City of Chicago RACIAL EQUITY ACTION PLAN

Under the City of Chicago's Municipal Code (Ch. 2-4-100), all City of Chicago departments must create and maintain Racial Equity Action Plans (REAPs) "to articulate and guide strategy aimed at advancing equity and making it a permanent pillar in all departmental workstreams." Progress on all REAPs are accounted for annually as a part of the City of Chicago's budget process. This document outlines the components of the REAP and ensures that all strategies are aligned to Chicago's citywide vision: ***All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025)***

THE CITY OF CHICAGO'S DEFINITION OF EQUITY

Equity is both an outcome and a process:

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

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

(1) Prioritizes access and opportunities for groups who have the greatest need.

(2) Methodically evaluates benefits and burdens produced by seemingly neutral systems and practices.

(3) Engages those most impacted by the problems we seek to address as experts in their own experiences, strategists in co-creating solutions, and evaluators of success.

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

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

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

OFFICE OF EQUITY AND RACIAL JUSTICE

RACIAL EQUITY ACTION PLAN

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

1. Arts & Culture

Citywide Desired Result

All Chicagoans celebrate, connect with, and contribute to the City's creative and cultural ecosystem

Community indicators:

What data can you examine to understand the status of the citywide desired result?

The Department of Cultural Affairs & Special Events (DCASE) can examine the range of artists, arts organizations, partners, and audiences connected to DCASE resources, programs, and overall opportunities. These data sets include artists and arts organizations that DCASE supports through grants, programming, and partnership opportunities. Also included are Chicago residents that DCASE connects with through community engagement, which will inform decisions and provide access to arts and cultural opportunities. All this data can then be further broken down across ethnicity, age, neighborhood, arts discipline, socio-economic status, type of organization, etc. Overall, DCASE has a strong data set for its grants program and has access to internal data about the rest of its programs and resources.

Define the Problem Identify the problem creating barriers to advancing the citywide goal.

Be explicit about which populations or communities you need to focus on. Consider who is most negatively impacted and most marginalized on the issue.

Although the review of available data demonstrates strong support of diverse artists and arts organizations across disciplines, DCASE does not have an established data collection system and set of tools to consistently track all data across the department and its various programs. Therefore, data is not available to inform all decisions or equity goals. While strong and reliable data collected through DCASE's grants programs reflects progress toward equity goals, information on artists and arts organizations it supports through programming and other resources is lacking, as well as data on audience participants. Also, those already taking advantage of available resources (including committee participation) -- although diverse -- are mostly people already knowledgeable of and connected to DCASE or who are active in more resourced cultural communities. It's important to note that many artists and residents are unaware of the opportunities DCASE provides to support their arts and cultural activities. This lack of awareness makes it harder for emerging artists, youth and students, small or new organizations, or communities historically disconnected from resources to access them - including Black and Brown communities on the west and south sides of the City, immigrant, low-income communities, and under-resourced neighborhoods. Without more reliable data, DCASE cannot accurately strategize to equitably distribute its resources or programming.

Identify Root Cause(s)

What is contributing to the problem?

How has systemic and structural racism shaped historical and current events related to the problem?

Since historical racial segregation has reinforced a wide range of disparities, its impact continues to benefit the well-connected and resourced while keeping people of color and low-income neighborhoods at a disadvantage. In the case of arts and culture, structural racism has contributed to an elitist view of art that continues to reinforce the status quo and benefits those who have been exposed to navigating the current system. Historical mistrust of government through past experience also contributes to a lack of sustained relationships with those who have been harmed by structural racism and further alienates those who don't typically have access to resources.

Define the Opportunity

Identify opportunities for your department to advance the citywide goal-

Be explicit about which populations or communities you need to focus on. Consider who is most negatively impacted and most marginalized on the issue.

DCASE has identified the need to increase access and participation for new artists, arts, and community organizations, audiences, and communities not already reached by DCASE programs and resources, especially BIPOC residents, artists, and organizations in the west, southeast, southwest, and northwest areas of the City. For artists and art organizations, some of these opportunities include applying for grants; performing or partnering in DCASE festivals and programs; applying for commissions to create public art throughout the City; participating in residencies to create and present new work in our cultural spaces, including Millennium Park, Chicago Cultural Center, Clarke-Ford House, and the Riverwalk; and taking advantage of professional and career development opportunities to prepare them for applications and opportunities. For residents and communities, some of these opportunities include applying for grants, such as Chicago Presents, to produce neighborhood programs; participating in committees to review annual grant and program applications and Requests for Qualifications and Proposals; participating in audience studies and community input sessions to support revamping our program partnership and application processes for Millennium Park, the Chicago Cultural Center, the Clarke-Ford House and throughout neighborhoods; and forming part of ongoing advisory committees or councils to inform future programming or investments.

Department Strategy *What is the department's overall strategy for this priority area?* **Actions** *What steps will the department take to advance each strategy?*	Timeline *By when will the department achieve this?*	Performance Measures *How will the department know if it achieved its goal? Identify metrics that indicate success (e.g. staff composition and # of organizations served).*	Implementation Plan *What specific steps will the department take to carry out each action?* *Identify necessary stakeholders to advance this action e.g., internal department divisions/bureaus, other government agencies, community organizations, etc.*	Status *Departments will report on the status of each action annually at budget time.*
A. Department Strategy #1 - Establish a department-wide data collection system to identify disparities and gaps and inform decision-making for equitable resource allocation and distribution.				
Action #1: Create an inventory of arts organizations and artists DCASE partners with, hires, or commissions for programs to begin establishing a data baseline	March - Sept 2022	Department-wide inventory document with contract-based data points is created to influence DCASE programming choices/plans; DCASE staff person designated for collection and upkeeping of data	Programming staff to extract data from all contracts and agreements as they are processed; Connect with film, markets and Riverwalk program colleagues & ensure all data is available for designated staff person; Review data	
Action #2: Identify additional demographics from artists and arts organizations (disaggregate by race, geography, arts discipline, career level, type of organization, etc.) to capture and gather missing data	May - November 2022	Survey is administered with an expected 20% response rate	Create survey in May; Administer survey during peak programming season (June-October) and after contracting; Actively track and encourage submissions; Analyze sample collected	

Action #3: Review and analyze data collected to identify gaps for 2023 and set programming goals with equity in mind, including identifying additional data needs	December 2022 - February 2023	Baseline data is used to set additional data collection goals and any programming goals in response to data	Share data with programming staff and leadership teams to review; Share data with Bloomberg data consultants for inaugural year and get guidance on analysis process; Set goals for 2023	
Action #4: Update all data collection tools and embed data review and analyses into annual contracting and programming processes across the entire department	January 2023 - December 2024	Data collection tools are used by all programming staff; Data review and analysis informs annual goals; Data system and is in place with tools and processes in regular use	Debrief the use of tools and make changes and updates for 2023; Meet with staff to share new data collection process for the year and across divisions; Synthesize and analyze department-wide data to inform 2024 goals and allocations	
B. Department Strategy #2 - Implement department-wide processes and tools to sustain engagement in communities receiving the fewest resources.				
Action #1: Conduct community engagement (CE) sessions pertaining to 2022 programming initiatives to inform programming in cultural venues such as the Chicago Cultural Center and the Clarke-Ford House	June 2022 - March 2023	Reports generated from all engagement sessions	Inventory all 2022 community engagement efforts and align where needed; Conduct sessions; Analyze & share reports	
Action #2: Review and analyze data/input to inform future programs and 2023 goals/plans	December 2022 - March 2023	Internal report and/or list of insights learned; set of recommendations; Goals are informed by data & community input	Gather data and share with staff and leadership team; Set programming goals for 2023	
Action #3: Based on data/input review, identify neighborhoods and community members/groups to hold engagement or outreach sessions to identify and address barriers to access and participation	February - March 2023	Community Engagement and Outreach Plan	Meet with dept. divisions to identify neighborhoods and community members/groups to engage & collaborate on an outreach plan; Build on Professional Development time to define community engagement approaches	
Action #4: Collaborate with staff to develop the community engagement calendar and the content for sessions, activities and outcomes that will guide the sessions	March - April 2023	Community engagement toolkit/guide for staff; Shared calendar & work plan	Identify & Develop approach /protocols; Activate existing networks and/or formalize those needed; Collaborate with staff in sharing and building community contacts and liaisons; Schedule sessions & create calendar	

Action #5: Launch community engagement sessions for 2023 to gain additional community input from those receiving the fewest resources	April - September 2023	Completion of CE sessions; Engagement Summary & Recommendations	Assign team to conduct CE sessions; Support regular check-ins; Collaborate on reports and recommendations	
Action #6: Fold insights and recommendations into 2024 plans and identify a way to sustain community engagement with all communities, especially those receiving the fewest resources, to build inclusive engagement into annual operational cycles	October - December 2023	New annual CE protocol identified and implemented	Divisions teams meet to create plans for 2024 based on input and recommendations; Plan for sustaining CE is created, shared, and utilized	
C. Department Strategy #3: Clarify and organize all opportunities for artists and arts organizations so they are widely known, understood and equitably accessed				
Action #1: Inventory and update opportunities for artists and arts organizations to participate in DCASE programs and inform decision-making (after community engagement and input)	January - June 2023	Complete list; document with descriptions of all opportunities that artists and arts organizations can take advantage of with clear timelines, processes and easy to follow instructions	1) Synthesize data insights and complete community and audience engagement to update all opportunities to: a) apply for grants; b) create and present work through programs and events, residencies, exhibitions, and partnerships in the Chicago Cultural Center, Millennium Park, Riverwalk, Clarke-Ford House and throughout neighborhoods; c) apply for public art commissions throughout the City; and d) participate in committees to reivew applications and proposals, and inform future programming and investments 2) Collaborate with other department divisions to update opportunities in a consistent manner and through a shared timeline	
Action #2: Create a communication and outreach plan to ensure opportunities are known across communities	Summer - Fall 2023	Updated website, list of outreach events with discrete communities invited to participate; outreach event attendance data; analytics of resources available through website	Collaborate with communications team to share opportunities and organize on current website; Set up a schedule of outreach events and info sessions; Update additional resources accordingly (ie. toolkits, webinars, etc.); Update outreach lists/groups and set up dissemination schedule	
Action #3: Research appropriate participation/submission portals for equitable partnership applications and materials	Summer - Fall 2023	Identify a user-friendly portal and easy to understand application procedures	After close collaboration with all programming staff, determine number of opportunities and applications (as well as type & frequency) and accessibility features that are compatible to the website and meet the expectation and demand	

Action #4: Launch / Update accessible, user-friendly online portal to submit inquiries or applications on website	Winter 2023-2024	Increase of participants applying (different types of demographics) in areas that were underrepresented before 2023; Increase in % of artists and arts organizations participating in our programs that had not participated before (NEW)	TBD in collaboration with DCASE communications team	
Action #5: Implement mechanisms for on-going feedback on the portal, applications, and website	2024-Ongoing	Number of conversations (formal and informal) that include feedback on the resources and tools; number and type of real-time updates to processes to improve and expand access and participation	TBD in collaboration with DCASE communications team and divisions that inform and manage different portals, applications, and processes	

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2. COMMUNITY ENGAGEMENT

Citywide Desired Result:

All Chicagoans have a meaningful opportunity to influence City of Chicago programs, policies, and initiatives.

Community indicators:

What data can you examine to understand the status of the citywide desired result?

Currently, there is a limited amount of arts and audience participant data available on 2022 DCASE programs. Other citywide arts sector data that does exist is not easily accessible to the public. The most recent Chicago arts sector participation study was done in 2006 and demonstrated a specific focus on the downtown, northside, White, and higher-income areas. In that study, it is evident that there is an absence of information on the cultural assets in BIPOC, lower-income neighborhoods. For example, small ethnically diverse organizations often reach a wider multicultural audience. In 2020, The Chicago Park District's Cultural Asset Mapping Project (CAMP), in partnership with DCASE, mapped cultural vibrancy in Chicago communities as a way to improve engagement with theater and performance spaces across the city and mapped a wider diversity of cultural assets across the city. However, it does not have the mechanism to be updated.

Define the Problem

Identify the problem creating barriers to advancing the citywide desired result.

Be explicit about which populations or communities you need to focus on. Consider who is most negatively impacted and most marginalized on the issue.

While all DCASE projects include a community engagement component, there needs to be a formal and consistent community engagement process to reach a wider-range of stakeholders. Although there is a diverse cohort of artists and organizations taking advantage of DCASE resources and opportunities, they are primarily affluent and are already familiar with and connected to DCASE. Grants, projects, programs, and presenting opportunities are well suited for established organizations and artists, however, there are many needing more information, tools, or an overall understanding of how to navigate. Examples of this include a lack of coordinating accessibility considerations regarding platforms for gathering feedback, distribution methods, format, and language, as well as sustained, meaningful engagement. By establishing a clear and consistent engagement framework, DCASE will be able to extend its impact to underrepresented communities and cultivate emerging mediums and expressions.

Identify Root Cause(s)

What is contributing to the problem?

How has systemic and structural racism shaped historical and current events related to the problem?

Systemic and structural racism is the root-cause of the problem due to its creation of a facade of superiority and the prioritization of one community and its needs over the marginalized. This system was shaped and perpetuated by those with access to resources and the institutions that provide them. Structural racism also influences how BIPOC communities are viewed by society resulting in stereotypes. Those who are negatively impacted in this way do not have much of a voice in influencing public policy and initiatives. Community Engagement is a process that takes a long time to realize fully, therefore, if an institution does not have the capacity to make it comprehensive and inclusive, the underrepresented continue to be negatively impacted.

Define the Opportunity

What are your core functions/strongest levers as a department?

Identify opportunities for your department to advance the citywide desired result.

Be explicit about which populations or communities you need to focus on. Consider who is most negatively impacted and most marginalized on the issue?

The Department of Cultural Affairs and Special Events (DCASE) recognizes the potential and need to build a department-wide community engagement mechanism to guide grant and programmatic development. In 2022, DCASE began the artist-led public engagement program P.A.R.T.Y. (Public Art Reimagining Tour with You), which seeks community input to drive investment priorities by hosting a series of public events in neighborhoods most significantly impacted by a lack of resources and access. DCASE intends to continue addressing any barriers to participation and increase overall participation across art disciplines, race/ethnicity, age, neighborhood/geography, level of profession, kind of organization.

Department Strategy *What are the department's overarching strategies to advance equity for this priority area?* **Actions** *What action will the department take to enact each strategy?*	Timeline *By when will the department achieve this?*	Performance Measures *How will the department know if it achieved its goal? Identify metrics that will indicate success. (e.g., staff composition and # of organizations served)*	Implementation Plan *What specific steps will the department take to carry out each action? Identify necessary stakeholders to advance this action e.g. internal department divisions/bureaus, other government departments/agencies, community organizations, etc.*	Status *Departments will report on the status of each action annually at budget time.*
A. Department Strategy: Conduct community engagement activities pertaining to this year's programming initiatives				
Action #1: Conduct community engagement activities to collect feedback from the community about our cultural venues and programming, including the Cultural Center and Clarke Ford House.	Fall 2022-Winter 2023	Feedback reflected in the public programs in the Cultural Center & Clarke House in 2023 & in our partnership processes and application guidelines	Contract an artist group to conduct and audience and engagement study of the Cultural Center; Contract a curator to conduct engagement sessions around the reimagining of the Clarke House; Convene an arts education committee to inform our exhibition process and related programs	
Action #2: Conduct community engagement activities for our neighborhoods to identify gaps within engagement and to identify community stakeholders that can assist with closing those gaps, particularly within Invest South/West neighborhoods and in relation to DCASE's festival programs.	2022-23	Requests for Proposals reflect the community input for the public art projects going up in their neighborhoods	Collaborate with artists in ISW neighborhoods to engage community members in the visioning for the public art to go in their communities (engagement in the first set of neighborhoods will take place in 2022 and the second set in 2023; Use their input to generate the requests for proposals that artists can apply for in 2023 & beyond; Summarize festival committee members' reflections and input to inform additional community engagement needed for 2023 programs, especially around neighborhood programming	

Action #3: Conduct community engagement activities for the arts sector, i.e. artists and partnering arts organizations, to identify institutional obstacles to meaningful engagement.	2022-2023	Summary and recommended actions from data and input synthesis; map of additional neighborhood input needed for neighborhood programs	Complete a set of three convenings for the Dance community (through Year of Chicago Dance); Synthesize data from those and the Performing Arts convening to inform future plans and distribution of resources	
B. Department Strategy: Review and analyze data/input to inform engagement tracking strategies and platforms				
Action #1: Gather data and share it with staff and the leadership team to launch an institutional examination of community engagement strategies and organizational capacity.	January - March 2023	Data from DCASE collection efforts to be collected into central database or platform	Inventory existing data collection methods/platforms; Review	
Action #2: Meet with DCASE division(s) to identify neighborhoods and community members/groups to engage with to collect initial feedback research on DCASE community engagement strategies.	March-May 2023	Outline for strategic planning session	Racial Equity Workgroup & Leadership meet for a top-level review of data collection strategies/platform review; Draft recommendations for generation of strategic session outline	
Action #3: Build in Professional Development time to define community engagement approaches, best practices, and areas of growth, in order to increase overall community engagement institutional capacity.	June - July 2023	DCASE community engagement workshop session(s).	Schedule team meetings around engagement strategies in each area of focus at DCASE. Schedule a DCASE-wide strategic planning session in order to agree on engagement strategies and platforms	
C. Department Strategy: Identify target communities or neighborhoods to hold engagements to identify and address barriers to participation				
Action #1 Through data analysis and community engagement identify communities who are underserved and underresourced, such as BIPOC, ALAANA, and LGBTQ+ communities. Data analysis may also identify youth as a focus for engagement.	Summer 2023	List of contacts, including new stakeholders.	The DCASE Cohort, in collaboration with DCASE staff and leadership, will review and analyze collected data. Additional research will be conducted.	
Action #2 Establish, document, and develop sustainable connections through community engagement with the stakeholders identified through data analysis.	Summer / Fall 2023	Community engagement events, as well as communications via email and telephone.	DCASE staff will organize and implement community engagement events to include identified stakeholders. Selected staff will also conduct outreach via email and telephone.	

Action #3 Through data analysis and comprehensive community engagement identify barriers to participation in order to share with community stakeholders to create a comprehensive community centered strategic plan to address barriers.	Fall / Winter 2023	Comprehensive plan to address barriers to participation	DCASE staff will organize and implement community engagement events to learn about barriers to participation from identified stakeholders. Selected staff will also conduct information gathering via emails and telephone calls. A collaboration of stakeholders, DCASE leadership, and key staff will result in the creation of a strategic plan that addresses and ultimately eliminates barriers to participation.	
D. Department Strategy: Create and Implement an Annual Community Engagement mechanism for department tracking				
Action #1 - DCASE will regroup with DCASE Leadership, Partner City Agencies, and Cultivated Community Stakeholders to share lessons learned and insights.	Early 2024	Report documenting information shared at meetings	Organize meetings with consultants, staff, and community stakeholders.	
Action #2 Work with Bloomberg Consultants and staff to define protocols, annual cycle, and related tools & processes.	Mid-2024	Plan is known and understood by all DCASE staff.	Plan and implement staff Prof. Dev. Sessions.	
Action #3 Create systemic tools to be implemented in next programming year, and circulate strategic plans to the community in order to promote equitable community engagement with the creative ecosystem.	Late 2024	Share process and related dates, etc. with the public.	Updates communicated via website and plan to disseminate information.	

RACIAL EQUITY ACTION PLAN

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3. DATA

Citywide Desired Result:
All Chicagoans can obtain, view, or use public facing data from the City of Chicago.

Community indicators:
What data can you examine to understand the status of the citywide desired result?

DCASE can examine previous Arts & Culture Impact Studies, City data collection points, and other external sources that relate to neighborhood cultural organizations to assess existing methods of sharing data with the public. Twenty public studies were reviewed, including Paths to Participation (2017), The Outcomes of Arts Engagement for Individuals and Communities (2021), Why Do Arts Matter in Illinois (2020), Arts Funding at Twenty-Five: What Data and Analysis Continue to Tell Funders About the Field (2018), Mapping Cultural Participation in Chicago Executive Summary (2006), Chicago Arts Vibrancy Map - Data Arts/Southern Methodist University (SMU), DCASE Grants Data, Chi Parks Cultural Asset Mapping Project and Issuelab Mapping the Dance Landscape in Chicago (2019). None of these reports are BIPOC arts and cultural organization-specific, resulting in inequitable representation in the data. Future data that should be collected and made public: a focused BIPOC arts & culture activity across zip code study, program data (added to organization/artist data), and a revised SMU Arts Vibrancy report with vibrancy measures clarified and refined by zip code. DCASE continues to engage research partners to evaluate data impact and create reports. Internal data that DCASE can examine inclues the range of artists, arts organizations and partners, and audiences connected to DCASE programs, resources, and opportunities. This data can be further disaggregated across various demographic categories.

Define the Problem
Identify the problem creating barriers to advancing the citywide desired result.
Be explicit about which populations or communities you need to focus on. Consider who is most negatively impacted and most marginalized on the issue.

The vast majority of Black and Brown neighborhoods in Chicago do not have data studies/impact reports available that highlight their arts & culture organizations or activities. As a result, when someone is searching for data pertaining to these communities, they find it does not exist. Inequitable data benchmarks and collection processes inform future resource allocation decisions. Lack of data also impacts the ability for communities to advocate for themselves.   If data has never been collected for these communities, if the culture is undervalued and ignored, it is made to appear that they are void of an arts and cultural identity. Most negatively impacted and most marginalized on the issue: Residents on the West and South sides of Chicago, especially low-income, BIPOC, and teens.

Identify Root Cause(s)
What is contributing to the problem?
How has systemic and structural racism shaped historical and current events related to the problem?

Previous interest-based studies have charted arts and culture's economic impact on the central business district and on other primarily high-income neighborhoods. These prior studies have left out many of Chicago's other 77 neighborhoods that have arts and culture activities, leaving them unstudied. State, regional, local, and federal funding for public research initiatives through grants have not yet yielded a Chicago-based low-income BIPOC community sector-wide arts and culture study. Many publicly funded research grants awarded to organizations are defined and limited by the organization's specific priorities and goals and are used to validate its programs and illustrate the organization's impact. This has left Chicago's Arts and Culture space without sector-wide studies that are regularly updated. The National Endowment for the Arts has issued new five-year priorities as of 2022 for Research that prioritizes equity studies. Private funds used to study cultural impact seem often to be based in tourism income and/or focused on their ability to clarify economic benefit to an area's businesses (hotels, restaurants, etc.) These studies that are led by economic benefit have not been centered in marginalized BIPOC communities. The studies are also limited by being sporadic and or project-based and, therefore, can't be used as a metric for success/growth. There also can be input/civic fatigue and citizen distrust that leads people from low-income BIPOC communities to lower participation in these studies.

Define the Opportunity
Identify opportunities for your department to advance the citywide desired result.
Be explicit about which populations or communities you need to focus on. Consider who is most negatively impacted and most marginalized on the issue?
DCASE has an opportunity to replicate the Grants Division's effective data-collection strategy across the department: gathering demographic information during the application and contracting processes. This will result in consistent data variables and sustained information-gathering. Concurrently, DCASE will devise a temporary method to aggregate all existing internal data -- along with data generated from ongoing community engagement sessions -- to review and identify gaps in information. DCASE will then adjust its future data collection methods to address those gaps, ensuring accurate representation and reliability. Over the long-term, there is an opportunity to build a formalized, department-wide data collection system and sustained collection process to complement DCASE's community engagement/outreach plan. This information can then be made public and shared with other art and culture funders, organizations and city departments. (Citywide data is currently available at: https://data.cityofchicago.org/)

Department Strategy *What are the department's overarching strategies to advance equity for this priority area?* Actions *What action will the department take to enact each strategy?*	Timeline *By when will the department achieve this?*	Performance Measures How will the department know if it achieved its goal? Identify metrics that will indicate success. (e.g. staff composition and # of organizations served)	Implementation Plan *What specific steps will the department take to carry out each action?* *Identify necessary stakeholders to advance this action e.g., internal department divisions/bureaus, other government departments/agencies, community organizations, etc.*	Status *Departments will report on the status of each action annually at budget time.*
A. Department Strategy: Evaluate known data on DCASE's current roster of artists and partners to assess quality and completeness of Equity metrics				
Action #1 - Identify priority data categories to mine available data sources in the programming division	Spring 2022 - Spring 2023	Final data categories identified	Programmers meet and collaborate with Senior Strategist to identify and finalize data categories; Senior Strategist consults with Bloomberg Associates (current partner) to advise	
Action #2 - Create data collection tool to gather and input internal data	Summer 2022 - Spring 2023	Data is gathered in a single database/tool	Staff to input (extract from contracts and other available data sets) data into aggregate form; Train staff as needed	
Action #3 - Analyze data and identify gaps and additional data points to be collected and integrate changes into the updated collection tool or inform the creation of new tools	Winter 2022- 2023	Data tool is updated and shared across department	Update the internal data collection tool after it is piloted with the programming division in 2022; Collaborate with other divisions to begin using new tool in 2023	
B. Department Strategy: Create and distribute collection tools to gather additional demographic information for artists, arts organizations and collaborators				

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Action #1 - Design a Creative Worker Survey and identify a distribution strategy	Summer 2022-Winter 2023	Survey is finalized	Senior Strategist to collaborate with programming division and consult with Bloomberg Associates on survey and its data questions/categories; Programming staff to determine most appropriate distribution strategy	
Action #2 - Launch Creative Worker Survey	Summer 2022 - Fall 2023	Surveys are distributed and data is collected	Utilize DCASE newsletters to support distribution during programming and contracting season; Staff follow-ups with artists and collaborators	
Action #3 - Revise and update Creative Worker Survey and embed into annual contracting processes	2023	Data is collected equitably across the City every end of year, and then repeated annually	Programming division to debrief the initial pilot of the Survey and its first report; Senior Strategist to consult with Bloomberg to update survey; Collaborate with divisions to implement across all programs	
C. Department Strategy: Analyze collected data and create a department-wide data collection platform with standards and procedures through an Equity lens				
Action #1 - Review all collected data from internal data and Creative Worker Survey	Winter 2022- 2023	Share summary reports based on data analysis	Craft summary reports; Debrief meeting to help determine annual program review and goal-setting, and align with budget cycle	
Action #2 - Generate department-wide analysis standards and procedures, including an internal system for collecting and tracking data	Early 2023	All staff understand what is collected, why and how it is collected, and is trained to do so successfully	Collaborate with Senior Strategists, Deputy Commissioners and consultants to share experience; Conduct additional research and determine appropriate platform and related procedures and standards	
Action #3 - Share data standards and procedures with project stakeholders and DCASE leadership for feedback and approval	Summer 2023	Collected data from interdepartmental projects satisfies standards by contributing to a larger operational narrative	Collaborate with divisions to create a roll-out plan and establish series of meetings for feedback	
Action #4 - Test the new data collection platform and procedures	Test in Fall 2023; Launch for top of 2024	Staff shares feedback on test phase, new training conducted as needed, updates to platform and procedures done by end of year	Create kick off and check-in meetings with staff & share clear expectations and timeline for the test phase	
D: Department Strategy: Share out data				

Action #1 - Share impact report for 2022 based on available data	Early 2023	Impact report is distributed & published online	Divisions provide summaries to Marketing & Communications team; Report is created and designed before shared publicly	
Action #2 - Identify additional ways to share data and what other data to include in future impact reports as our data collection improves	2023-2024	Previous impact report template is updated for following year	Divisions collaborate with DCASE communications team and Senior Team to create new report template	