot, tow, & storage fees. In the first 5 months of the

program, more than 69,000 applications have been received and \$22.3M of debt has been forgiven, with an additional \$9.3M put on hold.

- Fix-it: Allows motorists with tickets for expired City sticker or plate violations to come into compliance & get violations dismissed regardless of income level. 45% of these violations are issued in communities that are 70% or more Black and Brown.
- Utility Billing Relief entered its third year in 2022. Since inception, almost 25,000 have enrolled, over \$15.3M has been forgiven, and \$12.8M has been saved through rate reductions. 46% of enrollees identify as African American and 34% identify as Hispanic.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around economic development, DOF's FY23 goal is to continue to use data to deploy parking enforcement personnel to further reduce average fine amounts in Black and Brown neighborhoods by 2.5%.

To advance the citywide desired result around economic development, DOF's FY23 goal is to implement improved boot zones and a prioritization of resources to reduce the percentage of vehicles immobilized in Black and Brown neighborhoods by 5%.

To advance the citywide desired result around public safety, the DOF's FY23 goal is to review debt relief programs and revise, as necessary, to support survivors. DOF is looking into changes to program eligibility and opportunities for directed outreach to impacted groups. Because Black and Brown residents are more likely to experience gender-based violence, these efforts will directly impact those communities in a positive way.

To advance the citywide desired result around community engagement, DOF's FY23 goal is to 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.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

These goals were selected because they advance the goal of racial equity in a measurable way. DOF's efforts to promote impartiality and fairness to improve curbside access, while also dismantling systemic barriers that prevent progression in affected communities have been iterative. They have been part of a broader, multi-year agenda that sparked the implementation of several initiatives developed in conjunction with the Fines, Fees, and Access Collaborative. These include the end of doubling City sticker fines, City sticker debt relief (\$11M dismissed), capping storage fees at \$1K, the Fresh Start program, and online payment plans that save motorists 22% collection fees. We have witnessed positive progress to date and our intent is to drive greater fairness and further reduce systemic barriers for Black and Brown communities. The parking enforcement allocation strategy reduced the distribution of fines in disadvantaged communities, including city stickers (from 22.8% to 20.3%) and expired plates (from 16.8% to 15.9%), and lowered the average fine value (from \$82.08 to \$78.21). Citation issuance in Black and Brown communities declined 8.9%, and in just the first five months of CPR, the City received 69,000 applications, dismissed \$22.3M in debt and placed \$9.3M on hold. We recognize that continued progress requires a commitment to analyzing data and pivoting as necessary, and DOF will provide ongoing feedback in hopes of achieving improvements.

Office of the Inspector General (OIG)

What was your department's biggest win last year that advances racial equity?

On October 11, 2021, OIG published data related to Tax Increment Financing (TIF) Districts' annual end-of-year fund balances starting in 2017. During the 3rd quarter of 2022, OIG plans to update the dashboards to allow users to view how TIF funds were allocated across various TIF eligible activities by district. In 2021, OIG also launched an internal research project to identify best practices for equitable community engagement. The research project concluded in 2022 and will inform OIG's community engagement strategies moving forward.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around public safety, OIG's FY23 goal is to formalize its commitment to embedding diversity, equity, and inclusion into all of its work by updating its manuals and templates for the Public Safety Section, and other sections across the office as well as its Audit & Program Review Section, to include a record of all diversity, equity, and inclusion processes and follow-up that occurred at each stage of the project.

To advance the citywide desired result around workforce diversity, OIG's FY23 goal is to continue to expand recruiting opportunities to ensure that a wide array of Chicagoans are aware of employment opportunities within OIG, including by reviewing and updating its job postings and position descriptions to ensure they best attract diverse talent.

To advance the citywide desired result around data collection, OIG's FY23 goal is to 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, and to link its currently available reports on its dashboards, where relevant.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

OIG believes that diversity, equity, and inclusion should be considered at every phase of its work from development of projects and intake to public reporting and dissemination. OIG does not believe that equity considerations should be limited to projects that specifically address diversity, equity, and inclusion across the dissemination of City services. With this in mind, OIG is committed to developing processes that ensure that the interests of all Chicagoans are considered in our work, including in our Public Safety oversight work. As such, OIG's first goal will work to ensure that all Public Safety projects, as well as all other audit work, record and follow-up on equity issues throughout the life cycle of the project and that the final projects take into account equity considerations. Similarly, OIG's second goal is aimed at increasing diversity in OIG's workforce and therefore ensuring that its work is informed by diverse perspectives. Lastly, OIG's third goal will ensure that the public has access to demographic and socio-economic information relevant to the datasets that OIG publicizes. This will aid the public in understanding the equity implications related to the data shared on our portals.

Department of Procurement Services

What was your department's biggest win last year that advances racial equity?

The Department of Procurement Services' (DPS) racial equity goal was to increase the City's participation with minority and women owned businesses throughout Chicago. DPS would like to highlight the recently restructured Contract Administration Unit as well as the establishment of a new unit, the Office of Contracting Equity. The Contract Administration Unit restructuring allows the Procurement Specialists to put greater focus on their disciplines and to work more closely with the user departments on the unbundling of contracts which could facilitate greater participation in the contracting process for minority and women owned businesses. The establishment of the Office of Contracting Equity is to remediate barriers to entry, support the growth and success of minority and women owned businesses.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around economic development, DPS's FY23 goal is to work with Assist Agencies to increase equity for businesses citywide with a focus on socioeconomically disadvantaged areas through trainings and cohorts on a variety of topics. Assist Agencies are not-for-profit and/or chamber of commerce organizations that represent the interest of minority and women businesses.

To advance the citywide desired result around contracting, DPS's FY23 goal is to increase the number of small and diverse businesses. DPS will collaborate with user departments to unbundle large procurements to facilitate opportunities that provide for increased participation in the contracting process (e.g., Target Market, Small Business Initiative (SBI) Construction Program and Mid-Sized Business Initiative (MBI) Construction Program).

To advance the citywide desired result around lifelong learning, DPS's FY23 goal is to offer additional trainings and workshops that would prove most beneficial to small and diverse firms seeking to participate in contracting opportunities on a prime level. In addition, DPS will be hosting business matchmaking sessions in which DPS proactively matches potential vendors that may be able to collaborate in future contracting opportunities.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

These goals were selected because DPS is committed to contracting equity and the goals presented were likely feasible in the short-term given the current staffing. The desire to an increase not only in subcontracting opportunities for small and certified firms, but also to an increase in prime contracting opportunities. These goals will align with the City's ultimate outcomes breaking down some of the barriers to entry, allowing inclusivity of more small and women businesses to pursue contracting opportunities.

Department of Buildings (DOB)

What was your department's biggest win last year that advances racial equity?

The biggest win was through our enforcement process Circuit Court appointed a receiver to stabilize 20 properties and a total number of 121 residential units in the city's underserved communities.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around contracting, DOB's FY23 goal is to work to 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.

To advance the citywide desired result around economic development, DOB's FY23 goal is to continue to diversify the workforce through our hiring process.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

90% of the areas that request services from the department are in our community areas that have been underserved historically. The goal is to help members of the community to become economically self-sufficient, can build wealth, and thrive through becoming an employee of the City of Chicago and/or to become a demolition contractor as part of our vendor pool.

Business Affairs & Consumer Protection (BACP)

What was your department's biggest win last year that advances racial equity?

The implementation of BACP's revised funding strategy for neighborhood supports for business development programs that serve local entrepreneurs. The \$5M program provides grants to chambers of commerce, economic, and business development organizations working to drive economic growth in communities in Chicago through placed based strategies, training, and technical assistance. After a thorough program evaluation, engagement with local businesses and existing grantees, recommendations for transparent and equitable funding methodology resulted in the shift in the funding model. In designing the program, racial equity was embedded in the program design and framework. We leveraged low-moderate income (LMI) data along with business density to determine geographical areas/communities that are prioritized. Leveraging LMI data as a funding criterion was based in research, including a local study (Assessing Chicago's Ecosystem) that indicated LMI community areas lacked significant resources and tools to support local businesses and budding entrepreneurs. Many of the zip codes outlined in the study had an LMI of 50% of less with demographics comprising largely Black and Latinx populations. We also leveraged research and best practices from other cities to help inform future strategies. We conducted ongoing surveys and focus groups to gather input from service providers. This revised funding structure allowed BACP the opportunity to make strides towards equitably funding communities that serve traditionally disadvantaged entrepreneurs. This was done by setting a funding floor for generalized business assistance of \$40,000 for all delegate agencies in good standing. Delegate agencies providing hyperlocal support to community areas comprised largely of Black and Latinx populations were providing additional funding of \$5-15k to address the barriers these communities continue to face in successfully running a business. Additionally, BACP launched 8 Chicago Business Centers, a new program neighborhood resource hub, providing business licensing support, professional services, and access to capital to underserved populations, specifically Black, Latinx and immigrant-owned businesses serving over 1,500 people. These centers also received an investment of \$900,000 for facility renovations and improvements. This represents a total investment of nearly \$3M in 2022

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around community engagement, BACP's FY23 goal is to assess its current public facing educational materials and update materials, where needed to include language-

inclusive communication that can aid in assisting existing and new business owners with navigating city processes and small business supports. This will happen in coordination with the Chicago Business Centers, small business resource hubs located in communities throughout the city to assist entrepreneurs.

To advance the citywide desired result around economic development, BACP's FY23 goal is to launch a new capacity building program that offers individualized counseling, back-office support and technology enablement opportunities.

To advance the citywide desired result around contracting, BACP's FY23 goal is to launch a new minority and women-owned supplier development program, that will provide support to prospective suppliers with the following:

- In coordination with DPS, sharing information on available contract opportunities
- Providing professional services support with developing proposals by individualized counseling and workshops
- Providing assistance and mentorship for existing suppliers needing support navigating city processes

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

We have a robust engagement strategy that includes feedback from clients, stakeholders and philanthropic partners. The engagements include roundtable discussions with key stakeholders, individualized meetings with advocacy and advisory groups, including those supporting the communities we're targeting, other municipalities and nonprofit leaders doing similar work and businesses and organizations that would be impacted by our program

Department of Administrative Hearings (DOAH)

What was your department's biggest win last year that advances racial equity?

DOAH, in its efforts to advance racial equity, appointed 6 new ALJs in 2021. The breakdown for that appointment is as follows: 5 African Americans and 1 Latinx Administrative Law Judge (ALJ). As we continue in our hiring efforts, our focus will be on recruiting from the Latinx and Asian community. This focused effort is based on information we received from the 2020 census data and residents' usage of Language Line, over-the-phone interpretation services, in our proceedings. The top three language requests are as follows: 87% Spanish, 5% Mandarin and 2% Polish. Mandarin exceeded the previous #2 slot from Polish. This indicator for DOAH is that the need for Asian ALJs is now more evident.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result around community engagement, DOAH will have community outreach teams meet with Aldermanic offices and community groups to explain the role of DOAH in the administrative hearing process. DOAH gives Chicagoans equitable access to the court/justice system and wants to demystify the hearing process by educating the City's residents on the administrative hearing process.

To advance the citywide desired result around lifelong learning, DOAH will 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. CARPLS provides, for those who qualify, practical “how to” advice regarding the preparation of motions and presentation of their case at their administrative hearing.

To advance the citywide desired result around workforce diversity, DOAH will develop new outreach programs to promote diversity when appointing new Administrative Law Judges. This will include targeted outreach to the various Latinx and Asian bar/alumni associations with “meet and greet” events.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

A: The community outreach program is based on the influx of calls received asking questions about the administrative hearing process, about information required at hearings, and services available for legal advice or overcoming language barriers. The community outreach program will advance the outcomes the City is striving to meet by making information available to the community so that they are better equipped to appear and present their case at their hearing before an ALJ.

B: DOAH observed a decrease in the number of CARPLS consultations over the past two years, even though CARPLS continued to offer full services during the COVID-19 pandemic. The availability of this service assists in breaking down perceived barriers to the administrative hearing process and promotes equal access and understanding of the process to residents and gives them the necessary tools to present their defense at their administrative hearing.

C: We selected the goal of recruiting diverse ALJs to ensure the ALJs understand the broad range of backgrounds and experiences of the respondents coming before them, which will promote fair and impartial adjudication of the City’s ordinances. Increasing the racial and ethnic diversity of the ALJs is also important so that the ALJs are reflective of the population they serve. This will ultimately promote several Citywide desired results including workforce diversity.

Department of Human Resources (DHR)

What was your department’s biggest win last year that advances racial equity?

The completion of a new, revamped City of Chicago Employment Plan resulted in a document that allows the flexibility needed to drive equitable hiring procedures and outcomes. The new Employment Plan demonstrates our commitment to hiring practices that base employee selection on candidate qualifications, provide equal employment opportunities and prohibit entry of improper considerations in any stage of selection processes. The new Employment Plan eliminates some of the structural barriers present in prior hiring documents, allowing DHR, in partnership with hiring departments, to craft targeted programs such as internships and specialized training programs focusing on underrepresented groups, such as returning citizens. The new Employment Plan supports the development of partnerships with organizations that provide resources to support City hiring goals. The Employment Plan contains a new section, Promotions & Career Progressions, which supports career advancement and professional development of current City employees, by facilitating the promotion of qualified internal candidates.

What are your department’s racial equity goals for FY 2023?

To advance the citywide desired result around workforce diversity, DHR's FY23 goal is to 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. DHR will focus on the expanded opportunity to use internships and training programs by having departments identify titles where such programs would be effective and lead to strong entry-level candidates, then creating specific strategies to attract underrepresented groups to participate in those internships and training programs.

To advance the citywide desired result around workforce diversity, DHR's FY23 goal is to cultivate and attract diverse and female candidates. DHR will task its internal Diversity Committee with assessing the most effective use of funds budgeted for advertising and marketing and make a written recommendation to the department head in early 2023. During the year, the committee will provide quarterly reports of that spending and planned spending.

To advance the citywide desired result around Public Safety, DHR will leverage its role on the Police Promotions Review Committee (PPRC) created as part of the Chicago Police Department Consent Decree. DHR will work with the Chicago Police Department and other stakeholders on the PPRC to improve application and selection processes, with the goal of driving increased diversity in the ranks of Detective, Sergeant, and Lieutenant. DHR will review the application process to find opportunities to make it more user-friendly and conduct candidate experience surveys to identify trends and ultimately minimize barriers to the application process.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

Our goals were selected to leverage the role of the Department of Human Resources (DHR) in providing opportunities for employment and career advancement for all Chicagoans. The Department of Human Resources recognizes that historically there has been a lower representation of Hispanic and women employees in its workforce. In addition, there has also been a limited representation of people of color in leadership roles. The goal related to the Employment Plan is a necessary acknowledgement of the City's structured hiring process and seeks to maximize our ability to adjust the process where possible to connect with equity objectives. The training goal was selected to equip all City employees, particularly managers and supervisors, with the tools and capacity to promote equity in their everyday work. The goal regarding attracting diverse and female candidates focuses on the importance of promoting awareness of the benefits of City service and the need to educate those in our potential workforce about advantages and opportunities available through City jobs. The goal acknowledges that we must strategically allocate advertising funds, to attract women and people of color to work for the City of Chicago.

Department of Law (DOL)

What was your department's biggest win last year that advances racial equity?

One of our highest priorities is to represent the interest of Chicago and its residents in a fair and equitable matter. Guided by this principle, we have been laser focused on expanding the applicant pool for new hires to ensure that more diverse and qualified candidates apply for open positions. Because of changes made in the selection process to attract more diverse candidates, the Department of Law currently has one of the most diverse classes of Summer Law Clerks it has ever seen. 75% of the Summer

Law Clerks self-identify as minority status. These top-of-their-class students are currently enrolled at many of the country's elite law schools. In comparison, only 20% of the 2021 Summer Law Clerk participants self-identified as minority status. The summer clerk selection process was refined to achieve program goals; for example, staff reached out to law school affinity groups, local organizations, and conducted information sessions to highlight the unique opportunity within this program. Highlights include the Enrichment Program, Internal Insight Series, and Committee on Diversity and Inclusion mentor matching. Utilizing an internal interview process, and allowing students to select their top 3 divisions with the option to switch divisions half way through the program, were noted as contributors to the program's success by law department staff and clerks.

What are your department's racial equity goals for FY 2023?

To advance the citywide desired result of around lifelong learning, DOL's FY23 goal is to 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.

To advance the citywide desired result around workforce diversity, DOL's FY23 goal is to increase on-campus presence at local law schools, legal job fairs and with affinity organizations to recruit diverse and qualified attorneys

To advance the citywide desired result around lifelong learning, DOL's FY23 goal is to enhance staff-produced CLE production. Encourage more CLE's driven by division content to highlight the interesting, incredible work of our Department. Changes include: Encourage presenting staff to invite their law school alumni groups, professional groups and offer CLE processing for them. Proactive outreach to DOL and CID and Inclusion to ask them about CLE ideas. Empower internal leaders to lead practice tools/tips/tricks sessions. These encourage leadership, demonstrate healthy practice skills and enhance overall work. For example Westlaw Practice Tools sessions for 'power users' in helpful areas: primary law, analytical, litigation, practical law.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

These goals were selected because of the extraordinary benefit afforded to both the entire city workforce and Chicago residents at large when talented and diverse attorneys represent the City in its legal matters. Increasing diversity is important in the legal field, because historically underrepresented groups have not had the same access to entering the legal profession. By actively recruiting from affinity organizations, law schools and bar associations, and creating a workplace culture that celebrates diversity, DOL will brand itself in the legal community as a welcoming law office to all attorneys, which will help in the City's ultimate goal of hiring a diverse and talented workforce that reflects the communities it serves.

License Appeal Commission (LAC)*

*Note: The License Appeal Commission has a staff of 2 and a very narrow legal mandate related to liquor license appeals. We therefore have them only creating/committing to 1 goal per year instead of the 3 goals expected for other departments.

What was your department's biggest win last year that advances racial equity?

The License Appeal Commission is the forum through which liquor license holders and applicants can appeal adverse decisions regarding discipline against their liquor licenses or denial of their liquor license applications. It is helpful to business owners and interested residents whose first language may not be English to be able to access descriptions of procedures not only to see how the Commission works but also to make informed decisions about their participation in the process. As such, our biggest win is that we have translated our guidelines and procedures which are posted on our website into eight different languages making it accessible for non-English language speakers.

What are your department’s racial equity goals for FY 2023?

To advance the citywide desired result around contracting, LAC’s FY 23 goal is to further equitable access by identifying and contacting representatives in Dept of Law and Procurement Services to explain our objectives and see how we can work together to find more MBE court reporters.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

LAC chose this goal because court reporting is a profession that provides a service necessary for LAC to fulfill its duties under the law, is necessary to other City departments (particularly, Law), and may help City Colleges expand their offerings to attract more people, including minorities, into court reporting services and entrepreneurial programs, and may promote a career pathway to MBE certification in a field that desperately needs personnel. LAC will identify organizations relevant to court reporting and local institutions that offer court reporting education and inquire as to any outreach they may have done to encourage global majority participation in the industry and to explain our desire for more MBE court reporting services. It is important to note that even though court reporting is an incredibly important service, current research shows court reporting as a professional is on the decline and Illinois is one of the hardest hit states.

Chicago Animal Care & Control (CACC)

What was your department’s biggest win last year that advances racial equity?

Chicago Animal Care & Control revised the Adoption Screening Form (Now Pet Adoption Questionnaire) in 2021/2022, specifically to remove barriers. For example, for decades our adoption application had asked if people rented or owned. When we looked at potential barriers to adopters, we realized this was one. In predominantly nonwhite census tracts, 60% of householders are renters. In majority Black census tracts, it's 63% renters. By eliminating this question, we hope to expand access to more Chicagoans of color, including those who rent. Our new questionnaire creates an open discussion-based for adopters to ask more of the questions as opposed to CACC staff/volunteers to ask questions.

What are your department’s racial equity goals for FY 2023?

To advance the citywide desired result around public health, Chicago Animal Care and Control’s FY23 goal is to 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; if a resident cannot keep their pet, CACC is providing resources such as low cost veterinary care referrals, pet food, and temporary housing referrals to those in need so they can keep their pet.

To advance the citywide desired result around lifelong learning, CACC's FY23 goal is to 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.

To advance the citywide desired result around workforce diversity, CACC's FY23 goal is to encourage a more diverse volunteer base while also establishing why equity is important to the Department through onboarding and initial orientation.

Why did you select these goals? Specifically, how will they advance the ultimate outcomes the City is striving to meet?

CACC is committed to racial equity throughout its practices and programs and consistently evaluates our existing systems to see if we can find barriers that we can remove or opportunities to expand access to adoptions for low-income families. Research indicates that having a pet at home can improve mental health for residents, and we believe it is vital to support families with the resources and information they need to keep their pets healthy and in their home. We also know there are pet food and veterinarian deserts in Chicago, similar to the food desert problem. Our partnerships and efforts to provide animal care to families in these pet care deserts are designed to help families care for their animals without having to drive across the city to find services. While CACC does not have the resources it needs to be in all the community areas that could use our support, we identified Roseland and Austin community areas as ones where we should focus our veterinary care referrals and other efforts to help families keep their pets.

CACC's mission includes ensuring that families are educated about how to effectively care for their pets. Whether through education, services, or supplies, CACC is dedicated to ensuring pets can safely remain with those that care for them. We learned that the Roseland and Austin community areas need additional support so we will ensure our efforts expand in that area in FY23.

Additionally, our department could not run without volunteers, but our volunteers are not as diverse as our department staff. While there are some barriers within the citywide HR system that we hope will be reformed soon (such as requiring city volunteers pay any existing city debt before starting), we also believe CACC can design some additional recruitment ideas with nearby schools and universities to get additional volunteers to join.