

# CITY OF CHICAGO 2023 MAYORAL TRANSITION REPORT



MAYOR LORI E. LIGHTFOOT



## LETTER FROM MAYOR LORI E. LIGHTFOOT



Dear Mayor-Elect Johnson and Members of the Transition Team,

When my administration transitioned onto the 5th Floor of City Hall four years ago, none of us could have ever imagined the unprecedented challenges that we would face.

Less than one year into my term as mayor, a once-in-a-generation global pandemic forced City government to pause, pivot, and reimagine the way Chicago serves its residents. A few months later, our city was literally and figuratively torn apart by national civil unrest. In each of these crises, our economy and the livelihoods of our residents took a devastating hit that would need to be addressed with the most progressive budget in our city's history.

There was no instruction manual or guidebook for navigating these moments. All we had was each other.

Together, we quickly learned how much power lies in collaboration. Every department stepped out of its silo and began sharing knowledge and resources to strengthen our services.

Cross-department collaboration was key to the success of many citywide initiatives, some of which are highlighted in this book. You will learn how the Mayor's Office's participation and convening powers supported our efforts to create important initiatives like a Food Equity Council, a Gender-Based Violence Task Force, a Re-Entry Task Force, and other working groups that serve unique communities of our city. We also leveraged collaboration to launch the Chicago Works Capital Plan, secure a historic Chicago Casino deal, and implement my administration's signature community development initiative: INVEST South/West.

In addition to highlighting citywide initiatives, this transition book details City departments and agencies, their organizational backgrounds, and their key priorities. Importantly, this book also includes pressing legislative items that the next administration must address within 45-90 days.

If there is one piece of wisdom that we can impart, it's that the incoming Mayor's Office should carry on our spirit of collaboration to move work forward. We are stronger and better together.

My staff and I look forward to working with you and helping to facilitate the most effective and efficient transition possible. We hope to engage in a seamless and constructive process that supports Chicago's residents, businesses, and neighborhoods.

It has been the honor and the privilege of a lifetime to serve the residents of Chicago and work to build a more equitable and inclusive city where we can all thrive and prosper. I hope that you will find this document useful for a smooth transition process. My team and I stand ready to assist that process in any way we can.

Sincerely,

A handwritten signature in black ink that reads "Lori E. Lightfoot". The signature is written in a cursive, flowing style.

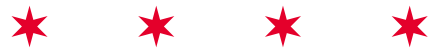
Mayor Lori E. Lightfoot

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## OUR MISSION



To equitably build a safe and prosperous Chicago

## OUR VISION



ONE Chicago

Equitable and resilient...

Where our people, businesses, and communities thrive.

Where we all belong and feel safe.

Where our City works for us.

Where we plant roots and prosper.

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## CRITICAL CITYWIDE INITIATIVES

ASYLUM SEEKER HUMANITARIAN CRISIS  
BUDGET EQUITY AND RACIAL EQUITY ACTION PLANS  
CHICAGO CASINO PROJECT  
CHICAGO COMMISSION ON HUMAN RELATIONS (CCHR) ADVISORY COUNCILS  
CHICAGO CONNECTED BROADBAND INITIATIVE  
CHICAGO WORKS CAPITAL PLAN  
CITYWIDE COORDINATION FOR YOUTH DEVELOPMENT  
COMMUNITY WEALTH BUILDING  
CONSENT DECREE  
CRISIS ASSISTANCE RESPONSE AND ENGAGEMENT (CARE) PILOT  
EARLY CHILDHOOD PRIORITIES  
ENTERPRISE RESOURCE PLANNING  
EQUITABLE TRANSIT-ORIENTED DEVELOPMENT  
EQUITY DASHBOARDS  
EQUITY IN DELEGATE CONTRACTING  
FOOD EQUITY COUNCIL  
GENDER-BASED VIOLENCE IMPLEMENTATION TASK FORCE  
INTERAGENCY RE-ENTRY COUNCIL (RETURNING RESIDENTS)  
INVEST SOUTH/WEST  
OFFICE OF NEW AMERICANS  
RACIAL EQUITY LIAISON NETWORK  
WE WILL CHICAGO – CITYWIDE PLAN  
YEAR OF HEALING/FOLDED MAP PROJECT

## ASYLUM SEEKER HUMANITARIAN CRISIS

### DESCRIPTION

The City of Chicago, along with many partner non-profits and governmental organizations, is facing an unprecedented humanitarian crisis. Since August 31, 2022, Chicago has sheltered and provided services for thousands of individuals and families. Since August 31, 2022, 5,146 individuals have arrived in Chicago on 108 buses, chartered by the states of Texas and Colorado. Although the pace of buses has slowed, people are still crossing the border. The City of Chicago has also seen an increase in asylum seekers arriving on flights paid for by non-governmental organizations, without basic resources. Additionally, we have accounted for an additional 2,714 individuals walking into our shelter system that did not arrive on chartered buses.

In the absence of legal work permits, migrants are dependent upon Chicago for all of their basic human needs like food, shelter and health care, among other things.

Chicago has expended nearly \$50 million dollars in response to this humanitarian crisis and has only received \$5.5 million from the Federal Government through Federal Emergency Management Agency's (FEMA) Emergency Food and Shelter Program (EFSP). This amount is woefully insufficient to meet the on-going need and future challenges. \$50 million dollars was requested from the State of Illinois in support of the asylum seeker crisis, of which \$20 million was granted. Efforts are underway to request additional funding from the State of Illinois in support of the mission, as well as to apply for the next round of FEMA funding.

### GOALS & DESIRED OUTCOMES

- As a welcoming City, ensure asylum seekers are treated with dignity and respect.
- Provide temporary shelter, and basic needs such as food, hygiene and medical screening.
- Aggressively pursue resettlement resources, in light of the new 30-day shelter stay notification policy, to facilitate outmigration services. Enable Asylum Seekers to acquire housing to be self-sustaining and successfully integrate into the community.
- Reduce the number of existing emergency shelters from ten to four facilities, to reduce costs and facilitate better span of control and outmigration tracking.
- Make application to the Federal Government for funding through EFSP and the new Shelter and Services Program (SSP) grant, to offset the substantial funding expended by the City of Chicago in support of this humanitarian crisis.
- Monitor the situation along the border in response to the impending termination of Title 42 on May 11, 2023, and plan accordingly for a potential surge.

### STRATEGY

- Collaborate with City of Chicago departments, the State of Illinois and delegate agencies to provide a safe haven for Asylum Seekers with an eye toward outmigration and resettlement.
- Support a dedicated migrant operation that enables stabilization of the mission and proper planning for future scenarios.
- Create a migrant response "playbook" to ensure continuity of operations when the new City administration assumes responsibility for leadership oversight of the mission.

### CURRENT STATUS

- The City of Chicago is currently providing services to approximately 2,399 migrants across 7 activated emergency shelters across the city. The plan is to consolidate these into four shelters.
- Resettlement services will soon commence in partnership with Catholic Charities, the Chicago Department of Housing, Illinois Housing Development Authority and delegate agencies.

### KEY STAKEHOLDERS & PARTNERSHIPS

- City of Chicago Departments and Sister Agencies: Office of Emergency Management and Communications, Department of Family and Support Services, Department of Assets, Information and Services, Chicago Public Schools, Department

of Housing, Chicago Park District, Chicago Transit Authority, Chicago Department of Public Health, City Colleges of Chicago.

- State of Illinois: Illinois Emergency Management Agency, Illinois Department of Human Services, Illinois Housing Development Authority
- Cook County
- Non-profits, NGOs and Community partners: Salvation Army, Catholic Charities, American Red Cross, National Immigration Justice Center and the Chicago faith community.

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]

## BUDGET EQUITY AND RACIAL EQUITY ACTION PLANS

### DESCRIPTION

Under section 2-4-100 of the municipal code, all departments are required to create and maintain a Racial Equity Action Plan (REAP). This is a new initiative started under the Lightfoot Administration. A REAP is a multi-year strategic plan that articulates how a department will work to improve equitable outcomes in their core work (service-delivery, policy, programs, finance, HR, etc.). The Office of Equity and Racial Justice (OERJ) is the chief coordinator for the creation of these plans, the implementation processes and strategies, the public reporting, and the evaluation of progress. This includes OERJ providing a template of the plan for departments to complete as well as capacity-building training and consultation on implementation strategies. OERJ maintains records of all department REAPs, provides ongoing support, and leads progress reporting. Also, as required by code, OERJ reports annually to the Mayor, City Council, and the public at-large and ensures the REAPs are publicly available online.

Progress on these REAPs is accounted for annually through the city budgeting process via the Budget Equity Tool (BET). The BET is a series of questions that asks departments to account for progress on their plans and to state the goals they aim to achieve in the upcoming fiscal year in coordination with their budget submissions. Portions of these submissions are also publicly available and provided to City Council on the budget schedule. Departments will use their REAP as a guide to complete their BET.

### GOALS & DESIRED OUTCOMES

- All departments have a completed REAP posted publicly by the end of Q2 2023. NOTE: Some departments are exempted by OERJ. No sister agencies are subject to this requirement.
- All departments complete the BET annually

### STRATEGY

In September 2021, OERJ launched the first of three Equity and Racial Justice Cohorts to build capacity for creating institutional change and advancing racial equity. This training initiative, a partnership with the Government Alliance on Racial Equity (GARE) and funded by CDPH, is a key strategy to build capacity of departments to operationalize racial equity into the core business of government, culminating in the development of their REAP. Each cohort is comprised of teams (4-7 members) who receive differentiated training and technical assistance over a nine-month period to develop a department specific REAP and build the internal capacity of key staff members to sustain racial equity work. Cohort teams are intended to be a cross-functional group of staff representing all levels of a department in addition to diverse racial, gender, and age makeup. Members were selected by commissioners, and teams present their final findings at a symposium with their peers and city leadership.

Cohort teams receive foundational racial equity training and learn how to apply the GARE Racial Equity Tool to their department's core work. They learn to identify and analyze community and department level data, how to plan and facilitate community conversations to engage and collaborate with those most impacted, and how to create strategies to address inequities that show up in their data analysis and community engagement. These strategies then become a part of each department's REAP.

After the cohort ends, department teams finalize their REAP and then submit to OERJ for review and publication online. Ultimately, the REAP is used as a roadmap for the department's annual BET submission.

OERJ works in coordination with OBM to implement the BET during the annual budgeting process and to publish responses and an overview to Mayor, City Council, and the public at-large.

### CURRENT STATUS

- Cohort 1 REAPs are completed. OERJ is working to publish by the end of Q2. (NOTE: Cohort 1 includes: Assets, Information and Services, Chicago Department of Aviation, Chicago Commission on Human Relations, Chicago Department of Transportation, Department of Cultural Affairs and Special Events, Department of Human Resources, Department of Planning and Development, Department of Water Management, Mayor's Office for People with Disabilities, Office of Emergency Management and Communications, Board of Ethics (participated in cohort but did not complete a REAP))



- Cohort 2’s training will be complete on April 13, 2023, and final REAPs will be due by May 1, 2023. (NOTE: Cohort 2 includes: Business Affairs and Consumer Protections, Chicago Animal Care and Control, Chicago Public Library, Department of Family and Support Services, Department of Administrative Hearings, Department of Buildings, Department of Finance, Department of Law, Department of Procurement Services, Department of Streets and Sanitation, Office of the Inspector General, and Office of Budget and Management (OBM))
- Cohort 3’s training will be complete on April 21, 2023, and final REAPs will be due by May 1, 2023. (NOTE: Cohort 3 focused on public safety departments and includes: Chicago Police Department, Chicago Fire Department, Civilian Office of Police Accountability, and Office of Public Safety Administration)
- The Department of Housing and Chicago Department of Public Health are not using the cohort structure for capacity-building support. Instead, they have identified other strategies and resources. Their REAPs will be due by May 1st.
- Exempted departments include: Licensing and Appeals Commission, Police Board, Community Commission for Public Safety and Accountability, Clerk’s Office, Treasurer’s Office, Board of Elections. The Board of Ethics participated in the cohort but did not create a REAP.

**KEY STAKEHOLDERS & PARTNERSHIPS**

All City departments, Office of Budget and Management, Equity Advisory Council, and training consultants.

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

**CHICAGO CASINO PROJECT****DESCRIPTION**

The City of Chicago and Bally's Corporation (Bally's) have entered into a host community agreement (HCA) to develop a new casino in the City of Chicago. This HCA passed through City Council in May 2022 and can be found on the Chicago Casino website.

The Chicago Casino project includes both a temporary and permanent casino. The temporary casino will be at the Medinah Temple in River North and is expected to open in 2023. The Medinah Temple is a historic, landmarked, building that will be re-purposed as the temporary casino after being vacant for a few years. The temporary casino will consist of 3-levels and include 800 slot machines, 50 table games, a bar, 3-meal restaurant, and an alternative quick foods venue.

The permanent Chicago Casino at the Tribune Publishing Plant site in River West is expected to open in 2026. The permanent casino will sit on Planned Development 1426 (PD 1426) and include a 4,000-gaming position casino, 10+ food and beverage offerings, a 3,000-seat event center, a 23,000 sq. ft. museum, a 500-room hotel, a riverwalk, and a riverfront park. Parking will largely be under the casino. The broader planned development will also include out parcel developments and a linear park that will be developed after the opening of the casino.

**GOALS & DESIRED OUTCOMES**

The Chicago Casino is projected to provide the following revenues (millions) to the City\*:

<b>Bally's Tribune</b>						
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>City Impact</b>						
<b>Upfront / Fixed Payments</b>	<b>\$40.0**</b>	<b>\$4.0</b>	<b>\$4.0</b>	<b>\$4.0</b>	<b>\$4.0</b>	<b>\$4.0</b>
<b>Gaming Revenues</b>	<b>\$12.8</b>	<b>\$34.4</b>	<b>\$36.1</b>	<b>\$107.3</b>	<b>\$129.6</b>	<b>\$140.4</b>
Slot Machines	\$8.1	\$24.2	\$25.5	\$77.4	\$93.0	\$100.6
Table Games	\$3.1	\$8.3	\$8.7	\$25.0	\$30.8	\$33.8
Admis./Other	\$1.6	\$1.9	\$1.9	\$4.9	\$5.7	\$6.0
<b>Other Taxes</b>	<b>\$7.2</b>	<b>\$7.8</b>	<b>\$7.9</b>	<b>\$21.5</b>	<b>\$27.5</b>	<b>\$35.5</b>
Property Taxes	\$3.2	\$3.2	\$3.2	\$12.3	\$16.8	\$21.5
Parking Tax	\$3.8	\$4.4	\$4.5	\$7.8	\$9.0	\$9.4
Restaurant	\$0.2	\$0.2	\$0.2	\$0.9	\$1.0	\$1.2
Hotel Taxes	-	-	-	\$0.5	\$0.6	\$3.4
<b>Other Property Taxes</b>						
CPS	\$6.8	\$6.8	\$6.8	\$26.1	\$35.8	\$45.7
Other Entities	\$2.9	\$2.9	\$2.9	\$11.0	\$15.0	\$19.2
<b>Other Taxing Bodies Impact</b>						
Other	-	-	-	\$0.2	\$0.2	\$1.0
<b>ANNUAL IMPACT</b>	<b>\$69.7</b>	<b>\$55.8</b>	<b>\$57.7</b>	<b>\$170.1</b>	<b>\$212.0</b>	<b>\$245.8</b>

\* All gaming revenues to the City are earmarked for police and fire pension funds

\*\* The upfront payment was received in 2022 and has been applied in the FY2023 budget

The Chicago Casino project also has equity and job commitments as outlined in the HCA. These are as follows:

- For Design & Construction: 36% minority-owned (MBE) and 10% women-owned business enterprise (WBE) participation; 50% of labor hours by City residents and 15.5% of labor hours by residents of socio-economically disadvantaged areas.\*

- For Operational Spend: 26% MBE, 10% WBE, 3% veteran-owned business enterprise, and 2% business enterprises owned by people with disabilities participation.\*
  - For Diversity Hiring: 60% minorities; 45% women; 5% veterans; 5% people with disabilities.
  - The creation of approximately 2,900 temporary casino and 3,000 permanent casino construction jobs and an additional 2,500 constructions jobs for the hotel extension project.
  - The creation of approximately 550 temporary casino and 3,000 permanent casino operational jobs.
- \*Gaming equipment and related service providers are excluded.

## OVERVIEW

By introducing gaming to the City of Chicago via the Chicago Casino, the City will recognize \$2 billion of financial value to support police and fire pension funds and State will another \$2B of financial value to support the State's capital plan. Much of the financial value to the City will come from gaming revenue taxes, which, **by state law mandate, are earmarked specifically for the police and fire pension funds**. The Chicago Casino will also create thousands of jobs and provide opportunities to individuals and firms all throughout Chicago.

The strong revenue projections for the Chicago Casino are in a large part due to the capturing of the Chicagoland gaming market and the lack of other gaming competition within the City of Chicago.

The state of Illinois ships \$331 million of gaming revenue every year to support Indiana essential services rather than repatriate those dollars to support Chicago and Illinois causes. The Chicago Casino is expected to repatriate approximately \$190 million of the \$331 million.

Additionally, due to the State's tax structure a casino provides more gaming revenue to the City compared to other forms of gaming. The City of Chicago currently has a ban on these other forms of gaming, including gaming via **video gaming terminals (VGTs)** that would cannibalize the Chicago Casino if legalized and result in less gaming revenue to the City in the aggregate.

There are no direct City funds used to support the Chicago Casino project. The Chicago Casino project will provide revenues to the City via gaming taxes, other taxes, and incentives payments.

The incentive payments include an upfront payment of \$40 million to the City along with ongoing payments of \$4M per year upon opening of the temporary casino (\$2M per year to the City's general fund and \$2M per year for community benefits.) Bally's paid the \$40 million upfront payment to the City in 2022. This payment has been applied to the City's pension obligations in 2023.

The community benefits payment of \$2M per year have been allocated in line with the related City Council resolution that all \$2M annual payments during the time of the temporary casino go towards public safety and that the \$2M annual payments during the permanent casino be split in half between public safety and community service projects, and will be allocated in a community process under the guidance of the local alderman.

The City of Chicago is also protected in its projected revenues for the Chicago Casino through liquidated damages provisions negotiated in the HCA. These terms can be found in section 7.4 of the HCA document.

## CURRENT STATUS

The temporary casino at the Medinah Temple received landmark approval on August 19, 2022, and minor change approval on December 15, 2022. The temporary casino also received preliminary demolition and core and shell construction allowances by the IGB. The Bally's Chicago team is currently waiting for a finding of preliminary suitability by the IGB, which is the necessary approval needed to complete construction and bring in gaming machines and related materials. Shortly after the finding of preliminary suitability the Bally's team will receive a temporary operating permit to open the temporary casino. The temporary casino is expected to open in late summer/early fall of this year. The last primary approval from the IGB is the issuance of an owner's license, which will come shortly after the opening of the temporary casino.

The permanent casino at the former Tribune Publishing Plant sits in PD 1426. The amendment to PD 1426 for the Bally's Chicago Casino passed through City Council on December 14, 2022. The Bally's Chicago Casino requires IGB approval and site plan approvals as needed prior to construction. The permanent casino is expected to open in 2026.

No further City Council approvals are needed for opening of the temporary or the permanent casino.

**KEY STAKEHOLDERS & PARTNERSHIPS**

The key partner for the Chicago Casino project is Bally’s Corporation. Additionally, the City, Bally’s, and Chicago City Colleges (CCC) collaborated to create a dealer school to train Chicago residents to be table games dealers. The first dealer school classes began on April 3rd, 2023.

The key elected stakeholder for the temporary casino is Alderman Brendan Reilly, as the temporary casino sits in his ward. The key elected stakeholder for the permanent casino is Alderman Walter Burnett, as the permanent casino sits in his ward. Other key stakeholders include the labor unions; specifically, all trades involving construction due to the project labor agreement to build the casino and Unite Here Local 1 whose members will staff both the temporary and permanent casino. The project also includes a Community Advisory Council (CAC) that meets on a quarterly basis and is coordinated by the Mayor’s Office. The CAC includes four neighborhood representatives from the surrounding areas of the site (Cabrini Green, River North, West Loop, and River West) and 15 issue experts regarding relevant issue areas related to the casino project. Local aldermen are also invited to CAC meetings.

**CRITICAL NEXT STEPS**

[Redacted content]



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

### DESCRIPTION

An ordinance under the Chicago Commission on Human Relations (CCHR) established five advisory councils: Equity, LGBTQ, New Americans, Veteran's, and Women's Advisory. Each advisory council has a policy lead housed in the Mayor's Office. The policy lead works with the chair to create the agenda and goals for each council.

### GOALS & DESIRED OUTCOMES

**Equity:** The Equity Advisory Council seeks to achieve equity in the City's service delivery, decision-making, and resource distribution. Their duties include connecting with local residents and businesses to assess the current city climate, considering new equity initiatives set forth by the Mayor's Office, and attending community events and meetings. The members are committed to expanding equitable initiatives throughout the city and strive to support City staff in operationalizing new policies that result in new fair and just outcomes. The EAC meets quarterly and has subgroups that shift based on the Office and EAC's priorities. The Mayor's Office lead for the EAC is the Chief Equity Officer, Candace Moore.

**LGBTQ:** The LGBTQ+ Advisory Council facilitates connections between LGBTQ+ communities and City government and advises the City on municipal policies and programs to improve equity, justice, representation, health, and well-being for LGBTQ+ residents. The LGBTQ+ Advisory Council meets quarterly. The Mayor's Office lead for the LGBTQ+ Advisory Council is the Director of Special Projects, J.D. Van Slyke.

**New Americans:** The New Americans Advisory Council focuses on two overall areas: improving access to mental health services for immigrants and refugees and addressing food insecurity. The council has also participated in the response to immigration emergencies, including public health initiatives for COVID-19 and refugee response for Afghans and Ukrainians. The Mayor's Office lead for New Americans is the ONA Director, Nubia Willman.

**Veteran's:** The Advisory Council on Veteran Affairs is a 21-member council comprised of subject matter experts from a wide range of veteran-serving organizations representing the city's nearly 80,000 Veterans. The council serves as a liaison between the community and City Government to assist with policy development and public outreach, and to provide input and support of community efforts in the areas of housing, employment, education, entrepreneurship, family support services and healthcare. This council also provides periodic updates and event opportunities of veterans-related activities to City leadership, the Office of the Mayor, the City Council, and the CCHR Board of Commissioners and represent the City in regional grant efforts affecting Chicago and its sister agencies.

**Women's Advisory:** The Women's Advisory Council, has focused on issues facing women including economic security, gender-based violence, and reproductive health. This council led the efforts on creating a report on the impact of the COVID-19 pandemic on working women in Chicago.

### STRATEGY

The strategy for each council is to meet regularly, facilitate councils in setting their agendas, and supporting council members in their efforts to reach out to stakeholders.

### CURRENT STATUS

Each council meets on a quarterly basis. Each council has members whose terms must be renewed and/or require new members be appointed.

Veterans: The Advisory Council on Veteran Affairs has developed three working groups consisting of six council members each to address the most pressing issues for veterans and their families in the city:

- E3 (Employment, Education, and Entrepreneurship)
- Support Services (Mental Health, Housing, Veterans Benefits and Support)
- Membership (community engagement/stakeholders' participation)

### KEY STAKEHOLDERS & PARTNERSHIPS

**Equity:** Chicago United for Equity, Black Researcher Collaborative, Sinai Urban Health Institute, United Way of Metro Chicago, Bethel AME Church, W.K. Kellogg Foundation, Asian Americans Advancing Justice, Carole Robertson Center for Learning, Bethel New Life, Northwest Side Housing Center, Loyola University, Thresholds

**LGBTQ:** Equality IL, Chicago Police Department LGBTQ+ Liaisons, Chicago Therapy Collective

**New Americans:** National Immigrant Justice Center (NIJC) Illinois Coalition of Immigrant and Refugee Rights (ICIRR), Instituto del Progreso Latino, and Apna Ghar

**Veteran's:** Illinois Joining Forces, Jesse Brown VA, Road Home Program, McCormick Foundation, Chicago Veterans, Veteran of Foreign Wars (VFW), American Legion, Disabled American Veterans, Vietnam Veterans of America, Chicagoland Habitat for Humanity, Multi-faith Veterans Project, University of Chicago, Navy Club of Chicago, Coalition of Veteran Organizations, Roll Call Chicagoland.

**Women's Advisory:** Women Employed, Planned Parenthood of IL, YWCA Metropolitan Chicago, Disability Lead

**CRITICAL NEXT STEPS**

[Redacted content]

## CHICAGO CONNECTED BROADBAND INITIATIVE

### DESCRIPTION

According to Census data, 15.5% of the City (172K+ households) do not have home internet. The least connected neighborhoods are all majority communities of color on the South and West Sides. In June 2020, the City launched “Chicago Connected” to address this gap in access in the immediate term by subsidizing the cost of basic internet for Chicago Public Schools (CPS) families and partnering with 20 community organizations to provide digital training. In June 2021, Chicago Connected expanded to serve City Colleges of Chicago (CCC) students. In 2022, the federal government funded the \$2.75B Digital Equity Act (DEA) and \$42.45B Broadband Equity Access and Deployment (BEAD) Program. In preparation for these funds, the City launched the Digital Equity Council, a cross-sector, community-led group that heard from 3,000+ residents about barriers to accessing internet, and co-created solutions to closing the divide. This roadmap is documented through a citywide Digital Equity Plan. To tackle the affordability barrier in the long term, the City allocated \$28M through the Chicago Recovery Plan toward funding hyperlocal affordable broadband connectivity efforts. The City is well poised to apply for federal DEA and BEAD funds opening in 2024.

### GOALS & DESIRED OUTCOMES

Goal: 100% of Chicago households have high speed, affordable broadband, devices, and the tools and support they need to use the internet to participate in Chicago’s modern economy.

### STRATEGY

The high cost of internet is due to a lack of competition in neighborhoods that aren’t seen as profitable for incumbent internet service providers (ISPs). This lack of investment is also fueled by the high cost of installing fiber optics, creating an obstacle for non-profit or startup ISPs. The City aims to lower the barrier to entry for ISPs offering affordable, quality broadband by funding upfront capital costs, streamlining access to City assets, and investing in community-led digital literacy training to enable broadband take-up.

### FUNDING

- The Chicago Recovery Plan includes \$10M in American Rescue Plan Act (ARPA) funds and \$18M in bonds.
- The City applied for \$5M from Connect Illinois, a state grant to fund a fiber network in Englewood.
- Philanthropic dollars pay for Chicago Connected expenses through 2023 via United Way: Digital Equity Director, Digital Equity Coalition, and community partners.
- The City is well positioned to pursue millions in federal grant funding through DEA and BEAD programs.
- The City also convenes a cohort of Chicago Connected organizations who were awarded \$481K in Federal Communications Commission Affordable Connectivity Program (ACP) Outreach funds.

### CURRENT STATUS

The Connect Illinois grant outcome is expected in May 2023. A Request for Proposals (RFP) to solicit proposals for the neighborhood connectivity initiative is being drafted. The Digital Equity Coalition has launched and meets monthly to implement recommendations in the Digital Equity Plan.

### KEY STAKEHOLDERS & PARTNERSHIPS

- Chicago Connected partners: CPS, Kids First Chicago, United Way of Metro Chicago, and 20 community partners.
- The Chicago Digital Equity Coalition includes several non-profits, sister agencies (i.e., Chicago Housing Authority (CHA), CCC, Chicago Public Library (CPL), etc.), and tech companies who work in the digital equity and adult education spaces.
- The Interdepartmental Broadband Taskforce includes City departments and sister agencies that manage broadband-related processes (i.e., Assets, Information and Services, Chicago Department Of Transportation, CPL, CHA, etc.).
- ACP Outreach Grant awardees include 12 community-based organizations, plus CPS and CHA.

### CRITICAL NEXT STEPS

## CHICAGO WORKS CAPITAL PLAN

### DESCRIPTION

The Chicago Works Capital Plan is a multi-year, data-informed, needs-based initiative that aims to improve the city's infrastructure, spur economic development and job creation, and enhance the quality of life for all Chicago communities that started in 2021.. The plan has \$3.3 billion of authorized funding, comprised of an initial 2-year \$1.4 billion funding commitment for years 2021-22, followed by an additional \$1.8 billion for years 2023-24. The plan is supported by several key pillars, including a transparent and equitable process that incorporates stakeholder input, catalyzing economic development and job creation, improving public safety by addressing deficient infrastructure, and maintaining assets in a state of good repair while reducing operational costs. Certain projects are geared towards positioning the city for federal and state infrastructure funding. Chicago Works is funded primarily through City financing, largely through general obligation bonds. Overall, this bold plan represents a major advancement in the standard of public asset maintenance in Chicago and is expected to significantly improve the livability and quality of life in all neighborhoods throughout the city.

### GOALS & DESIRED OUTCOMES

- Bring equity to underserved communities: Funds 50% more in residential street resurfacing, comprehensively addresses streetlight outages, and repairs hazardous sidewalks for those who cannot afford it.
- Prioritize public safety: Reduce backlog of poorly rated bridges, modernize traffic signals and update City's fleet.
- Support Invest South West (ISW): Fund streetscapes along each ISW corridor; 25% of facility improvements within the plan are located in ISW corridors.
- Protects our lakefront: Reconstructing our South Lakefront shoreline to withstand the ever-increasing impacts of climate change.
- Create jobs: Most infrastructure projects will require 50% City residency for their workforce. This requirement will put potentially thousands of our residents to work to improve our city.
- Address Americans with Disabilities Act (ADA) needs: Provides much needed accessibility for election sites, sidewalks, and City buildings.

### STRATEGY

Chicago Works has a multifaceted project selection process that considers several factors. At its core it involves a continual balancing of asset condition and equity when evaluating projects both within and between asset categories. The plan aims to repair or replace infrastructure that is at or beyond its useful service life while also making equitable investment distributions to address long underserved communities. The following factors are also considered when selecting infrastructure investments: cost-effectiveness, project readiness, and Complete Streets/Vision Zero transportation policy goals. The plan also includes a collaborative approach to decision-making, working with aldermen and community stakeholders when making transportation and facilities investment decisions in their community.

### CURRENT STATUS

Chicago Works is in year three of a multi-year plan that raises the level of investment across a wide range of asset classes including: bridges, viaducts, streets, sidewalks, alleys, streetlights, traffic signals, facilities, vehicles and equipment, shoreline protection, trails, trees, and special projects such as technology.

### KEY STAKEHOLDERS & PARTNERSHIPS

The Chicago Works Capital Plan provides funding primarily to the Chicago Department of Transportation and the Department of Assets, Information, and Services.

The Chicago Works program includes all 50 wards. The City has conducted briefings and provided informational data for each respective Alderman.

The City has collaborated with the Building Trades, including but not limited to : Laborers Local 1001, Laborers Local 1092, Local 73 Custodial Workers, Cement Masons Local 502, Operating Engineers Local 150, Teamsters Local 700, Bridge and Structural Ironworkers Local 1, Architectural Ironworkers Local 63, Carpenters Local 13, IBEW Local 9, IBEW Local 134, Machinists Local 126, Local 130 Plumbers, Local 150 Hoisting Engineers, Local 700 Motor Truck Drivers, AFSCME Council 31, Carpenters District Council, Operating Engineers Local 399, Asbestos Workers Local 17, Pipefitters Local 597, Blacksmiths



Local 1, Glaziers Local 27, Local 73 Window Cleaners, Painters Local 14, Sheet Metal Workers Local 73, Sprinkler Fitters Local 281, Bricklayers Local 21

**CRITICAL NEXT STEPS**

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## CITYWIDE COORDINATION FOR YOUTH DEVELOPMENT

### DESCRIPTION

The administration has been laser-focused on ensuring that city resources are organized around supporting the healthy development of every child in Chicago, regardless of zip code. This work has super-charged pre-existing initiatives and resulted in new efforts, particularly after the devastating effects of COVID on our young people. The City provides a continuum of supports, opportunities, and services, from birth through 24. Additionally, the Mayor's Office has played a critical role in coordinating across departments and in the community to ensure that those supports, opportunities, and services are aligned and reaching the children and youth who need them most.

### GOALS & DESIRED OUTCOMES

- Align and coordinate resources for youth development across departments, creating a “no wrong door” approach to connecting youth and families to the resources and services that they need.
- Ensure that every young person is connected to school and connected to robust experiences outside of school, especially during the summer.
- Remove barriers to engagement for youth experiencing risks associated with poor outcomes, as well as implement targeted approaches that will lead to increased participation and engagement.
- Create mechanisms for youth voice and inclusion in policy-making processes.

### STRATEGY

- Make historic investments in youth programs and services, such as \$75 million in paid opportunities for young people and \$11 million in hyper-local youth-driven events and youth-serving anchor organizations in the 2023 budget.
- Focus on youth who are at high risk of being victimized or perpetrating violence, including ensuring 50% of summer paid opportunities are for youth experiencing risks.
- Continue implementation of My CHI. My Future. (MCMF), the umbrella strategy for youth-facing initiatives. MCMF convenes internal and external stakeholders and offers a one-stop portal for families and youth to learn about out-of-school-time opportunities through a website and app. Youth-serving city departments and sister agencies have monthly internal and quarterly external convenings to strengthen the social safety net, increase hyper-local collaboration, and raise visibility of opportunities across the city.
- Equip all city staff with knowledge and information on City resources for young people so that they can provide warm handoffs for youth and families to existing opportunities and resources.
- Facilitate intensive coordination with Chicago Public Schools (CPS), Chicago Park District, Chicago Public Libraries, City Colleges, the Department of Family and Support Services and the Department of Public Health.
- Establish a Mayor's Youth Commission that enables youth to help shape policy and practice.

### CURRENT STATUS

- All of the City's signature youth programs and services – One Summer Chicago, Chicago Youth Service Corps, Chicagobility, Choose to Change, Back to Our Future, Service Coordination and Navigation (SCaN), Girls Empowerment and Motivation Series (GEMS), Youth Intervention Pathways (YIP), My CHI. My Future. Summer Kickbacks – are on track to ramp up for summer. The Mayor's Office plays a coordinating role in ensuring that these opportunities reach the hardest-to-reach youth and families.
- The My CHI. My Future. anchor organizations that will be building community networks and plans in the 15 communities that experience the highest levels of violence have been identified.
- The 4th cohort of the Mayor's Youth Commission will close out at the end of summer. Applications for the next cohort usually open up in June.

### KEY STAKEHOLDERS & PARTNERSHIPS

Stakeholders include youth, City departments, sister agencies, and community-based organizations.

*CRITICAL NEXT STEPS*

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

## COMMUNITY WEALTH BUILDING

### DESCRIPTION

Led by the Office of Equity and Racial Justice (OERJ) since 2019, the Community Wealth Building (CWB) Initiative is an economic development approach that promotes the local, democratic, and shared ownership and control of community assets in order to transform our economy to be more sustainable and just.

Most often when people refer to wealth, they are referring to the personal wealth of an individual or a household. Individual/household wealth is often defined as what you own minus what you owe. It takes into consideration an individual's income and assets as well as their expenses and debt. Community wealth, however, differs in that it refers to the shared wealth of a community, a connected group of people. It is about the shared wealth amongst households, not the sum of wealth across households.

The City's Community Wealth Building initiative is focused on four specific models:

- Worker Cooperative (Business Ownership) – Business owned & democratically controlled by its employees, rather than by one owner, several partners, or outside shareholders
- Limited-Equity Housing Cooperative (Home Ownership) – Housing owned & managed by a cooperative made up of low-income members who each purchase shares at below-market rates
- Community Land Trusts (Land Stewardship) – Organization governed by community owns land in perpetuity while residential and commercial tenants own or rent the structures atop the land via a 99-year ground lease
- Community Investment Vehicle (Commercial Real Estate) – a legal investment mechanism that provides collective community investment in neighborhood assets based on shared development goal(s). In its perfect form, it is majority-controlled, majority-owned and designed by residents or local members

### GOALS & DESIRED OUTCOMES

- Increase wealth in Black and Brown communities on the South and West side
- Provide more accessible and sustainable pathways to asset ownership for low-income, low-wealth residents
- Build strong local economies
- Community Power; Self-Determination; Neighborhood Stabilization; Community Wealth; Individual & Household Wealth; Community Health & Safety; Community Education; Dignified Work Conditions; Civic Engagement; Circular Economy

### STRATEGY

As a part of the Chicago Recovery Plan (CRP), the Department of Planning and Development (DPD) in partnership with The Mayor's Office of Equity and Racial Justice (OERJ), has designed a \$15M pilot program, funded by American Rescue Plan Act dollars.

- Phase 1: Ecosystem Building: Invest in the organizations that start, sustain, and scale CWB models. Fund an interconnected network of advisors to provide high-quality, specialized, and culturally-relevant technical assistance services at no cost to CWB projects. Six core TA areas are: research & advocacy; education & outreach; legal & governance; business development; financing & fundraising; assets & operations
- Phase 2: Build a Pipeline: Build the pipeline of shovel-ready, investment-ready community wealth building projects that meet community priorities. Provide funds to projects stuck in the planning and pre-development stage and need capital for a project manager, community engagement, architects and engineers, closing costs and more.
- Phase 3: Large-Scale Pilot Projects: Fund a few large-scale projects to serve as a proof of concept and as a training ground for other projects. Fund construction expenses.
- Ongoing: Partner with departments (DPD, DOH, BACP) to embed a CWB framework into their core initiatives, programs, and policies



**CURRENT STATUS**

- Pilot Program:
  - Phase 1: Ecosystem Building / Technical Assistance (\$6M) – 19 technical assistance organizations were announced in January 2023. Currently contracting with DPD. Program Dates: 03/2023 – 12/2024
  - Phase 2: Planning & Pre-Development Grants (\$4M) – DPD and OERJ reviewing 95 applications. Plan to announce the grantees on May 2, awarding \$150,000 grants to 20-25 organizations
  - Phase 3: Development Grants (\$3.5M) – Program Design almost complete. Draft RFP exists but needs further refinement. Release July/August 2023
- CWB Advisory Council:
  - April 2023: Final meeting takes place in-person on Tuesday, April 18
  - May 2023: CWB Advisory Council in partnership with OERJ launches final report

**KEY STAKEHOLDERS & PARTNERSHIPS**

- City Departments: Department of Planning & Development, Department of Housing, Department of Business Affairs and Consumer Protection
- Community: CWB Advisory Committee is an official committee facilitated by the Office of Equity and Racial Justice that includes 20 community leaders
  - Martin Unzueta – Chicago Community and Workers Rights
  - Elizabeth Carter – Elizabeth L. Carter, Esq., LLC
  - Genevieve (Gene) Moreno – Center for Shared Ownership
  - Mike Strode – The Kola Nut Collaborative
  - Iván Arenas – UIC Institute for Research on Race and Public Policy & PIHCO
  - Xochitl Espinosa – Co-op Ed Center
  - Stacey Sutton – University of Illinois Chicago
  - Kristin Horne – Here to Stay Community Land Trust
  - James Yelen – Enterprise Community Partners
  - Deborah Bennett – Polk Bros Foundation
  - Ana Guajardo – Centro de Trabajadores Unidos
  - Ja’Net Defell – Community Desk Chicago
  - Calvin Holmes – Chicago Community Loan Fund
  - Camille Kerr – Upside Down Consulting, LLC; ChiFresh Kitchen LWCA
  - Micaela Alvarez – Chicago Lawyers’ Committee for Civil Rights
  - Erica Staley – Manufacturing Renaissance
  - Mike Tomas – Garfield Park Community Council
  - Whitney Smith – Lawndale Christian Development Corporation
  - Renee Hatcher – UIC Law Community Enterprise & Solidarity Economy Clinic
  - Anton Seals – Grow Greater Englewood
- Philanthropy: Chicago Community Trust, Polk Bros., JP Morgan Chase, Pritzker Traubert Foundation, Woods Fund (funding similar projects and/or provided funds to pay for stipends for the Advisory Council members)

**CRITICAL NEXT STEPS**

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

## CONSENT DECREE

### DESCRIPTION

On August 29, 2017, Attorney General Lisa Madigan, on behalf of the State of Illinois, filed a Complaint against the City of Chicago which alleged the Chicago Police Department (CPD) violated the Constitution, State, and Federal laws by engaging in a pattern of using excessive force, including deadly force, in a manner that disproportionately harms Chicago's African American and Latino Residents. The complaint sought to address allegations that CPD engaged in a pattern and practice of civil rights violations and unconstitutional policing and to address recommendations and conclusions set forth by the U.S. Department of Justice and the Police Accountability Task Force (PATF) report commissioned by then-Mayor Rahm Emanuel. On January 31, 2019, The State of Illinois and the City of Chicago entered into an agreement called the "Consent Decree" to ensure the City and CPD deliver services in a manner that fully complies with the Constitution and laws of the State of Illinois and the United States. The agreement requires changes in the areas of:

- community policing;
- impartial policing;
- crisis intervention;
- use of force;
- recruitment, hiring, and promotion;
- training and supervision;
- officer wellness and support;
- accountability and transparency;
- data collection, analysis, and management.

These requirements make up the thirteen sections and 799 paragraphs of the Consent Decree. Of these 799 paragraphs, there are 18 for which the Mayor's Office is specifically accountable.

### GOALS & DESIRED OUTCOMES

In this agreement, the City commits to ensuring that police services are equitably delivered citywide. Moreover, that police officers respect the rights of all people, work to build trust within communities, and pursue both officer and community safety. The City also commits to providing CPD members with the resources and supports they need, including improved training, supervision and wellness resources. The agreement reflects the broad input received by the parties from the diverse communities that make up the City of Chicago. For specifics regarding CPD compliance with the Consent Decree, refer to the CPD section of this Transition Report.

### STRATEGY

The Mayor's Office for Public Safety (MOPS), in addition to leading compliance on Mayor's Office Consent Decree paragraphs, plays a pivotal management role to ensure that the agencies' tasks are completed in a timely manner to achieve the escalating compliance levels (preliminary, secondary, full) with the ultimate goal of full operational compliance. This is accomplished via frequent communication and weekly and monthly check-ins with the City's Department of Law and the public safety agencies that have monitorable paragraphs (CPD, Civilian Office of Police Accountability (COPA), and Office of Emergency Management and Communications (OEMC)) In March of 2023, MOPS commenced a monthly meeting with the Independent Monitoring Team (IMT) and Office of the Inspector General, to discuss paragraph compliance for the fifteen paragraphs with which the Mayor's Office or the "City" (as it is referred to in the Consent Decree), must comply.

### CURRENT STATUS

**¶18 - Cabinet Meetings:** Gathering the City Departments to collaborate on developing strategies for leveraging City Resources to effectively and comprehensively address issues that impact the community's sense of safety, security and well-being. Quarterly Cabinet meetings are required. MOPS manages these meetings and sets the agenda. Members of the IMT observe these meetings.

**Status:**

<i>Meetings in IMR 6 (Jan – June, 2022)</i>	<i>Meetings in IMR 7 (July – December, 2022)</i>	<i>Meetings in IMR 8 (Jan – June 2023)</i>
<i>March 2, 2022: CSCC Presentation</i>	<i>September 23, 2022 : Ecosystem of Accountability Agencies and their investigative processes</i>	<i>March 10, 2023: CCPSA Overview</i>
<i>June 15, 2022: Summer Safety Update, Overview of Oversight Agencies</i>	<i>December 9, 2022: Youth Diversion, DFSS, CPD</i>	

Documentation of the four quarterly meetings is produced two times a year, within the two six-month monitor reporting periods.

**¶ 32, 33 - Interactions with Youth**

(32) Interactions with Youth: CPD will review and revise its current policies regarding youth arrest and diversion and update its officer training accordingly.

(33) When interacting with youth and children, CPD will as appropriate and permitted by law, encourage officers to exercise discretion to use alternatives to arrest.

Status: CPD has a new youth processing policy that is currently under review by the IMT. The Department of Family and Support Services (DFSS) has contracted with eight youth service providers to implement the Youth Intervention Pathways (YIP) program, which enables officers to refer youth to local community services in lieu of a station adjustment or arrest, depending upon the offence. The YIP program will begin implementation in March 2023. CPD and DFSS have been working hand in hand to develop and implement the YIP in accordance with CPD policies and training.

**¶ 122, 123, 124 - Crisis Intervention Plan**

The development of the Crisis Intervention Plan is based on the regular review of aggregate data and a sample of incidents conducted by CPD and OEMC. The Crisis Intervention Team (CIT) Coordinator will consider quantitative crisis intervention data, qualitative data on officers’ and community members’ perceptions of the effectiveness of the CIT Program, CPD member feedback regarding crisis intervention-related training, actual incident information, staffing and deployment analysis of available Certified CIT officers, research reflecting the latest in best practices for police responses to individuals in crisis, and any feedback and recommendations from the Chicago Counsel for Mental Health Equity (CCMHE) Advisory Committee. The OEMC will consider the response to, identification of, and dispatch of calls for service involving individuals in crisis by OEMC tele-communicators, research reflecting the latest in best practices for tele-communicator responses to individuals in crisis, and any feedback and recommendations from the Advisory Committee.

The purpose of the Crisis Intervention Plan is to evaluate the City’s identification of and response to incidents involving individuals in crisis and recommend any changes to staffing and deployment, policy, or training to ensure consistency with the Chicago Police Department and OEMC’s policy, the consent decree, and best practices. The City produced the inaugural Crisis Intervention Plan in December of 2020. This plan must be produced annually. The Chicago Police Department, The Mayor’s Office of Public Safety and the Department of Law have been working on securing a highly specialized consultant to write the City and the Chicago Police Department’s portion of the plan.

**¶ 128, 129, 130, 131, 132 – Chicago Counsel on Mental Health Equity (CCMHE) Advisory Committee**

The City is required to create an advisory committee that brings stakeholders in the mental health space together to inform on City policies. To meet this requirement, the Mayor’s Office commenced quarterly CCMHE meetings and delegated the CCMHE to this advisory committee. This body is composed of subject matter experts and those with lived experience in the field of mental and behavioral health to assist in identifying problems and developing solutions and interventions designed to improve outcomes for individuals in crisis who require City services. The City, CPD, and OEMC may draw upon the resources of the group to satisfy the requirements of this Agreement. The committee’s meetings are subject to the Open Meetings Act.

**Status:**

<b>Meetings in IMR 6</b> <i>(Jan – June 2022)</i>	<b>Meetings in IMR 7</b> <i>(July – December 2022)</i>	<b>Meetings in IMR 8</b> <i>(Jan – June 2023)</i>
February 25, 2022: Vote on outstanding CIT policies and procedures, presentations by CPD, OEMC and CDPH	August 24, 2022: Presentation by OEMC, CARE update and CCMHE updates	February 27, 2023: Vote on Bylaws, CPD and CDPH updates, OEMC follow-up
April 25, 2022: Vote on outstanding CIT policies and procedures, OEMC Presentation and update and General 2022 updates	November 7, 2022: Bylaws and subcommittee updates, 2023 Mental Health Overview and OEMC updates	
	December 5, 2022: Bylaws review and vote, and OEMC presentation	

**¶ 281 - Public Safety Training**

The Mayor’s Office is responsible for providing CPD with facilities that provide “adequate access to safe and effective training.”

**Status:**

The Bauer-Plummer Public Safety Training Center, a state-of-the-art training facility, opened in January 2023. The IMT will need an official production of the finalized Standard Operating Procedures for the training center, which addresses security, access, and facilities management and maintenance. This office has requested the finalized document from the Office of Public Safety Administration, which is still pending.

**¶511, 512 - COPA / CPD Bureau of Internal Affairs (BIA) Mediation Pilot**

Develop a Community Mediation of Complaints policy governing the resolution of disciplinary actions by the agreement of the Chicago Police Department members and non-Chicago Police Department member complainants. The policies will govern mediation of misconduct complaints involving non-CPD member complaints. The policies will specify, at a minimum,

- A) the criteria for determining incidents eligible for resolution through mediation.
- B) Goals of mediation, including efficiency, transparency, procedural justice, restorative justice and strengthening public trust
- C) the steps in the mediation process
- D) Method of communication with complaints regarding the mediation process and the opportunity to participate

**Status:**

Phase one of the mediation pilot commenced on October 1, 2022. A monthly meeting was held with BIA, COPA, the Center for Conflict Resolution (CCR) and MOPS. This group monitored case referral numbers and scheduling. Phase two will commence on April 1, 2023 and will focus on securing funding, meeting with the Department of Procurement to open bids for service providers and scheduling existing referrals. All entities are required to submit their program data by April 30, 2023, in order to report out on phase one of the pilot.

**¶429**

Criminal investigations into the actions of a CPD member relating to any “officer-involved death” will comply with the Police and Community Relations Improvement Act, 50 ILCS 727/1-1 et seq. (PCRIA). The City will use best efforts to ensure that a “law enforcement agency” conducts criminal investigations into the actions of any CPD member relating to any “officer-involved death.

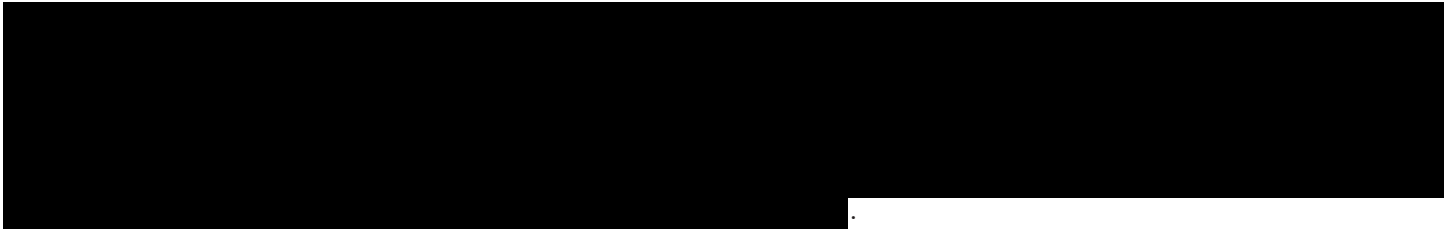
**Status:**

This paragraph is currently seeking preliminary compliance. Elements of the statutory investigation requirements have been flagged and are currently under review.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Department of Law
- Outside Counsel
- CPD
- COPA
- Office of Emergency Management Center

**CRITICAL NEXT STEPS**



## CRISIS ASSISTANCE RESPONSE AND ENGAGEMENT (CARE) PILOT

### DESCRIPTION

The Crisis Assistance Response and Engagement (CARE) pilot integrates behavioral health professionals into the City's 911 response system. CARE teams respond to certain incidents involving a behavioral or mental health crisis. Response activities include a mental health assessment, connection to care, and follow-up after the crisis. There are three types of response teams:

- Multidisciplinary Response Teams (MDRTs) include a Community Paramedic, Mental Health Clinician, and Crisis Intervention Trained Police Officer.
- Alternate Response (ARs) teams include a Community Paramedic and Mental Health Clinician.
- Opioid Response Teams (ORTs) include a Community Paramedic and Peer Recovery Coach.

The pilot, which began in 2021, is currently in a data-based expansion phase.

### GOALS & DESIRED OUTCOMES

- Divert behavioral health 911 calls from traditional police and/or EMS response to free up those staff for other public safety needs.
- Improve health outcomes for people in behavioral health crisis.
- Reduce cyclical utilization of emergency health and public safety systems for people with unmet behavioral health conditions.
- Expand citywide based on pilot results.

### STRATEGY

- Expand call eligibility and coverage in phases.
- Work with external technical experts to align national best practices with Chicago-specific data.
- Conduct an external evaluation to inform programmatic improvements and expansion.

### CURRENT STATUS

From September 2021 through February 2023 the CARE team has responded to 663 911 calls with 0 arrests, 0 use of force events, and 537 follow-up encounters.

### KEY STAKEHOLDERS & PARTNERSHIPS

- Implementation leads: Office of Emergency Management and Communications (911 call center, dispatch operations); Chicago Fire Department (paramedics); Chicago Police Department (officers); Chicago Department of Public Health (clinicians, data analysis, project management); Assets, Information, and Services (vans, parking); Mayor's Office (oversight, coordination, stakeholder engagement).
- External partners: CFD paramedics receive oversight and medical direction from the Illinois Department of Public Health Emergency Medical Services Region 11 (IDPH EMS Region 11). Evaluation and technical assistance are being provided by the University of Chicago Health Lab, Meadows Mental Health Institute, and Harvard Government Performance Lab.

### CRITICAL NEXT STEPS

- [REDACTED]
- [REDACTED]
- [REDACTED]



## EARLY CHILDHOOD PRIORITIES

### DESCRIPTION

- **CECIDS** – Chicago Early Childhood Integrated Data System, is the first of its kind, cloud-based data environment that allows multiple agencies to share data under a collaborative governance structure to create citywide visibility into the early childhood landscape.
- **CEL** – Chicago Early Learning is a partnership between the Mayor’s Office (MO), Chicago Public Schools (CPS), and the Department of Family and Support Services (DFSS) in a citywide effort to provide high-quality early learning through community-based organizations (CBOs) and CPS to children ages prenatal to five.
  - **CELWS** – the Chicago Early Learning Workforce Scholarship is designed to address teacher shortage, retention, qualifications, and pay equity by providing funds to current early childcare workers to pursue educational advancement.
- **ECRC** – Every Child Ready Chicago, is an Advisory Council of citywide early childhood stakeholders, with a direct line of communication to the Mayor’s Office (MO) and sister agencies to inform and elevate priorities regarding policies and programs impacting the Early Childhood Education (ECE) landscape. ECRC supports the implementation and coordination of recommendations informed by the City’s early childhood education strategic plan.

### GOALS & DESIRED OUTCOMES

- **CECIDS** – To ensure broader use of data to inform policy, funding for city/state, and citywide accountability. To promote continuous quality improvement, track outcomes, achieve goals, and support best practice priorities. To serve as a national model for other city/state follow.
- **CEL** – Through shared branding, outreach, and intergovernmental agreement (IGA) between CPS/DFSS, CEL seeks to unify and improve the ECE system for all collaborating early learning programs and families citywide.
- **ECRC** – To convene one table of subject matter experts and ECE partners that holds the vision for Chicago’s early childhood education and care, develops and implements strategies that address priority goals and outcomes, and strengthens partnerships across the ECE ecosystem, all for the benefit of Chicago’s children and families.

### STRATEGY

- **CECIDS** – Continue the build more data elements tabs to provide a regional scan for the ECE state funding and renew the city’s investment at current amount.
- **CEL** – Review and revise the IGA to reflect current ECE landscape and collaborations of early learning programs which reflects effective accountability for ISBE funding. Continued support funding CELWS for expansion for workforce sustainability.
- **ECRC** – Maintain the council within the MO and finalize a governance structure for council sustainability. Identify additional private partners to fund staff/strategist facilitation for city ECE strategic plan.

### CURRENT STATUS

- **CECIDS** – City invested \$530K annually FY21’ 22’ and 23’ funding runs out at end of calendar year. Released March 2023 CECIDS Providing citywide views for EC Eligibility and Providers. Slot “child seat” data in development for late spring release.
- **CEL** – IGA in final approval phase for \$80.2M and an amendment for additional \$8M to follow which must be finalized before June 1, 2023.
- **ECRC** – MO has an MOU with state partner “Birth to Five” Illinois to recommend ECE resources to Governor’s Office. Private partner “Start Early” has MOU of funding support and facilitation of the Advisory Council’s work for planning and implementation.

### KEY STAKEHOLDERS & PARTNERSHIPS

- **CECIDS** – Led by Northern Illinois University (NIU), Third Sector Intelligence (CSI), CPS, DFSS, Carole Robertson Center for Learning, Chicago Commons, Henry Booth House, Easter Seals, Start Early, McCormick Foundation, Birth to Five Illinois, Illinois State Board of Education, Governor’s Office of Early Childhood.

- **CEL** – CPS, DFSS, Carole Robertson Center for Learning, Chicago Commons, Henry Booth House, Easter Seals, Start Early, Illinois State Board of Education, Illinois Head State Association Region V.
- **ECRC** – CPS, DFSS, Carole Robertson Center for Learning, Chicago Commons, Henry Booth House, Easter Seals, Start Early, McCormick Foundation, Birth to Five Illinois, Illinois State Board of Education, Governor’s Office of Early Childhood. Additionally, there are City departments and agencies (e.g. CPS, CPL, etc.), parent representatives, and local and state electeds. In total, there are 68 members.

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

## ENTERPRISE RESOURCE PLANNING

### DESCRIPTION

The City's current Enterprise Resource Planning (ERP) system is nearing end-of-life, expensive to maintain, and based on antiquated business processes. The ERP, as the core planning and transactional system for City operations, handles many business processes for human resources, finance, and procurement. The current system is, however, highly customized with separate applications being used for key functions such as budget, payroll, benefits, lease and asset management, and grants management.

### GOALS & DESIRED OUTCOMES

As part of the broader IT Modernization Initiative ("IT MOD"), the City plans to replace its legacy systems with user-friendly, digital-first, accessible, and cloud-based solutions that will reduce paper-based transactions and enable business process reengineering. A new ERP system will bring together core functions on a unified platform with enhanced functionality, robust data analytics, and transparency to improve business outcomes and workflows.

### STRATEGY

The Department of Assets, Information and Services (AIS), and partner Gartner Consulting, developed a "Rapid ERP Strategy" that leveraged the National Association of State Procurement Officers (NASPO ValuePoint) contract along with Gartner's industry research to short-list ERP software solutions capable of meeting the City's complex business needs. This strategy accelerated the procurement cycle to focus on only those solutions that are viable, reducing time and money spent on an RFP process that typically exceeds 12 months. The City plans to acquire both software and a systems integrator via this mechanism, as two separate procurements.

### CURRENT STATUS

- AIS completed a Business Capabilities Assessment that determined critical pain points and core functional needs for a new ERP system; this assessment was accomplished via multiple interactive workshops with most City departments participating.
- An RFP was developed around functional use cases and select software vendors were invited to in-person demonstrations. Each vendor had three full days to present to the City's Evaluation Committee and subject matter experts.
- Software demonstrations were completed in late February/early March. The Evaluation Committee voted and via consensus narrowed the vendor list to two candidates.
- The City is developing a complex end-to-end scenario for vendors to further demonstrate how their software addresses key transactions between modules; this second round of demonstrations will allow for a necessary deeper dive to further access core functions and for each vendor to show how their system accomplishes the scenario's objectives in an integrated fashion.

### KEY STAKEHOLDERS & PARTNERSHIPS

The ERP system replacement will impact every City department and many external partners and vendors that work with the City. Once a software finalist is selected, the City will begin a large-scale change management initiative to garner excitement and support for adoption. AIS is the lead for the project, along with the department heads for Human Resources, Procurement, Finance, Budget and Management. Gartner Consulting is engaged to advise the City on best practices

### CRITICAL NEXT STEPS

architecture, third party applications, service level agreements, terms of use, and other limitations and restrictions.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**EQUITABLE TRANSIT-ORIENTED DEVELOPMENT**

**DESCRIPTION**

Since 2013, the City of Chicago has been encouraging compact, mixed-use transit-oriented development (TOD) near CTA and Metra rail stations. Starting in 2019, the City has intentionally advanced TOD with an equity lens. [Equitable Transit-Oriented Development \(ETOD\)](#) is development that enables all people regardless of income, race, ethnicity, age, gender, ability or immigration status to experience the benefits of dense, mixed-use, pedestrian-oriented development near transit hubs. To reach this goal, the City convened over 80 community stakeholders and experts in 2020 to create Chicago’s first-ever ETOD Policy Plan, which was adopted by Chicago Plan Commission in June 2021.

**GOALS & DESIRED OUTCOMES**

Goal: Every Chicagoan should be able to live in a healthy, walkable, vibrant community connected to transit and all its benefits. Desired outcomes: community reinvestment, anti-displacement, climate resiliency, economic growth and recovery, desegregation, health equity, and community wealth building.

**STRATEGY**

- Build the City’s capacity to support ETOD through interdepartmental and cross-sector coordination, increasing staff capacity, evaluation and accountability, engagement and communication.
- Make ETOD required, easier, and more equitable through policy changes and streamlined processes; zoning & land use updates; parking-related zoning changes; and investments in housing, transportation, and development incentives.
- Embed ETOD into Citywide programmatic efforts through incorporating ETOD criteria in City funding and programs, neighborhood and citywide planning efforts, and more.

**CURRENT STATUS**

The City and Elevated Chicago co-convene the ETOD Working Group quarterly to monitor progress and advance the policy plan. Several policy recommendations were implemented through passage of a significant zoning code reform in July 2022, the [Connected Communities Ordinance \(CCO\)](#).

On-going ETOD work streams include: implementation of the CCO through outreach and education on ordinance provisions; updating City data tracking to measure ordinance impacts; development of Transportation Demand Management (TDM) guidelines in partnership with Chicago Department of Transportation (CDOT); and execution of \$10M investment in ETOD grants and technical assistance through the Chicago Recovery Plan with Department of Planning and Development (DPD).

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Core City department partners: DPD, Department of Housing, and Chicago Department of Public Health, as well as CDOT and Chicago Transit Authority.
- Key external partners: Elevated Chicago is the lead ETOD coalition in Chicago, with Center for Neighborhood Technology and Metropolitan Planning Council also close partners.
- Broad external stakeholders: the ETOD Working Group brings together over 40 members including community-based organizations, affordable housing developers, technical experts and City staff. Full list is available at [www.chicago.gov/etod](http://www.chicago.gov/etod).

**CRITICAL NEXT STEPS**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

## EQUITY DASHBOARDS

### DESCRIPTION

The Office of Equity and Racial Justice (OERJ) set out to launch three public dashboards to provide greater transparency around three key areas of racial equity: who works at the City, how the City spends its money, and whether Chicago is becoming more racially equitable. Disaggregated data is essential to a more racially equitable society. The three dashboards are summarized below:

- The Employee Equity Dashboard uses Department of Human Resources CHIPPS data and helps us answer “Who works for the City and do City workers reflect the demographics of Chicago?”
- The Procurement Equity Dashboard will display contracting data and will help us answer “Who does the City pay for its services and do the recipients of its funding streams reflect the demographics of Chicago?”
- The Equity and Resiliency Dashboard uses a number of sources, especially American Community Survey data, and will help us answer the question “Is Chicago becoming more racially equitable?” This dashboard measures citywide indicators such as life expectancy, homelessness, and homicide rates and identifies the major equity gaps within each one.

### GOALS & DESIRED OUTCOMES

- Aldermen, city staff and the public use Employee Equity Dashboard regularly (including during the annual budget process) to understand how city department racial and gender makeup changes over time and across staff and management levels.
- Aldermen and the public are able to easily see MWBE data on a quarterly basis.
- Residents and city staff can use the Equity and Resiliency/We Will Chicago (WWC) Dashboard to track progress on macro citywide wellness indicators. Researchers and other external partners can use the WWC pillar indicators to hold City accountable for progress.

### STRATEGY

OERJ strongly supports getting as much City data as possible on the data portal and in a usable format for residents. Key to rebuilding trust with Chicago residents (particularly those in communities most harmed by government’s past actions) is “showing our work.” Two of the key levers of government – hiring and buying things – have a sordid history in Chicago of being only for the politically connected. Transparently showing who works for the City and how the City spends its money demonstrates a key step toward giving the public information it may not realize and also may want to use to drive further change.

The third dashboard focuses on citywide outcomes that impact residents. Tied to the City’s We Will Chicago citywide plan, this dashboard is designed to be a place that highlights Chicago’s current status on 5-10 key metrics per pillar area and provides an opportunity to demonstrate progress. For example, instead of the typical structure of reporting opioid deaths annually, having a location where any resident can look up opioid deaths, the racial gap in those deaths, and ultimately see the change over time will be helpful in demonstrating that government and its partners can drive change in areas that matter to residents.

### CURRENT STATUS

- The Employee Equity dashboard (displaying who works at the City) is launched and running. It is hosted on the OERJ website via a CPD Tableau license. The only remaining item to do is ensuring a private personal information redacted file of CHIPPS data is put on the Data Portal.
- The Procurement Equity dashboard (displaying how the City spends its money) is stalled for numerous reasons. Ultimately the effort needs a robust Digital Services team to support with visualization design/management and a procurement-based project manager who deeply knows MWBE content to prioritize and support the effort.
- The Equity and Resiliency/We Will Chicago Dashboard (displaying whether Chicago’s outcomes are becoming more racially equitable) is planned for a phased launch starting May 1, 2023.



**KEY STAKEHOLDERS & PARTNERSHIPS**

- Employee Equity Dashboard: Bloomberg Associates, Assets Information and Services (AIS), Digital Services-Mayor's Office, DHR
- Procurement Dashboard: AIS, Department of Procurement Services, Digital Services-Mayor's Office
- Equity and Resiliency Dashboard: MO Policy team, Metopio (data visualization partner), CDPH data team, WWC team at Department of Planning and Development

**CRITICAL NEXT STEPS**

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

## EQUITY IN DELEGATE CONTRACTING

### DESCRIPTION

In 2020, the City funded nearly 400 non-profit delegate agencies across 7 departments through 1,200 contracts totaling over \$280 million. Quantitative analysis from the Office of Budget and Management and qualitative data from over 150 stakeholders indicated that there is an opportunity for the City to be a better business partner and better serve Chicagoans through more equitable delegate agency contracting strategies. While data were limited, an initial analysis indicated that a disproportionate share of agencies were headquartered downtown/Loop.

### GOALS & DESIRED OUTCOMES

The goal of this work is that the City of Chicago provides the best quality health and human services through vendors, big and small, who represent the city's diversity and help grow their local communities. This includes: reaching historically under-represented organizations doing impactful work; strengthening organizations indigenous to and led by individuals representing communities they serve; increasing resources in high-need communities; ensuring cultural competence; and being accountable for results.

### STRATEGY

The following seven strategies have been identified to achieve these goals and outcomes:

1. Incorporate equity practices in issuing requests for proposals (RFPs) and awarding contracts by standardizing RFP scoping, writing, and awarding, building capacity of City staff, and facilitating information sharing through an interdepartmental peer learning network.
2. Improve access to information through creation of an online destination for easy access to training materials and contract opportunities.
3. Simplify paperwork requirements.
4. Improve delegate agency cash flow by providing upfront funding through implementation and assessment of the Advance Mobilization Policy as well as ensuring prompt payment.
5. Support capacity development of small non-profits through Readiness Summits and by partnering with philanthropy and community leaders.
6. Identify opportunities to leverage City spaces to expand access to services.
7. Create accountability through clear metrics and data reporting.

### CURRENT STATUS

All strategies above are underway with the exception of Strategy 6. The Department of Assets, Information and Services leads Strategy 6 and is in the process of assessing space and staff capacity to inform development of a workplan for Strategy 6.

### KEY STAKEHOLDERS & PARTNERSHIPS

Stakeholders include City departments, current delegate agencies, non-City funded organizations, philanthropy, and community leaders.

### CRITICAL NEXT STEPS

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

## FOOD EQUITY COUNCIL

### DESCRIPTION

Over the winter of 2020, the Mayor’s Office, the Greater Chicago Food Depository, and the Departments of Public Health (CDPH) and Family and Support Services (DFSS) convened a cross-sector working group of City and community food system experts to review past food plans and discuss emerging opportunities. This working group established the framework for the Food Equity Council and identified five high-impact priorities in Chicago’s First Food Equity Agenda.

In support of this collective agenda, the Greater Chicago Food Depository hired an employee (Ruby Ferguson, Food Equity Policy Lead) who is detailed to the Mayor’s Office through the end of 2023 to staff the City’s Food Equity Council and its four working groups. Chicago Food Policy Action Council (CFPAC) has also hired an employee (Adam Peterson, Good Food Program Purchasing Specialist) who is detailed to the Mayor’s Office to specifically advance the institutional procurement priority noted below. Mayor Lightfoot codified the Food Equity Council with an Executive Order in February 2021.

### GOALS & DESIRED OUTCOMES

The Food Equity Council aims to bring transparency, accountability, and cross-sector collaboration to create an equitable local food system. Specifically, the four working groups of the Council advance five short-term priorities that address immediate need and root causes of food inequities:

1. Eliminate barriers to food pantry expansion
2. Market and maximize nutrition programs and benefits
3. Leverage City and institutional procurement to support local Black, Indigenous and People of Color (BIPOC) growers, producers, and food businesses
4. Eliminate barriers to urban farming
5. Support BIPOC food businesses and entrepreneurs, especially with access to capital

### STRATEGY

The Food Equity Council develops strategic priorities while four working groups advance each pillar of the agenda above. Working groups are made up of City department and sister agency representatives, community partners, and food and health sector representatives.

### CURRENT STATUS

- Each of the four working groups meet every other month to advance strategic priorities and objectives, and the Food Equity Council meets quarterly for strategic oversight.
- Recent accomplishments include passage of the Urban Agriculture Business License Enhancement Ordinance, the launch of the Community Growers Program as part of the Chicago Recovery Plan, release of Request for Proposals (RFPs) for a Good Food Fund and food incubators, release of a first annual report, and release of a Food Retail Access Report.

### KEY STAKEHOLDERS & PARTNERSHIPS

The Food Equity Council is made up of 18 members, including co-chairs, as well as four working groups with co-leads for each working group. The Council and working groups include 15 City departments, agencies, and offices as well as 36 community partner organizations, and 85 stakeholders in total. A full list of members can be found at [www.chi.gov/foodequity](http://www.chi.gov/foodequity).

### CRITICAL NEXT STEPS

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| [REDACTED]

**GENDER-BASED VIOLENCE IMPLEMENTATION TASK FORCE**

**DESCRIPTION**

In September 2021, Mayor Lightfoot launched the City’s first-ever citywide strategic plan to address gender-based violence and human trafficking (GBV Strategic Plan). This plan represents a holistic, whole-of-government approach to address the pervasiveness of gender-based violence and human trafficking. The GBV Strategic Plan was co-designed with City officials, advocates, and survivors. You can learn more about the plan and subsequent progress reports at [chicago.gov/gbv](https://chicago.gov/gbv). In December 2021, the Mayor formed the Gender-based Violence Strategic Plan Implementation Task Force, which brings together community-based organizations, survivors, and City officials to oversee the implementation of the multi-year strategic plan.

**GOALS & DESIRED OUTCOMES**

The purpose of the Implementation Task Force is to:

- Provide subject-matter expertise and advise the City on ways to implement specific strategies outlined in the GBV Strategic Plan.
- Assist the City in prioritizing key strategies to address gender-based violence and human trafficking.
- Ensure the strategic plan is implemented in the dedicated two-year time period, and is updated regularly thereafter.

**STRATEGY**

The GBV Strategic Plan can be found at [chicago.gov/gbv](https://chicago.gov/gbv).

**CURRENT STATUS**

The Task Force currently meets every other month with subcommittee work happening in the months in between full Task Force meetings. The Task Force is led by the Mayor’s Office and co-led by Steering Committee members.

**KEY STAKEHOLDERS & PARTNERSHIPS**

The Task Force is made up of 18 community-based organizations. Additionally, the Department of Family and Support Services (DFSS) and the Chicago Department of Public Health (CDPH) actively participate to provide updates on services and supports as well as to listen to experts to inform their respective work. The Task Force also includes subcommittees which include:

- Creating alternate responses to the criminal legal system: expanding the safety net
- Shifting cultural norms
- Domestic Violence Crisis Coordinated Response (\$1M allocated to launch in 2023)
- Survivor Leader Working Group

Each subcommittee has a community co-lead and those co-leads make up the Steering Committee of the Task Force along with the Mayor’s Office.

**CRITICAL NEXT STEPS**

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## INTERAGENCY RE-ENTRY COUNCIL (RETURNING RESIDENTS)

### DESCRIPTION

In early 2021, Mayor Lightfoot convened a multi-sector Returning Residents Working Group (RRWG) made up of community leaders, advocates, and residents with lived experience, to shape the City's policy and programmatic agenda to better meet the healthcare, workforce, and housing needs of returning residents. The initial work of the RRWG culminated in November 2021 with the publishing of the 'Roadmap for A Second Chance City' ([chi.gov/ReentryRoadmap](http://chi.gov/ReentryRoadmap)) which outlines recommended City actions to better facilitate a successful reentry for Chicago's returning residents. One key action area recommended by the RRWG was to improve intra-governmental communication and coordination regarding re-entry issues, policies, and programs.

To reach this goal, Mayor Lightfoot formed the Interagency Re-Entry Council by Executive Order in 2022. The purpose of the Interagency Re-Entry Council is to:

- Eliminate the silos that are inadvertently created while working in individual City agencies and create a coordinated strategy amongst departments to better serve our returning residents and their families.
- Identify and address root causes, systems, and structures that create barriers to re-entry.
- Create a seamless process for returning residents to access resources.
- Complement and build upon the work of departments and agencies already doing direct services.

### GOALS & DESIRED OUTCOMES

- To continue to improve the lives of returning residents and their families via better access to economic opportunities, healthcare, and housing.
- To decrease the rate of recidivism in our city, county and state.

### STRATEGY

- Define and implement discrete Departmental and Sister Agency Goals in support of the Re-Entry agenda.
- Improve citywide coordination on Re-Entry initiatives and issues.
- Plan for resources necessary to achieve goals (i.e., dedicated budget and City staff for re-entry).

### CURRENT STATUS

- The Interagency Re-Entry Council is convened every other month by Director of Re-Entry Willette Benford.
- The 2023 Departmental Re-entry Goals will be published on the new Re-entry microsite on the City's website in April 2023.

### KEY STAKEHOLDERS & PARTNERSHIPS

- Each City department and Sister Agency has designated 1-3 representatives, including the Commissioner, to participate in the Council.

### CRITICAL NEXT STEPS

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]



## INVEST SOUTH/WEST

### DESCRIPTION

INVEST South/West is the City's signature community development initiative to reverse decades of disinvestment on Chicago's South and West Sides. The initiative marshals the resources of multiple City departments, private developers, corporations and philanthropic partners towards 12 commercial corridors within 10 South and West Side community areas. The initiative's focus areas include Auburn Gresham, Austin, Back of the Yards, Bronzeville, Greater Englewood, Humboldt Park, North Lawndale, Greater Roseland, South Chicago and South Shore.

By employing a unique multiplier effect so that every public investment leads to a layered private or philanthropic investment, the program has yielded \$2.2 billion of investment commitments towards the 12 focus community areas to-date.

### GOALS & DESIRED OUTCOMES

The ultimate goal of INVEST South/West is to bring economic vitality to the South and West Sides without displacing current residents due to increased living costs. This accomplishment is tracked through a few specific metrics:

- Total \$ of investment commitments towards the neighborhoods
- # of grants and RFP awards to local business-owners, entrepreneurs and developers
- # of mixed-income housing units and homeownership opportunities created
- # of local, regional and national businesses attracted to the neighborhoods to create a '15-minute neighborhood' in which residents have the commercial amenities they need as identified in local Quality-of-Life Plans
- # of local, good-paying jobs created

### STRATEGY

INVEST South/West has four core strategic pillars:

- Public and private sector coordination: Proactively work with developers, brokers, investors, and corporations to encourage investment and ease of doing business on the South and West- Sides. This method leads to both more intentional, place-based public sector investments, as well as a multiplier of private investment following suit.
- Local engagement: Direct programmatic goals and outcomes by regularly engaging with local stakeholders through monthly Neighborhood Roundtables, the Corridor Manager program and RFP engagement sessions.
- Targeted visual change: Concentrate publicly coordinated investment on 12 key commercial corridors – the 'front doors' to the neighborhoods – with infrastructure investments, vacant lot activation and expanded programming for residents.
- Community wealth-building: Support local entrepreneurs in their expansion efforts and include community partners and non-profits within flagship developments.

### CURRENT STATUS

- \$2.2 billion of investment commitments marshalled from the public, private and philanthropic sectors
- Of the 13 INVEST South/West RFP projects, three have broken ground, five have passed through City Council and are scheduled to break ground later this year and five continue to move through the pre-development process for early 2024 groundbreakings.
- 76 small business grants have been awarded through the Community Development Grant (CDG) and Neighborhood Opportunity Fund (NOF) programs, totaling \$60 million in total anticipated grant awards.
- The Department of Planning and Development (DPD) has launched three new initiatives - Come Home, Ready Build and ChiBlockBuilder (CBB) - to expand INVEST South/West's scope to promote infill development projects that increase neighborhood populations, improve local housing options and generate potential customers for local businesses.

### KEY STAKEHOLDERS & PARTNERSHIPS

Internal City stakeholders include:

- Mayor's Office/World Business Chicago (WBC): Serve as one-stop shop for all things INVEST South/West for folks across the Mayor's Office, City government and private sectors. Coordinate investments, plan announcements and oversee the investment tracking of public, private and philanthropic partners.

- DPD (Planners + Financial Incentives) and Department Of Housing (DOH) (Project Managers): Oversee RFP and other residential, commercial and mixed-use developments in INVEST South/West geographies.
- DPD Planners: Oversee INVEST South/West community engagement, including monthly Neighborhood Roundtables and the Corridor Manager program.
- ISW Leads for all other departments and sister agencies: Pursue and implement arts and culture, small business, transportation and other infrastructure investments in INVEST South/West geographies.
- Communications staff: Across the Mayor’s Press Office, WBC and DPD, provide dedicated communications and marketing support coordinating announcements, proactive placed media, digital and physical collateral, press releases and the INVEST South/West Annual Report.

External stakeholders include:

- INVEST South/West developers: A mix of neighborhood-based MBE/WBE developers (e.g., DL3 Realty, 548 Development, Evergreen Imagine) and larger developers (e.g., Related Midwest, Michaels Organization) who are leading mixed-use and commercial development on City-packaged land across the South and West Sides.
- Philanthropic collaborators: Chicago Community Trust, Pritzker Traubert Foundation, Crown Family Foundation, MacArthur Foundation, United Way, LISC Chicago and others.
- Corporate partners: Chase Bank, Fifth Third Bank, BMO Harris, Starbucks, Discover, Northwestern Medicine, Regal Mile Studios, Walmart, Amazon and other large, private entities who are making place-based brick and mortar investment decisions based on being geographically near INVEST South/West City-led development.
- Local community-based organizations: Claretian Associates (South Chicago), AAABNA (Austin), GAGDC (Auburn Gresham), QCDC (Bronzeville), BOTYNC (Back of the Yards), PRCC (Humboldt Park) and other local community-based organizations that are contracted through the DPD-led Corridor Manager program to lead bottom-up INVEST South/West community engagement and development efforts along each corridor.

**CRITICAL NEXT STEPS**

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## OFFICE OF NEW AMERICANS

### DESCRIPTION

During her transition, Mayor Lightfoot committed to continuing the Office of New Americans (ONA), an office established in 2011. ONA staffing consists of a director and a philanthropically funded project manager. Under the Lightfoot administration, Chicago has consistently been ranked first in the New American Economy Cities Index for immigration policy and socioeconomic integration. In 2021, New York City mayor DeBlasio invited Mayor Lightfoot to serve as co-chair of Cities for Action, a national coalition of mayors and county executives who advance progressive immigration policies.

### GOALS & DESIRED OUTCOMES

ONA's goal is to make Chicago a global welcoming city and maintain status as the most welcoming city in the country.

#### STRATEGY

- ONA has three focus areas: economic development, community well-being, and civic integration.
- ONA activates policies that consider the nuances and needs of immigrant and refugees and enhances economic development by supporting small businesses and championing educational opportunities. ONA works closely with the Mayor's Office's Business, Economic, and Neighborhood Development team, Business Affairs and Consumer Protections, and World Business Chicago to support global/international businesses in Chicago.
- ONA facilitates access to resources and programs through community well-being centers by ensuring immigrant and refugee communities are aware of and access services available to them.
- ONA works with all City departments and sister agencies to implement the Welcoming City Ordinance, which prohibits city departments from cooperating with the United States Immigration and Customs Enforcement (ICE).
- ONA invests in the Legal Protection Fund (LPF) to increase access to legal services and support immigrant crime survivors.
- ONA celebrates cultural differences and immigrant heritage.
- ONA makes city government more accessible to residents by implementing the Language Access Ordinance. The ONA Director is the City's language access coordinator, working closely with departments to ensure that all City information is available in the seven most common languages spoken in Chicago.

### CURRENT STATUS

ONA is staffed by a director (who also serves as the Chief Engagement Officer) and a project manager funded by philanthropic partner, the Walder Foundation.

### KEY STAKEHOLDERS & PARTNERSHIPS

- The Chicago is With You (CWY) Taskforce meets monthly and is comprised of local immigrant advocates that focus on immigration policy, legal services, and mental health.
- The New Americans Advisory Council (NAAC), which is part of the Chicago Commission on Human Relations statute is comprised of residents and advocates and meets on a quarterly basis to discuss needs of immigrants. This council is focused on mental health and food insecurity.
- Five of the Mayor's Office of Community Engagement councils—Asian American Pacific Islander; African and Caribbean; Eastern European; Middle Eastern and North African; and Polish—are managed by ONA. These councils consist of local leaders within those communities. They range from CBO executives to small business owners and other professionals. Their common purpose is to more deeply engage with communities who are often marginalized.
- The Refugee Resettlement Consortium is a group of refugee resettlement agencies that meet quarterly to discuss refugee resettlement in Chicago.
- The National Immigrant Justice Center (NIJC) provides legal services through the Legal Protection Fund (LPF) and is a go-to partner for immigration policy guidance.
- The LPF Community Navigators go door-to-door to provide "Know Your Rights" information to immigrant communities. During the height of the COVID 19 pandemic, navigators provided public health and safety information as well.
- Cities for Action is a national coalition of over 150 mayors and county executives advancing immigration policies.
- Cities for Citizenship is a national coalition focusing on increasing access to naturalization.

- WBC-Sister Cities works closely with ONA to engage with Consular Corps and support events.

**CRITICAL NEXT STEPS**

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[REDACTED]

- | [REDACTED]
- | [REDACTED]

## RACIAL EQUITY LIAISON NETWORK

### DESCRIPTION

The Racial Equity Liaison Network is a cross-departmental group of 1-2 senior leaders from each department and sister agency who are charged with guiding and driving their department's commitment to racial equity. Commissioners choose the liaisons for their department. The Office of Equity and Racial Justice (OERJ) convenes liaisons bi-monthly to build capacity within each department to:

- Lead and organize equity and racial justice work within their teams
- Support department actions and reporting of equity initiatives
- Increase coordination of macro equity efforts underway

Liaisons are the key contacts for all equity communication and work. OERJ builds capacity of these senior leaders through providing racial equity training, tools, and resources. Over the past two years, professional development has aligned to the Equity Statement of Principles. Liaisons share the racial equity training materials with their departments and help to organize their own internal equity teams to meet racial equity commitments such as the Racial Equity Action Plan and Budget Equity Tool. OERJ manages the liaison meeting calendar, trainings, and contact lists. New liaisons are selected by commissioners when staff members transition.

### GOALS & DESIRED OUTCOMES

- All departments and sister agencies select a racial equity liaison to attend bi-monthly meetings (and liaison attends at least 75 percent of meetings)
- All departments build a cross-functional team to support Racial Equity Action Plans, annual reporting through the Budget Equity Tool, and any other equity commitments.
- OERJ will build a resource hub to continue building racial equity capacity within departments.

### STRATEGY

The Racial Equity Liaison network is an organizational structure intended to perpetuate and deepen the racial equity change efforts throughout the city enterprise. Each liaison represents their department's work in a cross-departmental space and also leads their own department's equity efforts internally alongside a department team. The liaison network provides a space for city colleagues to collaborate across departments, share and troubleshoot challenge, and for connecting on the importance of the work.

### CURRENT STATUS

- Liaisons were asked to submit their plan for their department's organizing team for equity.
- Liaisons will have the responsibility of ensuring their department's FY24 BET aligns to their recently completed REAPs.

### KEY STAKEHOLDERS & PARTNERSHIPS

- All city departments and sister agencies (liaisons)

### CRITICAL NEXT STEPS

- [REDACTED]
- [REDACTED]
- [REDACTED]

## WE WILL CHICAGO – CITYWIDE PLAN

### DESCRIPTION

We Will Chicago (WWC) is an ongoing planning initiative to create and implement the first citywide plan for Chicago since 1966. This community-driven plan encourages neighborhood growth and vibrancy while addressing social and economic inequities that impair Chicago’s legacy as a global city. A citywide plan is a best practice across city governments to shape annual budgets, capital projects, and policy priorities for a more sustainable and equitable Chicago with a 10 year vision for change and data to track progress over time. Since 2020, the We Will Chicago planning process has involved unprecedented engagement of over 13,000 residents, including deep engagement with 115 Chicago residents and 25 community partners selected through an open, citywide application process to co-create the draft plan with over 100 City and Sister Agency staff.

### GOALS & DESIRED OUTCOMES

The WWC framework plan sets forth 40 goals and 150 objectives across eight quality-of-life areas or Pillars: Arts & Culture; Civic & Community Engagement, Economic Development; Environment, Climate & Energy; Housing & Neighborhoods; Lifelong Learning; Public Health & Safety; and Transportation & Infrastructure. The full plan is at <https://wewillchicago.com/plan>.

### STRATEGY

The WWC goals and objectives were approved and adopted by Chicago Plan Commission (CPC) in February 2023, which effectively requires that CPC members consider WWC when they review development proposals. An Executive Order was also issued in March 2023 directing staff to launch an Implementation Steering Committee and directing departments to develop Pillar Action Plans, which would consist of both short-term and mid-term commitments to advance the goals and objectives of WWC over the next five years.

### CURRENT STATUS

Department of Planning and Development (DPD) and the City at large are now in the implementation phase of the historic 10-year framework plan. 2023 implementation priorities include: Developing guidelines for how planned developments will be evaluated by CPC for their alignment with the plan’s goals and objectives; continuing to integrate WWC goals into Budget Equity and Racial Equity Action Planning efforts with the Office of Equity and Racial Justice; participating in the Metropolitan Planning Council Zoning Assessment to ensure WWC goals are reflected in their assessment findings and efforts; and more.

### KEY STAKEHOLDERS & PARTNERSHIPS

- Primary implementing department: DPD
- Other departmental and Sister Agency partners: Department of Cultural Affairs and Special Events, Chicago Department of Public Health, Chicago Department of Transportation, Department of Housing, Office of Climate and Environmental Equity, City Colleges of Chicago, Chicago Public Schools, Chicago Park District, Chicago Public Library and others.
- A full list of volunteers, community partners and City staff that formed the eight research teams and advisory committee to create the plan can be found at <https://wewillchicago.com/we-will-teams>.

### CRITICAL NEXT STEPS

[REDACTED]

[REDACTED]

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[REDACTED]

## YEAR OF HEALING/FOLDED MAP PROJECT

### DESCRIPTION

The Together We Heal (TWH) initiative aims to repair past harms through productive and collaborative conversations, strategic policy efforts, and impactful investment in artists and community spaces. There are three ongoing efforts related to the Year of Healing that are critical to finish/continue: the TWH Creative Place Program, the Year of Healing final report and the TWH/Folded Map Project.

- Recognizing the importance of the arts in promoting health, healing, and safety for communities, the TWH Creative Place Program is a \$6 million investment in community place-keeping projects rooted in healing. Almost 50 organizations across the city received grants through this program.
- The Year of Healing was an effort throughout 2022 to “field test” the healing framework of Reflect, Reclaim, Reimagine and to pilot various efforts in partnership with community. The final report will be complete and public in May 2023.
- The TWH/Folded Map Project is an interactive experience that builds an understanding of how segregation in our neighborhoods maintains and sustains racial inequities and use a new tool for racial healing.

### GOALS & DESIRED OUTCOMES

- As part of the pathway toward an equitable and sustainable recovery from the COVID-19 pandemic, the TWH Creative Place Program will invest in arts projects that promote health, healing, and safety for communities. Projects will activate public spaces; promote health and safety; encourage movement, dialogue, and connection; beautify communities; and celebrate local culture.
- The goal of the Year of Healing report is to share out the lessons and progress of the last year of work and to promote future investments in racial healing efforts.
- The goal of the Folded Map/TWH partnership is to have 500 Chicagoans log their participation to create a virtual community where people can reflect on their experience and share how the City can heal from impacts of segregation. The more people who participate in this effort, the more likely we hope it is that more Chicagoans will understand the impacts of segregation and build relationships and knowledge across lines of difference.

### STRATEGY

“Supporting community healing” is one of OERJ’s three key strategies. Racial healing requires all parties to participate in this effort, though each institution holds a different role. Local government can play its part by funding community groups, using its podium to elevate the issue, and investing in creative tools to encourage community participation in racial healing activities. The DCASE program funds community partners, the report is an example of elevating the importance of racial healing, and the Folded Map partnership and activation encourages participation from Chicago residents in anti-segregation efforts.

### CURRENT STATUS

- \$5.5M Together We Heal Creative Place Grants announced to 48 grantees; grantees currently in contracting (Program Period: 11/2022 - 12/2024) – funded by ARPA
- The Year of Healing report is mid-draft. It will be sent to the designer April 5 and public by May 1.
- The ESRI map for the Folded Map/TWH partnership will be finalized by April 7 and ready for public use.
- The Folded Map activations will begin end of April/beginning of May with a bus tour with Dilla and run throughout the summer, culminating in a partnership with Open House Chicago and a panel to discuss the participation and impact.

### KEY STAKEHOLDERS & PARTNERSHIPS

- DCASE, UIC, ESRI, Sherman “Dilla” Thomas, Crown Family Philanthropies (provided \$50k in funding), Chicago Community Trust (holds Crown’s funding)



*CRITICAL NEXT STEPS*

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]



# UPCOMING LEGISLATIVE ITEMS

CITY COUNCIL  
SPRINGFIELD  
FEDERAL

## CITY COUNCIL

- The Governor’s Emergency Declaration is set to expire on May 11, 2023. At that time, all public meetings moving forward will need to return to in-person in order to comply with the Open Meetings Act.
- ComEd Franchise Agreement (O2023-1050)
  - Introduced on 2/1/2023 into City Council
  - Currently sitting in the committee on Committees and Rules and needs to be re-referred to the appropriate committee
  - Decision needed to preserve or re-introduce
- Congress Theater redevelopment agreement (RDA) with Tax Increment Financing (TIF) assistance for renovations (O2023-1340)
  - Introduced on 3/15/2023.
  - [REDACTED]
- Outstanding Board Vacancies
  - Chicago Housing Authority
  - Chicago Transit Board
  - Advisory Council on Cultural Affairs and Special Events
  - Commission on Chicago Landmarks
  - Public Building Commission
- Appointments to the Police Board
  - On 3/23/2023 the Interim Chicago Commission on Public Safety and Accountability transmitted nominations to the Mayor for appointments to the Police Board. This begins a 30-day period in which the Mayor may accept or reject the nominations.
  - On 4/4/2023, the Mayor picked two individuals to fill those vacancies. Those individuals are scheduled for consideration at an April Public Safety Committee hearing

## SPRINGFIELD

- Chicago Police – Tier 1 Pension Enhancement
  - Active legislation:
    - Senate Bill 1631.
    - House Bill 2821.
  - [REDACTED]
  - [REDACTED]
- Chicago Fire – Tier 2 Pension Enhancement
  - Active legislation:
    - Senate Bill 1629: Raises final average pay (FAP) calculation.
    - Senate Bill 1630: Increases COLA for Tier 2 retirees.
  - [REDACTED]
- Early Childhood Education Funding
  - Governor Pritzker proposed an expansion of state funding for early childhood education.
  - IGA seeks to maximize the dollars returning to the City.
- Funding for Asylum Seeker humanitarian crisis.
- Public Health Data-Sharing: HB2039.

- Tracking and responding to bills and amendments being filed and potential forthcoming omnibus packages regarding pensions, property tax reforms, and other issues.

## FEDERAL

- Washington, DC office address is 1001 Connecticut Ave NW #425, Washington, DC 20016. The lease is managed by AIS.
- Grants
  - IGA Federal Affairs runs a centralized process to improve success on federal grant applications.
  - In collaboration with the Office of Budget and Management (OBM) and City departments, IGA Federal Affairs streamlines the grants notification and project management process through a centralized grants platform called 'Granthopper'. This platform shares grant application resources across departments and ensures departments are adequately equipped to pursue federal grants resulting from landmark federal legislation such as the Bipartisan Infrastructure Law (BIL), Bipartisan Safer Communities Act, the CHIPS for America Act, and the Inflation Reduction Act (IRA).
  - IGA Federal Affairs is active in advocating for City grants before the Executive Branch and in engaging the Illinois congressional delegation.
- American Rescue Plan Act
  - The Chicago Recovery Plan (CRP) provides a blueprint for allocating the \$1.89B received from the American Rescue Plan State and Local Fiscal Recovery Funds.
- Community Project Funding (CPF or Earmarks)
  - IGA Federal Affairs manages a centralized system for requesting CPF and supports City Departments and Sister Agencies.
  - Fiscal Year 2024 earmarks submitted to congressional delegation offices before the final deadline on March 20, 2023, with appropriate Departmental staff listed as primary contacts for continuity. Key upcoming dates include:
    - In April, delegation members will make public the list of CPF that they are pursuing in the Appropriations process, and we will see which City projects have moved forward.
    - In June, Appropriations bills will likely be released, which will show which projects are expected to receive funding upon final passage and enactment of Appropriations bills (timing TBD).
- Federal funding and policy for New Arrivals Mission.



## **FINANCE AND ADMINISTRATION**

**OFFICE OF BUDGET AND MANAGEMENT**

**DEPARTMENT OF FINANCE**

**DEPARTMENT OF ADMINISTRATIVE HEARINGS**

**DEPARTMENT OF LAW**

**DEPARTMENT OF HUMAN RESOURCES**

**DEPARTMENT OF PROCUREMENT SERVICES**

**DEPARTMENT OF ASSETS, INFORMATION & SERVICES**

**OFFICE OF BUDGET AND MANAGEMENT**  
*SUSIE PARK, BUDGET DIRECTOR*

**ORGANIZATIONAL BACKGROUND**

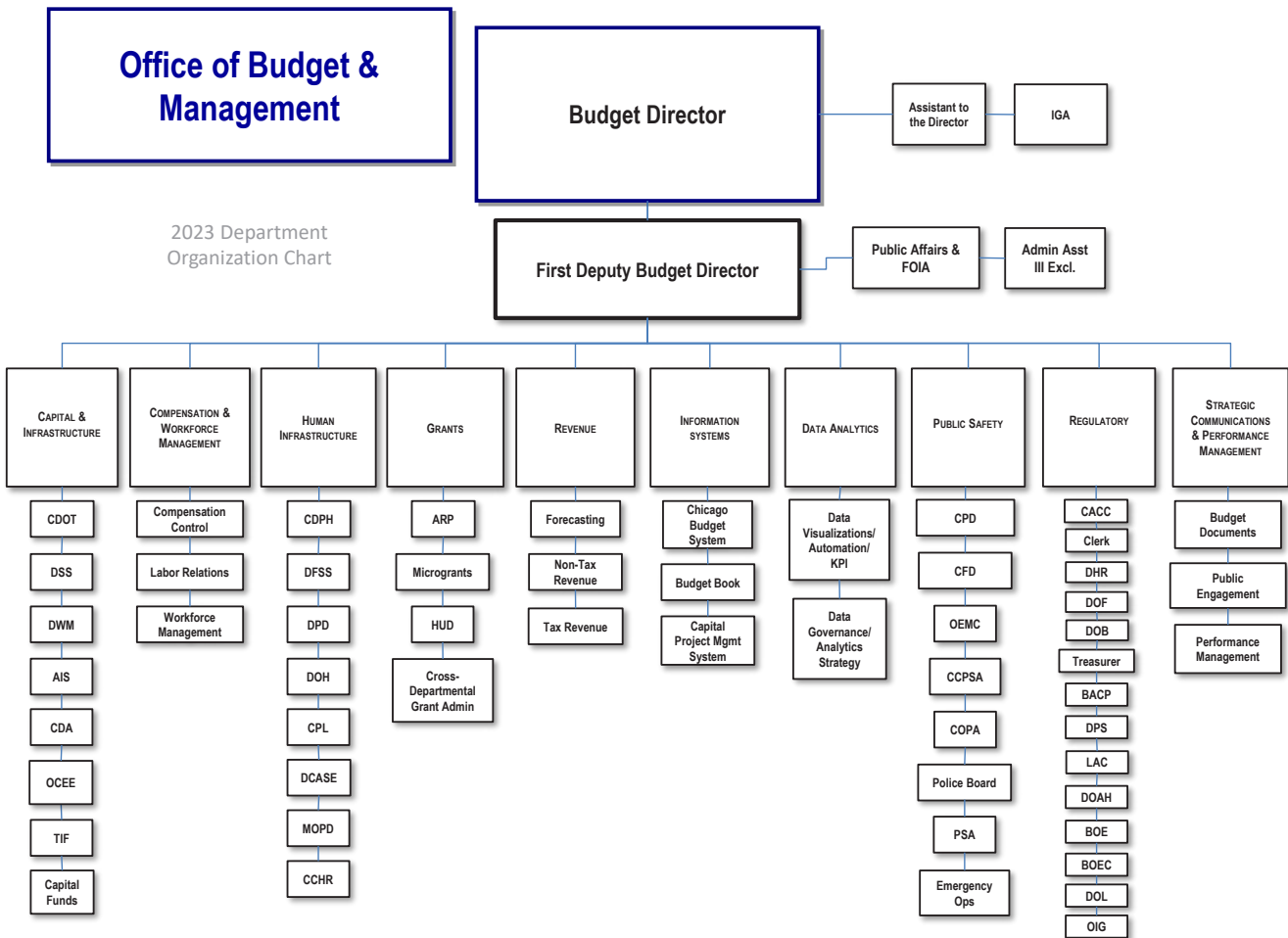
**MISSION/VISION**

The Office of Budget and Management (OBM) is responsible for preparing and executing the City’s \$16.4 billion annual budget and evaluating the efficiency and efficacy of all City operations by driving management initiatives that both improve the City’s fiscal condition and increase taxpayer value.

**JURISDICTION & SCOPE**

In addition to managing the annual Budget Appropriation process, OBM oversees the City’s Capital Improvement Program (CIP), Grant Management Program, Chicago Recovery Plan (CRP), and Tax Increment Financing (TIF) program. OBM also facilitates organizational change citywide to improve the City’s fiscal condition by helping departments deliver services more efficiently and cost-effectively. Throughout the year, OBM monitors revenues and expenditures, analyzes economic conditions that impact City government, reviews pending legislation, and makes budgetary or legislative recommendations as needed to manage the budget, operations, and priorities of the City.

**ORGANIZATIONAL CHART & STRUCTURE**



**Capital & Infrastructure Division** – Manages infrastructure department budgets and initiatives, including CDOT, DSS, DWM, AIS, CDA, and the new Office of Climate and Environmental Equity (OCEE). Also manages the Capital Improvement Program (CIP), Chicago Works Capital Plan, Chicago Recovery Plan – Bond, and the TIF program.

**Public Safety Division** – Manages public safety department budgets, including CPD, CFD, OEMC, PSA, CCPSA, the Police Board, and COPA. Also manages costs for the various City’s emergency operations.

**Regulatory Division** – Manages regulatory department budgets and initiatives, including CACC, City Clerk, DHR, DOF, Treasurer, BACP, DOB, DPS, LAC, DOAH, BOE, Elections, DOL and OIG.

**Human Infrastructure Division** – Manages human infrastructure department budgets and initiatives, including CDPH, DFSS, DPD, DOH, CPL, DCASE, MOPD, and CCHR.

**Grants Division** – OBM’s grants management team is responsible for managing all federal, state and private grants, including the American Rescue Plan and the City Council Microgrant Program.

**Compensation and Workforce Management Division** – Ensures that all forms of compensation, paid to City employees during each fiscal year, are in accordance with the Annual Appropriation Ordinance and Salary Resolution. Partners with Labor Relations on Collective Bargaining Agreement compliance and a stakeholder on budget relevant items during negotiations. Provides data resources and consults with Departments on relevant key performance indicators and processes related to managing their workforce.

**Revenue Division** – Monitors revenue collected by the City and forecasts potential changes to each revenue stream based on economic conditions and legislative changes. Evaluates the viability of new revenue sources and the potential impact on businesses, other revenues, and taxpayers. Manages and tracks various financial activities, including pension funding and produces monthly and quarterly reports.

**Data Analytics Division** – Leverages data and technology to develop management tools to increase access to accurate, timely and actionable information. In collaboration with City leaders and stakeholders, support data-driven policy making, operational efficiency and advancing the City’s strategic priorities. This is primarily done through process automation, dashboard visualizations and metric and KPI development.

**Information Systems Division** – Manages OBM’s applications - including the Chicago Budget System (CBS), Budget Book Application, and the Capital Project Management system (CPM), aids OBM staff in tech-related issues, and sets up operating budget requests in the City’s financial system.

**Strategic Communications & Performance Management** – Leads the public engagement around the annual Budget process each year. Responsible for the development of OBM documents and communications, including the Budget Overview book, the Chicago Budget Forecast and additional budget supplements. Manages citywide performance management initiatives, which include the assessment of select programs and department operations and the identification of efficiencies and opportunities for service improvements.

**Public Affairs** – Manages press inquiries for the Office of Budget and Management (OBM), Department of Finance (DOF), and the Office of the Chief Financial Officer (CFO), as well as FOIA inquiries for OBM and CFO. Develops and monitors public and press facing communications in coordination with the Mayor’s Press Office.

## KEY INITIATIVES/PRIORITIES

### SALARY COMPRESSION STUDY

#### DESCRIPTION

Beginning in 2022 OBM and DHR engaged an outside vendor, CPS-HR, to conduct a review of salary compression issues. Department heads were asked to prioritize their needs and overwhelmingly identified high-level department management positions at Assistant Commissioner levels through 1st Deputy Commissioner positions. That initial review looked at private and public sector comparable markets and determined that the City was paying well under current market rates. Even when only focusing on the public sector the City is lagging in compensation compared to regional peers at the state and county.

As background, in 2009, as a result of needed budget savings, in conjunction with implementing mandatory furlough days and unpaid holidays, management and non-union positions stopped receiving parity in negotiated cost of living (“COLA”) increases. Previously non-union administrative staff were tied to rates the City negotiated with its largest administrative union, the American Federation of State, County, and Municipal Employees (AFSCME).

This issue has compounded over time and currently many departments report that employees are refusing promotional opportunities to management positions due to the real risk of losing foreseeable COLA and merit increases in conjunction with the expected increase in responsibility and workload. There are frequent situations where staff are earning higher salaries than their supervisors in their chain of command. This has made it extremely difficult to recruit and retain internal talent pools. Staff in these positions are more likely to move around from position to position to chase higher payrates, cannibalizing internal talent and driving a spiral of human resource issues regarding pay equity and burning resources in repetitive and failing hiring sequences. Under Mayor Lightfoot COLA increases were granted to begin to address this compression, but the pandemic and inflationary trends have aggravated the disparity. The current compensation structure is no longer sustainable and has impacted operations and morale at these ranks.

A second wave to review the remaining non-union positions is now taking place. Random employees are being solicited to complete a questionnaire to begin the review and analysis with the hope that a plan may be outlined to update the City's compensation structure to create more standardized compensation structures, to help recruit and retain talent, to mitigate risk from potential claims of disparate treatment and ensure a compensation structure that has a standard method of ensuring employees in a salary range that meets the public sector market rates and maintains appropriate distance from subordinate staff.

### GOALS & DESIRED OUTCOMES

The goal of the Salary Compression Study is to implement a standard compensation structure for the City's non-union, similarly situated titles which begin to alleviate salary compression and create a uniform structure to help recruit and retain staff. OBM will continue to work with DHR to implement the placement of positions to appropriate salary schedules and budget for the 2024 transition of all relevant titles to begin to alleviate salary compression over a defined period.

### STRATEGY

The result of the first wave of review and recommendation from subject matter experts internally and externally have led to the conclusion that management and non-union positions need to move positions back to standardized salary schedules. Union positions will not pivot from this structure due to contractual requirements around their method of compensation.

OBM will complete the second wave review of all other non-union positions for appropriate salary schedule recommendations. Additionally, OBM hopes to implement a standard tool to assess candidate quality and assessment for proper placement in the designated salary range.

For the future, it is OBM's goal to maintain the schedule with appropriate COLAs based on comparable union employee wages to prevent future and further salary compression.

### FUNDING

The funds to implement the first wave of the Salary Compression Study has been budgeted in the 2023 Budget.

### CURRENT STATUS

The proposed new schedule was introduced to Department heads for discussion and feedback. OBM and DHR are prepared to introduce to City Council an amendment of the Salary Resolution to include the new schedule. Once passed, OBM will begin to work with DHR on the implementation timeline.

### KEY STAKEHOLDERS & PARTNERSHIPS

Department of Human Resources  
City Operating Departments

### CRITICAL NEXT STEPS



**ENTERPRISE RESOURCE PLANING – IT MODERNIZATION PROJECT****DESCRIPTION**

The Department of Asset, Information and Services, Bureau of Information Technology conducted a comprehensive analysis of current City software systems and risk due to the age and current state of the City’s operating systems. The analysis found that there is a critical need to review and modernize the City’s IT infrastructure. As a starting point, the initial focus is on identifying a comprehensive Enterprise Resource Planning (ERP) tool which addresses current needs in critical areas focused on Human Capital Management, Procurement, Financial Administration, Asset Management, and Budget Management. Working with OBM’s IT consultant Gartner, key stakeholders and subject matter experts have begun the process of identifying a solution to help address the needs in these critical areas.

**GOALS & DESIRED OUTCOMES**

To modernize City processes and platforms beginning with a comprehensive ERP system that provides synergies over key business areas of Budget Management, Human Resources, Procurement, Finance and Asset Management. Solution will replace current City software with the goal of reducing current upkeep and vendor costs, provide a platform that is natively built to share data between various key business processes to create improved workflows and identify efficiencies by standardizing business processes.

**STRATEGY**

An evaluation team consisting of leaders and subject matter experts from OBM, DHR, DPS, AIS and DOF have been evaluating various proposal for an ERP system.

**FUNDING**

The Chicago Works plan, in addition to the City’s Corporate Fund, has funding dedicated to implement the IT-Mod, ERP system.

**CURRENT STATUS**

Over the last several months, OBM, along with DOF, DHR, DPS and AIS have engaged in the procurement process to select a citywide ERP system. Final selection is anticipated by the end of the Spring followed by contract negotiations with implementation targeted to begin at the end of 2023.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Department of Human Resources  
 Department of Finance  
 Department of Procurement  
 Asset, Information and Services

**CRITICAL NEXT STEPS****CHICAGO RECOVERY PLAN****DESCRIPTION**

The Chicago Recovery Plan is the City’s plan to amplify once-in-a-generation federal funding to create an equity-based investment strategy and catalyze a sustainable recovery from the COVID-19 pandemic. The Chicago Recovery Plan includes funding from the American Rescue Plan Act (“ARP”) and capital funds. The initiatives and strategic priorities that make up the Chicago Recovery Plan were a result of several stages of community engagement and input during the 2022 budget development process.

**GOALS & DESIRED OUTCOMES**

The Chicago Recovery Plan aims to support small businesses, non-profits, and residents as they deal with the economic and health-related harms of the pandemic. Major goals include reducing community violence, supporting strong economic

recovery of businesses and nonprofits, mitigating environmental harms that exacerbated the spread of the virus, and helping communities recover from the mental, emotional, and physical impact of the pandemic.

## STRATEGY

The Chicago Recovery Plan investment strategy is based on community engagement and analysis conducted by the City to understand how these funds would best serve the public. This work led to two major investment areas: equitable economic recovery and thriving and safe communities. The Office of Budget and Management (OBM) reviews projects to ensure eligibility and supports departments in developing programs to meet their goals. OBM helps develop tools to implement programs, conduct assessments, and collect documentation for external-facing reports, communications, and the annual single-audit.

## FUNDING

The Chicago Recovery Plan leverages a mix of federal funds from the American Recovery Plan Act (ARPA) Local Fiscal Recovery Funds (LFRF) in the amount of \$1,887 million, and capital funds in the amount of \$660 million for a total of \$2,547 million.

## CURRENT STATUS

The Chicago Recovery Plan includes over 60 projects. To date, most projects are delivering services, with an expansion of existing programming planned to launch this year. To summarize project progress more easily, the Office of Budget and Management established the following “phases” of program implementation:

- Planning: the project is being developed and reviewed to ensure compliance
- Initializing: writing and publishing RFPs, RFIs, or other competitive procurement to delivery services
- Contracting: vendor selection after the competitive bid closes, contract negotiations with vendors
- Implementation: vendors or the city provide program activities to the public
- Complete: includes the program close-out process

Below is a chart that reflects the status of all projects by priority area as of March 2023:

Priority Area	Planning	Initializing	Contracting	Implementation
Affordable Housing				5
Arts & Culture		1	1	
Assistance to Families		2	1	8
City Infrastructure & Parks				3
City Priorities for Health and Wellness	1	3	1	7
Community Climate Investments				2
Community Development			4	2
Environmental Justice Initiatives	1			5
Homelessness Support Services	1	1	2	1
Small Business and Workforce Support		2		2
Tourism & Industry Support				2
Violence Prevention				7
Youth Opportunities				2
<b>Total</b>	<b>3</b>	<b>9</b>	<b>9</b>	<b>46</b>

## KEY STAKEHOLDERS & PARTNERSHIPS

OBM works closely with the Department of Law and Department of Finance to set up funds and review programs. OBM oversees the implementation of the Chicago Recovery Plan. Each department was given a combination of ARP and/or bond funds to support the implementation of projects. The departments implementing programs include DOH, DCASE, AIS, CDPH, MOPD, DFSS, DPD, BACP, DSS, DWM, and CDOT.

## CRITICAL NEXT STEPS

[REDACTED]

## WORKFORCE MANAGEMENT

### DESCRIPTION

Workforce management refers to the process of reviewing and optimizing the management of employees with the goal of identifying and mitigating costly inefficiencies and improve City services. In 2016, OBM partnered with City Council and Union organizations in a task force focused on absenteeism. This led to the development of a workforce management committee focused on developing strategies, tools, and improved processes with the goal of assisting departments in managing their workforce. This committee led by OBM works in partnership with the Departments of Human Resources, Finance and Law.

OBM has leveraged City data to give the Mayor's Office and Department leadership improved insight on areas related to the workforce. During the pandemic, OBM was able to quickly develop dashboards to review operations and monitor for potential service impacts. As normal operations have resumed, OBM continues to develop dashboards which help focus its efforts on workforce process and to find insights into key management areas such as hiring, retention and attrition analysis.

### GOALS & DESIRED OUTCOMES

Recent projects include partnering with Human Resources on improving hiring process and reducing time to hire. OBM has developed tools used to identify overtime drivers, manage employee time and attendance, and identify key metrics focused on improving management by recommending process improvements.

As a leader of this work, OBM continues to develop and engage departments with data focused on citywide processes. OBM's goal is to develop user-friendly dashboards with real-time data to engage with departments and help analyze key metrics to identify opportunities for improvement.

### STRATEGY

OBM has led the effort to develop and expand data-driven workforce management with a focus on reducing controllable labor costs, improve compliance with various labor agreements and citywide policies, to provide impact analysis for proposed policy changes related to the OBM workforce and provide a resource to encourage and assist Departments in standardizing and improve their processes.

Recently, discussions have focused on how to implement better controls on processes and improve accountability at the department level.

### FUNDING

N/A

### CURRENT STATUS

Over the last several months, OBM, along with DOF, DHR, DPS and AIS have engaged in the procurement process to select a citywide ERP system. Final selection is anticipated by the end of the Spring followed by contract negotiations with implementation targeted to begin at the end of 2023.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Department of Human Resources  
 Department of Finance  
 Department of Law  
 City Operating Departments

**CRITICAL NEXT STEPS****CHICAGO WORKS****DESCRIPTION**

The City of Chicago owns and operates a variety of capital assets: roadways, sidewalks, buildings, water fronts, public transit, and public utilities that have faced decades of underinvestment. To realize the City's potential and improve economic outcomes, public health, and climate resiliency, the City of Chicago has developed and implemented the Chicago Works Program which invests \$3.3 billion towards Sidewalks & Pedestrian Right-of-Way, Aldermanic Menu, Bridge & Viaduct Program, Street Resurfacing, Street Lighting, Traffic Signals, Complete Streets, Facilities, IT, Fleet, & Equipment, Waterways & Pathways, Private Side Lead Service Line Replacement, and other miscellaneous Economic Development projects.

OBM has leveraged City data to give the Mayor's Office and Department leadership improved insight on areas related to the workforce. During the pandemic, OBM was able to quickly develop dashboards to review operations and monitor for potential service impacts. As normal operations have resumed, OBM continues to develop dashboards which help focus its efforts on workforce process and to find insights into key management areas such as hiring, retention and attrition analysis.

**GOALS & DESIRED OUTCOMES**

The goal of Chicago Works is to maintain the City's infrastructure in a state of good repair and achieve replacement cycle funding for Chicago's critical infrastructure assets that are not funded via enterprise sources (Aviation, Sewer, and Water).

**STRATEGY**

Chicago Works is a needs-based, worst-first, equity driving capital plan. Each infrastructure asset within the Chicago Works program has its own unique set of project selection criteria. The core selection criteria are infrastructure condition, equity, cost effectiveness, and project readiness.

Recently, discussions have focused on how to implement better controls on processes and improve accountability at the department level.

**FUNDING**

The 2021-2022 program invests \$1.4 billion and the 2023-2024 program \$1.9 billion.

**CURRENT STATUS**

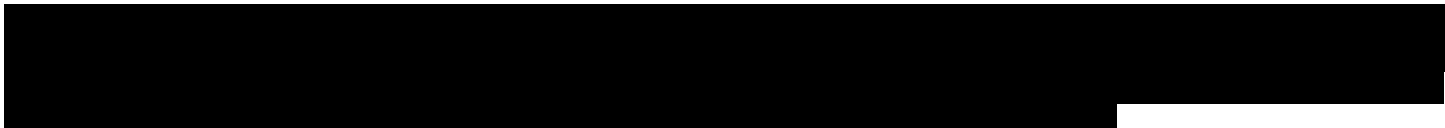
Please see below for a list of projects funded by Chicago Works. All projects are currently in progress.

Program/Sub-Program	21/22 Allocation	23/24 Allocation
<b><u>SIDEWALKS &amp; PEDESTRIAN RIGHT-OF-WAY</u></b>		
Miscellaneous Concrete Construction	\$ 40,600,000	\$ 48,072,540
US DOJ Polling Place ADA Access	\$ 32,980,000	\$ -
Shared Cost Sidewalk Program	\$ 8,000,000	\$ 8,000,000
Hazardous RoW Sidewalk Repairs	\$ 8,000,000	\$ 6,000,000
Vaulted Sidewalk Program	\$ 4,000,000	\$ 2,000,000
<b><u>ALDERMANIC MENU</u></b>		
Aldermanic Menu	\$ 216,000,000	\$ 216,000,000
<b><u>BRIDGE &amp; VIADUCT PROGRAM</u></b>		
Bridge Replacement	\$ 87,667,395	\$ 114,169,011
Bridge Repairs	\$ 67,832,605	\$ 47,000,000
Underpass Rehabilitations	\$ 12,375,000	\$ 8,250,000
Vertical Clearance Improvements	\$ 7,500,000	\$ 12,000,000
<b><u>STREET RESURFACING</u></b>		
Supplemental Residential Resurfacing	\$ 100,688,000	\$ 62,199,259
Supplemental Arterial Resurfacing	\$ 68,295,000	\$ 102,000,000
WPA Streets Replacement Program	\$ 39,544,600	\$ 51,300,000
Alley Program	\$ 17,146,500	\$ 36,185,000
<b><u>STREET LIGHTING</u></b>		
Hazardous Pole Replacement	\$ 36,000,000	\$ 9,000,000
Full Circuit Replacement – Residential Streets	\$ 18,400,000	\$ 33,089,000
Full Circuit Replacement – Arterial Streets	\$ 15,000,000	\$ 27,771,000
Lighting Stabilization	\$ 2,250,000	\$ 9,419,200
Chicago Smart Lighting Program	\$ 18,700,000	\$ -
<b><u>TRAFFIC SIGNALS</u></b>		
Full Intersection Signal Replacement	\$ 10,600,000	\$ 26,315,000
Intersection Signal Modification	\$ 3,678,000	\$ 44,210,000
Traffic Signal Communication/Connectivity	\$ 5,500,000	\$ 8,599,106
Traffic Signal Battery Back-Ups	\$ 1,500,000	\$ 2,000,000
<b><u>COMPLETE STREETS</u></b>		
Complete Streets	\$ 40,000,000	\$ 58,040,000
Streetscapes	\$ 104,217,000	\$ 165,957,629
Pavement Markings	\$ 8,950,000	\$ 13,900,000
Trees	\$ 6,000,000	\$ -
Public Art	\$ 6,000,000	\$ 6,000,000
<b><u>FACILITIES</u></b>		
Facility Upgrades	\$ -	\$ 40,000,000
Facility Maintenance	\$ 106,648,500	\$ 146,494,338
Environmental Remediation	\$ 15,900,000	\$ 1,200,000
Hazardous Demolition Program	\$ 10,000,000	\$ 10,000,000
<b><u>FLEET &amp; EQUIPMENT</u></b>		
Vehicles & Equipment	\$ 145,099,342	\$ 153,502,733
IT System Upgrades	\$ 80,908,382	\$ 107,800,000
CFD - Bunker Gear	\$ 11,050,000	\$ 2,238,420
CPD/OEMC - Cameras	\$ -	\$ 14,000,000
<b><u>WATERWAYS &amp; PATHWAYS</u></b>		
Shoreline Revetment	\$ 4,700,000	\$ 85,000,000
Calumet River Dredging	\$ 7,595,000	\$ -
Englewood Trail	\$ 6,000,000	\$ 48,000,000
<b><u>ECONOMIC DEVELOPMENT</u></b>		
Kinzie Industrial Corridor	\$ 375,000	
Chicago Works Challenge	\$ 10,500,000	
Michael Reese	\$ 60,000,000	
Small Business Grants	\$ -	\$ 40,000,000
<b><u>LEAD SERVICE LINE REPLACEMENT - PRIVATE</u></b>		
Lead Service Line Replacement	\$ -	\$ 60,000,000
<b>Total Program</b>	<b>\$ 1,446,200,324</b>	<b>\$ 1,825,712,236</b>

**KEY STAKEHOLDERS & PARTNERSHIPS**

CDOT, AIS, DWM, Mayor’s Office, Alderpersons, CFO’s Office, DOF, DOL and residents

**CRITICAL NEXT STEPS**



TIME SENSITIVE ISSUES

[REDACTED]

[REDACTED]

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

[REDACTED]

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**DEPARTMENT OF FINANCE**  
*RESHMA SONI, CITY COMPTROLLER*

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**ORGANIZATIONAL BACKGROUND**

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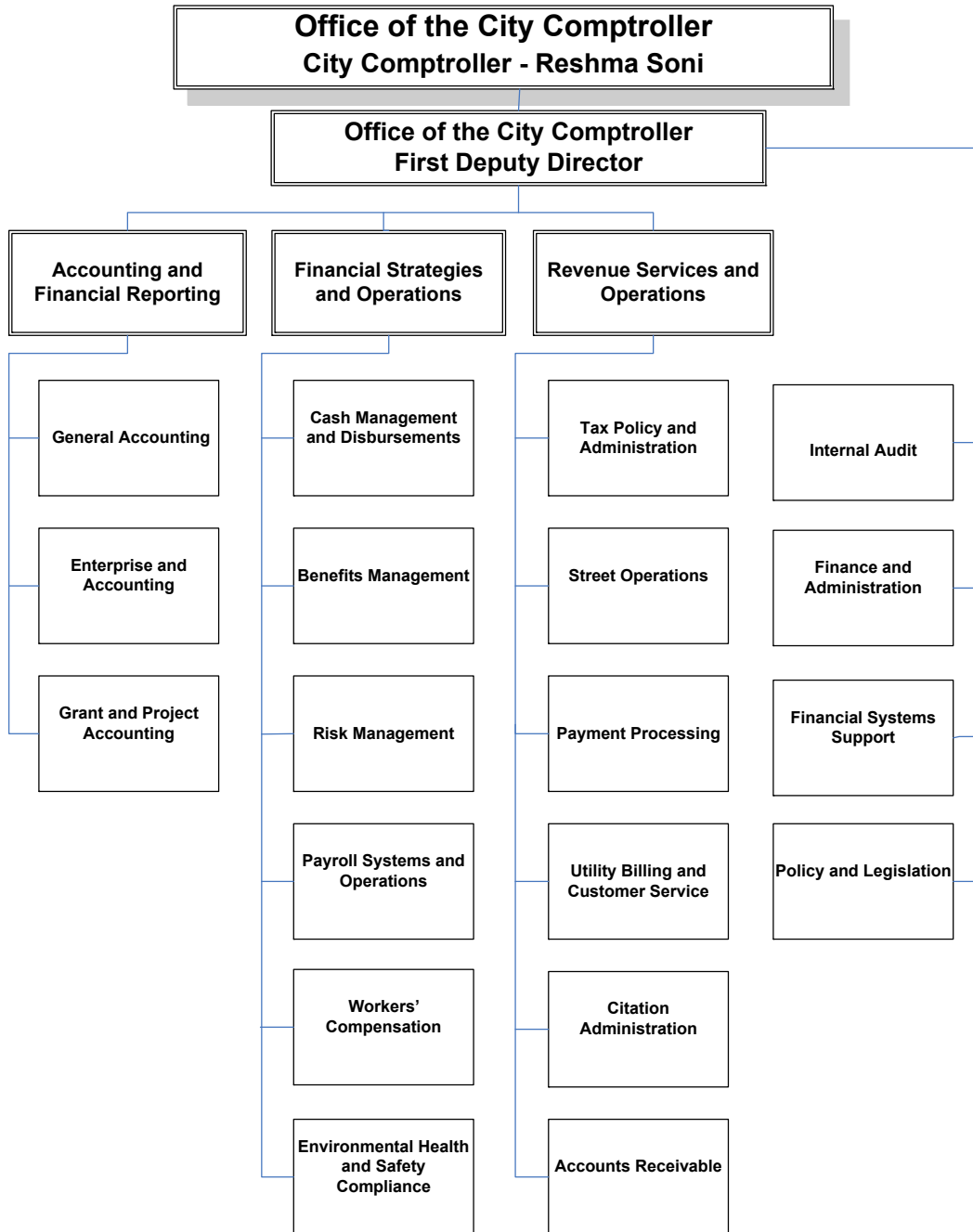
**MISSION/VISION**

The Department of Finance works to ensure the strong financial foundation of the City of Chicago and its residents. DOF's core mission includes collecting revenues for the entire City, paying the City's bills, administering payroll and benefits to City employees, employee health and safety, insurance risk management, audit process management, and preparing financial statements, among other duties.

**JURISDICTION & SCOPE**

- Residents
- Businesses
- Employees
- Vendors
- Those who rely on the City's financial statements (e.g. bondholders).

ORGANIZATIONAL CHART & STRUCTURE



The **Bureau of Accounting and Financial Reporting** is comprised of the General Accounting Division, Enterprise Accounting Division, and the Grant and Project Accounting Division. This Bureau is responsible for all the accounting and financial reporting functions as it relates to the City of Chicago’s financial statements.

- The **General Accounting Division** is responsible for maintaining the general ledger for funds which account for the corporate functions of the City that do not relate to business-type activities or to resources held in trust on behalf of beneficiaries. General Accounting is also responsible for the preparation, audit, and issuance of the Annual Comprehensive Financial Report (ACFR).
- The **Enterprise Accounting Division** is responsible for the financial accounting and financial reporting for Chicago’s O’Hare (ORD), Midway (MDW) International Airports and Chicago Gary Regional Airport Authority (CGRAA), also known as the COMPACT. The Enterprise Accounting Division maintains the books, records, and accounts in accordance with Generally Accepted Accounting Principles (GAAP) and as required by the provisions of the Airport Use Agreements,



the Bond Ordinance and Bond Indentures. This division is responsible for preparing the audited reports and timely completion of annual filings. The Enterprise Accounting Division is also responsible for bank reconciliations and maintaining the debt services schedules for the Water and Sewer funds.

- The **Grant and Project Accounting Division's (GPAD)** primary function is to provide fiscal and technical services necessary to support Federal and State grant programs. Major tasks include financial reporting, accounting, auditing, monitoring and processing payments to delegate agencies and assisting City departments in the administration of their program services.

The **Bureau of Financial Strategies and Operations** is comprised of the Healthcare and Benefits Division, Cash Management Division (also referred to as Accounts Payable), Payroll Division, Risk Management Division, Employee Health and Safety Division, and the Workers' Compensation Division.

- The **Benefits Management Division** is responsible for administering over \$500 million in employee healthcare benefits for active employees and specific classes of annuitants. In addition, approximately \$8.8 million is budgeted for vendors administering benefits on behalf of the City. This division is also responsible for managing the Deferred Compensation contract.
- The **Cash Management Division's** primary goal is to issue vendor payments on behalf of all City Departments and City Council. The Division is responsible for paying over 300,000 vendors a year with a total payment amount of \$8 billion in 2022.
- The **Payroll Systems and Operations Division** is dedicated to processing accurate and timely payments to over 33,000 employees while adhering to State and Federal Regulations, City Policies, and collective bargaining agreements.
- The **Risk Management Division** is responsible for managing the City's property and casualty insurance programs, contractual risk transfer, and claims management, collection, and cost recovery of City property damage claims. This division is not responsible for enterprise risk management which sits in the Mayor's Office.
- The **Environmental Health and Safety (EHS) Compliance Division** is responsible for providing environmental, health, and safety compliance guidance to departments to reduce workplace risks and hazards. The EHS Compliance Division helps departments comply with regulatory requirements including, but not limited to, those from the Occupational Safety and Health Administration (OSHA), Illinois Department of Labor (IDOL), or the Environmental Protection Agency (EPA). Additionally, the EHS Compliance Division creates efficiencies across City departments with standardized programs and training. The EHS Compliance Division works together with the Workers Compensation Division to improve employee injury reporting and ultimately reduce the number of employee injuries that result in lost time.
- The **Workers' Compensation Division (WCDOF)** manages 4,400 claims carrying a financial reserve of \$700MM+. With a workforce of approximately 33,000 people and opportunities in more than 1,400 different job titles and categories, WCDOF leads the operation of the City's third-party administered claim management program while developing and implementing on-the-job injury cost reduction strategies and initiatives.

The **Bureau of Revenue Services and Operations** is comprised of the Tax Policy and Administration Division, Payment Processing Division, Citation Administration Division, Accounts Receivable Division, Utility Billing and Customer Service Division, and the Street Operations Division.

- The **Tax Policy and Administration Division** is responsible for administering and enforcing the municipal tax code for the City of Chicago. More than 27,500 businesses are registered to remit at least one of 28 municipal taxes that generate \$2.3B annually.
- The **Payment Processing Division's** core objectives are to process payments, interact with business systems to post payments to receivables, record and report revenue. These objectives are performed with the appropriate controls in place to ensure accuracy of information and the safeguarding of City funds. This division interfaces with 12 different source systems in order to record charges correctly, administering over \$10 billion of receipts annually.
- The **Citation Administration Division** is responsible for administering the parking, red light camera and automated speed enforcement violation programs, which includes noticing, collections, and customer service. In addition, the Division oversees the residential disabled parking permit program and the Clear Path Relief (CPR) Pilot Program.
- The **Accounts Receivable (A/R) Division** manages a diverse range of collection programs aimed to generate revenue for the City, while also working to enhance payment options and processes to aid constituents. The A/R Division provides comprehensive customer service in relation to these programs, oversees the debt referral process, supervises collection agency performance, and manages various vendor contracts. In addition, the Division is responsible for the Emergency Medical System (Ambulance) billing program and the Administrative Debt Relief (ADR) Program.
- The **Utility Billing and Customer Service Division** is responsible for collecting utility service payments and providing

billing-related customer service. The City of Chicago utility bill now includes the following service charges and taxes, where applicable: water service charges, sewer service charges, water-sewer tax charges, and garbage service charges. This Division also administers the Utility Billing Relief (UBR) Program.

- The **Street Operations Division** manages parking enforcement and booting operations, which are designed to promote public safety, regulate compliance, and assist with the implementation of public service programs City-wide. In addition, the Division continues to improve parking enforcement and booting processes and protocols to foster equitable parking enforcement through uniform personnel deployment, data analytics, and technology advancements.

The **Internal Audit Division** independently assists in ensuring that adequate internal controls have been established to address identified critical risks. Internal Audit independently manages reviews, audits, and assessments of City:

- High-risk programs and processes
- Grant funding-related operations
- Policy and process improvement opportunities
- Third-party vendor contract compliance
- Risk assessments

The **Finance and Administration Division (F&A)** is responsible for managing DOF's annual fiscal budget as well as all personnel related matters. There are 499 filled positions (as of 3/13/2023) in the Department with a budget of \$99.2M, excluding the citywide budget portions managed by DOF, such as healthcare and Workers' Compensation.

- F&A is responsible for developing the annual budget for DOF.
- F&A uses the Financial Management and Purchasing System (FMPS) to create requisitions for purchases and to process invoices for payment. Requisition and invoice approvals are done electronically through FMPS. DOF processes approximately 1,000 orders and invoices annually.
- DOF has 628 positions in the 2023 budget, of which 129 are vacant (as of 3/13/2023). F&A is responsible for following the City hiring processes to fill hire plan and attrition vacancies.
- F&A provides guidance on the collective bargaining agreements and facilitates all interactions with union representatives.
- F&A provides guidance on all City policies, including Violence in Workplace, Victims' Economic Security and Safety Act (VESSA), Equal Employment Opportunity (EEO), Family Medical Leave Act (FMLA), American with Disabilities Act (ADA) for reasonable accommodations, etc. F&A also works to ensure that every DOF employee has an annual performance evaluation and expectations during the first quarter of each year. F&A conducts training sessions, including leadership, labor relations, performance management, etc.

The **Financial Systems Support (FSS) Division** is responsible for providing support for numerous systems used by all divisions of the Department of Finance. FSS obtains, maintains, and upgrades hardware as needed to support the department's function and employees. FSS works closely with conjunction with the Department of Assets and Information Systems (AIS) Office of Information Systems, and various companies that provide specific system Help Desk support and general information technology help desk support.

The **Policy and Legislation Division** advises on the legal and operational implications of proposed legislation; analyzes and provides guidance on the operational effects of court rulings; works with DOF's contract administrators to ensure that amendments, RFPs, RFQs and competitive bids are being timely processed; reviews RFPs and other methods of procurement for form and legality; collaborates with DOF Deputies to ensure contract scope of services meet operational requirements and standards of performance; serves as a liaison between DOF and the Department of Law (DOL), regarding contract disputes and compliance issues; drafts rules and regulations related to pilot programs and fines and fees reforms; oversees litigation for DOF and works with the respective divisional Deputy to respond to discovery requests and implement operational changes as needed; drafts and reviews legal documents; develops and implements legal policies and procedures; assigns, reviews and issues a response for all FOIA requests received by the Department, which totaled 1,734 requests in 2022.

## KEY INITIATIVES/PRIORITIES

### FINES AND FEES REFORMS

#### DESCRIPTION

DOF is responsible for enforcing fines and fees related to parking and vehicle related violations. In addition, DOF is responsible for collection of all revenues, including fines and fees (e.g., parking, speed, red light, administrative hearings related debt) and utility charges (e.g., Water, Sewer, Garbage and Water Sewer Tax). Over the past four years, in conjunction with other departments, DOF has implemented several fines and fees reforms, including those listed below, which have saved individuals and businesses over a quarter of a billion dollars in debt:

<b>Initiatives</b>	<b>Debtor Savings (in \$ millions)</b>
City Sticker Ticket Debt Relief (2019)	\$11.0
Ended Driver's License Suspension (2021)	\$14.0
Vehicle Immobilization (Boot) Reforms (2020)	\$34.6
Vehicle Impoundment Program (VIP) (2020)	\$129.0
Utility Billing Relief Program (UBR) (2020)	\$35.6
Clear Path Relief Program (CPR) (2022)	\$30.4
Administrative Debt Relief Program (ADR) (2023)	\$8.0
<b>Total</b>	<b>\$262.6</b>

#### GOALS & DESIRED OUTCOMES

The UBR Program was the first comprehensive debt relief program offered by the City that reduced current water, sewer and water-sewer tax charges by 50 percent as well as wiped out past due debt upon successful completion of one year of the Program. This program started in June 2020 as a pilot program and has since been codified as a permanent relief program by City Council. Since the inception of UBR, the City has waived \$18.6 million in past due debt, \$17.0 million in monthly charges and set aside \$10.0 million to be waived for over 21,000 unique UBR customers. The UBR program is currently being evaluated by the University of Chicago to provide insight on continued implementation and future expansion; this should be completed later in 2023.

The CPR Program was the first vehicle debt relief program that offered writing off past due debt three years or older upon successful completion of one year of the Program. In addition, during the 12-month enrollment period, any new eligible tickets would be reduced by 50 percent if paid on time. Also introduced with CPR, the Fix-It defense allows all motorists who receive a ticket for an expired or missing license plate or City Sticker to come into compliance within 30 days of a violation and have that ticket dismissed. This program started in April 2022 as a pilot program and will expire on December 31, 2023. Since the inception of CPR, the City has waived \$28.1 million in past due debt, \$2.0 million in Fix-It tickets, and \$0.3 million in reduction of tickets by 50 percent for over 56,000 motorists.

In 2023, DOF implemented the ADR Program which provides relief for administrative hearings ("AH") debt, including but not limited to violations issued by the Departments of Streets and Sanitation, Health, Police, Buildings, and Business Affairs and Consumer Protection. The first phase of the program was open to all individuals and businesses and provided a waiver of interest, costs and fees with payment of 100 percent of the fine amount. The second phase of the program which will launch in April provides additional relief for individuals experiencing financial hardship. Participants in this program will get 50 percent of the fine amount waived in addition to the benefits listed above.

DOF has the following goals for this year:

- Reduce Administrative Hearings (AH) debt burden by at least 5 percent (\$2B overall debt outstanding, reducing by \$100.0 million at the end of the program)

- Extend CPR and ADR programs beyond their scheduled sunset on December 31, 2023
- Provide affordable payment plans for individuals and businesses to come into compliance.

### STRATEGY

- Secure City Council approval for program extension
- Market City-wide and to participants of existing debt relief programs
- Technical changes to source systems, including consolidation of the online application for debt relief programs.

### FUNDING

Corporate funding for approximately \$0.5 million for the ADR Program. This is indirect funding related to professional service costs with current vendors, such as EKI, NTT Data, etc. to provide additional services to administer the ADR Program. Costs for the ongoing administration of UBR are approximately \$3.7 million per year. Costs to administer CPR are \$0.7 million to date.

### CURRENT STATUS

- Launched the first phase of ADR on January 17, 2023
- On target to begin reviewing applications for the second phase of ADR (income-based) by end of March 2023.
- Implementing technical changes required per Municipal Code for UBR to UBR FPC modification. More information below under “Time Sensitive Issues.”

### KEY STAKEHOLDERS & PARTNERSHIPS

- Mayor Office Policy Team
- AIS vendors – EKI Digital, SDI
- DOF Vendor – NTT Data, Kyndryl
- Community Advocates

### CRITICAL NEXT STEPS

█ [REDACTED]

█ [REDACTED]

## ACCOUNTS RECEIVABLE (AR) CONSOLIDATED BILLING

### DESCRIPTION

DOF is building a new online platform (web and mobile) that will integrate customer account and receivable information that is maintained in numerous source systems. This consolidation will enable residents and businesses to search for and pay all outstanding City debt in a single location instead of accessing up to 12 different source systems to make payments. In addition, having a single portal to search all City debt will improve the efficiency with which debt checks are conducted by staff.

### GOALS & DESIRED OUTCOMES

- Integrate legacy systems to the new AR environment.
- Allow individuals and businesses to add and pay multiple receivable types to their account, significantly reducing confusion of what debt is outstanding and allowing for better collection of revenues.
- Generate a consolidated bill showing all open receivables attributable to the user account.
- Quantify the number of businesses and individuals that create user accounts and the number of debt types that can be paid.

## STRATEGY

- Leverage existing interfaces between Cashiering and source systems.
- Utilize Chicago Payment Processing (CPP), the current payment infrastructure managed by the City through a third-party contract, to streamline payment of multiple debt types and payment plans.

## FUNDING

- IT Capital funding of \$2 million

## CURRENT STATUS

- Collaborating with AIS to draft a business case to issue a Task Order Request (TOR) in the 2nd Quarter 2023
- Meeting with current vendors (CAI, Citybase, EKI) to discuss the design of the new environment.
- Participated in ERP demos conducted by three potential vendors (through DPS and AIS)
- Finalizing the business case with AIS

## KEY STAKEHOLDERS & PARTNERSHIPS

- CAI, Citybase, EKI
- AIS
- Customers

## CRITICAL NEXT STEPS



## STREET OPERATIONS – TECHNOLOGY DRIVEN EFFICIENCIES

### DESCRIPTION

DOF currently utilizes data driven enforcement for ticketing, which enables DOF to collect and analyze data to allocate resources throughout the City in a close to real-time platform. In doing so, the disproportionate impact of parking fines and enforcement on marginalized and low-income families is reduced. This community based-enforcement strategy was implemented in 2019. Due to this strategy's effectiveness for parking enforcement, a similar approach will be deployed for vehicle immobilization (booting). To be successful, updates to technology and equipment are required for both parking enforcement and vehicle immobilization.

### GOALS & DESIRED OUTCOMES

- The upgrade of handheld devices and printers will:
  - Improve efficiency, picture quality, and device memory.
  - Align with current cellular 5G standards.
  - Comply with the City's operating system.
- Redesign boot zones, resulting in improvements to:
  - Equitable enforcement
  - Efficient monitoring of staff
  - Prevention of over saturation of certain communities
  - Safety through the inclusion of hot zones for high crime areas

## STRATEGY

- Utilize current vendors to upgrade equipment (handheld devices and printers)
- Collaborate with current software vendor to design new boot zones modeled after parking enforcement zones that take into consideration arterial streets, crime data and boot eligibility data.

## FUNDING

- No additional costs for the remapping of boot zones because it is included in Conduent's (vendor providing current hand-held technology) support contract.
- Corporate funding of \$0.1 million for enforcement equipment using CDW-G and Verizon

## CURRENT STATUS

### Parking Enforcement Equipment

- In process of testing potential equipment before purchase to ensure compliance with City standards
- Boot Zones
- Conduent is developing new boot zones that take into consideration arterial streets, crime zones, and historical boot data while ensuring equitable enforcement City-wide.
- Testing and validating new zones to ensure City requirements are being met.

## KEY STAKEHOLDERS & PARTNERSHIPS

- Citation Administration
- Conduent
- Verizon Wireless
- CDW-G

## CRITICAL NEXT STEPS

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## FAST TRACK PAYMENT PROGRAM

### DESCRIPTION

The Fast Track Payment Program stems from the City's prompt payment program. This program is designed to expedite payments to eligible small businesses contractors working on City projects to ensure that much needed cash flow is provided for work performed by Prime and Sub-contractors.

### GOALS & DESIRED OUTCOMES

- Eighty-five percent of contractors are paid via EFT, a 70 percent increase over 2022.
- Ninety percent of infrastructure invoices on participating projects (w/o pending change order/holds) are paid w/in 45 days of receipt of complete/proper invoice.
- Eighty-five percent of participating projects are issued 50/50 payments w/in fifteen business days of the date the City receives contractor's certified pay estimate/invoice.
- Ninety percent of new infrastructure projects in Fast Track Program are issued advance mobilization payments.

### STRATEGY

- In the short run, continue to implement the 50/50 program in the three infrastructure departments to construction and professional service firms. Expand contracting equity by providing start up and mobilization funds to smaller contractors and vendors who are experiencing cash flow needs.
- In the long run, develop a Fast Track Payment Program that provides comprehensive services to small businesses, including surety assistance, payment and contracting assistance and expediting payments.

### FUNDING

- N/A

### CURRENT STATUS

- 50/50 Payment Pilot: On February 23, 2023, 50/50 Payment Pilot was expanded to 22 CDOT/DWM infrastructure construction contracts with a combined value of \$615 million.
- 50/50 Payment Pilot: Identifying metrics to continuously monitor and report the Pilot's progress and accomplishments.
- 50/50 Payment Pilot: Identifying and analyze CDA/CDOT/DWM payment processes for professional services contracts to determine causes of delays and identify viable mitigation strategies.
- Umbrella Fast Track Payment Program: Exploring Los Angeles Contractor Development and Bonding Program. Refining Fast Track Program components.
- Umbrella Fast Track Payment Program: Analyzing the time it takes for CDA/CDOT/DWM, resident engineers and contractors to agree on quantities/work performed during the pay period and create/certify the monthly pay estimate.

### KEY STAKEHOLDERS & PARTNERSHIPS

- Vendors and Contractors
- All Departments
- DPS
- OBM
- DOL
- Mayor's Office

### CRITICAL NEXT STEPS



## DESCRIPTION

The Department of Finance – Accounting and Financial Reporting bureau is responsible for the recording and financial reporting functions for the City of Chicago. Accounting and Financial Reporting maintains the books, ledgers, records, and accounts in accordance with Generally Accepted Accounting Principles (GAAP) and as required by the provisions of the Municipal Code of Chicago, Airport Use Agreements, Bond Ordinances and Bond Indentures, and relevant Federal Regulations. Accounting and Financial Reporting is also responsible for audit and issuance financial reports and timely completion of annual filings.

## GOALS & DESIRED OUTCOMES

- Ensure that all audits are completed in a timely manner with no significant deficiencies or material weaknesses.
- Automate the financial reporting process by implementing reporting software, which started in 2021
- Ensure the proper implementation of GASB 87, Leases, one of the most significant accounting changes in the past two decades.
- GPAD also aims to coordinate all required audit tasks with the auditors and affected City departments to ensure continuation of the City’s Low-Risk auditee status and the timely completion and submission of the FY2022 Single Audit. This status is very important to the City to ensure that federal funding is not negatively impacted.

## STRATEGY

- Closely coordinate with staff, external auditors, and selected non-Finance departments to discuss the purpose and impact of the audits, including prior or potential audit issues, roles and responsibilities, dates of fieldwork, and necessary testing.
- Continuously review progress through use of procedural plans and progress monitoring tools.

## FUNDING

- \$3.3 million in various local funded annual appropriations

## CURRENT STATUS

- Responsibilities of current personnel are being expanded to successfully complete required ACFR and audit tasks, In addition to routine tasks. Procedures to officially offer overtime have initiated, and several external consultants have been engaged to provide extra help.
- For the Single Audit, entrance conferences have commenced as of the week of March 13, 2023. Tentatively, 14 federal programs that are administered by seven (7) City departments (DOA, CDOT, OPSA, OBM, DOH, DFSS and CDPH) have been identified by the auditors as major programs for potential audit testing. The federal major programs and participating departments are subject to change, pending finalization of the City’s recorded Fiscal Year 2022 federal expenditures.

## KEY STAKEHOLDERS & PARTNERSHIPS

- Auditors
- City Departments
- Mayor’s Office (federal grants)



CRITICAL NEXT STEPS

[REDACTED]

TIME SENSITIVE ISSUES

[REDACTED]

[REDACTED]

■ [REDACTED]

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## DEPARTMENT OF ADMINISTRATIVE HEARINGS

### PATRICIA JACKOWIAK, DIRECTOR OF ADMINISTRATIVE HEARINGS

### ORGANIZATIONAL BACKGROUND

#### MISSION/VISION

The mission of Department of Administrative Hearings (DOAH) is to provide quality administrative hearings for the City in a timely and efficient manner, with respect for the dignity of individuals and their due process rights. DOAH is an independent entity that hears cases relating to violations of the Municipal Code, the Chicago Park District Code and the Chicago Transit Authority Code.

DOAH became a municipal Department effective January 1, 1997, consolidating the administrative hearings' functions which were being conducted within four (4) separate departments, i.e. Buildings, Consumer Services, Revenue and Streets and Sanitation.

DOAH's goals are to:

- Conduct fair and impartial hearings.
- Provide courteous, respectful and prompt customer service.
- Reinforce professionalism, civility and view of administration of justice from Respondents' perspective.

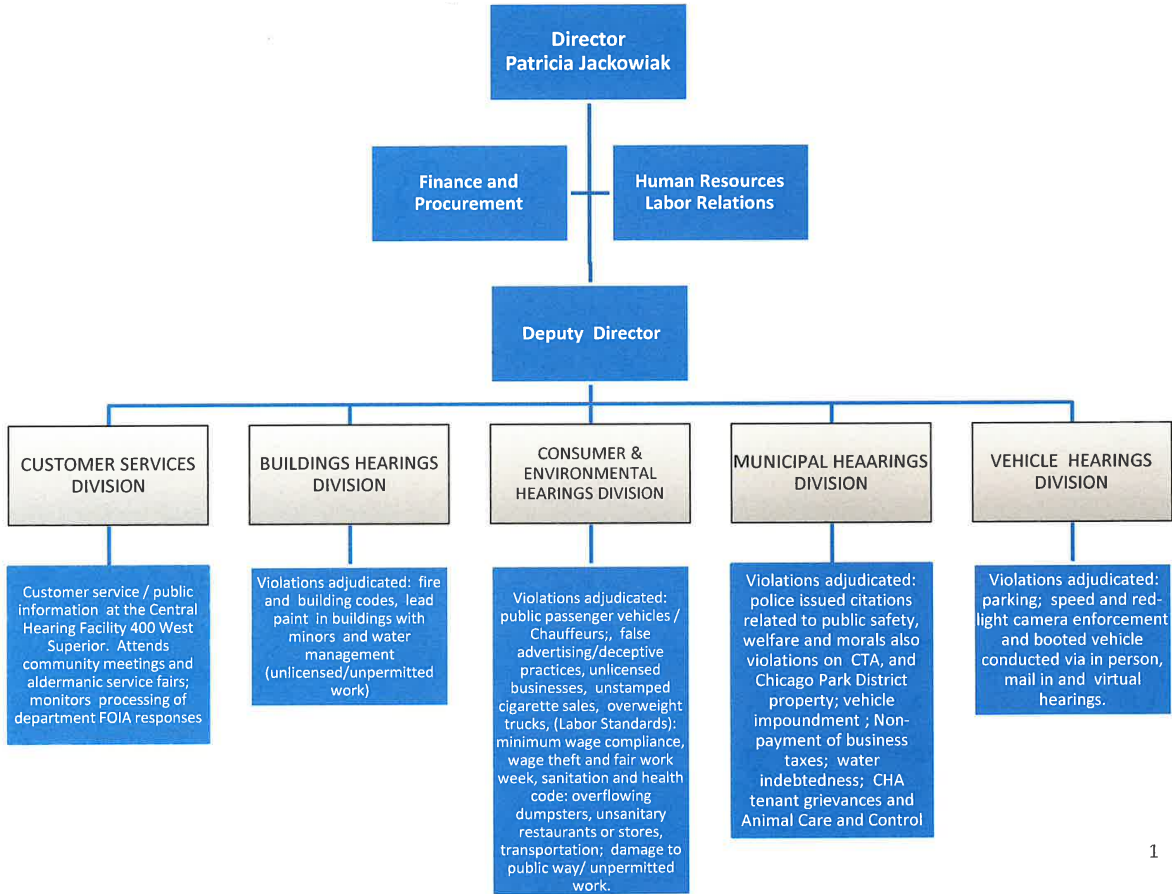
DOAH consistently reviews Departmental operations and implements ongoing efficiencies via technology updates and the cross-training of full-time staff and Administrative Law Judges (ALJs). The overall impact is demonstrated by DOAH accepting more case filings and conducting more hearings while maintaining a consistent number of full-time employees. Following is a summary from 2018-2022.

Year	Cases filed	Hearings Conducted	Budgeted full-time positions
2022	236,258	394,555	40
2021	244,109	335,882	39
2020	251,988	361,693	41
2019	440,571	565,989	42
2018	528,059	665,294	42

#### JURISDICTION & SCOPE

The Department of Administrative Hearings is an independent quasi-judicial body. The matters which come before DOAH to be adjudicated relate to the public health, safety, welfare, morals and economic well-being of the residents of the City of Chicago. Currently fifteen (15) Municipal departments can file ordinance violations at DOAH. Additionally, the Chicago Housing Authority (CHA) entered into an Intergovernmental Agreement (IGA) with DOAH. This IGA allows DOAH to adjudicate tenant grievances pertaining to rent, lease compliance and relocation issues. Informal hearings are conducted by the CHA's Property Manager, an internal Department or entity contracted with the CHA to administer the Housing Choice Voucher Program. If an adverse ruling is entered against the tenant, they may then seek a formal hearing at DOAH.

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The Department retains and trains outside attorneys to adjudicate cases who serve as Administrative Law Judges (ALJs) There are currently sixty-six (66) ALJs.

DOAH is committed to assisting pro se, or “self represented,” litigants to effectively navigate the administrative hearings process. The help desk at the Central Hearing Facility, is staffed and independently operated by attorneys from the Coordinated Advice and Referral Program for Legal Services (CARPLS). The help desk is open four (4) days a week. CARPLS is a non-profit legal aid service that provides low-income clients direct access to experienced attorneys through legal aid hotlines and Court-based help desks. The help desk provides support to pro se litigants by educating them about their legal rights and remedies, providing them with practical “how to” advice to present their side of the case, and assistance in preparing motions. The help desk is jointly funded by DOAH and the Chicago Bar Foundation. Following is a summary of consultations for the past five fiscal years. CARPLS’ reports on a fiscal basis. The decline in the number of consultations (pre-COVID) is more fully discussed in the Key Initiatives//Priorities section.

**CARPLS stats: Number of consultations by Fiscal year (FY) July 1 through June 30**

Fiscal Year	Number of Consultations
2018	1,526
2019	1,472
2020	1,146
2021	843
2022	776

A second source of assistance for respondents continues to be provided by the Telephone Language Line Interpretation Services, known as the “Language Line.” This service is available for respondents whose first language is not English. All the hearing rooms and the Central Hearing Facility and two (2) neighborhood hearing sites provide access to Language Line interpreters. This service enables respondents to understand and fully participate in the administrative hearings process by providing ready telephone access to interpreters who speak more than 170 languages. The three (3) most requested translation services have been Spanish, Mandarin and Polish. Following are the number of translation calls and corresponding number of minutes for the past five (5) years.

Year	Number of Minutes	Number of calls
2022	17,795	1,543
2021	16,939	1,556
2020	12,375	1,203
2019	34,783	3,365
2018	34,001	2,996

## KEY INITIATIVES/PRIORITIES

### INCREASE DIVERSITY AMONG DEPARTMENT OF ADMINISTRATIVE HEARINGS (DOAH) ADMINISTRATIVE LAW JUDGES (ALJS)

#### DESCRIPTION

Increase Latinx and Asian representation among ALJs to be more reflective of Chicago’s demographics and further diversify DOAH’s roster of ALJs.

#### GOALS & DESIRED OUTCOMES

Increase Asian representation from current zero percent and Latinx representation from current eleven percent.

#### STRATEGY

- Receive resumes from minority attorneys after various outreach events (minority bar programs, law school alumni programs, career fairs)
- Retain Latinx ALJs after they have been appointed as ALJs. Two (2) Latinx ALJs resigned in 2022 for full-time positions - reducing representation from fourteen (14) percent to eleven (11) percent of current representation of DOAH ALJs.

#### FUNDING

Corporate fund 100-030-0140

#### CURRENT STATUS

- DOAH’s Department Head and DOAH’s Equity Racial Justice team member attended Eleventh (11th) Ward Career / Resources Fair on February 22, 2023, and distributed notices of Administrative Law Judges (ALJ) opportunities to interested attendees.
- On March 3, 2023, e-mailed survey to current ALJs which included a request for suggestions on minority recruitment opportunities.
- Two ALJ candidates who submitted applications via recruitment effort and cleared indebtedness screening have been scheduled for interviews on March 31, 2023. First Deputy and two (2) DOAH team members, one (1) Senior Manager Attorney and one (1) non-Attorney DOAH staff member will conduct interviews.

**KEY STAKEHOLDERS & PARTNERSHIPS**

DOAH management and internal recruitment team

**CRITICAL NEXT STEPS**

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

**INCREASE AWARENESS AND REFERRAL TO THE LEGAL HELP-DESK STAFF  
BY COORDINATED ADVICE AND REFERRAL PROGRAM FOR LEGAL SERVICES (CARPLS)**

**DESCRIPTION**

Increase the number of referrals to the legal helpdesk from 778 consultations in FY2022 to 1,146 in FY2023.

**GOALS & DESIRED OUTCOMES**

To ensure DOAH Respondents are aware of CARPLS' legal aid services and how to access said services.

**STRATEGY**

- Issue written reminders to ALJs to inform Respondents during their opening statements that CARPLS services are available.
- Distribute CARPLS contact cards from Bench.
- Coordinate with CARPLS to reopen in-person consultations at the Central Hearing Facility - 400 West Superior.
- Evaluate causes for the steady decline in consultations from FY2018 to FY2020.
- Identify other outlets for public awareness of CARPLS' services at DOAH.
- Confirm with CARPLS whether telephonic and virtual consultations will continue when "in-person" consultations resume at DOAH.

**FUNDING**

100-030-0140 \$35,000 (City of Chicago)  
\$29,850 (Chicago Bar Foundation funding)

**CURRENT STATUS**

- Emailed all Administrative Law Judges and reminded them to inform respondents during their opening statements that CARPLS services are available.
- Confirmed CARPLS contact cards are being distributed at main Courthouse. Sent contact cards to neighborhood hearing sites.
- CARPLS representative visited 400 West Superior and on February 23, 2023 sent DOAH a list of items needed for the help desk prior to resuming in-person consultations.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Department of Administrative Hearings (DOAH) and Coordinated Advice and Referral Program for Legal Services (CARPLS)

**CRITICAL NEXT STEPS**

- Install two (2) personal computers and one (1) printer in CARPLS office at DOAH.
- Confirm reopening date for "in-person" consultations at 400 West Superior to be scheduled no later than May 1, 2023.

## DOAH COURTHOUSE CUSTOMER SERVICE AND CIVILITY TRAINING

### DESCRIPTION

Development of a training program which discusses professionalism, listening skills, courtesy and respect while responding to public inquiries in a courthouse environment.

### GOALS & DESIRED OUTCOMES

To ensure all DOAH full-time employees and Administrative Law Judges complete this customer service and civility training.

### STRATEGY

- Review Department of Human Resources (DHR) training modules and select most appropriate session(s).
- Customize current training modules to include scenarios related to professionalism, listening skills, courtesy and respect while responding to public inquiries in a Courthouse environment.

### FUNDING

Not Applicable (NA)

### CURRENT STATUS

- DOAH's HR liaison met with Department of Human Resources (DHR) Training and Development Analyst and developed an in-person training session.
- Presentation focuses on civility and microaggressions. DHR will finalize its in person training and present it to DOAH's Commissioner and First Deputy. DOAH Commissioner and First Deputy will critique the presentation and recommend appropriate modifications.

### KEY STAKEHOLDERS & PARTNERSHIPS

Department of Administrative Hearings (DOAH) and Department of Human Resources (DHR).

### CRITICAL NEXT STEPS

- | [REDACTED]
- | [REDACTED]

## TIME SENSITIVE ISSUES

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**DEPARTMENT OF LAW**  
*JOHN HENDRICKS, ACTING CORPORATION COUNSEL*

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**ORGANIZATIONAL BACKGROUND**

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**MISSION/VISION**

The primary role of the DOL is to provide legal advice and representation to the City and to ensure that its actions are following federal, state and local laws. In carrying out its mission, DOL works to ensure that the rights and interests of the City as an entity and its residents are protected.

DOL's team of dedicated and highly qualified lawyers and legal professionals represent the City in legal disputes and provide legal advice to city departments and elected officials on a wide range of practice areas including public safety, economic development, labor relations and employment.

**JURISDICTION & SCOPE**

DOL is divided into multiple divisions which set forth the various practice areas of law that DOL handles on behalf of the City and its numerous departments.

**APPEALS**

Handles all appeals to state and federal appellate courts, including the Illinois Appellate Court, the Illinois Supreme Court, the Seventh Circuit Court of Appeals, and the U.S. Supreme Court. Cases handled in all litigation divisions are transferred to the Appeals Division for the appeal. As a result, the caseload of the Appeals Division includes a wide range of issues, including many challenging and important constitutional matters and other issues affecting the powers and fiscal integrity of the City, as well as the quality of life in the City.

**AFFIRMATIVE LITIGATION DIVISION**

Represents the City in a broad range of affirmative investigations and litigation matters in both federal and state courts to protect the interests of the City and the rights, health, and safety of its residents under the City's false claims, consumer fraud, and revenue ordinances, as well as other applicable law. Protects the City's interests by challenging or supporting federal laws via comments to federal agencies, amicus briefs, and litigation.

**REGULATORY & CONTRACTS**

This division is comprised of three subgroups, informally known as (1) Aviation, (2) Contracts, and (3) Regulatory Litigation. The R&C Division handles complex regulatory litigation, compliance advice, and affirmative and defensive enforcement representation for almost all City departments and offices; and represents a city department when there is an internal conflict of interest.

**BUILDING & LICENSE ENFORCEMENT**

Building and License Enforcement (BLE) attorneys prosecute in the following practice areas: Conservation; License Enforcement (LEU); Troubled Buildings, including Demolition, Strategic Task Force / Drug and Gang House Enforcement (STF-DGHES); and Zoning. Due to the public safety component of these prosecutions, there are often daily emergencies that need to be addressed immediately to protect the health and safety of the public.

**COLLECTIONS, OWNERSHIP & ADMINISTRATIVE LITIGATION**

COAL is comprised of four sections: Collections, Ownership, Liens and Acquisitions and Bankruptcy. The Division pursues collection of debts due and owe to the City and represents the City in various revenue-related issues; prepares title work by determining property owners and responsible parties in preparation for litigation for property-related Municipal Code violations; acquires property through lien foreclosure; defends City mortgages and protects the City's interests in bankruptcy matters.

**CONSTITUTIONAL & COMMERCIAL LITIGATION**

Represents the City and City officials in lawsuits raising constitutional, commercial, high-profile, and complex legal matters. Handles most class actions challenging City ordinances or policies and has successfully defended the City from exposure

to legal claims for hundreds of millions of dollars. C&C also handles and most emergency litigation, such as motions seeking temporary restraining orders or preliminary injunctions against City ordinances and policies.

### **EMPLOYMENT LITIGATION**

Responsible for defending the city, against constitutional, statutory, and common law claims brought by past, present and prospective employees. Most of the lawsuits are premised upon one or more Federal anti-discrimination statutes, including Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), the Age Discrimination in Employment Act (ADEA), the Fair Labor Standards Act (FLSA) and the Family Medical Leave Act (FMLA). These cases, occasionally brought as class actions, typically assert claims of discrimination and harassment based on race, color, national origin, gender, religion, military status, disability and other protected classifications, and alleged retaliation for engaging in protected activities. Division attorneys also defend State Court lawsuits involving the Illinois Whistleblower and Human Rights Acts, retaliatory discharge, breach of employment contract, and claims for mandamus, temporary restraining orders and other injunctive relief relating to hiring, promotion and termination issues.

### **FEDERAL CIVIL RIGHTS LITIGATION**

Defends Chicago Police officers and the city in federal civil cases brought under 42 U.S.C. §1983. In addition, oversees all outside counsel responsible for handling reverse conviction lawsuits filed against the city.

### **FINANCE & ECONOMIC DEVELOPMENT**

Provides legal assistance in areas involving improving public infrastructure, revitalizing blighted areas through economic development initiatives, providing affordable housing, and creating and retaining jobs for City residents. Division attorneys handle grants, loans, intergovernmental agreements, City bond issues, tax classification incentives, tax credits and long-term concession agreements.

### **LABOR**

Represents the City in all aspects of labor and employment law. Labor attorneys provide advice, counsel, and guidance to City Departments in the employee disciplinary process, including drafting charges for discharge and other significant discipline for career-service employees. Labor attorneys defend departments when employees appeal their discipline through the grievance/arbitration process or at the Human Resources Board and defend the City against discrimination claims filed with the Equal Employment Opportunity Commission (EEOC), the Illinois Department on Human Rights (IDHR), and the Chicago Commission on Human Relations (CCHR). For sworn members of the Chicago Police Department, Labor attorneys draft charges for discharge or suspensions of more than 365 days for filing at the Chicago Police Board. The Labor Division is also responsible for negotiating the City's 44 collective bargaining agreements with its union partners, handling all litigation resulting from the collective bargaining agreements, and advising City Departments on implementing and administering the collective bargaining agreements.

### **LEGAL COUNSEL**

Attorneys in the Legal Counsel Division are responsible for a variety of tasks, primarily drafting Municipal Code amendments, rules and regulations, and other legislation at the request of the Mayor's Office, City Departments, and Aldermen. Division attorneys are also responsible for monitoring the State legislature, and are called upon to review, analyze, and if necessary, edit or write state legislation. Attorneys also regularly provide guidance and counsel on the interpretation of implemented laws to the Mayor's Office, City Departments, Aldermen, and others in the DOL, and testify in City Council committee hearings as to legislation they have prepared.

### **LEGAL INFORMATION & PROSECUTIONS**

Division attorneys provide legal advice concerning the Freedom of Information Act and represent the City in all FOIA lawsuits filed against the City. Attorneys also prosecute violations of the municipal code in Branch Courts and Traffic and administrative hearings. The Prosecutions section of the division is responsible for enforcing many of the citations issued by the operating departments of the City. This enforcement occurs in multiple venues that include the Circuit Court of Cook County misdemeanor branch courts, Housing section courts, and Chancery division courts and the City of Chicago Department of Administrative Hearings.

### **PUBLIC SAFETY REFORM**

Public Safety Reform attorneys interact with the court, the Attorney General's Office, and independent monitor on behalf of the Chicago Police Department, Chicago Office of Police Accountability, and other City departments to ensure compliance with the reforms identified and required in the Consent Decree. Attorneys assist the City's compliance by reviewing client

policies, trainings, and other compliance materials and providing advise on how to improve them to advance compliance; facilitating and hosting numerous meetings and site visits with the independent monitor to discuss compliance materials and reform implementation; preparing the clients for monitor meetings and court hearings related to the consent decree; and producing the necessary documents to the Monitor and Attorney General to prove compliance. To date, approximately 290,000 documents have been produced in this matter.

**REAL ESTATE**

Provides legal assistance to client departments in connection with the purchase, sale, leasing, condemnation, zoning and development of land, as well as the opening, vacation and dedication of public rights of way. The Division also represents the Zoning Board of Appeals, the Chicago Plan Commission and the Commission on Chicago Landmarks.

**REVENUE LITIGATION**

Performs primarily tax work for the City, which includes litigating issues such as the enforcement or validity of various taxes, fees, and other revenue measures along with property tax valuation disputes and property tax rate objections. Also advises on issues concerning taxes, fees, and other revenue measures. Most of the division’s general tax cases are brought before the Department of Administrative Hearings (“DOAH”). Attorneys also represent the City in tax cases in the Circuit Court, some original actions, and others on administrative review.

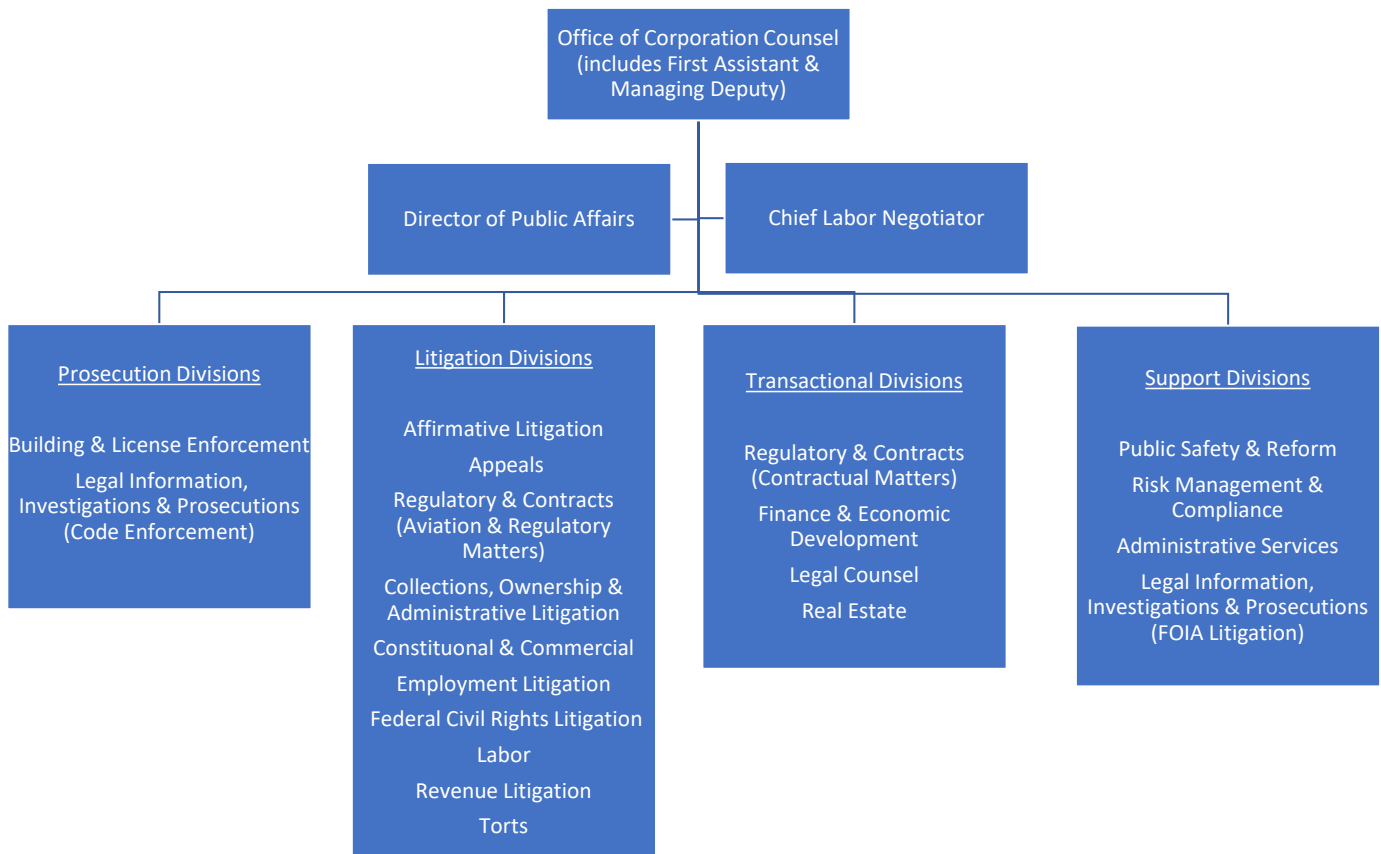
**RISK ASSESSMENT & COMPLIANCE**

Develops risk mitigation policies and compliance procedures to minimize areas of legal risk and promote efficient operations for client departments.

**TORTS**

Defends the City and its employees in personal injury, insurance coverage matters and cases, property damage and workers’ compensation claims. The City of Chicago Claims Unit (CCU) is also part of the division.

**ORGANIZATIONAL CHART & STRUCTURE**



## KEY INITIATIVES/PRIORITIES

### RECRUIT DIVERSE ATTORNEYS

#### DESCRIPTION

2023 Initiative: Increase the DOL's self-initiated recruitment efforts to continue its demonstrated increase in the hiring of a diverse workforce. Expand targeted recruitment at and partner with law schools nationally to recruit diverse entry level attorneys.

#### GOALS & DESIRED OUTCOMES

DOL recognizes the need to increase diversity among its workforce, particularly among attorneys. While there has been great improvement in improving gender diversity, as women make up 49 percent of attorneys in DOL, the Department is focused on increasing ethnic diversity among attorneys. As a profession, the legal industry still lags behind other industries that are more inclusive, however DOL is leveraging increased DEI efforts at law schools to assist in creating a pipeline to DOL careers.

#### STRATEGY

Over the past two years, DOL has leveraged its extensive multi-disciplinary legal practice as part of its recruitment strategy to help build a sustainable pipeline of talented legal professionals who have shown interest in a career of service. These pipeline efforts have generated positive results in the Summer Law Clerk Program, that was revamped in 2022 to offer paid summer law clerkship opportunities. The goal of offering paid clerkships was to attract students who are in high demand academically and seeking paid positions, and those students with diverse backgrounds who may not have the financial ability to take unpaid clerkships. Marketing for the Summer 2022 Law Clerk program began in December 2021 and by the close of the application period in late February, more than 170 applications were received for the 11 budget funded positions. DOL's selected clerks were from schools such as University of Chicago, Northwestern, University of Illinois, and other top law schools. Importantly, of the 11 law students who were participated in the program, 75 percent were diverse in ethnicity and gender. As a point of comparison, the 2021 Summer Law Clerk class consisted of only 20 percent diversity in ethnicity and gender. The purposeful and direct marketing and recruitment strategy of the Summer 2022 Law Clerk program is confirmation that deliberative changes in DOL's recruitment process as well as the appropriate financial compensation works to attract talented and diverse candidates. DOL continues to see an increased demand for the 2023 Summer Law Clerk Program, which was expanded to 15 budget funded positions, and so far, has received 150+ applications from students at top tier law schools including Yale Law and University of Chicago Law.

While the Summer Law Clerk Program is a pipeline to entry-level DOL jobs, the DOL is also targeting diverse mid-level and senior attorneys by implementing more focused recruitment outreach to diverse candidate pools through partnering with local professional affinity lawyer associations such as Hispanic Illinois Lawyers Association, Cook County Bar Association, the South Asian Bar Association, etc., to regularly post and market DOL vacancies. The Director of Attorney Recruitment and Professional Development, regularly emails marketing blasts to a list of diverse law associations advertising current DOL job opportunities.

#### FUNDING

Funding comes from department operating funds in fund item 0166 – Memberships, Subscriptions & Dues, and fund item 0169 – Professional Development & Technical Meeting Costs

#### CURRENT STATUS

Currently in the last phase of interviewing candidates for the 2023 Summer Law Clerk Program. Of the candidates selected so far, 66 percent are diverse in ethnicity and gender, while specifically 44 percent are ethnically diverse. DOL is still interviewing and will have final demographic information on the 2023 Summer Law Clerk Class in April.

In attorney recruitment, DOL allocated funds in the FY23 budget to purchase a corporate LinkedIn membership, which will allow Recruitment staff to send targeted emails to prospective candidates. This will be a new recruitment tool for the Department to focus outreach efforts on diverse candidates on a national scale.

### KEY STAKEHOLDERS & PARTNERSHIPS

DOL, DHR, and OBM. External partners include the 8 Illinois law schools, affinity law student associations, and affinity professional law associations.

### CRITICAL NEXT STEPS



## EXECUTE SALE OF GENERAL OBLIGATION BONDS

### DESCRIPTION

2023 Initiative: Execute the sale of general obligation bonds which would be the City's first "green bonds" marketed to investors interested in the City's environmental, social and governance measures.

### GOALS & DESIRED OUTCOMES

Following the sale of the more than \$159 million in Sales Tax Securitization Bonds, the proceeds, which were paid by the Corporation to the City are expected to be used to finance the following Chicago Recovery Plan projects: (1) fleet decarbonization, (2) a tree canopy equity expansion program, (3) the development of non-congregate housing, (4) the development of permanent supportive housing, (5) the development of mixed-use housing, (6) a vacant lot reduction strategy, and (7) community development grants.

These projects will advance the City's environmental, affordable housing and community development goals. The City plans to report on socially positive outcomes achieved from implementing these projects. In connection with the issuance of the Bonds, the City obtained an opinion from Kestrel Verifiers, an expert in sustainable finance, that the Bonds satisfied the Social Bond Principles established by the International Capital Markets Association and thus qualify for designation as "Social Bonds."

### STRATEGY

N/A

### FUNDING

N/A

### KEY STAKEHOLDERS & PARTNERSHIPS

The Mayor's Office, DOH, DPD, DSS, AIS, and DFSS in addition to relevant developers, grantees and community groups.

### CRITICAL NEXT STEPS



**DEPARTMENT OF HUMAN RESOURCES**  
*CHRISTOPHER OWEN, COMMISSIONER*

**ORGANIZATIONAL BACKGROUND**

**MISSION/VISION**

**MISSION**

The Department of Human Resources (“DHR”) aspires to be the model for excellence and leadership by developing and delivering high quality services, programs, and systems that leverage human resources best practices and innovative human resources solutions. DHR is dedicated to maintaining high quality customer service and continuous improvement, and is committed to fostering a healthy, safe, well-equipped, and productive work environment for employees, departments, community partners and the public to maximize individual potential, expand organizational capacity and position the City of Chicago as an employer of choice.

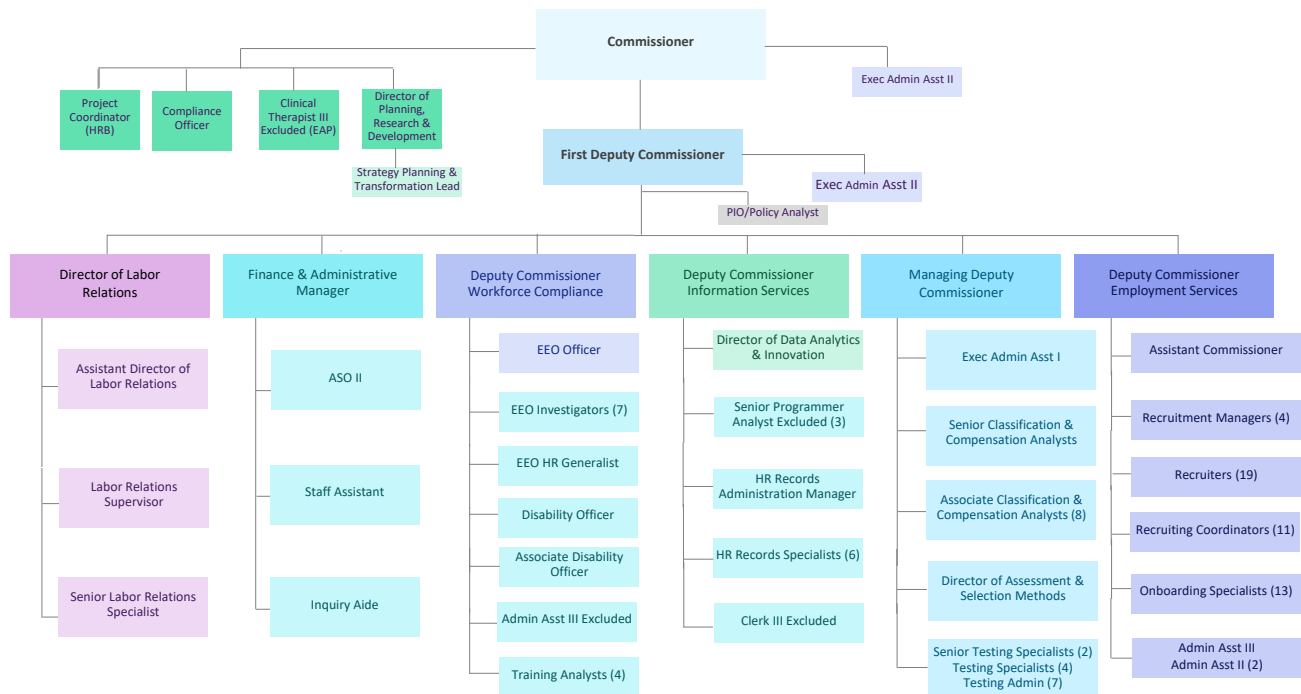
**VISION**

- Design and implement strategic approaches to attract, retain, develop, and reward a talented workforce of high performing employees that reflects our diverse communities.
- Develop and deliver an efficient, effective, and equitable process for hiring new employees across all departments.
- Create and develop policies and procedures that balance the needs of our employees with organizational effectiveness and compliance with local, state, and federal laws.
- Develop and lead information systems plans to meet the Department of Human Resources’ automation, data, records, and information management requirements.
- Foster a culture of respect, empowerment, and growth.

**JURISDICTION & SCOPE**

DHR oversees the HR function for the City and maintains the system of record for all employee transactions during an employee life cycle. DHR establishes HR policies for all departments and maintains the Personnel Rules and Employment Plans. The Department also oversees enforcement of the EEO Policy, Violence in the Workplace Policy, and Reasonable Accommodation Policy.

**ORGANIZATIONAL CHART & STRUCTURE**





**Employment Services**

The Employment Services division is responsible for administering and facilitating the City's hiring processes pursuant to the City of Chicago Employment Plan. Employment Services assists operating departments in recruiting qualified applicants, posts bid announcements and job opportunities, screens applicants, and ensures compliance with the City's Employment Plan.

**Information Services**

The Information Services division is responsible for maintaining employment records related to the life cycle of City employees from hire through end of employment. The division maintains the City's Human Resources Information System ("HRIS") and the associated documentation related to HR transactions.

**Classification and Compensation**

The Classification and Compensation division is responsible for maintaining the City's Classification and Pay Plan. The division establishes job descriptions and makes recommendations regarding the appropriate compensation level for all positions at the City. The division is also responsible for auditing positions to ensure that positions are acting within their applicable classification.

**Testing**

The Testing division is responsible for developing tests and assessment tools utilized in the City's hiring processes. The division develops tests "in-house" for a variety of positions, validates "off-the-shelf" tests to ensure compliance with EEOC Guidelines, and manages the relationship with vendors hired by the City to develop large scale entry-level and promotional exams for the Chicago Police Department and the Chicago Fire Department.

**Training & Development**

The Training and Development division promotes the effectiveness and productivity of the City workforce by providing quality educational programs on a broad range of subjects. The division creates and delivers training that supports Citywide initiatives and departmental goals and enhances individual performance.

**Diversity & EEO**

The Diversity & Equal Employment Opportunity (EEO) division creates and implements procedures that promote an inclusive workforce, including processes for resolution of complaints of discrimination and harassment, providing reasonable accommodations for employees with disabilities and addressing concerns regarding workplace violence.

**Labor Relations**

The Labor Relations division assists departments in interpreting various collective bargaining agreements. The division also provides guidance on handling employee grievances and any settlements related to those grievances.

**Commissioner's Office/Finance and Administration**

The Commissioner's Office and the Finance and Administration division are responsible for managing the day-to-day operations of the Department which includes managing the Department's contracts, responding to FOIA requests, developing policies and procedures for both the Department and for the City, preparing and maintaining the Department's budget, and general office management.

**Employee Assistance Program**

The Employee Assistance Program provides free, short-term counseling, treatment and referral services for City employees and their benefit-eligible family members. A licensed Clinical Therapist provides professional support and confidential assistance for a wide range of personal concerns including stress, relationship or family conflicts, substance abuse issues, bereavement, and post-traumatic reactions. The services provided by the EAP are protected by the Health Insurance Portability and Accountability Act ("HIPAA").

**Human Resources Board**

The Human Resources Board is housed within the Department of Human Resources. The Board consists of three members appointed by the Mayor, one of whom is appointed as the Chairperson. The Board is responsible for hearing employee grievances for Career Service employees related to discharges and certain disciplinary actions. Individual cases are conducted by Hearing Officers who make recommendations to the Board after the case has been litigated. The Department of Law is responsible for representing the City in any hearing before the Board.



## KEY INITIATIVES/PRIORITIES

### DEPARTMENT RESTRUCTURING AND HIRE PROCESS IMPROVEMENTS

#### DESCRIPTION

DHR has been working to both speed up the hire process and provide more flexibility to departments in the process. As part of that effort, in partnership with OBM, DHR evaluated its staffing model. It was determined that the Department was significantly under-resourced with respect to the number of employees supporting the HR function. Forty-nine positions were added to DHR's budget for 2023.

#### GOALS & DESIRED OUTCOMES

Restructuring the Department to provide better service to operating departments and speeding up time-to-fill with a goal of filling most positions within 60 days.

#### STRATEGY

Positions were added to Employment Services, Testing, and Classification and Compensation to address staffing shortages in those units. In addition, the Labor Relations Division was moved back to DHR from the Department of Law. Positions were also added to establish a Strategy and Development Division which is intended to focus on workforce planning and development.

The Employment Services team will be re-organized to group departments by type – Infrastructure, Public Safety, Human Infrastructure, and Regulatory. Currently, Recruiters are assigned to specific departments and only work on filling positions for those departments. Moving to department groupings will allow resources to be better allocated across departments based on their current hiring needs.

Staff also continues to evaluate the hiring process to develop solutions for speeding up the process. This includes developing an automated tracker that departments can utilize to see where each of their hires are in the hiring process. Additionally, certain elements of the on-boarding process, that currently sit with each operating department, will be moved to DHR to complete.

The DHR offices are also scheduled to be remodeled to better accommodate the new staffing levels. OBM set aside money for this project and the Department of Assets, Information, and Services has already begun the process to select a firm to redesign the space.

#### FUNDING

The forty-nine positions added to our budget are funded through a combination of the Corporate Fund and ARP grant funds.

#### CURRENT STATUS

DHR is in the process of filling positions in Employment Services, Testing, Classification and Compensation, and Labor Relations. The intent is to fill the positions in the Strategy and Development team next and have them on-board as the City begins the process of implementing a new Enterprise Resource Planning Solution (discussed in more detail below).

#### KEY STAKEHOLDERS & PARTNERSHIPS

OBM, DAIS

#### CRITICAL NEXT STEPS

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

## SALARY STUDY

### **DESCRIPTION**

In partnership with the Office of Budget and Management (“OBM”), DHR engaged a vendor (CPS-HR) to conduct a salary study to address salary compression issues with non-union positions. Since 2009, non-union titles have not kept pace with cost-of-living adjustments that union represented positions have received which has resulted in significant compression issues. For example, it is not atypical for supervisors to make less than some of their subordinate employees. This has hindered the ability to attract top notch talent and has also made current employees reluctant to take promotions out of their respective bargaining unit.

### **GOALS & DESIRED OUTCOMES**

The goal of the study is to determine the appropriate salary bands for non-union positions and establish new salary schedules for titles that are not currently on a schedule (Special Rate positions). Job descriptions will also be updated based on responses to the salary survey that was provided to employees.

The Salary Study will also provide a foundation for the required audit of gender and racial pay equity that is required every two years.

### **STRATEGY**

CPS-HR is conducting surveys of employees and utilizing that data to do a comparative market analysis to determine appropriate salary bands for non-union City positions.

### **FUNDING**

Corporate Fund. OBM analyzed the cost of the initial placement of employees from the first wave of review to a salary schedule for a full year. Implementation is not anticipated to begin until June 2023 which allows for some savings of the first step implementation.

### **CURRENT STATUS**

CPS-HR has conducted a survey for Deputy Commissioner and Assistant Commissioner level positions and is currently in the process of conducting a survey for all other non-union titles. Based on the survey already conducted, a new salary schedule – Schedule X – has been created.

CPS-HR is currently conducting an employee survey to gather information about positions that will inform their comparative market analysis.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

CPS-HR, OBM, and all operating departments.

### **CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]

## ENTERPRISE RESOURCE PLANNING SOLUTION

### **DESCRIPTION**

The City has started the process of replacing its current Enterprise Resource Planning (“ERP”) solution. The current system, FMPS/CHIPPS, is an Oracle-based platform that is approximately twenty years old. While the current system has had some updates, it is significantly out-of-date. As a result, the City still has processes that are paper based. The intent for the new ERP solution is to modernize the City’s approach to finance, procurement, human resources, budgeting, and asset management.

### **GOALS & DESIRED OUTCOMES**

The goal is to select a vendor for a new ERP solution and begin implementation as soon as practicable. The desired outcomes are to modernize the City’s processes, eliminate the reliance on paper, and establish built-in accountability measures for City administrative processes.

Specifically with respect to human resources, the new ERP solution will address human capital management needs including:

- Core HR – All business processes related to employee life cycle, workforce master data and reporting, self-service transactions, and related functionality.
- Workforce Management – Schedule management, complaint and grievance management, employee discipline and separations, time and attendance management, and leave of absence management.
- Talent Acquisition – Recruiting, application process, evaluation and selection of candidates, and onboarding.
- Talent Management – Performance evaluations, learning management tools, career pathways, and succession planning.
- HR Service Delivery – Case management, policy and procedure development, employee self-service, and document management.

### **STRATEGY**

The City engaged Gartner to assist with gathering system requirements and setting up demonstrations from vendors which took place in late January into early February.

### **FUNDING**

Money received from the American Rescue Plan will be utilized to pay for this project, including implementation.

### **CURRENT STATUS**

The City will be selecting two finalists to provide additional demonstrations based on scenarios designed by the stakeholder City departments. A final vendor will be selected after those demonstrations take place.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

Gartner and all City operating departments.

### **CRITICAL NEXT STEPS**

[REDACTED]

## CITYWIDE TRAINING ON GENDER-BASED VIOLENCE

### DESCRIPTION

DHR has been working with the Mayor's Office to launch a robust, comprehensive training program for City employees on Gender Based Violence ("GBV") and harassment prevention. As a result of this partnership with the Mayor's Office and the non-profit FUTURES Without Violence (FUTURES), a citywide Gender Based Violence Prevention training program has been launched and will extend into 2024. DHR, through its EEO and Training divisions, is providing on-going project management support for this initiative.

### GOALS & DESIRED OUTCOME

In keeping with the Citywide Strategic Plan to Address Gender-based Violence and Human Trafficking launched in 2021, this training program acknowledges that GBV not only impacts individuals, families and communities but workplaces as well. The program, which includes separate learning paths for those in supervisory roles, will help City leaders and employees realize the impacts of trauma related to gender-based violence on staff and residents, and respond with survivor-centered approaches that foster safety, stability, and well-being.

### STRATEGY

The first phase of the training is set to begin in March 2023 with a workshop for all City of Chicago department heads, followed by pilots for supervisors and employees within 2 selected City departments. After completion of the pilots, the final phase of the training will roll out to all supervisors followed by all City employees. Prior to the full Citywide rollout, all employees will be required to participate in a virtual program offered as a webinar through Chicago eLearning, our Learning Management System.

### FUNDING

Funding through DFSS's Chicago Recovery Plan dollars is allocated to support FUTURES (\$30,128.8). Additional funding will be needed to support the City-wide training effort including funding for Community-based providers to provide support to employees and help co-facilitate the curriculum and additional trainers at DHR.

### CURRENT STATUS

Currently, the training for Commissioners has been set, and through weekly status meetings that include DHR, the Mayor's Office and FUTURES, timelines and project goals are being established.

DHR's Training division is working with FUTURES on completing the webinar. The full curriculum for supervisors and employees will be developed by FUTURES with input from an advisory group that will include community-based organizations and City leaders and employees. The planned curriculum will include several 90-minute training sessions delivered via cohorts. A pilot of the supervisory sessions is scheduled to begin April 2023.

### KEY STAKEHOLDERS & PARTNERSHIPS

- DHR
- Office of the Mayor
- FUTURES Without Violence – Sarah Gonzalez Bocinski, Associate Director, Workplace and Economic Justice; Robin Runge, Consultant.

### CRITICAL NEXT STEPS

TIME SENSITIVE ISSUES

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

**DEPARTMENT OF PROCUREMENT SERVICES**  
*AILEEN VELAZQUEZ, CHIEF PROCUREMENT OFFICER*

**ORGANIZATIONAL BACKGROUND**

**MISSION/VISION**

DPS is the contracting authority for the procurement of goods and services for the City of Chicago. DPS pledges to work as a team and with customers to guarantee an open, fair, and timely process by establishing, communicating, and enforcing superior business practices. Integrity, Public Trust, and the Law are the Department’s guiding principles.

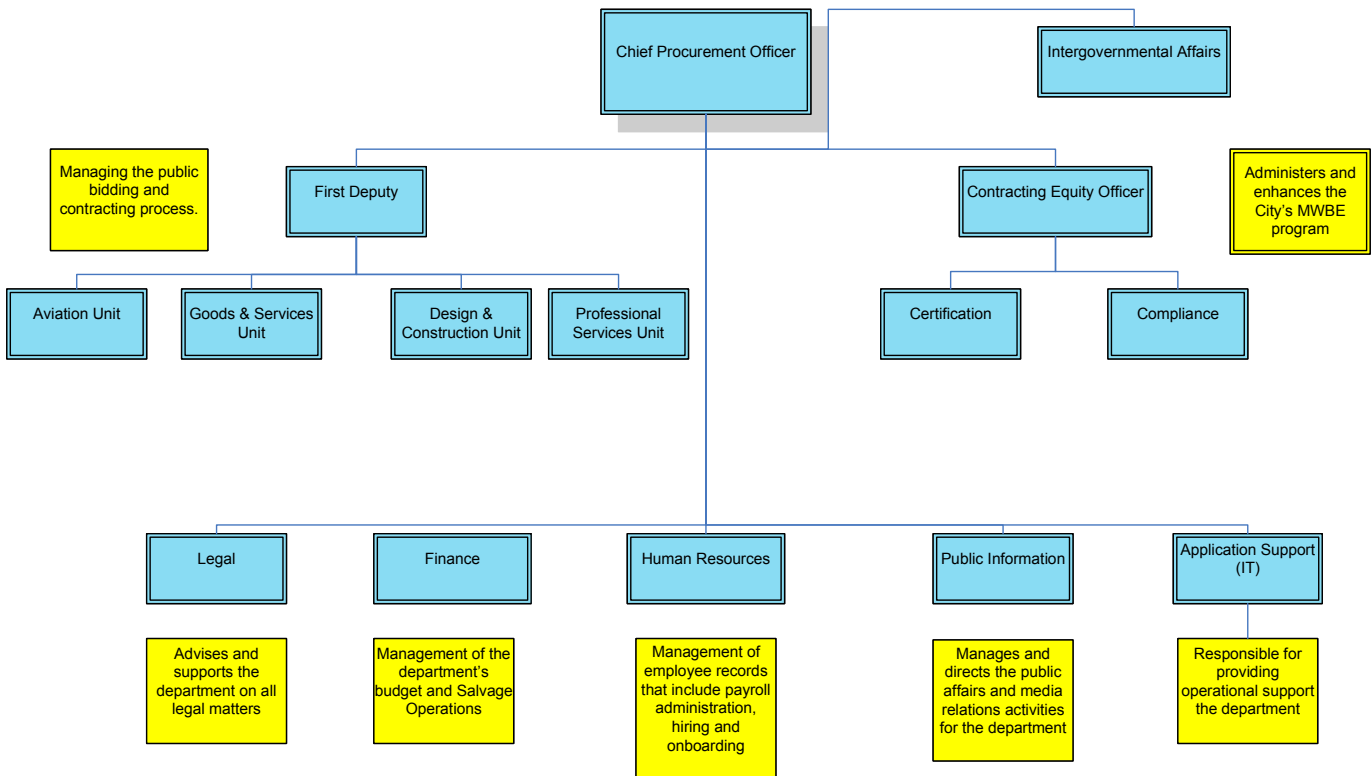
**JURISDICTION & SCOPE**

The Chief Procurement Officer (CPO) has broad authority as the City’s Purchasing Agent conferred by State and Municipal laws, as well as responsibilities established under City contract provisions. These powers include making determinations on contract disputes, bid protests, debarments, and issuing defaults.

DPS is the centralized contracting organization for the City. However, in partnership with DPS, City user departments or agencies assume specific roles and responsibilities for steps in the contracting process or have their own contracting authority per the Municipal Code of Chicago (MCC). All City employees involved in the procurement process must follow DPS policies and procedures and are obligated to spend corporate, state, and federal funds in a responsible, transparent, and ethical manner.

DPS services all City departments, vendors, and the Minority-Owned Business Enterprise (MBE), Women-Owned Business Enterprise (WBE), and Disadvantaged Business Enterprise (DBE) community.

**ORGANIZATIONAL CHART & STRUCTURE**



## KEY INITIATIVES/PRIORITIES

### ENTERPRISE RESOURCE PLANNING

#### DESCRIPTION

Citywide initiative to replace the current Enterprise Resource Planning (ERP) system.

#### GOALS & DESIRED OUTCOMES

The ERP project will replace the City's Financial Management Purchasing System (FMPS) and Chicago Integrated Personnel and Payroll System (CHIPPS) financial, procurement, and human resources system with a modern cloud-based, feature-rich system. Budgeting and asset management modules will be included in the new enhanced system. The project is being led by the Department of Assets, Information, and Services (AIS).

#### STRATEGY

The marketplace of vendors who can realistically provide ERP systems meeting the needs of organizations the size and complexity of the City consists of three vendors: Oracle, SAP, and Workday. The National Association of State Procurement Officers (NASPO) purchasing consortium currently has contracts with these vendors. Under the MCC, rather than initiating a new procurement process to obtain goods or services, the City can piggyback on another government entity's procurement process by using reference contracts that were entered by federal, state, or local entities other than the City, or a group or consortium of the same. The NASPO ERP contracts fall under this ordinance authority, making an expedited procurement process possible.

DPS is currently in discussions with the NASPO ERP vendors to select the new ERP vendor. Gartner is assisting the City as a consultant for the selection process. The selection is being made by a committee composed of the commissioners of the Department of Finance (DOF), the Department of Human Resources (DHR), the Office of Budget & Management (OBM), DPS, and AIS, plus a subject matter expert (SME) from each department. The above are the committee members deciding which vendor's contract should be utilized for a reference contract. Additional SMEs from each department are included to provide input but are not ultimately deciding which vendor the City will utilize for a reference contract through which the new ERP system can be procured.

#### FUNDING

Will be provided by AIS.

#### CURRENT STATUS

The vendors provided documentation to the City in January, further describing the products and services they provide under their respective NASPO agreements. Each vendor then provided the City with three days of system demonstrations. The system demonstrations were followed by the City posing functional and technical questions to each vendor. After review of the written materials, demonstration results, and question responses, the committee then eliminated one vendor from consideration. End-to-end scenarios are being developed by the City to provide to the remaining two vendors to secure specific functionality details (as opposed to general overviews) to prove how their product will meet City requirements.

#### KEY STAKEHOLDERS & PARTNERSHIPS

DPS, DOF, DHR, OBM, AIS, Gartner, Inc.

#### CRITICAL NEXT STEPS

[REDACTED]

[REDACTED]

[REDACTED]

## CONTRACT REFORM

### **DESCRIPTION**

DPS services more than thirty user departments and annually awards over 2,000 contracts, modifications, and task orders with a combined value of over \$3.7 billion. To make the procurement process more efficient, DPS has been working on this initiative that includes the following elements:

- Shorter contract terms
- Unbundling of scope of services
- Limitation of awards
- Reducing the current timelines for sourcing activities

### **GOALS & DESIRED OUTCOMES**

Shorter contract terms (less than five years) allow for more flexibility as it pertains to vendor performance, access to other vendors in the space, and staying current with market trends and best practices.

To maximize the participation of small, local, MBEs and WBEs on City contracts, user departments are responsible for reviewing their projects to determine whether portions of the scope of work could be unbundled (bid separately) and, to the extent feasible, create bid packages and scopes of work that are manageable for MBEs/WBEs and small businesses to bid on as prime contractors.

Historically, when scopes of work have been prepared that target various areas across the City, projects have been set up in a way where one bidder could potentially be awarded all areas within a specification, therefore monopolizing a specific service. DPS has been working with user departments to assist in changing the way the City procures services by inserting limitation of award language into DPS solicitations to set a maximum number of areas that can be awarded to a particular vendor in the contract. Inserting such language into solicitations allows the CPO to award to multiple companies and creates more competition, resulting in better pricing for the City.

DPS is working with user departments pertaining to Request for Proposals (RFP) and/or Request for Qualifications (RFQ) sourcing activities to ensure each request coming into DPS contains a comprehensive package with a detailed scope of work. DPS reviews each request and identifies deficiencies so the user department can review and update as appropriate. This process eliminates the past practice of insufficient detail related to the project, continuous back and forth between City departments, and ultimately, sourcing delays affecting services. DPS is moving towards a six-month overall project timeline for processing RFP/Qs and a four-month overall project timeline for bid solicitations.

### **STRATEGY**

In 2023, DPS will pilot a program and institute a Procurement-led collaboration team. The collaboration team will be comprised of the following stakeholders:

- User Department Contract Liaison
- User Department SME
- OBM
- Risk Management (Finance)
- Department of Law (DOL)
- DPS (Contracts and Legal Units)

### **FUNDING**

In-house resources supplemented by corporate professional services funding.



## CURRENT STATUS

DPS is currently working with a consultant (CROWE) to update policies and procedures that are outdated and/or duplicative and do not reflect current best practices.

## KEY STAKEHOLDERS & PARTNERSHIPS

DPS, user departments, CROWE

## CRITICAL NEXT STEPS



## PROCUREMENT AUTOMATION

### DESCRIPTION

In pursuit of becoming the leader in the area of Procurement, DPS is automating procurement processes to help maximize efficiency and reduce cycle times in processing and awarding contracts, management of projects, and reporting on data.

### GOALS & DESIRED OUTCOMES

The goal of DPS is to fully automate the entire Procurement cycle and related reporting/analytics by updating current software to assist with day-to-day operations.

### STRATEGY

DPS continues to review all the software and systems the Department uses outside of the FMPS software. DPS has identified the following opportunities for automation:

1. DocuSign digital signature: deployment to contract administration, DPS Legal, and the Office of Contracting Equity.
2. Certification and Compliance (C2) system enhancements and reporting improvements.
3. Adobe Pro: deployment to contract administration to improve efficiency of assembling electronic PDF document packets for eProcurement.
4. Replacement of manual bid incentive tracking: DPS will replace its current manual bid incentive tracking process with Business Objects reports. The following two reports will be created: 1) A report that will list all bidders on all solicitations opened within a designated date range and 2) A report that that will list all bid incentives bidders applied for on solicitations opened within a designated date range. These reports will greatly reduce the manual work required to report on bid incentives. Currently, DPS manually verifies verification eligibility for all bid incentives. This will still be required after the creation of the two reports.
5. Savings Tracking: enhance Data Tracker application to capture and report on cost savings.

### FUNDING

1. AIS is providing funding for DocuSign pilot.
2. C2 system enhancements funded through AIS for technology projects.
3. AIS is providing funding for Adobe Pro.
4. AIS support consultant CAI is building these reports, funding is for CAI regular support and maintenance.
5. Vendor not required; work performed by DPS staff.

## CURRENT STATUS

1. DocuSign has been implemented during Phase 1 for new contract awards and formal contract modifications. Work is under way on implementing DocuSign for Requests For Contract Modifications (RCM), then other letter modifications and other contract administration documents. Phase 2 will cover DPS Legal documents and Phase 3 will cover Office of Contracting Equity documents.

2. C2 enhancements will be performed pursuant to new contract signed January 2023. Kickoff meeting for enhancements held March 2023 and work on enhancements will start in April 2023. Reporting improvement analysis currently in process.
3. Adobe Pro quote has been secured and Technology Purchase Review and Approval (TPRA) process is underway.
4. Reports have been requested through CAI. CAI is preparing requirements document for DPS review.
5. Savings fields have been added to Data Tracker, reports are in development.

**KEY STAKEHOLDERS & PARTNERSHIPS**

B2GNow, LCPTTracker, AIS

**CRITICAL NEXT STEPS**

[REDACTED]

**TIME SENSITIVE ISSUES**

[REDACTED]

**DEPARTMENT OF ASSETS, INFORMATION & SERVICES**  
*SANDRA BLAKEMORE, COMMISSIONER*

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**ORGANIZATIONAL BACKGROUND**

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**MISSION/VISION**

The mission of Assets, Information & Services (AIS) is to be a strong partner to other City departments by providing the operational services and equipment to enable their work. AIS provides high-quality and cost-effective fleet management, facility management, energy procurement and management, environmental engineering support, and information technology services.

AIS's vision is to be nationally recognized for the safe, efficient, effective, and environmentally sound delivery of facilities, services, and equipment for the City's operations and, ultimately, the citizens of the City of Chicago.

The core values of AIS are professionalism, resourcefulness, service, and structure.

**JURISDICTION & SCOPE**

AIS has the following jurisdiction:

**Information Technology**

AIS is responsible for the design and management of the City's enterprise network and applications. AIS is responsible for maintaining the City's IT infrastructure and support for hardware and software.

**Fleet Management**

AIS is responsible for the procurement and maintenance of all City department vehicles including public safety vehicles.

**Facilities Management**

AIS manages and maintains City municipal buildings except for Department of Housing, Department of Planning and Development, and the two airports.

AIS is responsible for the property management (security, custodial, capital improvements) for the Riverwalk and Millennium Park.

**Energy Procurement and Management**

AIS purchases the fuel, electricity, natural gas, renewable energy, and renewable energy credits for the City. The AIS Commissioner has contracting authority to procure electricity, natural gas, renewable energy, and renewable energy credits. AIS is also responsible for implementing energy efficiency and conservation measures, oversight of the City's franchise with the electric utility, and deployment of on-site renewable energy and storage.

**Asset Management - Graphics**

The Department is responsible for printing, graphic design, and photography for the City.

**Asset Management - Real Estate**

AIS has the authority to purchase, sell, lease, and let real estate on behalf of the City except for DPD, Housing, and Aviation developments. AIS manages the right of entry agreements for the City.

**Architecture, Engineering and Construction**

AIS is responsible for all engineering and architectural services required in the construction, rehabilitation, and repair of City buildings.

**Environmental Health & Safety**

AIS provides brownfield management, solid waste disposal, NEPA reviews, and environmental consultations.

ORGANIZATIONAL CHART & STRUCTURE

**Commissioner**  
Sandra Blakemore

Finance & Administration	Human Resources	Asset Management	Environmental Health & Safety Management	Information Technology	Architecture, Engineering & Construction Management	Facility Operations	Fleet Operations
<ul style="list-style-type: none"> <li>• Budgeting</li> <li>• Grants Administration</li> <li>• Accounts Payable</li> <li>• Accounts Receivable</li> <li>• Contracts Administration</li> <li>• Information Technology &amp; Process Optimization</li> </ul>	<ul style="list-style-type: none"> <li>• Personnel Services &amp; Hiring Oversight</li> <li>• Payroll Administration</li> <li>• Labor Relations</li> <li>• Training</li> <li>• Injured-on-Duty &amp; Return-to-Work</li> </ul>	<ul style="list-style-type: none"> <li>• Graphics &amp; Reproduction Services</li> <li>• Real Estate Leasing Management</li> <li>• Document Retention Services</li> <li>• Electric Utility Franchise Oversight</li> <li>• Riverwalk Management</li> <li>• Energy Procurement Management</li> </ul>	<ul style="list-style-type: none"> <li>• EH&amp;S Compliance Program</li> <li>• Sustainability Planning/LEED EBOM</li> <li>• Brownfield Management</li> <li>• Environmental Health &amp; Safety Consultations</li> <li>• NEPA Reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Designs &amp; Manages City's Enterprise Network</li> <li>• Design &amp; Manages Enterprise Applications</li> <li>• Maintains City IT Infrastructure</li> <li>• Supports all Hardware &amp; Software</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Planning</li> <li>• Design &amp; Renovation of City Buildings</li> <li>• Project Management &amp; Planning</li> <li>• Space Planning &amp; Relocation Services</li> <li>• Energy Efficiency &amp; Retrofitting Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Building Maintenance &amp; Repair</li> <li>• Building Engineering Oversight</li> <li>• Custodial Services</li> <li>• Landscaping Services</li> <li>• Security Services</li> <li>• Waste/Recycling Services</li> <li>• Snow Removal</li> <li>• Mail</li> <li>• Logistics</li> </ul>	<ul style="list-style-type: none"> <li>• Repair &amp; Maintenance of Vehicles</li> <li>• Fuel Distribution for Vehicles</li> <li>• Procurement of all Vehicles &amp; Rental</li> <li>• Vehicle Accidents, Cost Recovery &amp; Outside Shop Repairs</li> <li>• Vehicle Sharing &amp; Flex Fleet Oversight</li> <li>• Dispatch for Emergency Road Services</li> </ul>

KEY INITIATIVES/PRIORITIES

MILLENNIUM PARK PERIMETER

**DESCRIPTION**

Millennium Park opened in July 2004 and is one of the most popular tourist destinations in the Midwest. During the pandemic closures, bike racks were placed around the perimeter to secure the park. AIS has been working to develop and implement a more aesthetically pleasing perimeter plan for Millennium Park that eliminates the bike racks and incorporates necessary security screening of park visitors. Landscaping, fencing, and metal detection technologies are being considered for strategic locations to improve public safety in the park and along Michigan Avenue.

**GOALS & DESIRED OUTCOMES**

The goal is to create a functional and attractive perimeter around Millennium Park to control access points and perform security screening. The plan is to remove the existing bike racks and install a perimeter with landscaping and decorative fencing. The perimeter will limit access points and allow for security screening during events. The new perimeter will improve public safety in the park.

**STRATEGY**

A task order for architectural design services was issued. Epstein and Site Design were awarded the project and are overseeing the planning and design. The initial stakeholder kick-off meeting occurred on January 30, 2023. Design concepts were developed and presented to stakeholders in February. Final design concepts are expected in April. Because of the significance of Millennium Park and it being a Planned Development as well as included in the Lake Front Protection Ordinance, a Plan Commission presentation will be required. This presentation will allow for public awareness and comment. Upon Plan Commission approval, finalizing design and securing funding, installation can begin.

**FUNDING**

Bond Funded.

## CURRENT STATUS

The design and stakeholder feedback are in progress.

## KEY STAKEHOLDERS & PARTNERSHIPS

DCASE, Millennium Park Foundation, cultural partners including Grant Park Music Fest, and Harris Theater are key stakeholders.

## CRITICAL NEXT STEPS

## ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM REPLACEMENT

### DESCRIPTION

The City's current Enterprise Resource Planning (ERP) system is nearing end-of-life, expensive to maintain, and based on antiquated business processes. The ERP, as the core planning and transactional system for City operations, handles many business processes for human resources, finance, and procurement. The current system is, however, highly customized with separate applications being used for key functions such as budget, payroll, benefits, lease and asset management, and grants management.

### GOALS & DESIRED OUTCOMES

As part of the broader IT Modernization Initiative ("IT MOD"), the City plans to replace its legacy systems with user-friendly, digital-first, accessible, and cloud-based solutions that will reduce paper-based transactions and enable business process reengineering. A new ERP system will bring together core functions on a unified platform with enhanced functionality, robust data analytics, and transparency to improve business outcomes and workflows.

### STRATEGY

AIS IT, and our partner Gartner Consulting, developed a "Rapid ERP Strategy" that leveraged the National Association of State Procurement Officers (NASPO ValuePoint) contract along with Gartner's industry research to short-list ERP software solutions capable of meeting the City's complex business needs. This strategy accelerated the procurement cycle to focus on only those solutions that are viable, reducing time and money spent on an RFP process that typically exceeds 12 months. The City plans to acquire both software and a systems integrator via this mechanism, as two separate procurements.

### FUNDING

This multi-year project will be funded by the capital bond, using a portion of the \$200M+ allocated for information technology modernization efforts. While the cost of a new ERP system is not yet known, software licenses and implementation are estimated to cost \$50-\$75M.

### CURRENT STATUS

1. AIS IT completed a Business Capabilities Assessment that determined critical pain points and core functional needs for a new ERP system; this assessment was accomplished via multiple interactive workshops with most city departments participating.
2. An RFP was developed around functional use cases and select software vendors were invited to in-person demonstrations. Each vendor had three full days to present to the City's Evaluation Committee and subject matter experts.
3. Software demonstrations were completed in late February/early March. The Evaluation Committee voted and via consensus narrowed the vendor list to two candidates.
4. The City is developing a complex end-to-end scenario for vendors to further demonstrate how their software addresses key transactions between modules; this second round of demonstrations will allow for a necessary deeper dive to further access core functions and for each vendor to show how their system accomplishes the scenario's objectives in an integrated fashion.

## KEY STAKEHOLDERS & PARTNERSHIPS

The ERP system replacement will impact every City department and many external partners and vendors that work with the City. Our approach has been collaborative, working closely with the business; once a software finalist is selected, the City will begin a large-scale change management initiative to garner excitement and support for adoption. AIS IT is the lead for the project, along with the department heads for Human Resources, Procurement, Finance, Budget and Management, and Assets, Information & Services. Gartner Consulting is engaged to advise the City on best practices.

## CRITICAL NEXT STEPS

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## DECARBONIZED FLEET

### DESCRIPTION

Our goal is to electrify 25% of the light duty fleet in 2023 en route to a goal of fully electrifying the City fleet by 2035 This action will reduce the City's greenhouse gas emissions and also improve neighborhood air quality by reducing emissions of other air pollutants that occur when using internal combustion engines. The initial goal is to place 182 electric vehicles for non-emergency city operational use. Level II and Level III DC Fast Chargers are being installed in areas throughout the city for off-hour charging of electric vehicles.

### GOALS & DESIRED OUTCOMES

Electric and hybrid vehicles have significant emissions and efficiency benefits over conventional vehicles. All-electric vehicles produce zero tailpipe emissions. There are also now significant new financial incentives to electrify fleets, including federal reimbursable tax credits to the City and grant/rebate opportunities from the state and federal government and ComEd.

### STRATEGY

Fleet will start with the light duty fleet electrification and then evaluate medium and heavy-duty models. As the technology continues to evolve, Fleet along with the Office of Climate and Environmental Equity will evaluate new models and will also continuously evaluate funding strategies.

### FUNDING

Bond Funded.

### CURRENT STATUS

Current EV's in Chicago's Fleet

- 21 Leased Units
  - 2 – Chevrolet BOLT EV
  - 19 – Ford Transit EV (Full Size Van)
- 17 City Owned
  - 2 – Ford Focus EV (2013MY–not covered by bond)
  - 13 – Ford Transit EV (Full Size Van)
  - 1 – Ford Lighting EV (pick-up truck)

- 1 – Ford SEA Step Side Delivery Truck

### KEY STAKEHOLDERS & PARTNERSHIPS

- Office of Climate and Environmental Equity

### CRITICAL NEXT STEPS



## 2023-2024 CAPITAL IMPROVEMENT PLAN

### DESCRIPTION

The 2023-2024 Capital Improvement Plan Initiatives include Facility Portfolio Diagnostic Assessments, Police Station Hardening and Police Facility Maintenance, ADA Title II Accessibility Assessments, Space Planning Optimization and Consolidation, and Emergency Improvement Responses.

### GOALS & DESIRED OUTCOMES

The project goals are the following:

- Police Station Hardening [Complete Design Development for twenty-six stations].
- Facility Diagnostic Assessments [Commence assessments for 94 Engine Companies].
- ADA Title II Accessibility Assessments [with PBC commence assessments for 200+ facilities].
- Space Planning Optimization and Consolidation [relocation and buildouts for 3+ City Hall spaces].
- Emergency Improvement Responses.

### STRATEGY

- The Police Hardening Design, Facility Diagnostic Assessments, and Space Planning initiatives [by AIS] will be marshalled through various stages of design/professional services procurement utilizing city vendor contracts and generating public bid opportunities – thereby increasing minority participation on CIP projects.
- AIS will partner with PBC to complete the ADA Assessments by 2025, whereby PBC will utilize various procurement methods to engage minority vendor participants to analyze the Title II Accessibility conditions.
- AIS Emergency Improvement Response projects will be executed through the City's JOC vendors, allowing urgent facility conditions to be addressed immediately.

### FUNDING AMOUNTS & SOURCE(S)

Bond Funded.

### CURRENT STATUS

- The Police Station Hardening Initiative task order has been advertised and will receive bid proposals at the end of March 2023.
- The Facility Diagnostic Assessments task order has been drafted and is planned for advertisement at the end of March.
- The ADA Title II Accessibility Assessments IGA with PBC has been approved by City Council, authorized by the City and approved by PBC's Board.
- The Space Planning Optimization & Consolidation project has been awarded to the design team with project kick-off at the end of March 2023.
- Emergency Improvement Response projects are on-going and sporadic.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- PSA and CPD are key stakeholders for Police Station Hardening.
- Various City Departments [PSA/CFD will be in initial tranche] will be involved in the Facility Diagnostic Assessments.
- The PBC will deliver ADA assessments. MOPD’s input will be incorporated as needed.
- All City departments are involved for relevant emergency needs.

**CRITICAL NEXT STEPS**

[REDACTED]

**JOINT PUBLIC SAFETY TRAINING CAMPUS – OUTDOOR SCENARIO VILLAGE**

**DESCRIPTION**

The venue is an outdoor scenario training village to provide real world simulation for Fire and Police Officers.

**GOALS & DESIRED OUTCOMES**

The project will be complete and in use for training by CPD and CFD by December 31, 2023.

**STRATEGY**

The outdoor scenario-based training village consists of prop buildings, streets, alleyways, railcars, driving pad, and a hazmat spill area. Prop buildings include 2 and 3-flat residential buildings, a commercial building, live fire burn buildings and a collapsible parking garage structure.

**FUNDING AMOUNTS & SOURCE(S)**

The project is Bond funded.

**CURRENT STATUS**

The project is approximately 42% complete with the 2 and 3-flat prop residential buildings and the prop commercial building fully enclosed except for the first-floor storefront at Area A. Mechanical, electrical and plumbing rough-in is complete for those buildings as well and trim work is in progress. Caissons for the prop burn buildings and collapsible parking structure were recently completed.

**KEY STAKEHOLDERS & PARTNERSHIPS**

PSA, Mayor’s Office, PBC, Alderman and Community Executive Committee are key stakeholders.

**CRITICAL NEXT STEPS**

[REDACTED]



TIME SENSITIVE ISSUES

[REDACTED]

[REDACTED]

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## **INFRASTRUCTURE SERVICES**

**DEPARTMENT OF STREETS AND SANITATION  
CHICAGO DEPARTMENT OF TRANSPORTATION  
DEPARTMENT OF AVIATION  
DEPARTMENT OF WATER MANAGEMENT**

**DEPARTMENT OF STREETS AND SANITATION**  
**COLE STALLARD, COMMISSIONER**

**ORGANIZATIONAL BACKGROUND**

**MISSION/VISION**

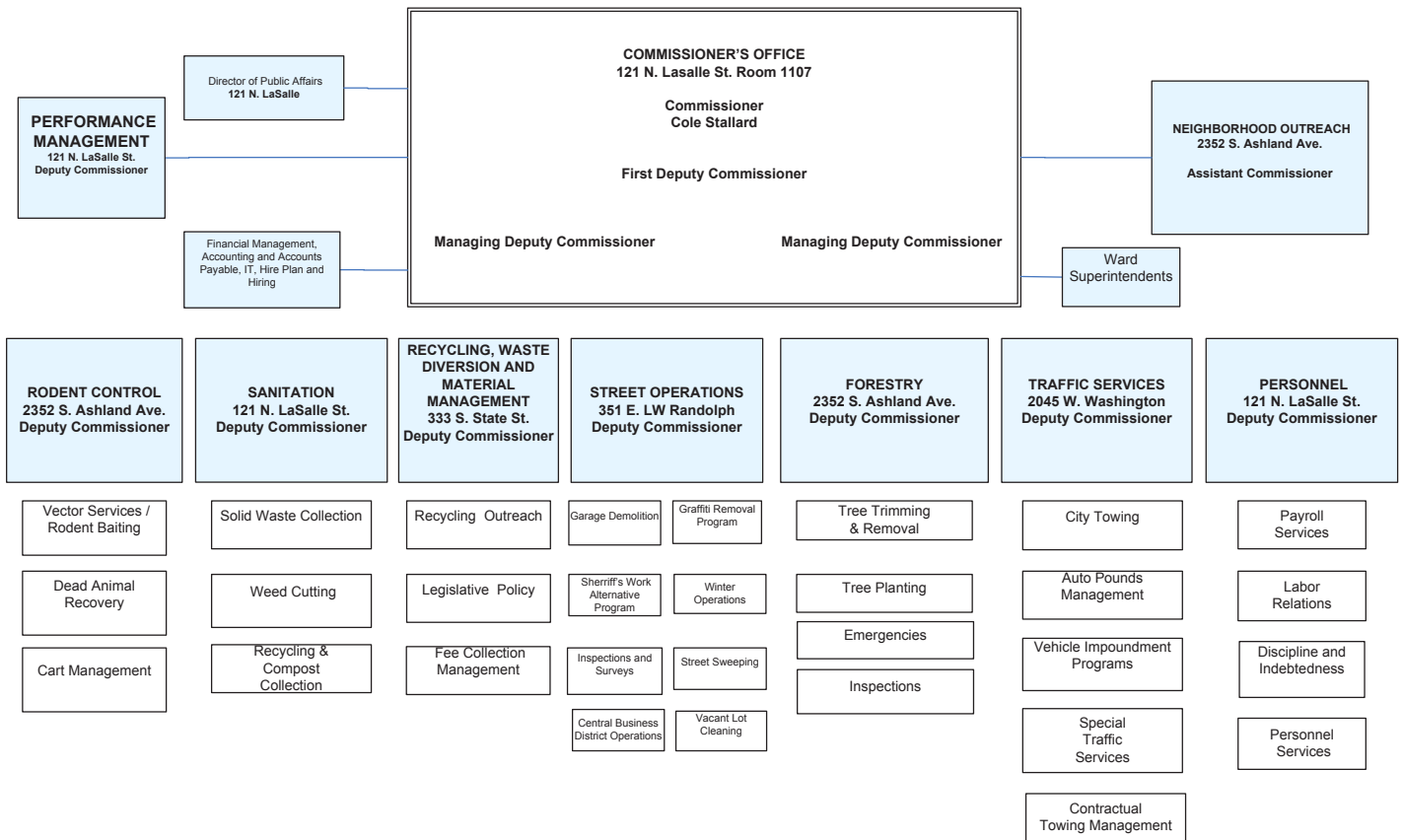
**Mission Statement:** The mission of the Department of Streets and Sanitation (DSS) is to protect, preserve, and promote the quality of life of all Chicago residents, particularly historically marginalized, disenfranchised, and oppressed neighborhoods/communities, by providing a safe, clean, and healthy environment on the streets and alleys of Chicago. The mission is achieved by providing DSS resources and manpower intentionally to areas that need them, aiding and receiving input from community-based activations/services, deliberate community engagement and advocacy, as well as by promoting beneficial policies, regulations, ordinances, and services.

**Vision Statement:** DSS envisions a thriving Chicago where all residents have the same HIGH QUALITY OF LIFE and equitable opportunities and resources, helping to achieve safe and clean neighborhoods citywide.

**JURISDICTION & SCOPE**

DSS scope includes providing a safe and healthy environment on the streets and alleys of Chicago through effective management and best practices for the collection, disposal, and recycling of residential refuse; the sweeping and plowing of streets; the timely removal of graffiti; the cleaning of vacant lots; the demolition of garages; the efficient towing of illegally parked vehicles; the abatement of rodents; the planting, trimming and removal of trees; and the continued collaboration with other departments and agencies to provide safety to people and property for special events and other large-scale gatherings.

**ORGANIZATIONAL CHART & STRUCTURE**



## KEY INITIATIVES/PRIORITIES

### RECYCLING/COMPOSTING/WASTE DIVERSION

#### DESCRIPTION

DSS, in partnership with the Mayor's Office of Climate and Environmental Equity, has been focused on improving recycling and sustainability, using guidance from the 2021 Waste Study completed by the Delta Institute, who has been a valuable partner for the City.

The City implemented recommendations from the study, including the increase of funding and resources. DSS expanded recycling staff with two significant new hires in Fall of 2022, and this staff is dedicated to equitably increasing recycling education and programming. Support staff positions were also added specifically for material management diversion.

The City has allocated Chicago Recovery Plan funding for innovative composting programs, including \$6.5M targeted specifically for collection pilots of food scrap/organic collections. Last November, in partnership with the community organization NeighborSpace, the City began supporting six small community garden composting sites regionally located throughout Chicago.

Also in November, pumpkin smash events were extended to six locations throughout Chicago where DSS was able to divert 19 tons of pumpkins from landfills.

The City is also currently working on other recommendations identified in the Waste Study including the development of other material collections to improve our blue cart program, including organics (food waste), textiles (clothes & shoes) and researching more opportunity for electronic, hazardous waste collections.

Also, DSS is looking to strengthen the education/promotion on waste reduction, re-use, and repair, starting with an updated recycling block captain program which encourages residents to educate their neighbors on the importance of recycling. DSS is also part of an Illinois working group on Extended Producer Responsibility legislation for packaging products (EPR). Four states: Maine, Oregon, California and Colorado have recently passed legislation.

If the State of Illinois adopts the EPR legislation, it would require companies that produce packaging materials (ex. bottles, cans, paper, boxes) to pay for recycling programs that handle their packaging products. In short, the City's blue cart program and other agencies like Chicago Public Schools would have their recycling services fully funded by EPR every year. In February, the IL working group introduced SB 1555/HB 2874 the Packaging and Paper Product Stewardship Act in Springfield. The conversations with legislators and stake-holder groups is ongoing.

#### GOALS & DESIRED OUTCOMES

Continue to work on the City's material management systems with a goal to reduce waste, increase diversion and recycling, and recover assets in the waste stream for economic opportunity.

#### STRATEGY

Develop new and strengthen existing diversion programs and continue to advance the recommendations from the 2021 Waste Study.

#### FUNDING

Begin with the Chicago Recovery Plan (CRP) funds of the \$6.5M appropriation to pilot organic collection programs at the residential level. DSS also applied for a USEPA infrastructure grant to test collections in under-served communities in Chicago.

#### CURRENT STATUS

Plans for initial pilots for food waste collection pilot, both a drop-off and alley collection operation, with a goal of a Spring/Summer launch.

## KEY STAKEHOLDERS & PARTNERSHIPS

Mayor's Office of Climate and Environmental Equity, the National Resource Defense Council (NRDC), Environmental Protection Agency (USEPA), Department of Public Health (CDPH), Illinois Food Scrap Coalition, and the Chicago Sustainability Task Force.

## CRITICAL NEXT STEPS

[REDACTED]

## TREE PLANTING/TREE TRIMMING

### DESCRIPTION

One of the ways the City is carrying out its Climate Action Plan is through Our Roots Chicago project, announced in 2022. The goal of Our Roots is to plant 75,000 trees in Chicago in five years, 15,000 per year, through an equitable approach to every neighborhood in Chicago, leaving no neighborhood behind.

In year-end 2022, DSS, in partnership with the Mayor's Office of Climate and Environmental Equity, the Chicago Park District, the Chicago Department of Transportation (CDOT), and CDPH, succeeded in meeting and exceeding the goal of planting 15,000 trees by an additional 5,000 trees for a total of 20,000 trees planted in the first year. To meet this goal, DSS was awarded additional funds allocated by the Mayor's Office and approved by City Council and hired additional staff for forestry crews and two new community-focused city foresters.

The increase in tree trimming crews also supported the capacity to move to a citywide area tree trimming program beginning Spring 2023. This means crews are able to trim all trees in one geographic area at the same time, creating a more efficient and equitable process for Chicago residents, and allowing for the proper maintenance of the City's overall urban tree canopy. Residents who submitted a trimming request in 2022 will receive a letter of notification on the new program.

### GOALS & DESIRED OUTCOMES

DSS Bureau of Forestry has tagged 18,000 trees for the upcoming tree planting season. Tree locations will be forwarded to DSS through the City's 311 system, input by the Community Tree Ambassadors led by the CDPH.

For the new area trim program, tree trimming crews will operate in neighborhoods across the City every week, barring any emergency weather incidents. Trees will be posted with signage in advance of tree trimming.

### STRATEGY

To improve the tree planting process, DSS is working closely with AIS and Catalyst Consulting to develop a new tree planting app. Tree planting crews will utilize the app to open and close work orders and track tree inventory in real time.

### FUNDING

The funding is covered under the Environmental Justice Initiative – Tree Canopy Equity Expansion program that has tagged 18,431 trees for planting.

### CURRENT STATUS

Tree planting strategy is ongoing, and the new app is in the testing phase. As of 3/20/2023, the DSS Bureau of Forestry has tagged trees at various nurseries throughout the state to use for tree planting. The new area trim program begins on Arbor Day, the start of the tree trimming season.

## KEY STAKEHOLDERS & PARTNERSHIPS

Mayor's Office of Climate and Environmental Equity, the Chicago Park District, CDOT, CDPH, Chicago Department of Assets, and Information and Services (AIS)

## CRITICAL NEXT STEPS

[REDACTED]

## RESOURCES – PERSONNEL AND EQUIPMENT

### DESCRIPTION

**Hiring and recruitment:** DSS is working with the Mayor’s Office, the Department of Human Resources (DHR), the Office of Budget and Management (OBM), and Local 1001 to streamline and expand the hiring process for department positions, particularly general laborers, who are critical to department operations. General laborers are the backbone of the department, and it is necessary to have a pool of laborers to keep operations moving forward year-round.

Hiring general laborers for this department is very time consuming. The majority are external candidates who are often unable to withstand a long waiting period before they begin employment, which results in the loss of candidates for the positions.

**Equipment:** DSS currently collaborates with AIS to order, maintain, and decommission equipment vital to department operations. This includes but is not limited to: garbage trucks, salt spreaders, street sweepers, backhoes, tractor trailers, front-end loaders, forestry equipment, graffiti trucks, tow trucks, and other very specialized equipment. It is essential that equipment does not exceed expected lifespan so we can avoid any negative consequences associated with equipment failure, especially during daily operations and major city events such as snowstorms and other weather-related events.

### GOALS & DESIRED OUTCOMES

- Continue to work with the Mayor’s Office, DHR, OBM, and Local 1001 to implement a pool of general laborer candidates that DSS can use to fill vacancies due to retirements, transfers, and resignations.
- Proceed with the Mayor’s Office, Department of Family and Support Services (DFSS), DHR, OBM, and Local 1001 on finalizing the department plan to hire returning residents, which will include support, training, and certifications.
- Continue to work with AIS and the Department of Finance (DOF) to ensure DSS is able to order, maintain, and accept delivery of the proper equipment to manage city services under our purview.
- Desired Outcome:
- An expanded workforce will result in a decrease in workplace injuries and absenteeism and an increase in overall staff morale.
- By pooling interdepartmental resources, we will streamline hiring and training resulting in the pool of laborer candidates.
- Maintain the necessary amount of equipment according to industry standards so DSS is able to provide critical city services in a timely manner.

### STRATEGY

#### Hiring and recruitment

- Complete an analysis on current internal hiring practices.
- Regular sharing of hiring status between departments through ongoing reporting.
- Promoting open positions via multiple channels, including social channels and city newsletters.

#### Equipment

- Complete an analysis on current ordering practices to eliminate time gaps, back orders, etc.
- Participate in regular meetings with stakeholder departments with established timelines and goals.

### FUNDING

- Work with OBM on dedicated funding for hiring analysis and training materials.
- DSS works in conjunction with AIS to prioritize heavy equipment purchases. Equipment funding varies depending on AIS and the current marketplace.

### CURRENT STATUS

Active conversations and meetings with union partners and city stakeholders.

## KEY STAKEHOLDERS & PARTNERSHIPS

Mayor's Office, DHR, DFSS, AIS, OBM and DOF and Local 1001

## CRITICAL NEXT STEPS

## TRAINING AND PROFESSIONAL DEVELOPMENT

### DESCRIPTION

DSS would like to enhance its professional development training to encourage promotion to leadership positions from within the department. This is important for municipal government because it ensures city programs and services continue to be delivered without interruption when staff retires or leaves. There are many benefits to having training and development in place, including:

- Improved employee morale and productivity: When employees know they have opportunities to advance in their careers, they are more likely to be engaged and productive.
- Reduced costs: Hiring and training external new employees can be expensive. By having professional development in place, the City can avoid these costs.
- Increased efficiency: A professional development strategy can help the government operate more efficiently by ensuring there is no loss of experienced workers.
- Improved decision-making: City can make informed hiring decisions with a pool of qualified candidates.
- It is important to note that over 65 percent of the administrative and leadership staff is over 45 years of age.

### GOALS & DESIRED OUTCOMES

- Create a professional development plan, including onboarding, training, and accountability strategies.
- Centralize and improve Standard Operating Procedures (SOPs) for different functions and tasks across DSS Bureaus. These will serve as "how to" manuals and reference guides to better standardize operations.
- Identify and rectify areas where salary comprehension is occurring, which often prevents staff from applying for certain positions considered promotional moves which the title paygrade does not reflect.
- Better prepared workforce, improved employee performance, increased efficiency, better customer service, reduced turnover, and a decrease in workplace injuries for labor-related positions.

### STRATEGY

- Look into opportunities to outsource the creation of a professional development plan
- Work with OBM to create funding line for consultant services
- Create a management plan with identified next steps and timeline

### FUNDING

DSS has a budget of \$5,034 to pay for external training for DSS staff.

### CURRENT STATUS

DSS conducts training as needed. DSS staff has started to create SOP documents, and we are in the research phase of consultant services and professional development plan.

## KEY STAKEHOLDERS & PARTNERSHIPS

Mayor's Office, OBM, DOF, and DHR

## CRITICAL NEXT STEPS



TIME SENSITIVE ISSUES

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## CHICAGO DEPARTMENT OF TRANSPORTATION

### GIA BIAGI, COMMISSIONER

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

The Chicago Department of Transportation was created in 1991 to plan, design, construct, maintain, and manage the City's surface transportation infrastructure, such as streets, alleys, sidewalks, curbs and gutters, bridges, viaducts, and transit stations; to ensure safe and efficient travel; and to enhance the quality of life in neighborhoods.

CDOT's mission is to keep the city's surface transportation networks and public way safe and accessible for all users, in a state of good repair, and responsive to local and citywide mobility and infrastructure needs. To connect this mission with the challenges and opportunities of today's Chicago, in 2021 CDOT published a strategic plan for transportation that provides a framework to leverage Chicago's streets and transportation assets toward this and to address historic economic, environmental, racial, and social inequities that have long plagued the City.

The plan includes 84 strategies and hundreds of performance metrics to measure progress over a three-year period. Goals center on building safer streets; reprioritizing projects to improve transportation for residents in historically under-resourced neighborhoods; working with local and regional transit agencies to expand public transit access; implementing pedestrian safety projects; expanding bike share and the bikeway network; adding dedicated bus lanes citywide; and partnering with communities, other governmental entities, and civic organizations.

Staff continue to use the plan as a guide for decision-making and performance management. Several active internal and external committees and work groups have formed as a result. An update to the plan was released in late 2022 highlighting work the Department has accomplished in achieving the goals of the plan and meeting key benchmarks.

### JURISDICTION & SCOPE

CDOT is responsible for more than 4,100 miles of streets, 413 bridges and viaducts, 368 miles of on-street bikeways, over 300,000 streetlights, 7,400 miles of sidewalks, and 3,000 signalized intersections citywide. Additional information regarding CDOT's work is listed below:

**Road Construction, Resurfacing and Repairs** – CDOT is responsible for maintaining and resurfacing the City's 4,100 miles of arterial and residential streets and maintaining and resurfacing Chicago's 2,114 miles of alleys. In 2022, CDOT resurfaced 56 miles of arterial streets, 101 miles of residential streets, and 7 miles of alleys.

**Streetlights and Traffic Signals** – CDOT is responsible for repairing, maintaining, and replacing Chicago's more than 300,000 arterial and residential street and alley light fixtures and nearly 3,000 traffic signalized intersections. In 2022, CDOT repaired 33,520 streetlights, 4,965 alley lights, 18,673 traffic signals, and 4,534 signal head replacements, as well as installed 202 blocks of new residential streetlights and 100 blocks of new arterial streetlights.

**Bridge Reconstruction and Operations** – CDOT is responsible for maintaining, rehabilitating, and reconstructing 413 bridge and viaduct structures throughout the City. CDOT operates 36 movable bridges (often referred to as "bascule") which is more than any other city in the world. These bridges are raised and lowered to facilitate boat traffic on the waterways. CDOT conducts over 25,000 bridge lifts annually. Currently, CDOT has 3 full bridge replacement and 8 major bridge rehabilitation projects in construction and 27 additional bridge projects currently in design.

**Bike Share and Bike Safety** – CDOT manages the Divvy Bike Share system owned by the City. With more than 6,000 bikes currently deployed and more than 600 stations, Divvy provides a convenient mobility option for Chicagoans and a "first-mile/last-mile" connection at many Chicago Transit Authority (CTA) and Metra stations. Chicago's Divvy bike share program has the most citywide coverage of any city in the U.S. To make sure that cycling is safe and inviting in Chicago, CDOT is expanding and enhancing its extensive 368-mile on-street bike lane network to ensure all residents have access to safe and comfortable bikeways. In 2023, CDOT is planning to install 45 miles of new bike lanes and to upgrade 25 miles of existing painted bike lanes to concrete-protected bike lanes.

**Management of the Public Way** – CDOT's Permit Office issues all "use of the right of way" permits, including all construction

activities and special events affecting the public right of way in the City of Chicago. Annually, the CDOT Permit Office issues over 125,000 permits. CDOT's Project Coordination Office (PCO) collaborates with private and public agencies to organize and plan public way construction to maximize the design life of streets by minimizing street re-cuts, as well as decrease construction disruptions and shorten project durations, eliminate duplicative work, protect assets, and encourage cost-sharing. In 2022, the PCO saved the City \$23.7 million by coordinating this work. CDOT's Office of Underground Coordination (OUC) distributes to relevant agencies all requests for existing utility information and reviews/approves construction work in or adjacent to the public way. CDOT's OUC reviews large projects with deep excavations and penetration, such as foundations (piles, caissons), earth retention systems, or major piping installations to ensure the protection of key public and private underground infrastructure.

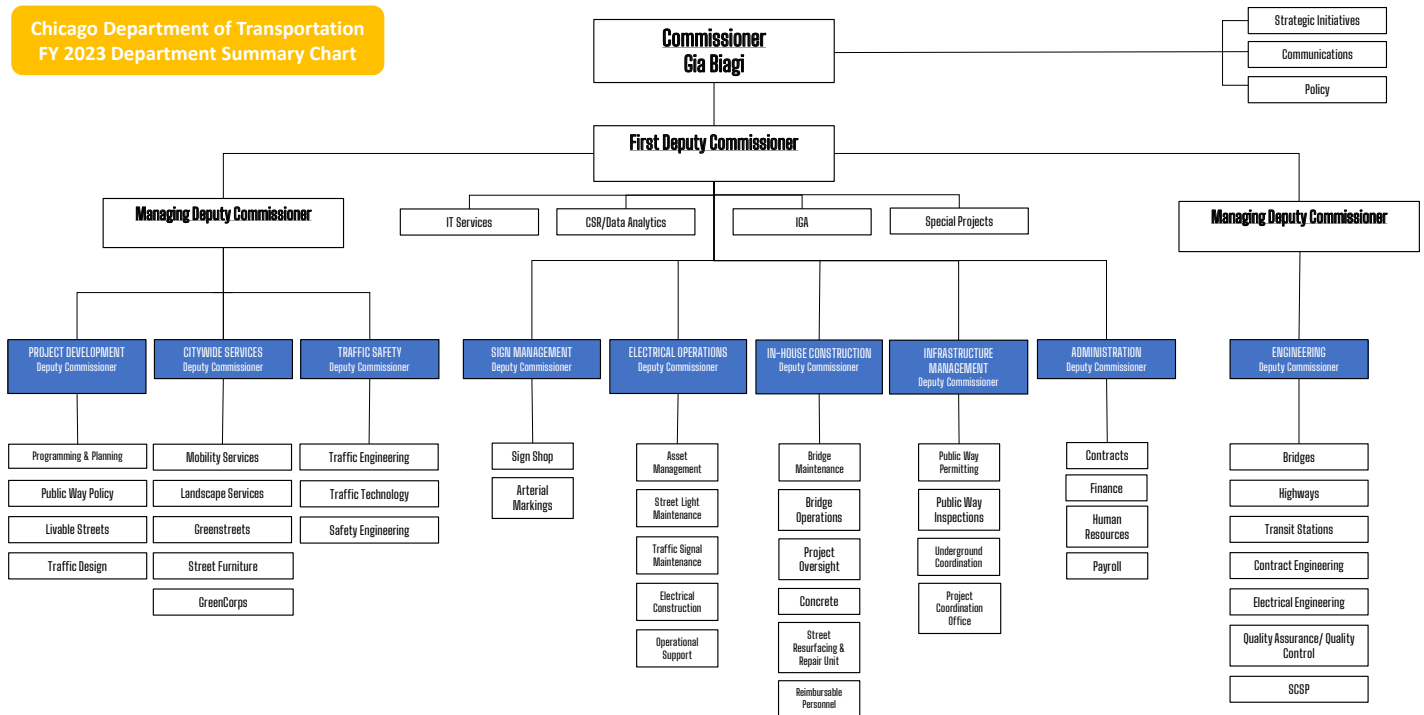
**Traffic Policy, Analysis, and Engineering** – CDOT staff regularly assess and provide guidance for City leadership on transportation policies and regulations at the local, state, and federal level. Policies of primary interest are those that affect any form of surface transportation relevant to Chicagoans – walking, public transit, bicycling, ridesharing, driving, new mobility/technology, intercity passenger rail and bus, freight movement, maritime transportation, and land-side impacts of passenger aviation. **Traffic Engineering** – CDOT's traffic engineering provides preliminary design engineering services that address intersection and corridor-wide traffic issues. CDOT staff annually conduct over 1,000 traffic studies. Through implementation of best practices, policies, and standards, CDOT engineers have initiated multiple pilot projects to test new technologies and innovative designs to improve traffic operations and promote pedestrian and bicycle safety.

**Streetscapes** – CDOT works to make communities more livable and vibrant through streetscape projects in neighborhoods across the city. Through community engagement and strategic design engineering, CDOT's streetscapes program creates safe public places that reflect the unique character of Chicago's diverse neighborhoods. Streetscape projects typically address all parts of a "main street" corridor: roadway reconstruction, lighting, benches, signage, sidewalks, pedestrian crossings, bike lanes, bus stops, trees and landscaping, and public art. These projects support economic development, pedestrian and traffic safety, walkability, sustainability, place-making, community identity, alternative modes of transportation, and user connectivity. Currently, there are 10 large-scale streetscape projects that have been issued for construction and 29 projects in design.

**Street Signs** – CDOT's Signs Division is responsible for the fabrication and installation of permanent metal signs on Chicago public way. The Division is also responsible for the management of private benefit and other city council ordinance signs. In 2022, the Division completed 44,625 sign service requests.

**Sidewalks & Concrete** – CDOT is responsible for the construction and maintenance of all City sidewalks, curbs and gutters, and ADA accessible ramps. CDOT's work is completed through several programs that include the 311 Hazardous Sidewalk Repair program, the Vaulted Sidewalk repair program, and the Shared Cost Sidewalk Program, which enables residents to repair their sidewalk utilizing city contractors at a discounted rate by paying only a portion of the cost. Lastly, CDOT in-house crews, along with contractors, complete numerous concrete projects requested through the annual Aldermanic Menu Program each year.

ORGANIZATIONAL CHART & STRUCTURE



KEY INITIATIVES/PRIORITIES

SAFETY FOR ALL USERS OF THE ROAD

DESCRIPTION

CDOT is responsible for building streets that provide safe movement for all road users with an emphasis on infrastructure design that prioritizes people walking, biking, and taking public transit. Toward that end, CDOT designs streets that reduce conflict points between modes, implements traffic calming devices, and employs speed management tools to reduce the likelihood and severity of traffic crashes. CDOT also works to increase compliance with safety-critical rules of the road by encouraging compliance through tools like speed feedback signs and camera-based ticketing programs. This work includes advancement of the City’s Vision Zero initiative, adopted in 2017, that seeks to eliminate all traffic fatalities in Chicago.

GOALS & DESIRED OUTCOMES

- **Crash reduction:** continue 2022 positive trend of a 25 percent reduction in traffic fatalities. This work will advance through planned safety infrastructure investments, education, and other programs in 2023 that continue to move Chicago toward the Vision Zero goal.
- **Multimodal infrastructure investments:** continue to deliver pedestrian safety investments at scale, reaching 400 or more locations annually by integrating safety features into all CDOT construction programs; continue building the safest and most connected bikeway network in the U.S.; partner with CTA to advance additional priority bus corridors into design; continue to systematically enhance pedestrian and transit rider safety in and around bus stops and train stations; advance ADA accessibility work.
- **Design excellence:** continue to lead the nation on innovative ways to streamline the design and delivery of new transformative street design elements like protected bike lanes, raised crosswalks, left turn traffic calming, and in-lane bus stops.
- **Compliance:** improve compliance with safety-critical rules of the road through encouragement campaigns and enforcement programs.

## STRATEGY

- Deliver Vision Zero investments at scale: recently, CDOT has been able to deliver a significant quantity of relatively low-cost and highly effective pedestrian safety and traffic calming tools citywide, such as curb bump-outs and crossing islands. CDOT now implements approximately 400 locations a year, a significant increase compared to prior years due in large part to new local funds and new intra-departmental process alignment to integrate these designs into standard CDOT construction programs, from resurfacing to traffic signal modernization.
- Saturate safety investments at schools: in 2023, CDOT will pilot a new concept for pedestrian safety design at and around schools across the city to create a saturated, broader traffic safety zone.
- Rapid expansion of safe bikeway network: CDOT will convert the 25 remaining miles of plastic-post-protected bike lanes to concrete-protected bike lanes in 2023. In addition, 45 more miles of new bikeways is planned for construction with a majority being protected bike lanes and low-traffic neighborhood greenways.
- Improve the transit trip from door to door: CDOT and CTA will jointly release the Better Streets for Buses plan that identifies a priority network for transit enhancements. CDOT and CTA are developing concept designs for targeted improvements within the network as well as starting more holistic re-designs on several corridors. Additionally, both agencies are coordinating 100 locations for passenger safety, comfort, and ADA accessibility upgrades to bus stops and walking routes to transit stops.
- Speed management: crash data shows that speeding and reckless driving are associated with 60% of fatal traffic crashes in Chicago. Vehicle speed is the primary cause of crashes with fatalities and serious injuries. In addition to redesigning streets to slow speeds, CDOT has worked with the Department of Law to draft legislation and an operating plan to potentially lower the citywide default speed limit from 30mph to 25mph. Similar changes have been successfully implemented in other cities and documented to deliver measurable reductions in serious and fatal crashes.
- Maintain and pilot camera programs: CDOT, together with the Departments of Finance and Administrative Hearings, initiated the Smart Streets camera pilot program in the downtown central area to improve safety and transit efficiency by enforcing bus and bike lane violations and digital management of the payment for and use of loading zones. This pilot was co-sponsored by downtown members of City Council. The existing red-light program and speed camera program, that has measured reductions in speed in the camera service areas, will need to undergo a process to renew vendors, starting in 2023, as the vendor contracts expire in 2024.

## FUNDING

Local G.O. bond funding (“Chicago Works”) provides \$58M for Complete Street projects in 2023-24. This funds specific pedestrian safety, bike, and transit improvement projects. Additionally, CDOT’s \$250M program for residential and arterial street resurfacing are heavily leveraged to contribute to safety goals with several hundred Vision Zero pedestrian safety improvements and dozens of miles of bikeways now implemented in coordination with resurfacing on an annual basis.

## CURRENT STATUS

- The remaining miles of plastic-post-protected bike lanes are designed and ready to be converted to concrete-protected bike lanes in the 2023 construction season.
- 45 more miles of new bikeways in in various stages of design and is scheduled for construction this year.
- 10 miles of resurfacing projects in design have significant complete streets elements.
- 100 locations for Vision Zero investments are in design.
- 40 bus stop upgrades and several bus priority zones are ready for construction (Clark, Belmont, Western); several new bus corridors are in design.

## KEY STAKEHOLDERS & PARTNERSHIPS

Engagement with wards, community-based organizations, and local businesses are critical for the successful and sustained build-out of Vision Zero walkability plans and bikeway network at the neighborhood level. Citywide civic and policy organizations are influential voices on safety programs and strategies, particularly those relating to rules of the road and equitable investments in vision zero infrastructure.

## CRITICAL NEXT STEPS

## FEDERAL INFRASTRUCTURE GRANT: ILLINOIS PORT DISTRICT/CALUMET BRIDGES PROJECT

### DESCRIPTION

Thanks to the federal Bipartisan Infrastructure Bill, in January, CDOT received \$144M from the Federal Highway Administration's Bridge Investment Program (BIP) for the Illinois International Port – Calumet River Bridges project.

This \$302M project will rehabilitate 4 historic, moveable (“bascule”) bridges over the Calumet River:

- 92nd Street/Ewing Avenue Bridge - US Route 41
- 95th Street Bridge - US Route 12
- 100th Street Bridge
- 106th Street Bridge

The 95th, 100th, and 106th Street Bridges are each on the National Highway System. The 92nd Street/Ewing Avenue Bridge is not on the National Highway System but carries US Route 41 over the Calumet River. All 4 bridges play a critical role in the economic vitality of the Chicago region as a key infrastructure that facilitates intermodal access into and out of the Illinois International Port District and the Calumet Industrial Corridor. All four bridges are in the National Bridge Inventory.

These historic bridges are vital to the local community, region, and nation. They are critical to the Illinois International Port, which is an international freight hub, and makes possible freight access along the Illinois Waterway between Lake Michigan and the Gulf of Mexico. These bridges function as an interconnected surface network, providing access to crucial industries and local jobs and supporting economic stability in the historically disadvantaged South Chicago and Calumet areas. The bridges are within two miles of one another and carry a combined average of over 40,000 vehicles per day, 3,000 of which are trucks.

Each bridge lifts (opens) an average of 5,000 times per year, providing continuous and safe access for marine traffic to and from the Port and surrounding industrial uses, but resulting in aged infrastructure for freight and local surface transportation traffic. The bridges have reached the end of their useful life and need major rehabilitation to continue serving local and regional needs.

### GOALS & DESIRED OUTCOMES

Ensuring that the transportation system is operating in a state of good repair is a primary driver of the IIPCR Bridges project. Three of the four bridges included in the project were constructed before the Great Depression. The oldest of the bridges is 108 years, and when taken together the average age of the four bridges is over 90 years. It is only through dedicated long-term maintenance efforts that these bridges have continued to serve their function – well past their intended 50-year design life. However, the bridges are reaching a point where maintenance and repairs alone will not be sufficient to keep them in service.

Even now, each of the bridges is limited in the loads that can safely be carried. It is anticipated that without major rehabilitation, on average at least one of the bridges will be out of service for a three to four-month period each year for emergency repairs. In order to ensure that these bridges can continue to serve as vital connectors for the surrounding historically disadvantaged communities and as last-mile connectors for the Illinois International Port District and the Calumet Industrial Corridor, while not impeding the national maritime trade network that runs beneath them, the bridges are in need of major rehabilitation. The work includes replacement of electrical operation systems, mechanical gears, full replacement of the trusses, selective replacement of counterweight system and floor beam system, and civil and safety improvements to the roadway.

### STRATEGY

The project will be prepared to begin construction in 2024 and work on the four bridges will be staggered. No right-of-way acquisition will be needed.

There are two factors that contribute to the efficient delivery of this project:

- Due to their historical significance, the proposed project involves major rehabilitation rather than full replacement of the historic bridges.
- The City through CDOT engaged in a multi-year Movable Bridge Preservation Plan effort with key local, state, and federal stakeholder agencies that culminated in the 2020 Programmatic Agreement outlining the process for the rehabilitation of these historic bridges.

## FUNDING

Project funding includes a mix of federal, state, and local funding for this \$302M project. A combination of other Federal, State, and Tax-Increment Financing funding will be used to supplement the \$144M BIP grant.

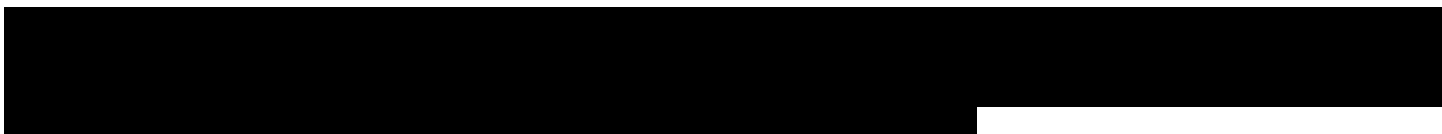
## CURRENT STATUS

Preliminary engineering (Phase I) design contracts have been awarded to design firms for the 92nd/Ewing Street and 95th Street Bridges. Phase I design contracts for the 100th Street and 106th Street Bridges are currently in the procurement process. Contract Plan Preparation (Phase II) design contracts will be procured utilizing task order contracts this year once the task order contracts have been awarded and are available for use.

## KEY STAKEHOLDERS & PARTNERSHIPS

Key stakeholders include the Illinois International Port, the Calumet Industrial Corridor, the FHWA, CDOT, Illinois Department of Transportation, US Coast Guard, US Army Corps of Engineers, Illinois State Historic Preservation Officer, Landmarks Illinois, Historic Bridges.org, and Advisory Council on Historic Preservation. In addition, there has been a significant focus on advancing and developing the Calumet area and connecting communities evidenced by the many recent planning efforts, such as the Southeast Chicago Area-Wide Plan (2017), African American Heritage Water Trail, Calumet Rivers Communities Planning Framework (2019), and the formation of local partnerships such as the Calumet Collaborative and the Calumet Heritage Partnership.

## CRITICAL NEXT STEPS



## OBAMA PRESIDENTIAL CENTER / JACKSON PARK MOBILITY IMPROVEMENTS

### DESCRIPTION

CDOT is designing and constructing roadway changes and transportation improvements in Jackson Park that will support the Obama Presidential Center (OPC) and the Chicago Park District's updated South Lakefront Framework Plan. When these projects are completed, they will provide multi-modal access to the OPC and Lakefront, support a revitalized Jackson Park, and strengthen the surrounding area.

### GOALS & DESIRED OUTCOMES

- Construct the transportation improvements that will enable the implementation of the Obama Presidential Center and campus
- Improve safety and mobility for people walking, rolling, biking, driving, and using transit in, around, and to Jackson Park and the South Lakefront
- Implement key elements of the Chicago Park District's South Lakefront Framework Plan
- Ensure strong participation in the construction work by local (project area) residents and women- and minority-owned contracting firms
- Create more than five acres of new green space by converting existing roadway segments to parkland
- Implement streetscape beautification on Stony Island Avenue with planted medians, left turn lanes at key intersections, and pedestrian refuge islands to enhance safety
- Construct 2.5 miles of new or reconstructed shared-use pathways and sidewalks.
- Create five new underpasses for improved safety and mobility of pedestrians and cyclists
- Add a third southbound lane to DuSable Lake Shore Drive from 57th Street to Hayes Drive

### STRATEGY

Implement these improvements in three separate phases over six years beginning with Contract One that was let in 2022. The scope of first construction contract adds the necessary capacity to DuSable Lake Shore Drive (DLSD), Hayes, and Stony



Island to allow for the closure of Cornell, which is the key element for the implementation of the OPC campus. The second and third contracts will provide improvements further south at 67th and Stony Island and 67th and South Shore Drive.

## FUNDING

The State of Illinois dedicated \$180M to fund CDOT’s construction of the Jackson Park Mobility Improvements.

## CURRENT STATUS

The first and largest contract of the Jackson Park Mobility Improvements was awarded for \$113M and broke ground in January 2022. The contractor is working to complete sufficient work on DLSD, Hayes Drive, and Stony Island such that Cornell can be closed to traffic early summer 2023, allowing full site access for continued construction of the OPC.

## KEY STAKEHOLDERS & PARTNERSHIPS

Consulting Parties on the 2020 Memorandum of Agreement on the projects include: Obama Foundation, Chicago Park District, Illinois Department of Transportation, Federal Highway Administration, National Park Service, U.S. Army Corp of Engineers, 5th Ward Service Office, 20th Ward Service Office, University of Chicago, Museum of Science and Industry, DuSable Museum, Jackson Park Advisory Council, Hyde Park Academy, South Shore YMCA, and numerous other organizations.

Chicago-Cook Workforce Partnership is facilitating connections between residents, trades training programs, and contractors involved in the construction to ensure that local (project area) residents participate in construction activities.

## CRITICAL NEXT STEPS

## CITYWIDE CAPITAL IMPROVEMENT PROGRAM “CHICAGO WORKS”

### DESCRIPTION

To address long-standing city facility and transportation infrastructure needs, City of Chicago developed a multiyear, needs-based Capital Improvement Plan called “Chicago Works” that utilizes data to prioritize safety, equity, and cost effectiveness. The goal of the CIP is to bring critical infrastructure into a state of good repair and use capital investment to spur local economic development, job creation and improve the quality of life and livability across Chicago. Along with other participating city infrastructure departments, CDOT has been able to leverage these local funds to launch a significant new, multi-year public works program that is no longer completely dependent on Federal and State grants, Aldermanic Menu selections, TIF, and other elastic sources of funds.

In 2020, the first installment of Chicago Works was authorized for \$1.4B for the first two years of a five-year plan. In 2022, the next \$1.8B was authorized for 2022 and 2023.

Over the last two years, Chicago Works has created thousands of jobs for Chicago residents while making the transportation system safer, more efficient, equitable, and raised the level of repair across the city. Program highlights include:

- Concrete repairs at over 1,000 locations
- Completion of 21 critical bridge repair projects
- Initiation of 3 new bridge replacement projects
- Funding over 170 miles of street resurfacing
- Constructing more than 200 blocks of new street lighting
- Installing 45 new miles of bike lanes
- Starting construction on three new streetscape projects on the South and West Sides
- • Engineering shoreline and park protection at 45th Street & Lake Michigan (Morgan Shoal)

The 2023-2024 Chicago Works Infrastructure Plan includes:

- Bridges and Viaducts: \$114.2M—20 bridge replacement projects, \$47.0M for strategic bridge repairs, \$8.3M annually to rehabilitate 7 underpasses; and \$12M to completely reconstruct 2 viaducts.



- Streets and Alleys: \$251.7M—residential and arterial street resurfacing based on physical inspection and data-driven pavement condition index that rates the quality of existing pavement, as well as ADA ramp needs. Funds the reconstruction of Work Progress Administration (WPA) streets that were built in the 1930s that lack curb and gutter and sewer and 100 new Green Alleys.
- Street Lighting: \$79.3M—complete replacement of 200 blocks of residential lighting (two blocks per ward per year), and 100 blocks of arterial lighting, along with strategic targeted light pole replacements and wiring stabilization repairs.
- Traffic Signals: \$81.1M—modernize City’s historically underfunded traffic signal system with 60 full intersection replacements, critical intersection signal modifications, traffic signal interconnectedness, and signal battery back-ups.
- Sidewalks and Pedestrian Right-of-Way: \$64.1M—sidewalk repairs to address hazardous, vaulted, shared sidewalk programs, ADA ramps, curbs and gutters, and alley aprons, all of which increase accessibility, walkability, and public safety.
- Complete Streets: \$58M—improvements to and creation of new bike lanes, improvements to priority bus routes, and Vision Zero and other pedestrian safety projects, \$13.9M for pavement markings, \$166M for 17 streetscape projects, and \$6M for public way art projects.
- Waterways & Trails: \$85M—reconstruction of one mile of lakeshore encompassing Morgan Shoal (45th St.), engineering of Promontory Point (53rd St.), and \$48M towards the construction of the Englewood Trail that converts an abandoned elevated rail line into a liner park and trail.
- Aldermanic Menu Program: \$216M over two years—includes \$1.5M per Ward per year plus supplemental CDOT funding for related projects.

### GOALS & DESIRED OUTCOMES

The goal of Chicago Works is to address funding shortfalls for legacy infrastructure by issuing City bonds to bridge the gap the levels of funding provided by the Federal government and State of Illinois and what is needed to bring Chicago’s infrastructure into a state of good repair. This will allow CDOT to move to a repair/replacement lifecycle approach while also creating economic development, job opportunities, and targeted investment in underserved communities.

### STRATEGY

Utilize a combination of existing CDOT programs and contracts to implement an unprecedented amount of infrastructure work across 32 categories. The core of the project selection process is a continual balancing of three factors: asset condition, equity, and feasibility. Within these factors, the City considers the following when selecting infrastructure investments:

- Condition: repair or replace infrastructure that is at or beyond its useful service life
- Equity: distribute investments across all demographics with particular focus on underserved or under-resourced communities
- Cost Effectiveness: spend funds prudently without sacrificing quality
- Project Readiness: ability to repair, replace, or improve assets on schedule without delays

### FUNDING

General Obligation Capital Bonds authorized to date:

	Overall	CDOT
2021 & 2022	\$1.4B	\$889M
2023 & 2024	\$1.8B	\$1.1B

### CURRENT STATUS

CDOT is commencing the third year of the program which encompasses 32 CIP program categories. The majority of the programs are expected to start construction in March and April.

### KEY STAKEHOLDERS & PARTNERSHIPS

CDOT has worked closely with the Chicago City Council members on the expansion of their Menu Programs and the implementation of the overall capital improvement program. Key programs like streetscapes and bike projects engage

community residents, advocacy groups, and local organizations in deep dialogue about local needs and aspirations for design and implementation. CDOT has also enlisted the assistance of the Chicago Cook Workforce Partnership on community hiring and workforce development. Further, the department routinely meets with the Illinois Road and Transportation Builders Association (IRTBA), Illinois Chapter of American Council of Engineering Companies (ACEC), HACIA, and other industry groups to review program implementation and discuss upcoming work and opportunities.

On the project delivery side, CDOT is working closely with the Department of Procurement Services, Department of Water Management, Office of Budget and Management, the Law Department, the Chicago Transit Authority, Cook County, the Illinois Department of Transportation, the Federal Highway Administration, the Federal Transit Administration, the US Coast Guard, and the Army Corps of Engineers.

## CRITICAL NEXT STEPS

### ALDERMANIC MENU PROGRAM

#### DESCRIPTION

Through the annual Aldermanic Menu Program, CDOT works with members of the City Council to identify, fund, and complete a variety of infrastructure projects. These projects include: street and alley resurfacing, installation of street and alley speed humps, sidewalk and curb and gutter replacement, installation of ADA ramps, residential lighting modernization, and various pedestrian safety improvements. Each year, CDOT provides a menu of options to the Alderpersons and then meets with each ward to discuss capital investment opportunities (CIP briefings). Also in attendance at the briefings are the Mayor's Office Intergovernmental Affairs, Office of Budget and Management, Department of Water Management, and Peoples Gas. For the 2023 program, each ward is allocated a \$1.5M budget plus one green alley selection and one residential lighting selection.

#### GOALS & DESIRED OUTCOMES

The goal of the Menu Program is to deliver public infrastructure investments, in collaboration with the alderperson and their representative communities, to enhance neighborhoods, improve quality of life, and stimulate economic growth.

#### STRATEGY

CDOT has dedicated staff, plus resident consultant engineering support, that works with the Aldermanic offices to shepherd projects from request to actual construction. In addition, this team tracks the fund balances for each ward and reports on the status and completion of all projects.

The Department has a 45-day goal turnaround time for all menu project requests. Specifically, from the time of receipt, staff works to provide the Alderperson with a scope of work and cost estimate for the request, while simultaneously completing Office of Underground Coordination review to ensure that the request is clear of any utility conflicts. Projects are then returned to the Alderperson for final authorization and then issued to either In-House forces or contractors for final construction.

#### FUNDING

The Menu Program has always been funded through City bond funds. The 2023 Program is part of the overall Chicago Works Capital program funded through bond. Each ward is allocated a \$1.5M budget plus one green alley selection and one residential lighting selection.

#### CURRENT STATUS

The 2023 Menu packet was sent to the Alderpersons on October 17, 2022. CIP briefings were completed with the current Alderpersons's offices in January 2023. The 2023 Menu packet requested that each ward authorize its full \$1.5M menu balance and make its Green Alley and Residential Lighting selections by May 16, 2023. As of March 17, 2023, \$8M has been authorized of the overall \$75M total balance. In addition, 19 wards have made their Green Alley selection and 16 wards have made their Residential Lighting selection.

Due to the upcoming Aldermanic runoff elections, CDOT anticipates needing to present 19 additional CIP briefings in 2023 for new Alderpersons and their staffs.

### KEY STAKEHOLDERS & PARTNERSHIPS

CDOT staff from the Commissioner's office and several divisions work closely with the Alderpersons and their staff, as well as the Office of Budget and Management to deliver this program.

### CRITICAL NEXT STEPS

[REDACTED]

### TIME SENSITIVE ISSUES

[REDACTED]

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**DEPARTMENT OF AVIATION**  
**JAMIE RHEE, COMMISSIONER**

**ORGANIZATIONAL BACKGROUND**

**MISSION/VISION**

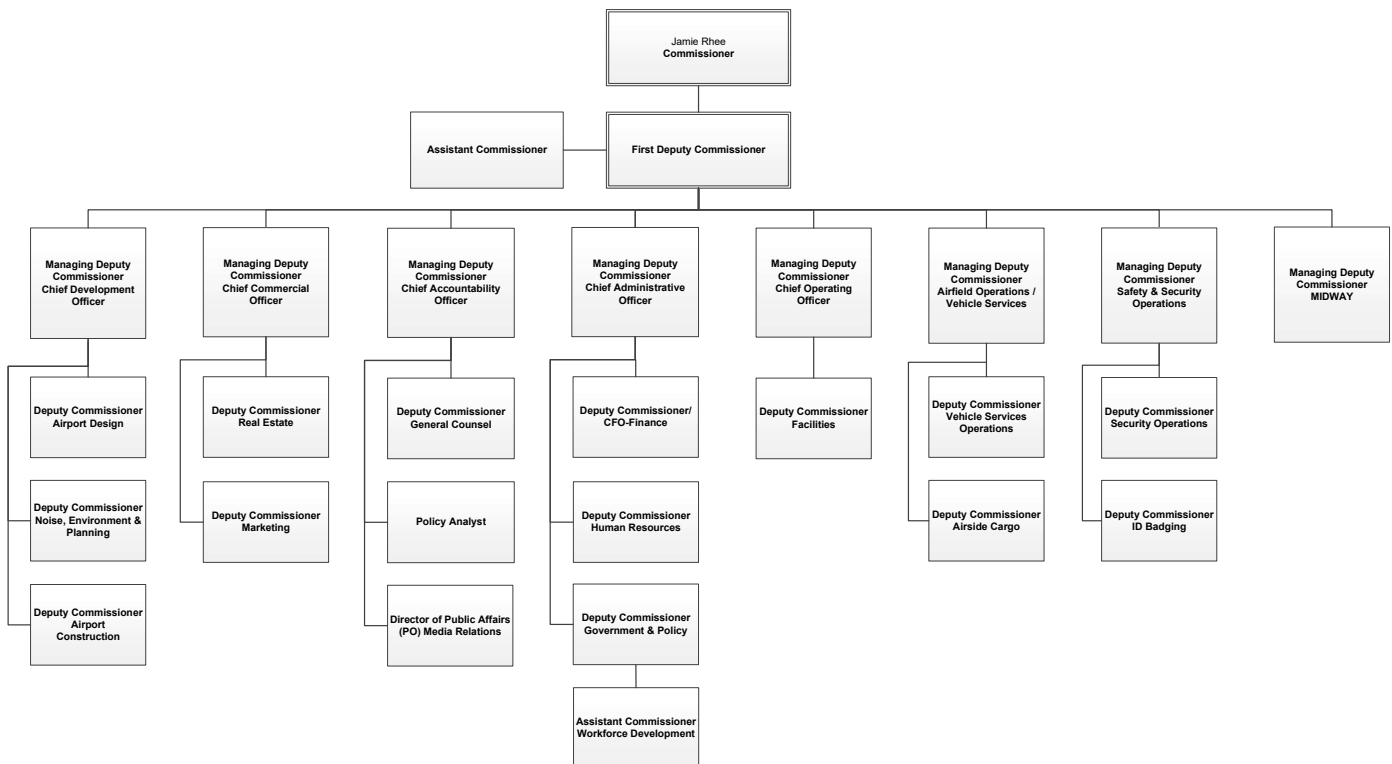
The core mission of the Chicago Department of Aviation (CDA) is to:

- Ensure safe and efficient travel through O’Hare and Midway International Airports.
- Enhance economic activity and job creation within the City of Chicago and the region.
- Continue to grow Chicago’s airports’ competitive positions in the global aviation marketplace.
- Provide world class services and amenities in an environment that reflects Chicago’s rich, diverse, and unique character.
- Expand opportunities and inclusive economic growth across Chicago’s neighborhoods and communities.
- Continue to improve its relationships with neighboring communities by sourcing federal funding to support on-going noise mitigation efforts around both airports.
- Continue to be the international leader in airport sustainability by integrating environmental best practices into all aspects of the airports. This will also benefit the airports’ neighbors by improving air quality at and near the airports.

**JURISDICTION & SCOPE**

The CDA operates O’Hare and Midway International Airports (O’Hare and Midway) on behalf of the City of Chicago as two separate enterprise funds, therefore, no state or local taxpayer dollars are used to pay for airport operations. The CDA employs approximately 1,600 Chicago residents working directly for the City. In addition to the City staff, approximately 50,000 badged employees work at O’Hare and Midway. The CDA focuses on growing the economic impact and connectivity to the world of Chicago’s airports through safe and efficient facilities, excellent passenger services and amenities, and economic opportunities to individuals and firms of all sizes from across the whole city and region.

**ORGANIZATIONAL CHART & STRUCTURE**



## KEY INITIATIVES/PRIORITIES

### FAA REAUTHORIZATION AND SENATOR DUCKWORTH FOCUS ON ADA AND ACCESSIBILITY

#### DESCRIPTION

The structure and funding of the FAA requires routine reauthorization. The practice of FAA reauthorization originated with the Airport and Airway Revenue Act of 1970 which created the Airport and Airway Trust Fund (Trust Fund)—used to finance FAA investments. The reauthorization bill provides funding levels and operating authority for the FAA and typically serves as a vehicle to address a range of aviation issues. The last such bill was approved in 2018 and authorizes the FAA through the end of federal Fiscal Year 2023 (September 30, 2023). The FAA Reauthorization Act of 2018 was the first multi-year reauthorization since 2012 and the first five-year reauthorization since 1982. Beyond authorizing the FAA for five years (or whatever period lawmakers ultimately choose), the bill will touch on myriad issues of importance to all of aviation.

#### GOALS & DESIRED OUTCOMES

##### CDA's FAA Reauthorization Priorities:

- Access, Accessibility and Equity Allow local inclusion programs to be used as a substitute for Federal programs (i.e., DBE)
- Dedicate and prioritize accessibility funding
  - Currently working with Senator Duckworth on expanding All Stations Accessibility Program (ASAP) eligibility to include Airport accessibility programs
- Expand and enhance existing USDOT pilot programs for use by the FAA
  - Expansion of FTA and FHWA pilot programs that allow local preference
- Review size standards for classification as DBE or ACDBE under the Federal system
- Prioritize access and multi-modal projects
  - Projects that address transportation more holistically may contribute to solutions for “last-mile” challenges, particularly with underserved communities where access to transportation is a barrier to good-paying jobs
  - Priority on existing funding and ability to co-mingle Federal dollars (FAA, FTA, FHWA, other DOT grants)

##### Administration/Process

- Improve AIP processing
  - Chicago issue: northern climates with shorter construction seasons. (e.g., the policy of requiring bids rather than estimates when applying for AIP grants)
  - Enhance PFC program and implementation
- Fully implement the PFC streamlining provisions in the last FAA reauthorization bill (Section 121), which expands the streamlined process from non-hubs to hubs of all sizes
  - Eliminate the inability to collect PFCs from non-revenue passengers
- Increase transparency and oversight of FAA's administration of the International Air Transport Association (IATA) Worldwide Slot Guidelines (WSG)
- Expand AIP and PFC eligibility to cover Federal agency (FAA, TSA, CBP) reimbursable costs
  - Agencies request CDA provides more funding for airport developments and infrastructure maintenance
- Require review and assessment of the performance of major airport infrastructure investments

##### Environmental

- Incentivize emissions reductions and carbon neutral operations
- Transition to fluorine-free firefighting foam

#### STRATEGY

While the legislative package is still taking shape, the CDA has been actively engaging and advocating for the above priorities through the key stakeholders and partnerships below.

## FUNDING

At this stage amount is undetermined; federal grants or funding secured with airline support will be used.

### Funding Goals

- Increase or remove the PFC cap
  - \$4.5 PFC level in place more than 20 years, still helpful but value lessens over time
  - Critical PFCs remain local funds, no Federal DBE requirements; Federalization could limit ability to use local inclusion programs tailored to issues of specific community
- Expand AIP eligibility
- Create multi-year AIP grant program or expand LOI program eligibility
- Enhance BIL implementation
  - Provide flexibility to accommodate alternative-delivery and advance-construction methods to expedite projects and reduce costs and maximize BIL intended benefits
  - Support FAA waivers authorized to issue per 2 CFR 200.102(a)
  - Allow federalization of existing alternative delivery contracts issued before the BIL funding was contemplated through contract amendment

## CURRENT STATUS

Discussions with relevant stakeholders are ongoing.

## KEY STAKEHOLDERS & PARTNERSHIPS

Illinois and Chicago Congressional Delegation (including Senators Durbin and Duckworth), City of Chicago Intergovernmental Affairs for Federal Affairs, CDA Intergovernmental Affairs, Airports Council International North America (ACI - NA), American Association of Airport Executives (AAAE).

## CRITICAL NEXT STEPS

### U.S. DEPARTMENT OF TRANSPORTATION PROPOSED CHANGES TO THE DISADVANTAGED BUSINESS ENTERPRISE AND AIRPORT CONCESSIONS DISADVANTAGED BUSINESS

#### DESCRIPTION

In July of 2022, the U.S. Department of Transportation (USDOT) issued a Notice of Proposed Rulemaking (NPRM) in Federal Register Vol. 87, No. 139, p. 43620. The NPRM proposes changes to 49 CFR Parts 23 and 26, Disadvantaged Business Enterprise (DBE) and Airport Concession Disadvantaged Business Enterprise (ACDBE) Programs. USDOT stated that this rulemaking would strengthen implementation of the USDOT's DBE and ACDBE Program regulations. The NPRM would update personal net worth and program size thresholds for inflation; modernizes rules for counting of material suppliers; incorporate procedural flexibilities enacted during the coronavirus (COVID-19) pandemic; add new program elements to foster greater usage of DBEs and ACDBEs with concurrent, proactive monitoring and oversight; update certification provisions with less prescriptive rules that give certifiers flexibility when determining eligibility and make technical corrections that have led to substantive misinterpretations of the rules by recipients, program applicants and participants.

The City of Chicago's Departments of Aviation (CDA), Transportation (CDOT, and Procurement Services (DPS) offered comments on the NPRM. The scope of the comments focused on 37 different sections identified in the NPRM such as Reporting Requirements, Threshold Program Requirements, Monitoring Requirements, Prompt Payment and Retainage, Good Faith Effort Procedures for Contracts with DBE Goals, DBE Supplier Credit, Social and Economic Disadvantage, Ownership, Control, Interstate Certification, Decertification Provisions, Direct Ownership, Goal Setting and Good Faith Effort Requirements, Fostering ACDBE Small Business Participation and Local Geographic Preferences.

#### GOALS & DESIRED OUTCOMES

Greater DBE and ACDBE participation on airport infrastructure projects and concessions.

Create more opportunities for more eligible individuals and companies to participate on airport infrastructure projects and concessions.

Make the DBE and ACDBE programs more inclusive and attainable for more participants. To increase participation on airport infrastructure projects and concession programs, there needs to be more participants in the DBE and ACDBE programs.

### STRATEGY

Commissioner Rhee is the Chair of the Airports Council International-NA (ACI) Policy Council, which is an important group in advocating for changes to Federal rules and regulations affecting airports. Industry groups such as ACI and American Association of Airport Executives (AAAE) are allies in increasing awareness and support for improvements to the DBE and ACDBE Programs.

In addition to industry organizations, CDA, CDOT and DPS should continue to advocate for changes to the DBE and ACDBE Programs that promote inclusivity and increased participation.

### FUNDING

No additional funding needed.

### CURRENT STATUS

USDOT issued the NPRM in July of 2022 and comments were due at the end of September 2022. Nothing has been finalized as of yet.

### KEY STAKEHOLDERS & PARTNERSHIPS

CDA, CDOT, DPS, ACI, AAAE, Airport Minority Advisory Council (AMAC)

### CRITICAL NEXT STEPS



## ADVANCE INFRASTRUCTURE PROJECTS AT BOTH O'HARE (TERMINAL AREA PLAN) AND MIDWAY INTERNATIONAL AIRPORTS

### DESCRIPTION

Airport infrastructure projects at O'Hare and Midway improve efficiency and/or add capacity to the airports, which in turn enhances customer experience. These projects also create jobs and generate economic activity within the City and throughout the region. At O'Hare, the CDA is progressing design and construction of The Terminal Area Plan (TAP). TAP includes two new satellite concourses, Satellite 1 and Satellite 2, as well as the O'Hare Global Terminal (OGT). The new satellite concourses will provide modern new concourses designed with flexible gates to accommodate both narrow and wide-body airplanes. These concourses will enhance the passenger experience, operational efficiency and meet future demand. The OGT will significantly increase the space of today's Terminal 2, providing needed gate capacity. It will integrate domestic and international terminal operations and enhance passenger and baggage connectivity. The co-location of domestic and international arrival gates increases the ability of airlines in alliances to consolidate operations within shared facilities, better positioning O'Hare to be a global alliance hub for all three major airline alliances. The OGT will also provide brand new immigration and customs facilities.

Moving forward with this multi-year program is critical to realizing all of the benefits associated with TAP. O'Hare's airlines funded TAP through the current Airline Use and Lease Agreement (AULA) which was executed in 2018 and expires in 2033. CDA is discussing with the O'Hare airlines either a reduction in size and functionality from the current designs or an increase in funding of the program.

At Midway, the CDA is collaborating with Southwest Airlines and the FAA to assess the feasibility of closing one of airfield's lighter used runways at the end of the terminal concourses and repurposing a large portion of the pavement to become an aircraft holding pad that can be converted to an off-gate deicing facility during the winter months. A similar type of pad is already in use at O'Hare. Being able to off-load aircraft to a dedicated deicing pad will free up ramp space and decongest the taxiway network, improving gate utilization and sharpen efficiency. Due to current operational constraints on the runway identified to be closed, capacity of the overall airfield will be unaffected and provide the opportunity for



other airfield improvements that will simplify operations and enhance safety. One such improvement would be to convert the remainder of the runway to a taxiway providing more direct routes to one of the main, more heavily used runways. This could also allow Southwest Airlines to expand their north maintenance facility and improve the northwest taxiway network to allow for better queuing during departures. Support for this effort from the FAA will be critical, and Midway's airlines will similarly need to continue supporting this project.

### GOALS & DESIRED OUTCOMES

Goals: Implement identified infrastructure at O'Hare and Midway to improve efficiency, operations, and add capacity. This will benefit the traveling public and create jobs and economic activity.

### STRATEGY

Continue discussions with the airlines at both airports to work toward consensus on a path forward. At Midway, continue meeting with the FAA to secure buy in and needed support.

### FUNDING

Depending on the resolution of above referenced discussions, additional funding may be needed from either the airlines only (O'Hare) or both the airlines and FAA (Midway). At this stage those amounts are undetermined, but there would be no local taxpayer dollars used to fund airport projects, as is always the case. Federal grants or funding secured with airline support will be used.

### CURRENT STATUS

Discussions with relevant stakeholders are ongoing.

### KEY STAKEHOLDERS & PARTNERSHIPS

At O'Hare: United and American Airlines; at Midway: FAA and Southwest Airlines

### CRITICAL NEXT STEPS

## EXTENSION OF THE CONTRACT FOR MANAGEMENT OF MIDWAY CONCESSIONS

### DESCRIPTION

In May 2020, City Council passed an ordinance authorizing the CDA Commissioner to extend certain COVID-19 relief to our airport concessionaires, including rent relief and, in the case of leases that were already expired, an extension of the lease term to March 31, 2023, to allow concessionaires time to recoup pandemic-related losses. Now, CDA recommends a further extension of the term of certain leases. The purpose of this is to bring equity and parity across the board to our airport concessionaires, many of whom are small businesses and Airport Concessions Disadvantaged Business Enterprises (ACDBEs); to provide further relief in light of the significant supply chain and labor issues faced by concessionaires during and since the pandemic that were unanticipated in May 2020; and to create a bridge of continuous and efficient operations during the pendency of upcoming procurements for the next iteration of leases for these spaces.

CDA's lease with our Midway Airport concessionaires is illustrative of the need for these extensions. The development and operation of the concessions program at Midway is managed by one master concessionaire, Midway Partnership, LLC ("MP"). The City's lease with MP was executed in June 2017, and is set to expire in June 2033. Through this agreement, MP was obligated to develop 70 new concessions locations by approximately the end of 2020. However, MP slowed its development and construction even prior to the pandemic – due, according to MP, to a drop in enplanements as a result of Southwest Airline's declining flight numbers – and stopped entirely once the pandemic took hold in 2020. In March of 2020, 27 out of the 70 units were completed. At CDA's urging, development picked up slowly in 2021, and by October 2021, 30 units had been completed.

CDA has continued to work with MP to spur further development. After many months of talks, MP submitted an updated redevelopment plan in 2021 – and has made good on its efforts to meet those terms and milestones. This new development



plan reflects the completion of a total of 60 new concepts by 2024, with the remaining 10 to be evaluated at that time for need and feasibility. In connection with this new plan, 15 new concepts are now in advanced stages of design, and several new concepts are currently in construction, including a revamp of the Central Market area. Already in 2023, two new concessions have opened – a Garrett Popcorn that opened in January and an Orange Line Pub that opened in March.

Because only 10 years remain on the lease, there are concerns that MP's small business partners, including many ACDBEs and other small businesses, will be unable to recoup their capital investment. This is because many of the concepts are not slated to be completed until 2024, and CDA's calculations indicate that a concessionaire needs at least 10 years of lease term to recoup those costs. As a result, MP has requested that the City introduce to City Council a 5-year lease extension. CDA supports a lease extension, as we believe it serves CDA's goals for the concession program, which are to (1) ensure that CDA is getting the benefit of the development we bargained for, (2) ensure that Midway is appropriately served through the developments we have envisioned in key areas, including the Central Market, and (3) ensure that our business community, including our ACDBE partners, are able to recoup their costs of development. A lease extension would, in fact, serve these goals by allowing our small business partners the time needed to ensure a fulsome development. Additionally, an extension would bring equity and parity to our Midway concessions partners, as all other Chicago airport concessionaires enjoyed the benefit of a term extension as a result of the pandemic. Our May 2020 COVID-19 Relief Ordinance allowed CDA to extend all expired leases for three years, and because nearly all leases in Terminals 1, 2 and 3 of O'Hare were expired or expiring in 2020, CDA was able to extend all Terminal 1, 2 and 3 leases to March 31, 2023. The only other concessions lease CDA held at the start of the pandemic, Terminal 5's lease with URW, contains an automatic extension in the event of reduced enplanements, which will likely be automatically triggered by the pandemic.

Further, the new concessionaires that are only now starting their development stage at Midway have received none of the COVID relief that the existing concessionaires have received. Because they were not operating during the years 2020 through 2022, they were not eligible to receive either the rent relief offered through our 2020 COVID-19 Relief Ordinance, or the CRRSA or ARPA relief delegated to concessionaires. As a result, they are now at a disadvantage with only 10 years left in the MP lease, without relief. A lease extension would provide parity for these new concessionaires, many of whom are ACDBEs and small businesses.

A lease extension for MP would also be a great benefit to our ACDBE and small business community due to the very high percentage of the MP program that is represented by ACDBEs. Over half – 56% – of Midway's concession program is attributed to ACDBEs, the highest reported rate in the nation. The assistance a lease extension would give will be felt mainly by our small businesses. CDA's specific recommendation is a 2-tiered approach for the term of the extension, tied to performance benchmarks. We recommend a 3-year extension with an additional 2 years if MP continues its good work of keeping its ACDBE participation above 50%.

At O'Hare, nearly all of the concessions located in Terminals 1, 2 and 3 were extended by the 2020 COVID-19 Relief Ordinance and are now expiring on March 31, 2023. CDA is working with its planners and consultants on RFPs for the next iteration of leases for these spaces, with the release of these opportunities likely to occur in Q3 or Q4 2023. Because of the length of the procurement process and the need to stagger construction of concessions spaces within the airport, our existing concessionaires will continue to operate on a month-to-month basis for several years. Giving them term that acknowledges this operational reality will enable them to better secure financing and to plan operations, which will further support the passenger experience at O'Hare.

In addition, other concessions agreements such as our Wi-Fi/cellular service provider and advertisers are also expiring, and the RFPs for these new agreements have not yet been released. Additional term for these agreements will allow these service providers to make necessary infrastructure improvements to ensure crucial stability of services.

## GOALS/DESIRED OUTCOMES

Introduction to City Council of an ordinance authorizing the CDA Commissioner to extend certain concessions leases.

## STRATEGY

CDA will continue to work with DOL on drafting the ordinance, and with IGA on introduction.

## FUNDING AMOUNTS & SOURCE(S)

None.

**CURRENT STATUS/STATS:**

CDA is currently working with DOL on finalizing the ordinance

**KEY STAKEHOLDERS/PARTNERSHIPS**

CDA, DOL, IGA and City Council, as well as concessionaires and their subtenants

**CRITICAL NEXT STEPS**

[REDACTED]

**NOISE PROGRAMS****DESCRIPTION**

In July 1996, the O'Hare Noise Compatibility Commission (ONCC) was established as an intergovernmental agency to oversee noise management efforts around O'Hare. Through its leadership, the City helped formulate the ONCC after coordinating with suburban mayors to have constructive public dialogue about aircraft noise concerns. The ONCC participates in the planning of noise mitigation projects to be implemented in the O'Hare area, oversees an effective and impartial noise monitoring system, advises the City concerning O'Hare-related noise issues and provides a forum for direct citizen engagement. For O'Hare, the CDA's Airport Noise Management System (ANMS) has recorded reductions in noise levels within nearly 70 percent of communities impacted by airport noise. These data were documented by 40 permanent noise monitors located around the airport. In 2022, the ONCC's membership includes 44 communities and 19 school districts. These 63 members are represented by mayors, Chicago ward representatives, the Cook County President, the DuPage County Chairman and school superintendents. Each year there are more than 20 public meetings scheduled by the ONCC. The ONCC has become the gold standard for airport community relations across the country and around the world. In 2021, four additional noise monitors were installed to capture aircraft noise from changes in runway use and flight paths associated with the OMP, bringing the total number of permanent noise monitors to 40.

The Fly Quiet Program is a voluntary program that encourages pilots and air traffic controllers to use designated nighttime preferential runways and flight tracks developed by the CDA in cooperation with the ONCC, the airlines and the FAA to reduce the impacts of aircraft noise on neighborhoods surrounding O'Hare. These preferred routes are intended to direct aircraft over less-populated areas, such as forest preserves and highways, as well as commercial and industrial areas. Since September 2015, the Fly Quiet Committee of the ONCC has worked with the CDA, the airlines and the FAA to evaluate ways to improve the existing Fly Quiet Program to further reduce noise impacts. The CDA conducted three runway rotation tests, followed by an Interim Fly Quiet (IFQ) Runway Rotation program, all of which were approved by the FAA. The new Fly Quiet 21 program proposal was submitted to the FAA for review in December 2022.

In February 1996, the Midway Noise Compatibility Commission (MNCC) was established as an intergovernmental agency to oversee noise management efforts around Midway. The City helped formulate the MNCC after coordinating with suburban mayors to have constructive public dialogue about aircraft noise concerns. The MNCC participates in the planning of noise mitigation projects to be implemented in the Midway area, oversees an effective and impartial noise monitoring system, advises the City concerning Midway-related noise issues and provides a forum for direct citizen engagement. The MNCC consists of representatives from communities located within the Midway area. This means that decisions regarding how noise-reduction money is spent will reflect the concerns of the communities that are most affected by aircraft noise. For Midway, the ANMS has recorded that nearly 55 percent of communities impacted by airport noise have had reductions in noise levels, as documented by 13 noise monitors located around the airport. To date, the CDA has sound-insulated 10,175 homes and 41 schools in the surrounding area.

The CDA has sound-insulated over 21,000 homes in the communities surrounding Midway and O'Hare as part of the Residential Sound Insulation Program (RSIP). Over the past few years, some homeowners have raised concerns about unusual odors emitting from a small percentage of the acoustical windows installed as part of the RSIP. The CDA tested vinyl windows for odor and volatile organic compound content, and these test results were incorporated into a modified contract specification to be used for the replacement of defective windows and doors and the installation of new windows and doors for first-time RSIP participants.

## FUNDING

Historically, the CDA provided 100 percent of funding for the Residential Sound Insulation Program through Passenger Facility Charges (PFCs) assessed by airlines for each passenger departing or arriving at O’Hare. The FAA has provided Airport Improvement Program funding for homes sound insulated since 2005. Funds are committed for completion of all homes identified as eligible for sound insulation.

The Illinois General Assembly enacted legislation and amendments between spring 2019 and 2020 to approve a state funding source for window and door replacement and established a state advisory committee to achieve the goals in the legislation.

## GOALS & DESIRED OUTCOMES

To sound-insulate all surrounding homes and schools in the noise contour maps of O’Hare and Midway

## STRATEGY

Committee assists in determining which homes are eligible for replacement windows and doors, promulgates a list of eligible homes and recommends the order in which homes are to receive replacements. The committee consists of nine individuals: one from the Illinois Department of Transportation – Division of Aeronautics; two from the City of Chicago, two affected homeowners; two State Representatives and two State Senators. Since September 2020, the committee has held 19 public meetings by video conference.

## CURRENT STATUS

The CDA is now focusing on implementing the state legislation and works with the state advisory committee to identify homeowners who may be eligible to receive replacement windows and/or doors. The CDA sent direct mailings to all previous participants of the RSIP, which will advise homeowners to contact the CDA RSIP office to schedule an odor inspection. The CDA published a Legal Notice on August 20, 2021, in the Chicago Tribune and sent an Odor Inspection Notice to RSIP participants informing them of the 6-month notice period for requesting an odor inspection. The CDA published additional Legal Notices in English, Spanish, and Polish newspapers. The CDA published a second and third notice in several newspapers in October 2021 and December 2021. In January 2022 a second Legal Notice was published in Reflejos. The deadline for RSIP homeowners to report odors was February 21, 2022.

## KEY STAKEHOLDERS & PARTNERSHIPS

CDA, FAA, ONCC, MNCC

## CRITICAL NEXT STEPS

[Redacted]

## TIME SENSITIVE ISSUES

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

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**DEPARTMENT OF WATER MANAGEMENT**  
**DR. ANDREA R. HOLTHOUSE CHENG, P.E., COMMISSIONER**

**ORGANIZATIONAL BACKGROUND**

### MISSION/VISION

The mission of the 2,000 men and women of the Department of Water Management (DWM) is to deliver high-quality drinking water in the most environmentally and fiscally responsible manner possible and to efficiently manage waste and stormwater. DWM processes and pumps approximately 750 million gallons of water to 5.3 million customers in Chicago and 120 suburbs every day. DWM manages and maintains one of the world's largest water systems, operating 24/7/365, that includes:

- The Jardine and Sawyer Water Purification Plants –two of the ten largest conventional treatment plants in the world;
- 12 pumping stations that distribute water through more than 4,300 miles of water mains under Chicago's streets;
- More than 4,600 miles of sewer mains that transport storm and wastewater to the Metropolitan Water Reclamation District;
- Repair and maintenance of approximately 220,000 catch basins and 47,500 hydrants;
- New \$15 million dollar state-certified microbiology and chemistry labs, and;
- DWM is self-sustaining by generating our almost \$1.4 billion operating budget through revenue generated by sales which, per Municipal Code, comprise The Water Fund and The Sewer Fund.

### JURISDICTION & SCOPE

**Water purification:** DWM treats hundreds of million gallons of Lake Michigan water every day using a multi-step, conventional treatment process that includes filtration and addition of chlorine for disinfection, phosphate to minimize lead corrosion, and fluoride for cavity prevention. The raw lake water is pulled into two cribs (intake structures) located a few miles offshore through tunnels under the lakebed and into the purification plants.

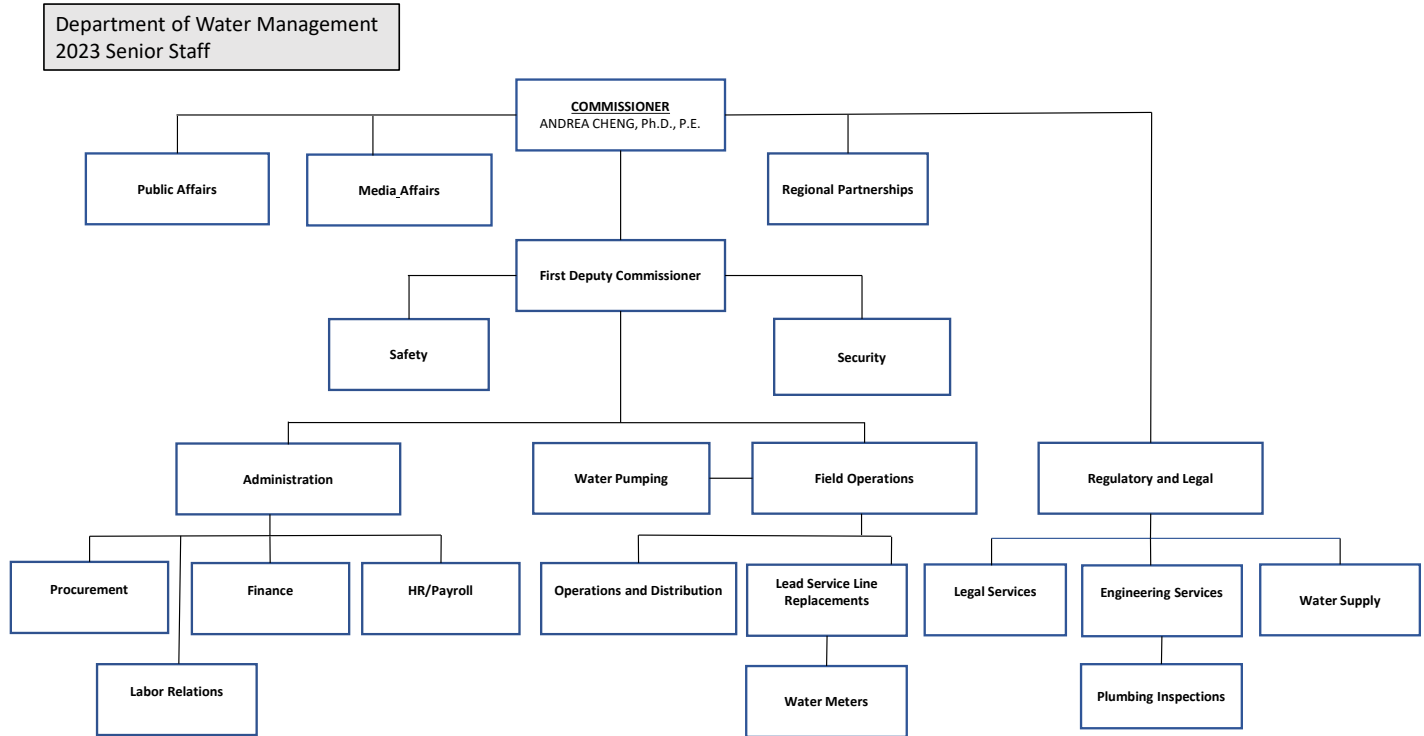
**Water distribution:** After the purification process, DWM transmits the water to 12 pumping stations located throughout Chicago. These pumping stations push the water out to the neighborhoods in their surrounding area dynamically adjusting to demand. In addition, DWM is responsible for repairing and maintaining the 4,300 miles of water mains in Chicago.

**Water Quality protection:** DWM performs over 600,000 analyses per year of tap water at every step in the treatment process and adjusts treatment protocols as necessary. DWM uses corrosion control in the water to minimize the risk of contaminants – including lead – from leaching into water from plumbing and provides complete instructions for whole house flushing and free NSF-certified water pitchers with six cartridges for removing lead to residences and businesses where there is water infrastructure work being done in the vicinity.

**Lead Programs:** Since 2016, DWM has distributed over 103,600 free lead test kits to residents who request them. Samples are sent to an independent laboratory for analysis and results are shared with the customer. If follow up is required due to the presence of elevated lead levels, DWM sends out a team consisting of a plumber, sanitary engineer, and electrician to look for possible contributing causes and create a customized action plan for the homeowner. DWM voluntarily posts anonymized water test results at [ChicagoWaterQuality.org](http://ChicagoWaterQuality.org). This data has been used to help inform DWM's six lead service line replacement programs and the Lead Service Line Replacement Plan (posted at [leadsafechicago.org](http://leadsafechicago.org)) to achieve the goal of replacing all of Chicago's lead service lines within the regulatory timeframe.

**Stormwater and Wastewater Transmission:** DWM is responsible for repairing and replacing all of the 4,600 miles of sewer mains in Chicago. In addition, DWM partners with the Metropolitan Water Reclamation District of Greater Chicago in managing stormwater to minimize flooding. DWM also administers compliance with the Stormwater Ordinance and manages the Private Sewer Drain Program, which helps provide assistance for homeowners with a break in their privately-owned sewer drain lateral.

ORGANIZATIONAL CHART & STRUCTURE



KEY INITIATIVES/PRIORITIES

EQUITY LEAD SERVICE LINE REPLACEMENT (LSLR) PROGRAM

DESCRIPTION

Residents with a household income of less than 80 percent of the area median income and who live in a home that they own are eligible for a free total lead service line replacement. This includes both the privately owned and publicly owned portions of the lead service line. The Equity LSLR Program is one of six LSLR programs created by DWM.

GOALS & DESIRED OUTCOMES

This program was developed to assist residents who want to replace their lead service lines but do not have the financial resources to do so. Based on the funding available for the program, the goal is to recruit enough applicants to perform 600 replacements a year.

STRATEGY

Review, process, and approve volunteer applications to replace up to 600 lead service lines in low-income communities through DWM coordination and DWM contractor services utilizing Community Development Block Grant (CDBG) funding. DWM is conducting aggressive outreach to low-income communities through targeted emails and water bill stuffers, media, aldermanic offices, and in-person community meetings and events to recruit applicants. Direct engagement with more than 6,000 residents across 43 wards during the past ten months netted more than 1,600 program applicants.

FUNDING

CDBG funding in the amount of \$15 million for both 2021 and 2022, with goal of annual \$15 million allocation. Spend to date: \$5,599,347.92 (Please note a time lag between construction and CDBG reimbursement)

CURRENT STATUS

The Equity LSLR program was started in 2021 with DWM in-house forces and ramped up in 2022 when DWM’s contractor started lead service line replacements. In 2021, DWM completed 20 Equity LSLRs and in 2022 DWM and DWM’s contractor

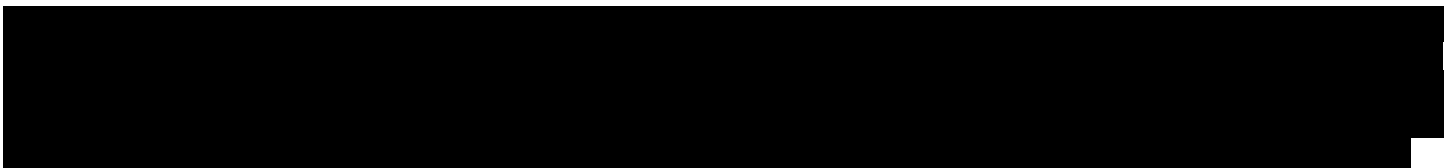
completed 257. However, several challenges had to be solved to increase the pace of LSLR in 2022 and 2023. These solutions helped not only the Equity LSLR Program, but all six LSLR Programs and include:

- Illinois Department of Public Health (IDPH) Variance: An existing regulation from IDPH meant LSLR construction could not occur using faster, less expensive trenchless techniques. DWM advocated heavily and partnered with IDPH to find an option that still protected public health but allowed for trenchless LSLR construction. DWM was successful in April 2022 when IDPH issued a variance specifically for LSLR. DWM then quickly worked with the Department of Procurement Services (DPS) to obtain the necessary equipment and make the contractual modifications necessary for trenchless LSLR.
- State Historic Preservation Office (SHPO) Agreement: Federal funding such as CDBG requires historical review and approval of each and every LSLR location by the SHPO. By law, no CDBG-funded construction could begin before approval occurred. The sheer number of locations DWM was reviewing was more than could be processed and turnaround timeframes could be as high as six to nine months. DWM worked with the Department of Assets, Information, and Services (AIS), the official SHPO contact for the City, to create an intergovernmental agreement that allows a consultant to perform the review on behalf of SHPO, greatly reducing turnaround times.
- Department of Buildings (DOB) permit automation: A permit is required for each LSLR location. Between all six LSLR programs, a large number of permits are required to be processed by the DOB. DWM worked with DOB to create an automated IT system to shorten LSLR permit review timeframes. Permit timeframes still need further reduction due to DOB being short-staffed, but the IT system helped significantly.
- As a result, the pace picked up significantly and now there are approximately 3 Equity LSLRs being completed each weekday. Because this program is federally funded from CDBG provided through the US Department of Housing and Urban Development (HUD), there are significant paperwork requirements for eligibility, even after streamlining the process.
- DWM continues to identify and solve for pinch points in the LSLR process to maximize replacements and minimize replacement costs. DOB is working with DWM on the backlog of permits that are currently with DOB. DOB has advised DWM that DWM can potentially assist by completing some aspects of the permitting process.
- Outreach is key for this program. As part of the outreach plan, DWM has been having one-on-one meetings with the aldermanic offices to discuss DWM's lead service line replacement programs and the Equity program in particular so that the aldermanic offices can assist with the outreach. To date, 411 replacements have been performed under this program and is on target to reach the 2023 Equity LSLR goal.

### KEY STAKEHOLDERS & PARTNERSHIPS

Because LSLR impacts a large number of City departments, DWM has frequent, regular meetings with DPS, DOB, the Department of Transportation (CDOT), the Department of Finance (DOF), the Department of Law (DOL) and the Mayor's Office to facilitate LSLR discussions. In addition, DWM created a Lead Service Line Replacement Working Group to advise on the early stages of the Equity LSLR Program. The Working Group included a range of stakeholders such as Metropolitan Planning Council, Elevate Energy, National Resources Defense Council (NRDC), Blacks in Green, other City departments, and IDPH. Further, we have partnered with Teamwork Englewood, Catholic Charities, and Phalanx Family Services to host focus groups regarding LSLRs.

### CRITICAL NEXT STEPS





**DAYCARE LEAD SERVICE LINE REPLACEMENT PROGRAM****DESCRIPTION**

Replace lead service lines for licensed daycares serving mostly low-income daycares located in blocks with high rates of violent crime, or located in prioritized neighborhoods Englewood, North Lawndale, or Austin.

**GOALS & DESIRED OUTCOMES**

The ultimate goal of the program is to perform completely free replacements of both the privately owned and the publicly owned portions of the LSL at all of Chicago's approximately 2,100 licensed home daycare centers that have a LSL.

**STRATEGY**

DWM is conducting direct outreach to eligible daycares in priority communities to offer the free replacements. Daycares have been contacted through direct mailings, emails, and phone calls. The list will be expanded as the priority daycares are completed.

**FUNDING**

Illinois EPA (IEPA) State Revolving Loan Funds with Principal Forgiveness- \$4 million in 2022/2023. Additional \$4 million is being requested from Illinois EPA for 2023/2024.

2023 Federal Earmark (provided by Senator Duckworth) - \$1 million being processed for 2023.

Spend to date- \$80,092.00

**CURRENT STATUS**

A contract was awarded for construction in November 2022. In December 2022, the first daycare LSLR was completed. Many Rights of Entry forms have been received from interested daycares and outreach to these daycares was emphasized with City Council members during CIP briefings and subsequent briefings. The contractor is scheduling and performing pre-construction meetings with each daycare that has filled out their Right of Entry form before actual LSLR construction begins.

DWM continues to work with the contractor on the installations.

Daycare LSLR has some additional challenges as compared to the Equity LSLR Program. Work must be scheduled around the daycare hours of operation. Also, it is likely that the daycare provider is not the property owner and thus DWM must secure additional consent forms.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Stakeholders are the same as for the Equity LSLR Program with the addition of the Department of Public Health (CDPH) and the Department of Family and Support Services (DFSS). In addition, DWM has partnered with Elevate Energy to identify daycares that have elevated lead levels through their LeadCare Illinois program. Further, because lead comes from many sources beyond a LSL, Elevate Energy has a grant from the IEPA to perform lead mitigation strategies inside daycares. If after DWM performs a Daycare LSLR and if lead levels continue to be elevated, Elevate Energy helps the daycare perform interior lead mitigation strategies. DFSS has also been instrumental in connecting DWM with daycares that have elevated lead levels.

**CRITICAL NEXT STEPS**



## BREAKS/LEAKS LEAD SERVICE LINE REPLACEMENT PROGRAM

### DESCRIPTION

As required by new State Statute, DWM is now required to perform complete lead service lines replacements for any line that leaks or breaks in Chicago (estimated to be 4,000 annually, but seasonally dependent) using DWM In-House staff and DWM contractors.

### GOALS & DESIRED OUTCOMES

Complete 4,000 Leak and Break LSLRs annually. Maximize the number of homeowners that agree to having the privately owned portion of the LSL replaced to avoid illegal “partial” LSLRs. DWM customers are able to participate by reporting a break or leak to 311. DWM then investigates the leak and schedules the repair. During the repair the water service is evaluated to determine if it is lead. If it is, DWM coordinates with the homeowner to complete a full replacement.

### STRATEGY

In mid-2022, DWM started hiring additional staff for DWM in-house to perform leaks and breaks repairs and full lead service line replacements. Throughout 2022 and into 2023, DWM has been working on the procurement of services to assist with these efforts. In 2023, the Leaks and Breaks LSLR program will be, by far, DWM’s largest LSLR program. DWM continues to work with DPS to secure additional services and in the meantime has started with DWM using in-house staff to perform the work.

Currently, DWM finalized all bidder responses. The DPS bid opening is April 5th. The public side of LSLR will be funded from an EPA WIFIA loan and the private side will be funded using Chicago Recovery Plan funding and bonding from the General Fund.

### FUNDING

EPA WIFIA loan - \$337 million over 5 years for publicly owned portion of LSL  
 CRP & GO Bonds – \$60 million for 2023 and 2024 for privately-owned portion of LSL  
 Spent to date- \$5,429,292.17

The private side of the Leaks and Breaks program is bond funded and is the funding source for the DWM contract.

### CURRENT STATUS

To date, 260 replacements have been performed and 510 are in process.

### KEY STAKEHOLDERS & PARTNERSHIPS

Key stakeholders are all the citizens of Chicago. A leak or break on our water infrastructure can occur at any location within the city. Once DWM is notified of a leak or break, we will make the repair and then coordinate with the property owner to replace the entire water service. In addition to our citizens, other city departments are partnering with DWM to ensure the success of this program. The Departments of Streets and Sanitation (DSS), CDOT, and DOB play key roles in DWM ability to replace lead service lines. DWM must apply for permits and when necessary, request a tree removal to complete the replacement. This coordination is vital to the program and positive experience for our citizens.

### CRITICAL NEXT STEPS



**CHICAGO-JOLIET WATER SUPPLY INITIATIVE****DESCRIPTION**

Completion/execution of a 100-year Water Supply Agreement (WSA) to supply Lake Michigan water by 2030 to the City of Joliet and five other communities in the southwest suburbs that are forming a new, regional water commission, serving approximately 250,000 people.

**GOALS & DESIRED OUTCOMES**

Approval of WSA by City Councils of Chicago and Joliet and assignment of agreement to the new Grand Prairie Water Commission, which includes the communities of Crest Hill, Channahon, Minooka, Romeoville, and Shorewood. Initial construction of new water infrastructure will begin in 2024. This will open new markets for Chicago's water and help DWM ensure that it has the resources to maintain our vast water infrastructure.

**STRATEGY**

Working closely with the Chief Financial Officer's office, Department of Law, and the Joliet team, DWM is finalizing the terms of this complicated agreement. As soon as the WSA is executed and upon the Effective Date of the WSA Chicago and Joliet shall collaborate on the design, construction and the commissioning of the respective infrastructure elements necessary to delivery water to Joliet and its customers and coordinate the future operations and maintenance of the New Water Supply Infrastructure falling within the corporate boundaries of the City of Chicago.

The City and the Chicago Park District entered into an Intergovernmental Agreement whereby the City shall acquire a portion of Durkin Park for the New Water Supply Infrastructure and the City will grant Joliet an easement to that portion of Durkin Park. The City shall also grant certain temporary and permanent Southwestern Pumping Station property easements to Joliet for the installation, operation, maintenance, and removal of the New Water Supply Infrastructure and the restoration of the properties encumbered by the easements.

**FUNDING**

Water Infrastructure Finance and Innovation Act of 2014 (WIFIA) funding, a federal credit program administered by Environmental Protection Agency for eligible water and wastewater infrastructure projects. Joliet is funding the project. For Chicago, the investment to date has been primarily in staff time.

The Initiative will generate an estimated \$30-\$40 million annually into DWM/Water Fund upon completion.

**CURRENT STATUS**

Chicago and Joliet finalized WSA negotiations, including provisions concerning engineering, construction of new water infrastructure, financing, storage capacity, water quality, and implementation of water purchase/cost-of-service water rate methodology. On March 15, 2023, the WSA was introduced to City Council.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Joliet, DWM, DOF, CDOT, DOL, Park District and others have been meeting multiple times per week over the last two years to accomplish this endeavor.

**CRITICAL NEXT STEPS**

[REDACTED]

## COORDINATION WITH BALLY'S CASINO CONSTRUCTION

The City of Chicago recently approved development of its first casino. The location is the current Chicago Tribune Building located at the corner of Chicago Avenue and Halsted Street.

### **GOALS & DESIRED OUTCOMES**

Critical DWM drinking water tunnels exist within the design footprint of the casino. DWM is working with the casino developer to evaluate the impact of the water tunnels on casino design and construction. The ideal outcome is that the casino design will accommodate DWM's critical drinking water tunnels while still ensuring that the casino opens on time and within budget.

### **STRATEGY**

While working with Bally's contractor and reviewing construction plans, it has been determined that the footprint of the proposed tower is scheduled to be built over a DWM drinking water tunnel system and vent shaft. This existing tunnel system serves tens of thousands of people with drinking water. In addition, DWM needs access to the vent shaft if maintenance or repairs are required over the next 50 to 100 years.

### **FUNDING**

Bally's will provide the funding for this project and will also reimburse DWM for any costs incurred by DWM in performing any engineering assessments.

### **CURRENT STATUS**

DWM and Bally's have been in regularly scheduled meetings to address all construction-related issues. DWM has hired a consultant with deep caisson foundation expertise and our consultant is reviewing the proposed project engineering.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

Bally's Casino, DWM, and other city departments are key stakeholders. The coordination between these partners is essential for the project's success. Design, development, and construction of this project that protects the integrity of the water system is instrumental to its success.

### **CRITICAL NEXT STEPS**

[REDACTED]

TIME SENSITIVE ISSUES

[REDACTED]

- [REDACTED]
- [REDACTED]
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- [REDACTED]



## **PUBLIC SAFETY**

**OFFICE OF PUBLIC SAFETY ADMINISTRATION  
CHICAGO POLICE BOARD  
CHICAGO POLICE DEPARTMENT  
OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS  
CHICAGO FIRE DEPARTMENT  
CIVILIAN OFFICE OF POLICE ACCOUNTABILITY  
COMMUNITY COMMISSION FOR PUBLIC SAFETY AND ACCOUNTABILITY**

**OFFICE OF PUBLIC SAFETY ADMINISTRATION**  
*ANNASTASIA WALKER, EXECUTIVE DIRECTOR*

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**ORGANIZATIONAL BACKGROUND**

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**MISSION/VISION**

The Office of Public Safety Administration (PSA) was introduced as a new public safety department in FY2020. The goal is to put as many sworn police and fire personnel on the street as possible and out of administrative/clerical functions. PSA now oversees various administrative responsibilities on behalf of the Chicago Police Department (CPD), Chicago Fire Department (CFD) and the Office of Emergency Management and Communications (OEMC). PSA is also tasked with new initiatives such as the Public Safety Training Center, located at 701 North Kilbourn Avenue, Chicago, Illinois, and the upgrade of old and outdated technology systems. This support allows operational, public safety departments to focus on their core missions and ensures that the City serves its residents in an efficient and cost-effective manner.

**JURISDICTION & SCOPE**

PSA is charged with the following responsibilities on behalf of the City's public safety departments:

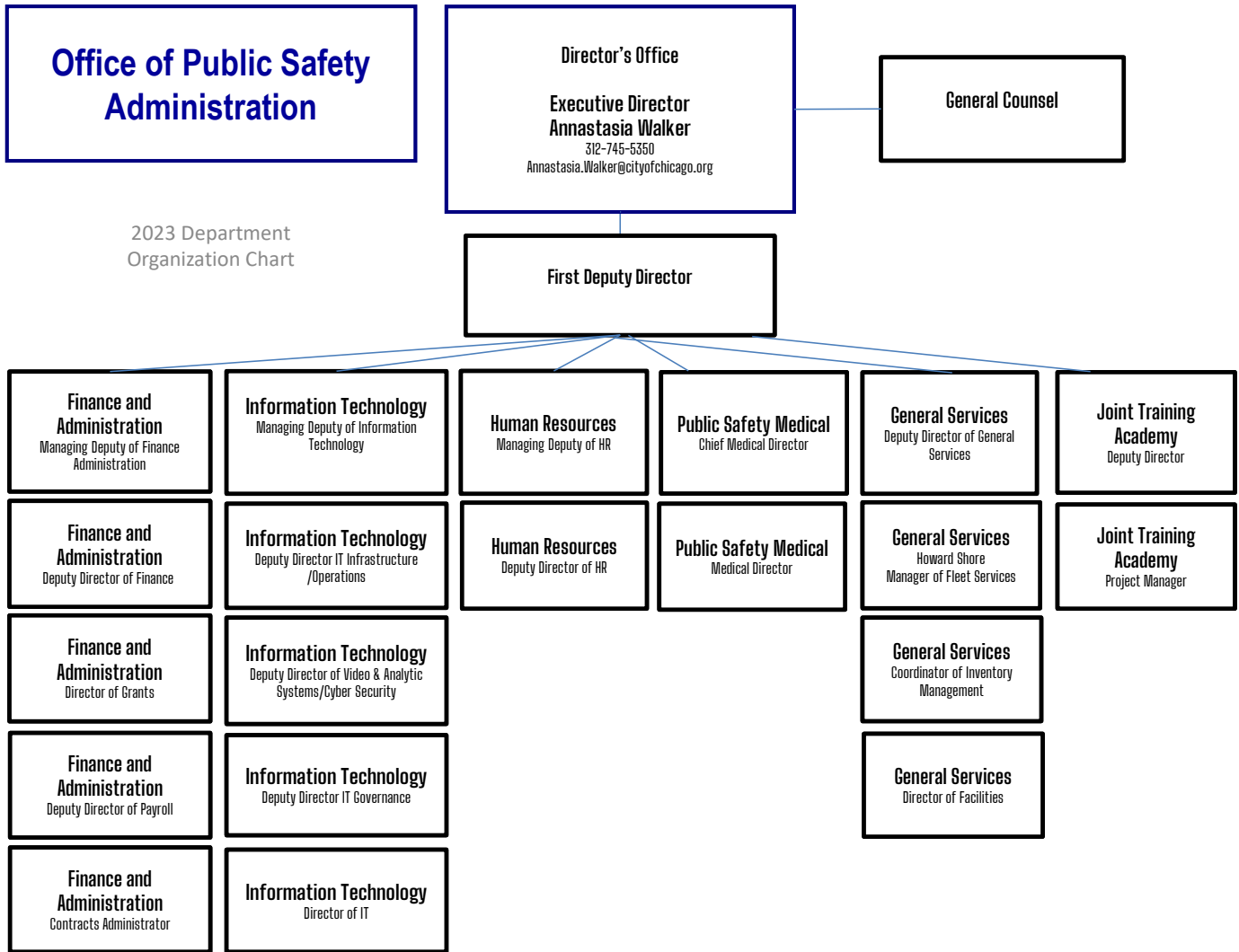
- Administration (Finance, Contracts, Grants, Personnel Management)
- Human Resources
- Fleet and Facilities
- Public Safety Training Center
- Public Safety Information Technology
- Medical Services

PSA supports all the public safety departments in the critical services that they provide to save lives and protect homes, businesses, and the rights of all Chicagoans through law enforcement, fire suppression and prevention, and emergency response operations.

On behalf of the City of Chicago public safety departments, PSA manages:

- \$3 billion in public safety finances
- Payroll for 20K public safety employees
- Management and Administration for 170 grants
- Management of over 100 contracts
- HR processing for all vacancies
- Public safety IT (to include the public safety camera program, interoperable radios for public safety, 911 CAD system)
- Public safety vehicles and facilities
- Brand new Public Safety Training Center

ORGANIZATIONAL CHART & STRUCTURE



## KEY INITIATIVES/PRIORITIES

### CPD CIVILIANIZATION

#### DESCRIPTION

Hiring key civilian positions within CPD will re-allocate sworn officers back to districts. The positions to fill are in the areas of Reform/Consent Decree, Training, District Administration, District Detention, Records and Information Technology.

#### GOALS & DESIRED OUTCOMES

Fill 200 civilian positions in fiscal year 2023 to return 200 sworn officers to police officer duties.

#### STRATEGY

Utilize outside vendor to supplement recruitment and hiring efforts. Coordinate hiring efforts with the Chicago Police Department to identify roles and units to hire civilian support to return officers to districts.

#### FUNDING

PSA has allocated \$1,000,000.00 in funding to support civilian hiring to provide recruitment and hiring support.

#### CURRENT STATUS

Engaging outside vendor to assist with recruitment and hiring. Awaiting DHR, Procurement and OBM to determine contractual solution to utilize vendor. Currently posting roles only with DHR for CPD positions.

#### KEY STAKEHOLDERS & PARTNERSHIPS

- CPD
- Department of Human Resources
- Office of Budget and Management
- PSA

#### CRITICAL NEXT STEPS

[REDACTED]

### EMPLOYEE SELF SERVICE HELP CENTER

#### DESCRIPTION

PSA Employee Help Center will facilitate this core belief by offering public safety members precise and efficient access to various payroll and HR administrative functions, such as ID renewal/replacement, address changes, leave of absences and retirement processing.

#### GOALS & DESIRED OUTCOMES

The PSA Help Center was established to provide quick, efficient and accessible support to public safety employees.

#### STRATEGY

The Help Center opened its doors on March 1, 2023, in an effort to continue to enhance the services offered to meet the needs of our clients. Prior to the opening of the new center, services to employees were offered in several separate locations and by various staff. PSA HR and payroll personnel are dedicated to staffing this center which will provide consistency and the co-location of the PSA personnel will offer public safety employees a much more streamlined experience when seeking help with various HR and payroll needs. PSA will continue to ensure knowledgeable staff are available to assist employees. This Help Center is an example of the efficiencies PSA was established to do.



## FUNDING

Corporate funds already budgeted were utilized to shift the location of some employees to work in this refreshed space at public safety headquarters.

## CURRENT STATUS

PSA Employee Help Center opened on March 1, 2023. PSA is currently interviewing to hire additional staff to support the growing need of Leave of Absence support.

## KEY STAKEHOLDERS & PARTNERSHIPS

Services all public safety employees with HR and Payroll issues.

## CRITICAL NEXT STEPS



## PUBLIC SAFETY INTEROPERABILITY CONSORTIUM

### DESCRIPTION

Public Safety Technology has advanced significantly in the last ten years which will increase collaboration and data sharing with other departments and neighboring jurisdictions. Everything from cell phone calls to 911 to how we dispatch, write reports and share the data with the public is being overhauled. We have entered over 100 MOUs for radio policy alone and will begin to consolidate policy for cameras, disaster recovery and support, cyber security, and many other forms of Public Safety data.

### GOALS & DESIRED OUTCOMES

Modern systems that are integrated with City and Local Partners to increase public safety through data sharing for the following:

- License Plate Reader information
- Camera footage
- Radio Access
- Computer Aided Dispatch (CAD) data
- Records Management System (RMS)
- Next Generation 911 (NG911)

### STRATEGY

PSA is going to host a symposium to bring together stakeholders from City and partner agencies across the county to create sub-committees for each technical area. The sub-committees will develop policies and procedures that can be memorialized in inter governmental agreements (IGAs) and memorandums of understandings (MOUs).

### FUNDING

The funding required for this initiative will be covered by Fund 353, as the processes are all related to 911 responses and effectiveness.

### CURRENT STATUS

Currently in the planning stage.

### KEY STAKEHOLDERS & PARTNERSHIPS

- CPD
- CFD
- OEMC

- Department of Law
- Cook County Sheriff's Police

## CRITICAL NEXT STEPS



## COMPUTER AIDED DISPATCH AND RECORDS MANAGEMENT SYSTEM IMPLEMENTATION

### DESCRIPTION

PSA is leading the technical implementation of the new Computer Aided Dispatch (CAD) System and procuring a new Police Records Management System (RMS). Both systems will work together to improve mobility and productivity for First Responders in the field.

### GOALS & DESIRED OUTCOMES

- Modern platforms with easier reporting
- Accurate GPS data for callers (with NG911) and responding units
- Better data for transparent sharing
- Accurate Data required for compliance on multiple Consent Decree paragraphs
- Better user experience – less time doing paperwork

### STRATEGY

The city selected a vendor, Central Square Technologies through a competitive bid process with the Department of Procurement Services for the CAD.

PSA worked closely with CPD through the Consent Decree mandated Information Systems Development Group (CPD and PSA membership for selecting new technology) to select vendors for Records Management as a SaaS as a Service solution.

PSA has deployed new hardware across OEMC, CPD and CFD that will improve user experience and access to modern software. This includes new cellular devices for every patrol police officer and every Fire apparatus, and over 4000 new computers for Public Safety.

### FUNDING

CAD 911 Surcharge Fund – Account 353  
RMS Corporate Funding – Account 100

### CURRENT STATUS

The CAD vendor is currently deploying the new system. Training for OEMC users will begin in the Fall. Hardware has been deployed in vehicles and at Police and Fire locations to support the transition.

The ISDG sub-committee to select RMS vendors has been completed and will go before the entire ISDG for final approval to start negotiations with a selected vendor.

### KEY STAKEHOLDERS & PARTNERSHIPS

- OEMC
- CFD
- CPD
- Central Square

CRITICAL NEXT STEPS

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

TIME SENSITIVE ISSUES

- | [REDACTED]
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**CHICAGO POLICE BOARD**  
*MAX CAPRONI, EXECUTIVE DIRECTOR*

**ORGANIZATIONAL BACKGROUND**

**MISSION/VISION**

The Police Board is an independent civilian body that decides the most serious disciplinary cases brought against Chicago police officers and performs other police-oversight functions.

The 9 members of the Police Board are Chicago residents who are (1) nominated by the Community Commission for Public Safety and Accountability, (2) appointed by the Mayor, and (3) confirmed by the City Council.

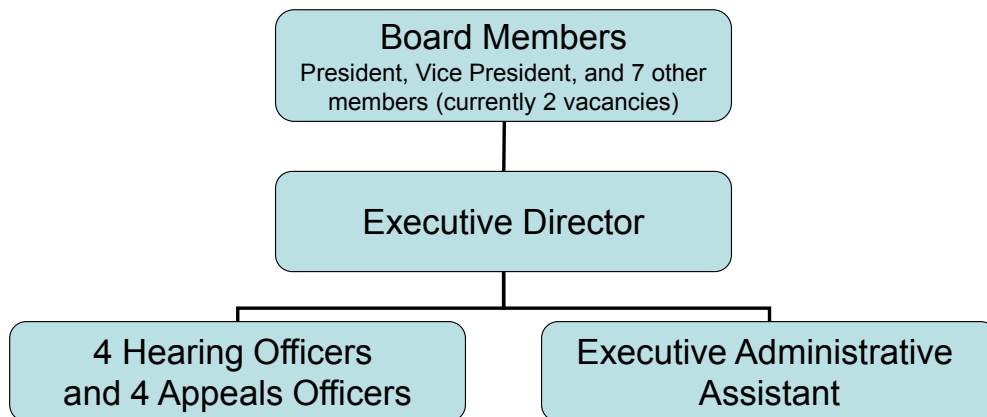
**JURISDICTION & SCOPE**

The Police Board’s primary powers and responsibilities are set forth in the Municipal Code of Chicago and include the following:

- Deciding disciplinary cases when the Superintendent of Police files charges to discharge a sworn officer from the Chicago Police Department.
- Ruling on disagreements between the Chief Administrator of the Civilian Office of Police Accountability and the Superintendent of Police regarding the discipline of an officer.
- Holding monthly public meetings that provide an opportunity for all members of the public to present questions and comments to the Board, the Superintendent of Police, and the Chief Administrator of the Civilian Office of Police Accountability. The Board tracks the responses to the questions directed at the Police Department.
- Deciding appeals by applicants to become a Chicago police officer who have been disqualified due to the results of a background examination.
- Deciding appeals by persons seeking removal of status identification from the Chicago Police Department’s Criminal Enterprise Information System (if/when CEIS becomes operational).
- Adopting the Rules and Regulations for the governance of the Police Department.

**ORGANIZATIONAL CHART & STRUCTURE**

**Chicago Police Board**



## KEY INITIATIVES/PRIORITIES

### SUPERINTENDENT SEARCH

#### DESCRIPTION

Be available to meet with members and staff of the Community Commission for Public Safety and Accountability (CCPSA) to discuss the Police Board's experience in:

- Recruiting candidates for the position of Superintendent of Police, and
- Administering the Superintendent search process.

#### GOALS & DESIRED OUTCOMES

Provide the CCPSA with useful information from past searches conducted by the Police Board.

#### STRATEGY

The Police Board president and vice president are available to meet with Commissioners, and the Police Board executive director is available to meet with the CCPSA executive director and his staff.

#### FUNDING

N/A

#### CURRENT STATUS

The CCPSA president and the Police Board president are working to schedule a meeting. The Police Board Executive Director has had several productive meetings with the CCPSA Executive Director and his staff.

#### KEY STAKEHOLDERS & PARTNERSHIPS

CCPSA and the Police Board.

#### CRITICAL NEXT STEPS

[REDACTED]

### CRIMINAL ENTERPRISE INFORMATION SYSTEM APPEALS

#### DESCRIPTION

The Police Board is charged with deciding appeals by persons seeking removal of status identification from the Chicago Police Department's Criminal Enterprise Information System (CEIS). When CEIS becomes operational, the Board will adopt rules of procedure for CEIS appeals.

#### GOALS & DESIRED OUTCOMES

Adopt rules of procedure to ensure a fair, efficient, and transparent appeal process.

#### STRATEGY

The Police Board plans to use the following process for promulgating rules for CEIS appeals.

1. Initial Community Engagement. The Board will provide multiple opportunities for members of the public and community organizations to ask questions about and comment on the design and implementation of an appeals process.
2. Draft Rules for Public Comment. After considering community input and stakeholders' views on the appeal process, the Board will draft rules for handling appeals and post the draft for public comment.
3. Vote on Rules at a Monthly Public Meeting. Following consideration of all public comments, the Board will post a final draft of the rules and vote on it at a subsequent monthly Police Board public meeting that takes place no sooner than three weeks after the posting.

**FUNDING**

N/A

**CURRENT STATUS**

The Board will not begin the above process of adopting rules of procedure until the CEIS becomes operational.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Members of the public, community organizations, CPD, the Mayor's office, and City Council members.

**CRITICAL NEXT STEPS**

[REDACTED]

**CONSENT DECREE****DESCRIPTION**

Continue to make significant progress in implementing reforms in the areas of police accountability and transparency as required by the Consent Decree on policing in Chicago.

**GOALS & DESIRED OUTCOMES**

Achieve **full compliance** with the requirements of all paragraphs for which the Police Board is responsible (i.e., Paragraph Nos. 531, 533 – 543, 555, and 565).

**STRATEGY**

- Conclude development of the training curriculum and training policy required by Paragraph Nos. 540 – 542 of the Consent Decree and have all Board members and hearing officers complete the required training.
- Maintain full compliance with all other paragraphs.

**FUNDING**

N/A

**CURRENT STATUS**

Seven training sessions have been completed. Three to five additional sessions are under development.

**KEY STAKEHOLDERS & PARTNERSHIPS**

The Board is partnering with the law firm Jones Day, which is developing and providing the training *pro bono*.

**CRITICAL NEXT STEPS**

[REDACTED]

**TIMELINESS OF THE POLICE ACCOUNTABILITY PROCESS****DESCRIPTION**

Improve the timeliness of the police accountability process.

**GOALS & DESIRED OUTCOMES**

An efficient disposition of each complaint of police misconduct and disciplinary case brought before the Police Board.

**STRATEGY**

- Communicate and work with the other agencies in the police accountability system (COPA, CPD, Corporation Counsel's Office, CCPSA, and OIG) to emphasize the importance of an efficient disposition of each complaint of police misconduct and keeping delays to a minimum.
- Communicate to the attorney's representing parties in Police Board disciplinary cases the importance of an efficient disposition of each case and keeping delays to a minimum, with the goal of reducing the average amount of time from the filing of charges with the Board to the first day of hearing and to a final decision.

**FUNDING**

N/A

**CURRENT STATUS**

Communications are on-going.

**KEY STAKEHOLDERS & PARTNERSHIPS**

COPA, CPD, Corporation Counsel's Office, Police Board, CCPSA, and OIG.

**CRITICAL NEXT STEPS**

[Redacted]

**TIME SENSITIVE ISSUES**

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
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- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

**CHICAGO POLICE DEPARTMENT**  
**ERIC CARTER, INTERIM SUPERINTENDENT**

**ORGANIZATIONAL BACKGROUND**

**MISSION/VISION**

**VISION:** All Chicagoans are safe, supported and proud of the Chicago Police Department.

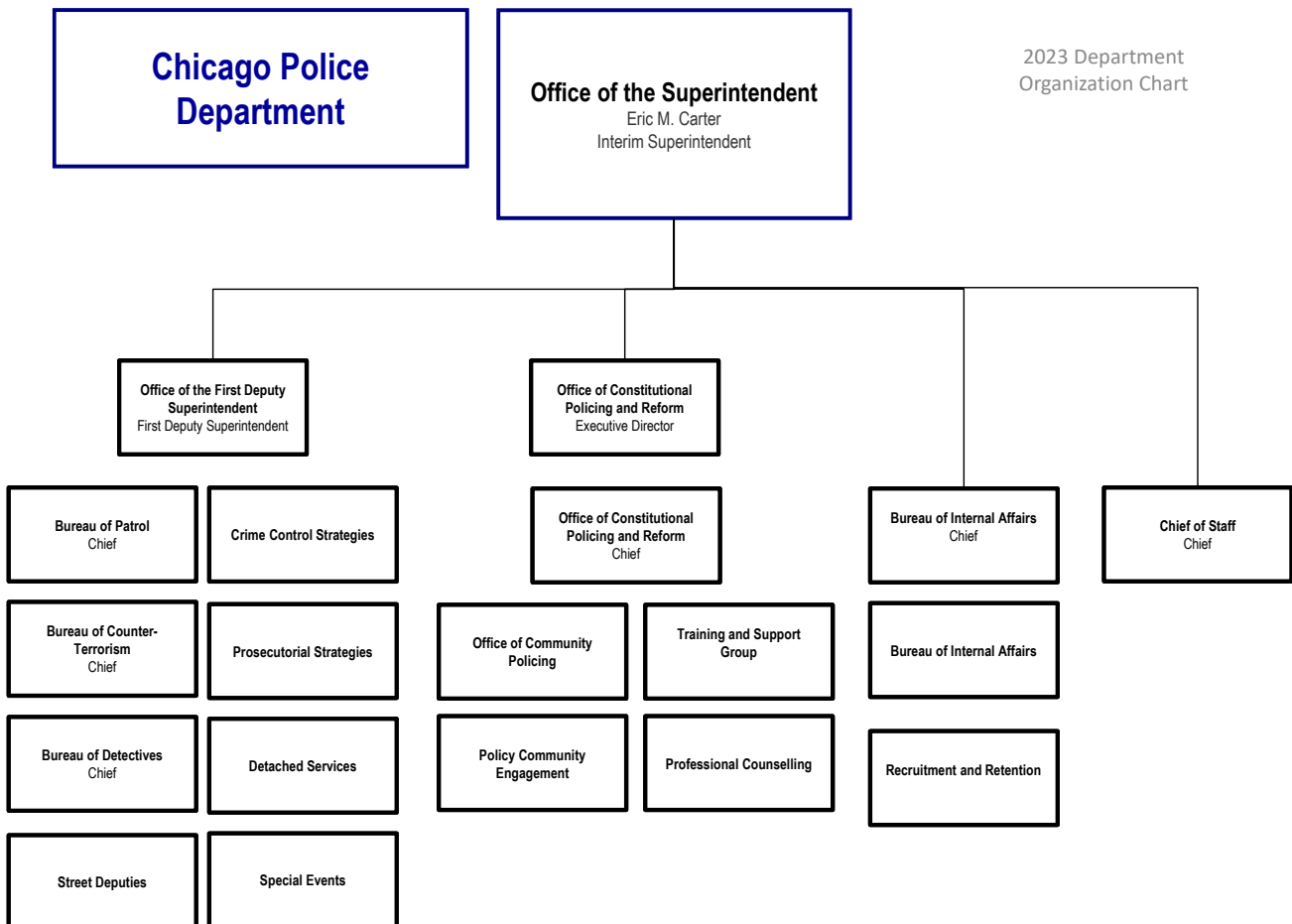
**MISSION:** To serve our communities with respect and dignity and protect the lives, rights and property of all people in Chicago.

**VALUES:** Professionalism, Integrity, Courage, Dedication, Respect.

**JURISDICTION & SCOPE**

The Chicago Police Department (CPD) is the municipal law enforcement agency in the City of Chicago. CPD is responsible for providing police services in the 235 square miles of the city. CPD provides police services in this geographical area by allocating resources into five Areas, 22 Districts, and 277 Beats. Under Illinois law, “the territory which is embraced within the corporate limits of adjoining municipalities within any county in this State shall be a police district.” 65 ILCS 5/7-4-7. Accordingly, “the police of any municipality in such a police district have full authority and power as peace officers and may go into any part of the district to exercise that authority and power. For these purposes the Mayor of any municipality in the district, and the chiefs of police therein, shall use the police forces under their control anywhere in the district.” *Id.* at Sect. 7-4-8.

**ORGANIZATIONAL CHART & STRUCTURE**





The **Superintendent** administers the affairs of the Department and is the individual responsible for the organization, promotion and disciplinary action of all Department members. All policies, procedures and notices issued for the Department are incumbent upon the Superintendent.

The **Office of the Chief of Staff** is commanded by a Chief who reports directly to the Superintendent. The Office of the Chief of Staff consists of the following: the Legal Affairs Division, Communications Division, Risk Management Unit, Labor Relations Division, Intergovernmental Affairs and Project Management.

The **Bureau of Internal Affairs (BIA)** coordinates and supervises disciplinary matters involving alleged violations of statutes, ordinances, department rules and directives. BIA coordinates the assignment of complaint register investigations and serves as a repository for all Department records of complaint register investigations. Additionally, BIA conducts field investigations and is responsible for detecting corrupt practices involving department members. BIA coordinates with the Civilian Office of Police Accountability (COPA) on disciplinary matters that affect members. BIA ensures the consistent administration of bargaining agreement rights for members represented by existing labor agreements. The bureau consists of the Investigations Division and Confidential Investigations Division.

The **Office of the First Deputy Superintendent** is commanded by the First Deputy Superintendent, who reports directly to the Superintendent of Police. The First Deputy Superintendent oversees the operations and administration of the Department, which is composed of bureaus that carry out the Department's operational, investigative and administrative activities. The Office of the First Deputy consists of the following bureaus and units: Special Events Unit, Government Security Division, Prosecutorial Strategies, Administrative Support Division, Street Deputies, Bureau of Patrol, Bureau of Detectives and the Bureau of Counterterrorism.

The **Bureau of Patrol (BOP)** is responsible for general field operations, including the protection of life and property, apprehension of criminals and enforcement of traffic laws and ordinances. The Bureau of Patrol consists of the following sections: Bureau of Patrol Areas and District Law Enforcement, the Field Training and Evaluation Section, Central Detention, Detail Unit, Critical Incident Response Team and the Community Safety Team.

The **Bureau of Detectives (BOD)** is responsible for investigating felony and misdemeanor criminal cases committed by adults and juveniles, missing persons investigations and other incidents designated by the Chief. The bureau consists of the following units and sections: Investigative Response Team, Detective Investigative Areas, Youth Investigations Division, Central Investigations Division and the Forensic Services Division.

The **Bureau of Counterterrorism (BCT)** focuses on the five mission areas of emergency preparedness: prevention, protection, mitigation, response, and recovery. The bureau is responsible for investigating terrorism-related threats and other criminal activity by collecting, analyzing, and disseminating terrorism-related and other criminal intelligence. BCT is responsible for organizing and operating the safety and security functions of large-scale events, providing specialized support and patrol capabilities. Also, BCT initiates and conducts investigations of certain types of organized crime. BCT provides information and investigative assistance to all units of the Department and outside agencies and participates in various federal and state task forces. The Bureau of Counterterrorism consists of: Confidential Matters Section, Electronic and Technical Support Unit, Criminal Networks Group, VICE and Asset Forfeiture, Special Operations Group and Counterterrorism Division. The Office of Constitutional Policing and Reform (OCPR) is led by an Executive Director and is responsible for implementing the reform measures outlined in the Consent Decree Agreement between the State of Illinois and the City of Chicago. The office consists of the following: the Office of Constitutional Policing and Reform, which includes the Tactical Response and Evaluation Division, Professional Standards and Compliance Division and the Research and Development Division. The Training and Support Group, which includes the Training Division, Crisis Intervention Teams, Professional Counseling Division and the Officer Support Unit. The Office of Community Policing includes the Special Activities Section, OCP Consent Decree Implementation Division and the Community Relations Section.

## KEY INITIATIVES/PRIORITIES

### GROWING COMMUNITY TRUST

#### DESCRIPTION

CPD ensures all Chicagoans see the Chicago Police Department as partners in creating a safer, more just and inclusive city.

#### GOALS & DESIRED OUTCOMES

The goal of community policing is to ensure that every officer within the Chicago Police Department is a community policing officer. Desired outcomes include having meaningful community partnerships that help build safer communities and a more fair and equitable police department.

#### STRATEGY

The Office of Community Policing (OCP) has several key initiatives designed to support the mission and vision of community policing and engagement between police and the community. At the core, CPD engages thousands of people every year across the city. In 2022, CPD documented over 22,000 community engagements.

#### FUNDING

Strategies are supported through CPD's annual operational budget.

#### CURRENT STATUS

- **District Community Policing Office:** all 22 police districts have community policing offices (CAPS) staffed by officers, a civilian community organizer, and supervised by a Sergeant. CPD is working to merge the District Community Policing Office with Neighborhood Policing Initiative (NPI). This will help create better synergy between the two programs and eliminate any redundancies.
- **Neighborhood Policing Initiative:** NPI is a model of community policing where officers engage with the community, build relationships and problem-solve. Currently, NPI is implemented in 10 districts (003, 004, 005, 006, 007, 009, 010, 011, 015, 025). CPD is planning to continue implementing NPI in the remaining districts by the end of 2023.
- **Crime Victim Services:** includes civilian Crime Victim Advocates and Domestic Violence Advocates who engage with victims of non-fatal shootings or acts of domestic and gender-based violence to provide them with services and resources.
- **Hate Crimes Unit:** responsible for the policy development and advocate engagement on hate crimes. This unit is currently re-drafting the Hate Crimes Policy.
- **Youth Engagement:** includes the Youth District Advisory Council (YDAC) and includes programs such as the Youth Leadership Institute, Cops and Kids Chess, Officer Friendly, Police Athletic and Arts League (PALS), and the Neighborhood Youth Corp (NYC) with Chicago Housing Authority. CPD will launch yearly summer youth engagements in June and July.
- **Community Engagement on Reform:** OCP continues to engage the public about various topics, as required by the Consent Decree. OCP is engaging the public on the Search Warrant policy, the Interactions with People with Disabilities policy and the development of a Racial Equity Action Plan (REAP). In the next few months, OCP will also begin engaging the public on its Hate Crimes policy and its Interactions with the Transgender community.

#### KEY STAKEHOLDERS & PARTNERSHIPS

City Agency Partners: Mayor's Office, Department of Family Support Services (DFSS), Chicago Department of Public Health (CDPH), Mayor's Office for People with Disabilities (MOPD), and the Community Commission for Public Safety and Accountability (CCPSA).

**CRITICAL NEXT STEPS**

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

**CONSENT DECREE COMPLIANCE**

**DESCRIPTION**

The City of Chicago Consent Decree took effect on March 1, 2019. The Consent Decree is broken down into 10 sections: Community Policing, Impartial Policing, Crisis Intervention, Use of Force, Recruitment Hiring and Promotion, Training, Supervision, Officer Wellness and Support, Accountability and Transparency and Data Collection Analysis and Management. The Chicago Police Department has been working to implement durable, transformative reform that will strengthen the CPD as an organization.

**GOALS & DESIRED OUTCOMES**

The goal is for the Department to reach full compliance in all paragraphs of the Consent Decree.

**STRATEGY**

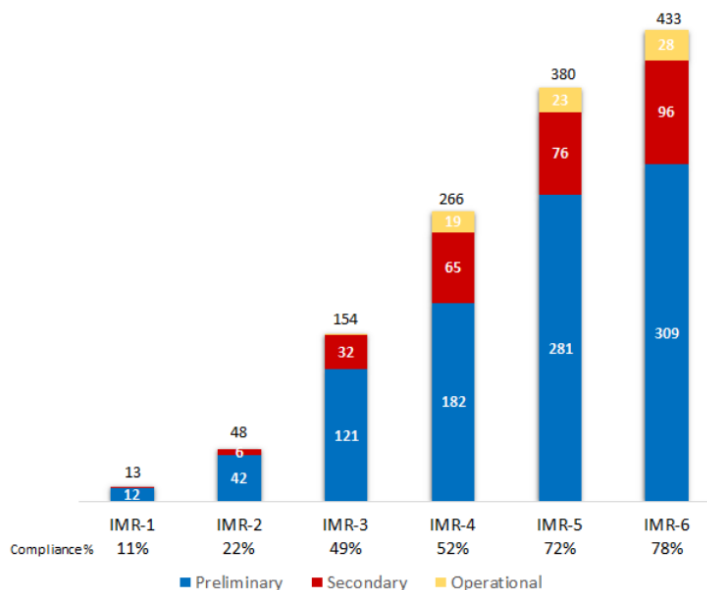
There are over 500 requirements that the CPD must implement. Compliance is designated into three levels: preliminary (policy and procedure), secondary (training) and operational.

**FUNDING**

Strategies are supported through CPD’s annual operational budget which includes specific budget lines for the Consent Decree.

**CURRENT STATUS**

As of IMR-6, CPDs compliance is as follows:

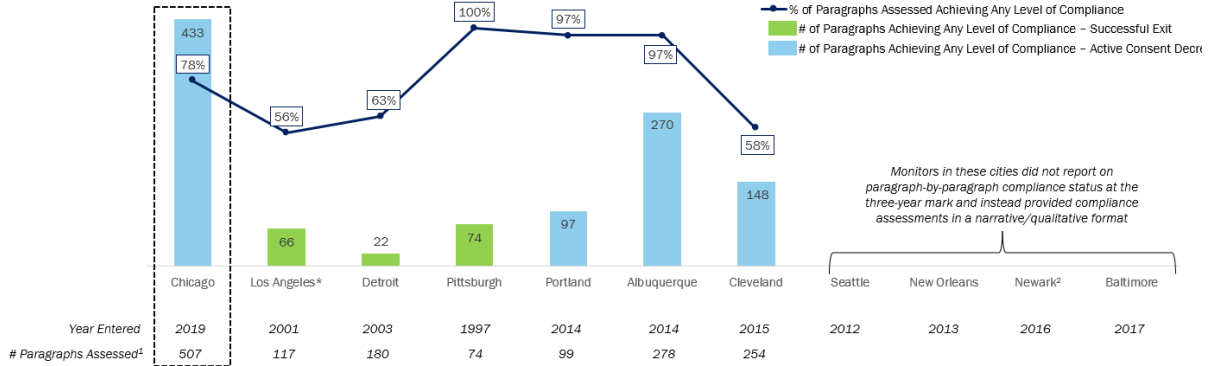


In comparison to other cities that have been in consent decrees, CPD is outpacing compliance.

# #1: Pace of Reform

**Misconception:** Chicago has lagged behind other major cities in its implementation of consent decree requirements.

Level of Compliance Achieved Three Years Into Consent Decree – Select Large Cities



**Facts:** City of Chicago achieved some level of compliance with over 75% of the 554 paragraphs assessed in the IMT's Sixth report. Chicago has achieved some level of compliance with more paragraphs than any other comparable city in its first three years under consent decree.

CPD has successfully administered 40 hours of In-Service Training in 2022. Courses included:

- De-Escalation, Response to Resistance, and Use of Force (8-Hours) (97.87 percent).
- Crisis Intervention In-Service Training (8-Hours) (96.30 percent).
- Active Bystandership for Law Enforcement (8-Hours) (96.18 percent).
- Gender Based Violence (8-Hours) (96.41 percent).
- eLearning (8+Hours) (over 99 percent).
- Overall, 40 or more hours (95.58 percent).

## KEY STAKEHOLDERS & PARTNERSHIPS

Independent Monitoring Team, Office of Illinois Attorney General and the public.

## CRITICAL NEXT STEPS

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

## OFFICER WELLNESS

### DESCRIPTION

The CPD's holistic officer wellness approach will expand the capacity and scope of mental health care to resources and strategies for non-clinical wellness practices.

### GOALS & DESIRED OUTCOMES

A healthy police force enhances the delivery of responsive and reliable police services to all communities throughout the City of Chicago. By creating and sustaining an overall wellness culture within CPD, the Department can support its mission.

### STRATEGY

Develop and sustain a holistic wellness culture that supports all department members.

### FUNDING

Strategies are supported through CPD's annual operational budget.

### CURRENT STATUS

CPD uses a holistic approach to addressing officer wellness, with a focus on both officer and family engagement:

- **Director of Wellness:** hired in January 2023.
- **Wellness Strategy:** Developing a departmentwide wellness strategy. This strategy is anticipated to be complete by May 2023.
- **Wellness App:** A comprehensive wellness app is being implemented and will be accessible to all active members, families and retired department members.
- **Clinical Services**
  - **Counseling Services:** CPD has 18 clinicians. There are ongoing monthly support groups for Divorce, Military, Significant Others, Black Females in Law Enforcement and LGBTQIA.
  - **Counseling Locations:** Opening counseling locations on the Northside and Southside in addition to the West Loop location
- **Key Programs**
  - **Peer Support Program:** Continues to offer Peer Support Refresher trainings.
  - **Alcohol and Substance Use Services:** Continue to host 13 weekly AA meetings
  - **Chaplains Unit:** Ongoing pastoral care for members in a variety of settings
- **Policy Updates**
  - **Traumatic Incident Stress Management Program (TISMP) update:** Technical support provided by Meadows Policy Institute.
  - **Annual Wellness Check-ins:** Any member may request a voluntary wellness session with a clinician.
- **Training**
  - Revisions to the 8-hour Officer Wellness and 8-hour Stress Management Lab courses are underway through the Recruit Curriculum Workgroup.

### KEY STAKEHOLDERS & PARTNERSHIPS

- **External Partnerships:** All collective bargaining units, National Alliance of Mental Illness (NAMI), The Chicago Patrolman's Federal Credit Union, University of Chicago Crime Lab, Meadow Policy Institute, Chicago Police Memorial Foundation and the U.S. Department of Veterans Affairs.
- **External Tech Support/ Partnerships:** Cordico, Lexipol, I-Carol, Wellcoa

### CRITICAL NEXT STEPS

[REDACTED]

[REDACTED]

## ENSURING PUBLIC SAFETY AND STRENGTHENING INVESTIGATIONS

### DESCRIPTION

CPD serves our communities and protects the lives, rights and property of all people in Chicago. CPD conducts thorough and timely investigations to provide the legal system with sufficient evidence to reach a just decision for victims and offenders.

### GOALS & DESIRED OUTCOMES

The desired outcome is that through constitutional policing there is an overall decline in violent crime and strong investigations are presented and properly adjudicated by the appropriate agency.

### STRATEGY

The following key strategies ensure public safety and strengthen investigations:

1. **Precision Deployments:** Allocate resources based on historical analysis and emerging crime trends to reduce crime. (BOP)
2. **Motor Vehicle Related Crimes:** Continue to educate the public on motor vehicle related safety and utilize appropriate resource in partnership with taskforces. (BOP, BOD, BCT)
3. **Homicide Investigations:** Continue to clear more murders than previous years due to the increased resources provided to the Homicide teams. (BOD)

### FUNDING

Strategies are supported by CPD's annual operational budget.

### CURRENT STATUS

#### Precision Deployments

In 2021, in preparation for conceiving and implementing the strategy for 2022, patrol conducted a crime analysis by beat. Analysis showed that 50% of all shootings and homicide occurred in 55 beats. The Bureau of Patrol used heat maps of the top 55 beats to create smaller deployment locations. At the end of 2022, this strategy contributed to:

Percent Change of Homicides and Shootings from 2021 to 2022		
	Citywide	Top 55 Beats
Homicides	-16	-28
Shootings	-20	-20

In early 2023, Patrol conducted analyses on robberies and motor vehicle related crimes. Patrol has factored the analysis into deployment and has been deploying to the top 100 beats since the beginning of 2023.

#### Motor Vehicle Related Crimes

CPD has a multi-faceted approach to combat this crime issue. CPD continues to engage the public on motor vehicle related safety and conduct precision missions to reduce motor vehicle related crimes.

1. **Engagement:** CPD has engaged with the public by publishing public safety announcements, hosting educational events and distributing steering wheel locking device for makes and models of vehicles that are most impacted by motor vehicle related crimes.
2. **Precision Deployments:** The CPD maintains Citywide and Area vehicular hijacking teams and participates in a vehicular hijacking task force to support investigations and federal prosecutions. CPD conducts weekly missions that resulted in 150 arrests in 2022. Helicopters are a key element to the success of these missions and CPD is in the process of procuring two new helicopters. Due to vendor supply chain issues, however, delivery of the helicopters has been delayed to Quarter 4 of 2024.

#### Homicide Investigations:

By the end of 2022, the homicide clearance rate was 50.4% and the Bureau of Detectives cleared 353 homicides. CPD cleared more murders than previous years due to the increased resources provided to the Homicide teams, including the following resources invested into Homicide Investigations:

- Re-opening of Area 4 and Area 5 to ensure community members no longer need to travel as far to assist in investigations.
- Dedicated Homicide Lieutenants are responsible for leading their homicide teams.
- Area Technology Centers (ATCs), which have substantially improved CPD’s ability to process and analyze digital evidence such as videos.
- Homicide Investigation Support Teams (HIST) support the investigating detective.
- Family Liaison Officers (FLO) assist families who have survived a homicide by providing practical support and information.
- Schedule Changes for Homicide Teams currently pursuing changes to the Homicide team’s working hours with the FOP. This is in interest arbitration.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Federal Partners: Federal Bureau of Investigations (FBI), Department of Homeland Security (DHS), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) and the Drug Enforcement Administration (DEA). Local Partners: Cook County Sheriff’s Office, Illinois State Police and Suburban Police Departments. Prosecution Partners: Cook County State’s Attorney’s Office and the U.S. Attorney’s Office for the Northern District of Illinois.

**CRITICAL NEXT STEPS**

- █ [REDACTED]
- █ [REDACTED]

**RECRUITMENT AND RETENTION**

**DESCRIPTION**

CPD is committed to recruiting qualified candidates to serve the City of Chicago and uphold the Department’s vision, mission and values. A focused recruitment effort is critical to keep pace with essential staffing levels and to ensure diversity and consent decree compliance.

**GOALS & DESIRED OUTCOMES**

The Chicago Police Department is dedicated to ensuring its recruitment processes are consistent with the current law, Consent Decree requirements and administered in an impartial and uniform manner. To facilitate achievement of these goals, a full time recruitment team was established in 2022.

**STRATEGY**

Key strategies that support CPD’s goal of recruitment and retention 2023-2025.

1. Recruit and retain a workforce that represents the diversity of the city.
2. Achieve annual hiring goals to meet anticipated staffing needs: 1,500 new sworn hires per year from 2023-2025.

**FUNDING**

All strategies are supported by CPD’s annual operational budget.

**CURRENT STATUS**

CPD recruits and retains a workforce that represents the diversity of the city. The current breakdown is as follows:

Current Sworn and Recruit Demographic Percentages					
	Black	White	Hispanic	Asian	Other
Sworn Demographics at the end of 2022	20	43	32	3	1
Recruit Demographics from 2020-2022	21	27	48	4	1

Year to date, the recruitment team has attended 484 events and engagements.

CPD’s current sworn attrition and hiring from 2020-2022 is as follows:

Sworn Attrition and Hiring 2020-2022					
Year	Budgeted Sworn Positions	Sworn Attrition Total	Number of New Sworn Hires	Total Sworn Staffing at Year End	Sworn Staffing Deficit at Year End
2020	13,784	-625	155	12,700	-1,084
2021	13,244	-973	333	11,872	-1,372
2022	13,176	-1078	956	11,852	-1,324

Based on a three-year average of retirements and resignations, CPD has projected 1,500 officers need to be hired from 2022-2025 to make up for the budgeted deficit.

Forecasted Sworn Attrition and Hiring Goals 2023-2025						
Year	Budgeted Sworn Positions	Sworn Deficit Carried Over from Previous Year	Anticipated Sworn Attrition Total	Goal Number of New Sworn Hires	Anticipated Sworn Staffing	Anticipated Sworn Staffing Deficit at Year End
2023	13,176	-1,324	-892	1,500	12,460	-716
2024	13,176	-716	-892	1,500	13,068	-108
2025	13,176	-108	-892	1,500	13,676	At or exceeding sworn budgeted positions

**KEY STAKEHOLDERS & PARTNERSHIPS**

**External:** Military bases, Historically Black Colleges and Universities, Junior Reserve Officers’ Training Corps (JROTC), Chicago City Colleges and local Chicago colleges and universities.

**CRITICAL NEXT STEPS**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



TIME SENSITIVE ISSUES

[REDACTED]

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
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- | [REDACTED]

## OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS

### RICHARD GUIDICE, EXECUTIVE DIRECTOR

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

The City of Chicago launched the Office of Emergency Management and Communications (OEMC) on September 25, 1995 to coordinate within its critical facility the City's delivery of police, fire and emergency medical service resources for 9-1-1 calls. After September 11, 2001, OEMC expanded to emergency management and conducts the City's planning for issues related to Homeland Security. The OEMC continues to oversee several core functions that support public safety and other citywide operations. Today, the OEMC encompasses the following four operational areas after the crossing guard organization was turned over to CPS in 2021:

- 9-1-1 Operations;
- 3-1-1 City Services;
- Emergency Management; and
- Traffic Management Authority.

OEMC serves the residents of Chicago 24 hours a day, 365 days a year, which positions OEMC as the City of Chicago's lead coordinating agency during emergency situations, weather-related incidents and major events. OEMC conducts the following:

- Manage incidents and coordinate large-scale events;
- Lead mitigation, preparedness, response, and recovery efforts for disasters; and
- Operate public safety and public works communications systems.

Whether daily events or special events like the various parades that take place throughout the year, or premier events such as the Chicago's NASCAR race weekend, Lollapalooza, and the Chicago Marathon, OEMC helps the city thrive while keeping it safe.

### JURISDICTION & SCOPE

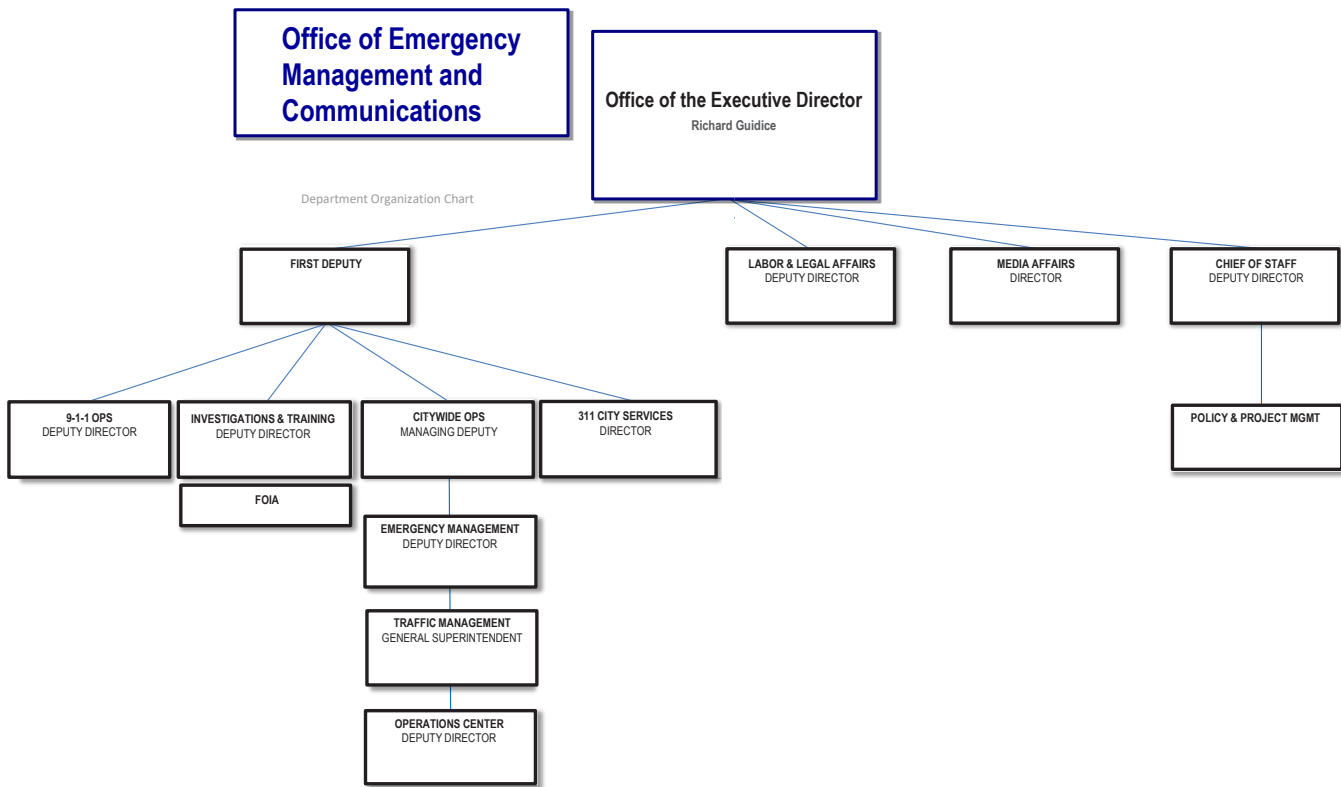
- **9-1-1 Operations:** The OEMC's 9-1-1 Operations handles approximately 4 million emergency calls per year. About 60% of these calls require dispatching police, fire and emergency medical services for the City of Chicago.
- **3-1-1 City Services:** The OEMC handles 3 million non-emergency calls for City services via its 3-1-1 call center annually. OEMC's 3-1-1 is the point of entry for residents, business owners and visitors requesting non-emergency city services such as street light outages, potholes in the street, graffiti complaints, or general information requests about Chicago.
- **Emergency Management:** The OEMC prepares Chicago for emergencies, provides assistance to people and institutions for disaster recovery, mitigates the effects of these events, and prevents emergencies and disasters from occurring or worsening by proactively planning for all types of emergency operations, including contingency planning for incidents in the City's Central Business District and severe weather. The OEMC prepares the Emergency Operations Plan for Chicago, and a multitude of other emergency preparedness plans mandated at the state and federal level.
  - **Special Event Preparedness:** The OEMC plays a central role in hosting, planning and coordinating meetings for multi-agency operations of large-scale events throughout the city. OEMC coordinates over 1,200 events in Chicago throughout the year.
  - **Urban Area Security Initiative (UASI) / Urban Area Working Group (UAWG):** The UASI grant program is a FEMA homeland security grant. UASI funding is governed by the UAWG, which OEMC chairs on behalf of the City of Chicago. UASI grants help the City build a sustainable capacity to prevent, respond to, and recover from threats or acts of terrorism. Through this federal grant, the OEMC receives over \$40 million annually, shared with CPD, CFD and PSA to address the unique planning, equipment, training and exercise needs of high-threat, high-density urban areas. For example, the new OEMC Mobile Command vehicle scheduled for launch in December 2023 was 100% funded by UASI grants. This forward operations unit will deploy during special events, large-scale emergencies, exercises, communications drills, public-education events, and identified emergency response related to fires, HAZMAT events, active threats, weather emergencies and more.

- **Traffic Management Authority (TMA):** TMA was established under the OEMC in 2004 to provide traffic management and perform traffic control safety functions throughout the City. The OEMC provides traffic control aides for the various construction projects and special events throughout the City, such as baseball games, concerts, festivals, races, and other events.
- **Operations Center (OC):** The OEMC runs the City's 24/7/365 Operations Center, which composes a common operating picture for the City by pulling data from across the city and pushing out actionable, relevant information to City services, integrating their respective operations during both daily operations and incident response. For example, in 2021, CPD merged its Vehicular Hijacking Task Force operations into OEMC's Operations Center where they have direct access to cameras, license plate readers (LPR's) and critical information from the 9-1-1 floor. Due to the resources and technology that exist within the OC, the Vehicular Hijacking Task Force is better positioned to collaborate across federal, state and local lines.
  - OEMC utilizes cameras daily, specifically within the Operations Center and on the 9-1-1 floor, and OEMC continuously looks for new ways to grow the City's camera network, especially LPR cameras. For example, OEMC secured a \$3 million grant from the University of Chicago to purchase additional cameras and LPRs for the 5 wards around the University to assist in improving public safety in those neighborhoods. Historically, the OEMC has driven the growth of the City's public safety camera network, whether by installing new cameras or partnering with new agencies that allow the City to access their cameras. OEMC created a first-of-its-kind feature within the Smart911 free public safety platform that allows Chicago residents to opt-in to sharing recorded camera footage with CPD. Additionally, OEMC conducted analyses of large venues in Chicago and developed plans for installing LPR's at strategic locations around critical large venues like Wrigley Field, Guaranteed Rate Field, the United Center and Soldier Field.
- **Emergency Operations Center (EOC):** For large-scale events and incidents that extend beyond the scope of the Operations Center, the OEMC will activate its Emergency Operations Center to bring together decision-makers from a wide array of public safety and critical infrastructure agencies. The purpose of the EOC is to bring into one room relevant local, state and federal partners from public and private sectors to coordinate and respond to events.
  - **Joint Information Center:** The Joint Information Center for the City ensures that a common message is being released from the City during large scale emergencies, or special events. The OEMC coordinates the JIC to ensure that the voice of all key stakeholders are considered prior to releasing any messaging on behalf of the City to the public.
- **City Incident Center (CIC):** The CIC is housed at OEMC and is responsible for the dispatch of various public works activity across the city, staffed primarily by Department of Streets and Sanitation, and the Department of Finance, with support from CDOT and Department of Water Management.
- **Public Alerts and Outreach:** the OEMC is responsible for providing the residents and visitors of Chicago with the information they need to keep their families and communities safe. The OEMC disseminates preparedness messages through radio and print campaigns, press conferences and releases, social media and community engagement throughout Chicago. In addition, OEMC's public messaging notification system integrates Notify Chicago, CHIBIZ/CHILAKE text message alerts and OEMC's new mobile device application. Additionally, OEMC hosts twice-daily citywide conference calls seven days per week to brief citywide departments and partners on current operations, weather conditions, and the day's planned events. By hosting these calls, OEMC has a regular forum for the exchange of information and enhancement of situational awareness citywide.
- **Crisis Assistance Response and Engagement (CARE):** This highly coordinated and comprehensive alternative response program allows the City to assist people experiencing mental health and addiction crises, connect people to community-based resources, and divert individuals away from criminal and emergency medical systems. 9-1-1 operations is an integral part of CARE, accepting emergency requests through its 9-1-1 call center, dispatching and tracking CARE resources, and providing subject matter expertise during program development.
- **Public Private Task Force:** The OEMC co-chairs the Chicago Public Private Task Force (CPPTF). The mission of the CPPTF is to provide an ongoing and consistent forum for information sharing, contingency planning, and resiliency building between the City of Chicago's public safety departments and private sector groups that represent critical sectors and stakeholders in Chicago. This group, led by OEMC, meets every month, and will continue to push emergency management and public safety initiatives critical to the Central Business District (CBD).
- **Community Education, Public Safety Workshops and Exercises:** The OEMC hosts, conducts, and attends annually 25-30 local training efforts, including workshops, functional courses, and full-scale exercises for its local, state and regional partners in both the public and private sectors. Additionally, OEMC partnered with the Continuing Education program at City Colleges of Chicago to develop and roll out an introductory class on the roles and responsibilities

of the OEMC; including: 9-1-1, 3-1-1, TMA, and emergency management. This 8-week class also carries the goal of expanding and diversifying the hiring pool for jobs at OEMC.

- **Employee wellness:** Given the critical nature of the OEMC’s mission, OEMC protects its vital human resources by providing wellness campaigns and employee support. Employees are encouraged to prioritize their mental and physical health because working long hours in public safety under stressful conditions can take a toll on even the most resilient individuals. OEMC has mental health, spiritual, and physical fitness resources available to assist personnel with the challenges they face in the line of duty.

## ORGANIZATIONAL CHART & STRUCTURE



- **Executive Director:** Ensures OEMC meets the needs of the City and its partners by overseeing daily and special operations of OEMC’s various missions, including emergency management and resource coordination, public safety support, and 3-1-1 services. Represents OEMC locally and nationally.
- **First Deputy:** Reports directly to the Executive Director on OEMC operations. Acts as liaison between workforce and partners to ensure service delivery. The First Deputy oversees:
  - **9-1-1 Operations:** The Deputy Director of 9-1-1 operations ensures mission fidelity for the 9-1-1 call center. This effort includes managing all 9-1-1 operations staff – personnel, efficiency, and quality assurance. Also serves as project manager for large updates to the emergency response system and ensures compliance requirements are met.
  - **3-1-1 City Services:** The Director of 3-1-1 City Services ensures the customer service needs of Chicago residents are met by creating and routing non-emergency calls for service citywide. Ensures maintenance of City services information for public distribution through the 3-1-1 system.
  - **Investigations and Training:** The Deputy Director of Investigations and Training oversees FOIA services and subpoena support services, training for new and current OEMC call center personnel.
  - **Managing Deputy of Citywide Operations:** The Managing Deputy coordinates OEMC’s tactical divisions for Citywide responses.
    - **Emergency Management:** The Deputy Director oversees mitigation, response, communications, and recovery for large scale events.
    - **Traffic Management Authority:** The General Superintendent of the Traffic Management Authority manages

and coordinates the traffic control aides that support: special events, the airports, and other emergency traffic control needs for the city.

- **Operations Center:** The Deputy Director of the Operations Center ensures OEMC's Operations Center is operationally viable 24 hours a day, 365 days a year.
- **Chief of Staff:** Deputy Director ensures agency staff are supported and successful, ensures performance indicators are successfully met and maintained, oversees large projects related to human, physical and facility resources.
  - **Policy and Project Management:** Coordinates projects for facilities, technologies, personnel and consent decree compliance.
- **General Counsel:** The Deputy Director of Labor and Legal Affairs oversees union contracts, department leave and compliance issues; and is liaison to the Department of Law.
- **Media Affairs:** The Director of Media Affairs leads OEMC's public messaging efforts and related communications.
- **The Mission Critical Projects (MCP)** tracker was established at OEMC as the principal tool for upholding accountability internally, for staff and for the department's wide portfolio of projects. The MCP measures operations against departmental timelines, budgets, and performance metrics. Through biweekly meetings, the Executive Director meets with management from each division to review progress of mission critical projects, outlined in the MCP tracker, to ensure projects are moving forward and to troubleshoot any lingering issues that may be impeding progress. The established MCP project controls process is so well defined that it easily could be duplicated by other departments, as an active inventory of current and ongoing projects to support departments in furthering their various missions and aligning the City's priorities.

Additionally, weekly operational analysis meetings are held, first established by OEMC in early 2019. At the end of every week, 9-1-1 and 3-1-1 management brief the Executive Director on emergency and non-emergency call efficiencies and staffing in an effort to improve processes, identify deficiencies, and optimize performance on the 9-1-1 floor and the 3-1-1 center. Lessons learned from these meetings inform managerial decisions on a continual basis.

## KEY INITIATIVES/PRIORITIES

### LARGE-SCALE EVENT COORDINATION

#### DESCRIPTION

As a coordinating entity, OEMC is uniquely positioned to assemble comprehensive plans for large-scale incidents and events in partnership with stakeholder departments and agencies. Each large-scale event (NASCAR, Sueños Festival, Lollapalooza, Pride Parade, Chicago Marathon) has a series of planning meetings in consultation with key partners to prepare considerations and contingencies in advance of a situation. OEMC meets often with NASCAR planning personnel for the Chicago NASCAR race event to develop 'sectors' for focused planning assumptions: resources needed, resources available and staffing. OEMC coordinates with each subcommittee to facilitate mutual understanding of roles and responsibilities for events (e.g. the City vs. NASCAR). Collectively, these meetings determine the traffic patterns and reroutes related to the extensive closures for the event.

OEMC's structure culminates with workshops before event day(s), then post-event after-action meetings held with appropriate stakeholders so that best practices and strategies are captured. The OEMC then produces After Action Reports for significant events to evaluate performance and functional capabilities, then fully integrates identified strategies for future events. Additionally, the OEMC hosts regular seasonal and hazard-related workshops to ensure internal and citywide readiness for unplanned events.

#### GOALS & DESIRED OUTCOMES

The OEMC plays a central role in:

- Hosting, planning and coordinating meetings;
- Developing multi-agency operational plans for large-scale events throughout the City;
- OEMC plans for emergencies and monitors large gatherings throughout the city to make sure residents stay safe.

#### STRATEGY

A primary role of OEMC is to oversee the City's Continuity of Operations Planning (COOP) structure, which rose to unprecedented significance during the COVID-19 pandemic. COOP establishes policy and guidance ensuring that critical functions continue, and that personnel and resources are relocated to an alternate facility in case of emergencies. Continuity of Government (COG) is the principle of establishing defined procedures that allow a government to continue its essential operations. The OEMC will continue to emphasize the importance of COOP training to our fellow City departments and providing the training and consultation needed for a robust citywide plan. Its structure and corresponding cadence for the successful execution of any large-scale special event continuously develops, as does OEMC's broad portfolio of contingency and operations plans, which include best practices and lessons learned from historical events and incidents like the City's COVID response during early phases of the pandemic.

#### FUNDING

General funds and/or cost recovery for city services.

#### CURRENT STATUS

The six committees formed to manage the City of Chicago/NASCAR event continue to make great strides in their respective topics. The Chicago Sports Commission hired a third-party contractor to evaluate traffic control measures with the goal of a comprehensive traffic management plan. NASCAR hired a security management company. Internal event footprint sectors are determined by the figure eight track. Sectors external to the footprint are geographic, based on street closures (north of Randolph, west of Michigan, south of Roosevelt).

#### KEY STAKEHOLDERS & PARTNERSHIPS

Mayor's Office, OEMC, DCASE, CPD, CFD, BOMA, private partners.

### CRITICAL NEXT STEPS

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

### NEW ARRIVALS/ASYLUM SEEKERS

#### DESCRIPTION

Long-term operations (resettlement) began, so that new arrivals can move from interim housing and services to the next step in their journey as Chicago residents. The housing transition includes decompression of multiple, smaller shelters into larger shelter solutions.

#### GOALS & DESIRED OUTCOMES

- Effectively decompress smaller, less suitable shelters.
- Continue to support any emergent needs for this mission.
- Continue to coordinate citywide efforts through the transition of State contracts and support to City services and contracts.

#### STRATEGY

The OEMC specializes in the provision of resource coordination and logistics for our public safety and infrastructure departments. Through our standing relationships, oversight of the emergency management assets stockpile for Chicago, funding research and maximization, mutual aid arrangements, and OEMC’s ability to coordinate across departments, OEMC manages and secures resources in support of the New Arrivals mission. Promote situational awareness and coordinate resources to support incidents. Leverage data to inform operations and improve outcomes for our partners and the public. The OEMC will continue its essential role for our partner agencies and look for opportunities to streamline and improve the coordination of resources.

#### FUNDING

Multiple sources, including Council appropriation, Department resources, State appropriation, and Federal grants. Funding continues to be inadequate and precarious.

#### CURRENT STATUS

OEMC assists coordination for transitioning State support to the City operational effort. Resources include shelters dedicated to this mission and clinical operations. OEMC assists operations by facilitating meetings, transitioning responsibilities and roles, staffing the resource unit and making deliveries, receiving supplies and coordinating with State partners.

#### KEY STAKEHOLDERS & PARTNERSHIPS

Mayor’s Office, OEMC, DFSS, Department of Finance, DOH, CDPH, Salvation Army, IEMA and CTA.

### CRITICAL NEXT STEPS

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

## CENTRAL SQUARE NEW CAD

### **DESCRIPTION**

This new state-of-the-art technology will replace the City’s 25-year-old Computer Aided Dispatch (CAD) system in 2023. It is designed to improve emergency response performance, better integrate emergency services, provide more precise locations of emergency calls, enhance GIS capabilities, and allow for exchange of real-time information on the scene. The OEMC will ensure that this new system meets the needs of not only the call takers and dispatchers, but also the City’s residents and first responders.

### **GOALS & DESIRED OUTCOMES**

- Coordinated City and contractor project management.
- CAD update verification.
- Manage 2024 “go live” software system launch.

### **STRATEGY**

OEMC will use public safety technology assets to enhance functionality by updating the network and Computer Aided Dispatch (CAD), so that OEMC can continue providing first-in-class emergency response to the City of Chicago. Updating the 9-1-1 network and phone system will also bring the OEMC into Next Generation 9-1-1 compliance. Upon completion of the CAD upgrade, the City will move forward with the NexGen911 upgrade.

### **FUNDING**

OPSA

### **CURRENT STATUS**

Audits and verification processes for custom off the shelf software are underway, coordinated with contractor’s subject matter experts. 9-1-1 Operations leadership is working with OEMC’s Training division to develop staff training timelines for all 9-1-1 Operations personnel. Planned implementation of roll call training on new software is scheduled for summer 2023, prior to formal training. OEMC Training Division created new virtual CAD work environment for “dashboard” and “Call Taker” operations.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

OEMC, OPSA, CPD, CFD; and Central Square.

### **CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]



## OEMC MOBILE DEVICE APPLICATION (OEMC PHONE APP)

### **DESCRIPTION**

OEMC's official mobile device application sends important safety alerts and provides instant access to all available digital resources in one, convenient app. Free and available for immediate download, features include CHI Safe Walk, interactive City maps, access to current weather conditions, road closures, special events safety information along with emergency management related services. OEMC released its app publicly Feb. 9 on Google Play and Apple's App Store, and its launch was announced through Chicago media sources, OEMC's social media platforms (all), and in-person community outreach events.

### **GOALS & DESIRED OUTCOMES**

- 2,760 downloads by April 1 and sustained growth after that.
- Add Chicago-based event information.
- Establish a secure, internal-facing portal on this platform for use by OEMC employees.

### **STRATEGY**

OEMC issues timely and informative public notifications in an emergency through a variety of mechanisms to reach as many segments of the population as possible. OEMC's safety app for mobile devices provides preparedness information directly to residents by tying together multiple OEMC notification platforms and services into an easy-to-use public safety tool.

### **FUNDING**

General funds.

### **CURRENT STATUS**

The app officially launched and is in use. OEMC now is writing architecture and content for an employee portal, a unique communication tool with relevant work information, updates and chat features. Additionally, OEMC continues its communications and marketing strategies to drive public awareness and downloads.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

OEMC, media outlets, Chicago's residents and visitors.

### **CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

**NATIONAL HOMELAND SECURITY CONFERENCE**

**DESCRIPTION**

The National Homeland Security Conference (NHSC) annually brings together emergency management, first responders and experts in public safety to share best practices and showcase the emergency response capabilities of the host city. Chicago will host this conference for the first time ever July 24-28, 2023.

**GOALS & DESIRED OUTCOMES**

- Continue planning committee meetings for the 2023 NHSC and continually update need assessments.
- Review development with public and private partners for awareness, engagement and input.

**STRATEGY**

Major planning efforts are underway between multiple city departments, including: OEMC, CFD, CPD and OPSA. OEMC leads efforts of eight planning committees that meet weekly. OEMC also maintains communication with consultants representing the National Homeland Security Association (NHSA) Board of Directors through bi-weekly meetings.

**FUNDING**

N/A

**CURRENT STATUS**

OEMC is currently supporting project management for July operations, including conference location and contracts. Planning operations are going as scheduled. Staffing and operations span may be limited due to multiple, intensive operations co-occurring (July events include NASCAR, Lollapalooza, MLB’s Crosstown Classic).

**KEY STAKEHOLDERS & PARTNERSHIPS**

OEMC, CFD, CPD and OPSA; NHSC Board.

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]



## CHICAGO FIRE DEPARTMENT

### ANNETTE NANCE-HOLT, FIRE COMMISSIONER

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

The mission of the Chicago Fire Department (CFD) is to protect the lives and property of the people of Chicago when they are put at risk due to fires, natural disasters, emergency medical problems, and hazardous materials incidents. The CFD delivers a variety of emergency medical, fire prevention and public education initiatives in furtherance of this mission.

### JURISDICTION & SCOPE

The CFD is the second largest municipal fire department in the nation and primary mitigation agency in the City of Chicago. The CFD has nearly 100 firehouses and nearly 5,000 members who are responsible for more than 228 square miles of the city.

The CFD has a wide range of emergency response vehicles, including specialty apparatus such as rapid response fire boats, helicopters with infrared technology and state-of-the-art communications, command/communication vehicles, 97 engines, 61 trucks, and four (4) heavy rescue vehicles. Specialized teams include two (2) hazardous materials incident teams, one (1) water rescue dive team, and 80 advanced life support advanced life support (ALS) ambulance units. Emergency Medical Services (EMS) operations are also supplemented by multiple ALS engines and trucks. There are also dozens of auxiliary apparatus that can be activated to support fire suppression, rescue, Hazardous Material (HAZMAT), and EMS personnel. During special events, the CFD's ALS Mobile Medic Response Teams (MMRTs), hazardous assessment teams (HATs), and/or joint hazardous assessment teams (JHATs) are available.

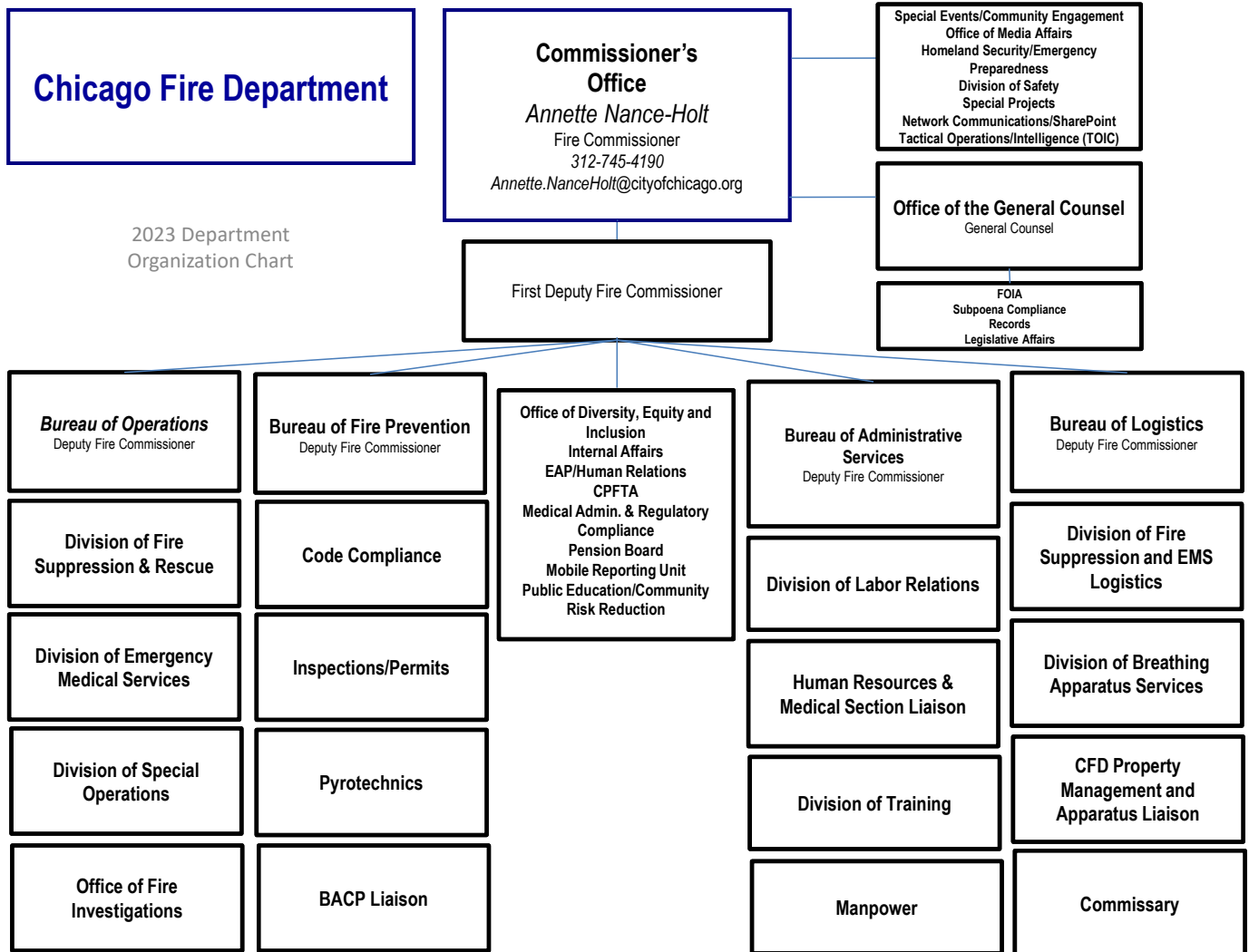
The CFD aggressively promotes fire safety and prevention programs. Through the CFD's Public Education division, the department provides fire safety training to the residents of Chicago and works with major contributors to assure that smoke detectors are available for families who cannot afford them. Additionally, smoke detectors are distributed to aldermanic offices throughout the city.

CFD's response time to structural fires remains in line with recognized standards and other metropolitan fire departments. The CFD's goal is that every fire has a suppression unit on scene within four (4) minutes. Equally important are maintaining EMS response times as low as possible. In order to ensure lifesaving care is administered within six (6) minutes, the initial dispatch is of the closest unit with a paramedic, which could be a fire engine or fire truck and ambulance.

The CFD is also responsible for the investigation of the cause and origin of all fires within the corporate limits. Additionally, the CFD enforces the Chicago Fire Code and portions of the Chicago Building Code through inspections and reporting requirements.

The CFD is also a member of the Mutual Aid Box Alarm System (MABAS). MABAS partner fire departments from Illinois, Wisconsin, Indiana, Michigan, and Missouri, provide emergency rapid response and sustained operations when a jurisdiction or region is stricken by an overwhelming event generated by manmade, technological, or environmental threats. In response, MABAS will mobilize and deploy a sustained fire, EMS, hazardous materials, technical rescue, water rescue, urban search & rescue, and/or incident management assistance team resources to prevent loss of life, human suffering, and further damage to property.

ORGANIZATIONAL CHART & STRUCTURE



## KEY INITIATIVES/PRIORITIES

### DIVERSITY EQUITY AND INCLUSION (DEI)

#### DESCRIPTION

The CFD DEI leads the CFD's vision and strategy in creating a diverse and inclusive workforce for its employees that reflects our communities' diversity. We continue to reassess and promote DEI initiatives through training, education, communication, and creating opportunities within the workforce. CFD DEI prepares and implements plans and programs that are inclusive and meet the goals established by the Fire Commissioner for employees and the citizens the CFD serves.

#### GOALS & DESIRED OUTCOMES

Continue Unconscious Bias training for better patient outcomes and a more inclusive work environment. Create a Community Outreach, Recruitment Diversity, and Inclusion unit (aka CORDI). Establish a permanent CFD Liaison with DHR and OPISA to ensure transparency with the recruitment, hiring, and promotional processes. Create a permanent mentorship program for all employees but with special attention to women and other under-represented groups.

#### STRATEGY

Our strategies will be data-driven concerning our workforce hiring and promotional processes and will meet the needs of our potential applicants using a case management type tool along with a Liaison to OPISA and DHR. The CORDI Unit will have a continuous presence in communities for participation in Community Life Plans, recruitment, and exposure to careers in CFD as well as Fire Safety and Community Risk reduction in conjunction with CFD Public Education. The CFD website contains additional career pathway information for potential interested parties as well as an interest application form so we may contact individuals when job postings are announced.

#### FUNDING

The CFD DEI identifies available grant funding opportunities and partnerships for programs and initiatives. Currently, executive staff is accountable for developing and implementing CFD's DEI strategy. Moving forward, support staff positions such as project managers will need to be added to ensure that goals will be achieved.

#### CURRENT STATUS

Anticipating rollout of the Learning Management System (LMS) for vector solutions by May 1, 2023. Continued work near completion on the Racial Equity Action Plan (REAP) so we can implement those strategies asap. Budget planning is active for additional support staff and the CORDI Unit. The Unconscious Bias training is currently on hold due to lack of funding.

#### KEY STAKEHOLDERS & PARTNERSHIPS

- Community organizations that serve the disenfranchised communities across the city.
- All CFD employees, CPS, CCC, Region XI, CDPH.
- All communities across the city.

#### CRITICAL NEXT STEPS

[REDACTED]

[REDACTED]

## INSURANCE SERVICES OFFICE (ISO) RATING

### DESCRIPTION

Insurance Services Office (ISO) is an organization that collects statistical data, promulgates rating information, develops standard policy forms, and files information with state regulators on behalf of insurance companies that purchase its services. ISO's Fire Suppression Rating Schedule (FSRS) lists many items a community should have to fight fires effectively and assigns credit points for each item. ISO's Public Protection Classification Program (PPC) plays an important role in the underwriting process at insurance companies. In fact, most U.S. insurers – including the largest ones – use PPC information as part of their decision-making when deciding what business to underwrite, coverages to offer, or prices to charge for personal or commercial property insurance. Each insurance company independently determines the premiums it charges its policyholders. The way an insurer uses ISO's information concerning public fire protection may depend on several things – the company's fire-loss experience, ratemaking methodology, underwriting guidelines, and its marketing strategy.

- Fire prevention and fire suppression capabilities
- Apparatus staffing
- Training
- Geographic distribution of firehouses
- Adequacy of the fire equipment

Many communities use the ISO as a benchmark for measuring the effectiveness of their fire-protection services as ISO rating is used in determining insurance premiums.

### GOALS & DESIRED OUTCOMES

ISO's PPC program evaluates communities according to a uniform set of criteria, incorporating nationally recognized standards developed by the National Fire Protection Association (NFPA) and the American Water Works Association. A community's PPC grade depends on:

- Needed Fire Flows, which are representative building locations used to determine the theoretical amount of water necessary for fire suppression purposes.
- Emergency Communications, including emergency reporting, telecommunicators, and dispatching systems.
- Fire Department, including equipment, staffing, training, geographic distribution of fire companies, operational considerations, and community risk reduction.
- Water Supply, including inspection and flow testing of hydrants, alternative water supply operations, and a careful evaluation of the amount of available water compared with the amount needed to suppress fires.

### STRATEGY

Utilize a new training platform (Vector Solutions) to track in-service training for all CFD members. Maintaining an ISO rating of 1 keeps insurance premiums on the lower end of the market for residential and commercial properties throughout the City. The ISO rating is dependent on all areas of CFD's Fire Suppression and Rescue, Public Education and Community Risk Reduction, Fire Prevention and Inspections and Division of Training.

### FUNDING

N/A

### CURRENT STATUS

ISO has completed its analysis of the structural fire suppression delivery system provided in the community. The resulting classification is Public Protection Classification 01, the highest rating that can be achieved. CFD was rated as an ISO Class 01 in 2016 and has been re-evaluated with the same Class 01 effective June 1, 2023. It is CFD's mission to meet all the challenges and requirements to maintain the highest standards in the insurance industry.

### KEY STAKEHOLDERS & PARTNERSHIPS

- Department of Water Management
- Office of Emergency Management and Communications
- Department of Assets, Information, and Services

**CRITICAL NEXT STEPS**

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

**PUBLIC EDUCATION****DESCRIPTION**

The Public Education Division was established in 1988 along with the Survive Alive House Foundation who acquired the City building located at 1010 S. Clinton. Through private donations, what is known today as the Survive Alive House Learning Center was built. The Survive Alive House was completed in November 1989, and was the first of its kind in the United States. The Survive Alive House provides a safe and protected environment for children to be exposed to a “fire experience” and learn the best ways to escape and survive a fire. This has led many other fire departments throughout the United States to follow the CFD’s lead in educating the public in fire safety and is the model used by the NFPA as a standard for public educators in the fire service.

In 2005, the CFD’s Public Education Division was again at the forefront of public education by taking ownership of a one-of-a-kind self-contained mobile Survive Alive House that was purchased by Fireman’s Fund Insurance for \$130,000 and donated to the Survive Alive House for the City of Chicago. The mobile Survive Alive House has conducted over 750,000 programs since 2005 and has taught over three million citizens City-wide, from the months of April to October.

**GOALS & DESIRED OUTCOMES**

- Increase public education and outreach efforts by 75%.
- Reduce fire related fatalities by 30%.
- Increase corporate partnership/donations by 25%.
- Modernize the current facility with updated technology and props to improve the learning experience.
- Acquire a new mobile Survive Alive House to reach more neighborhoods across the city.

**STRATEGY**

- Define target audiences and develop messaging and content that is relevant and engaging for each group, with special attention to our senior citizens.
- Research and identify the most effective and preferred social media channels and tactics for reaching each target audience.
- Establish a tracking mechanism to track and understand the success of the campaign for each platform.
- Build a list of social media marketing partners in the community willing to repost, tag, share, etc. key messages with coordination to reach target audiences.

**FUNDING**

Corporate Funding Source: \$140,000.00.

**CURRENT STATUS**

- Increase public education and outreach efforts by 75%. (On Target)
- Reduce fire related fatalities by 30%. (On Target)
- Increase corporate partnership/donations by 25%. (Pending)



## KEY STAKEHOLDERS & PARTNERSHIPS

- Office of Budget Management

## CRITICAL NEXT STEPS



## COMMUNITY OUTREACH

### DESCRIPTION

**CFD Cares:** The CFD and its members have a rich history of performing an essential role within communities they serve by standing as examples of integrity and stability. The men and women of the CFD are committed to protecting every home, neighborhood, and community in the city of Chicago. Firefighters and paramedics not only work in the City's communities, but they live in their firehouses and are a part of the fabric of those communities. However, while members are accustomed to interacting with the public during emergencies, members do not always get the opportunity to create community relationships. The CFD has continued community outreach with the development of CFD Cares Community pop-up events where the following opportunities are offered:

- Fire Safety prevention.
- Stop the Bleed learning critical lifesaving techniques.
- Demonstrate hands-only CPR.
- Showcase CFD tools and maneuvers.
- Chicago Senior Risk Assessment Program.
- CPFTA (Chicago Police and Fire Training Academy), an elite program for High School students.

**Mobile Integrated Healthcare (MIH) Community Paramedics** is an innovative in-home program focused on transforming care for patients who have chronic conditions or need extra help managing their health. MIH uses community paramedics who provide medical care in an individual's home or via a mobile environment to help close health care gaps by being the bridge between services and individuals. MIH works to keep people out of a healthcare crisis. This reduces the utilization of public safety services (911 ambulances) as well as ensuring that hospitals are available for the sick and injured. MIH is also works to ensure all communities are educated and engaged to address their health care needs and reduce racial and economic disparities.

**Community Crisis Assistance Response and Engagement (CARE)** – CFD Paramedics trained in community paramedicine team with behavioral health professionals and respond to 911 emergency calls that have a mental health component. The goal is to de-escalate the crisis, perform mental health assessments, and provide and alternative destinations specifically staffed with mental health resources. CARE Teams perform follow-ups to ensure long-term connection and support.

### GOALS & DESIRED OUTCOMES

- CFD Cares
- Obtain funding for educational materials, giveaways, and interactive technology.
- Build a stronger relationship with the community and Firefighters and Paramedics that serve the residents.
- Foster partnerships with small business owners our pop-up events.
- MIH
- Improve health of populations by closing gaps in equity and/or accessibility.
- Provide programs that would reduce dependence on the 911 and Emergency Room services.
- CARE
- Improve outcomes for individuals experiencing a behavioral health crisis who require emergency response by:
  - Utilizing behavior healthcare responders during behavior health crisis.

- Conducting follow up and outreach to those individuals (families) who were experiencing a behavior health crisis for up to 30 days after the crisis.
- Expand the City’s current strategies for responding to individuals in crisis by ensuring a coordinated and comprehensive crisis response system.
- Participate in the Opioid Response Team and provide long term follow-up.

**STRATEGY**

CFD Cares, MIH, and CARE

- Define areas of the City where mental health call volumes spike.
- Identify areas of increased responses to opioid overdoses.
- Strengthen and expand the personnel specifically trained in community paramedicine and mental health interventions.
- Utilize dashboards and interpret data for follow-up maintenance visits.
- Continue to build on models for fire awareness and public education.
- Build technology to analyze data, create social media platforms, and create digital training.

**FUNDING**

Funding Source – MIH \$108,656.25

**CURRENT STATUS**

- Completed MIH 2023 Strategic Plan.
- Partnership with Medical Home Network (MHN).
- Candidates interviewed for MIH Community Paramedic roles.
- YTD CARE responded to 617 responses through the 9-1-1 system.
- YTD CARE had 518 follow-up encounters.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Chicago Police Department
- Chicago Department of Public Health
- Office of Emergency Management and Communications
- Department of Assets, Information, and Services
- Office of Budget Management
- Chicago EMS - Region 11

**CRITICAL NEXT STEPS**

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

## MODERNIZE TECHNOLOGY AND ADVANCE TRAINING

### DESCRIPTION

Using machine learning algorithms, decision trees, and regression models, CFD can identify and score various risk factors, trends, and correlations. Ultimately, being a data-driven department will ease workloads, simplify incredibly complex fire service tasks, and increase our fire inspection capabilities.

### GOALS & DESIRED OUTCOMES

- Software, business intelligence tools, database, and computer equipment secured by 100%.
- Increase team development and talent acquisition by 100%.
- Produce Visualization and Dashboard output by 100%.
- Secure funding (60%).

### STRATEGY

- Expand the training capabilities at the new Bauer – Plummer Training Facility (BPTF).
- Build out curriculum at satellite training facilities in each of CFD's (5) Districts.
- Maintain record retention policies to track all training for members in the Department which would also validate requirements for ISO certifications.
- Provide continuous executive leadership training and seminars.

### FUNDING

Corporate Funding: \$82,284.00 (Not approved in 2023 for 2024 budget)

### CURRENT STATUS

- Team development and talent acquisition: On target
- Software, BI tools, database, and hardware: Pending
- Visualization models and Dashboards: Pending

### KEY STAKEHOLDERS & PARTNERSHIPS

- Office of Public Safety and Administration
- Office of Budget Management
- Department of Assets, Information, and Services

### CRITICAL NEXT STEPS

█ [REDACTED]

TIME SENSITIVE ISSUES

[REDACTED]

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

[REDACTED]

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

**CIVILIAN OFFICE OF POLICE ACCOUNTABILITY**  
*ANDREA KERSTEN, CHIEF ADMINISTRATOR*

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**ORGANIZATIONAL BACKGROUND**

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**MISSION/VISION**

The Civilian Office of Policy Accountability's (COPA) 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."

COPA's mission is to:

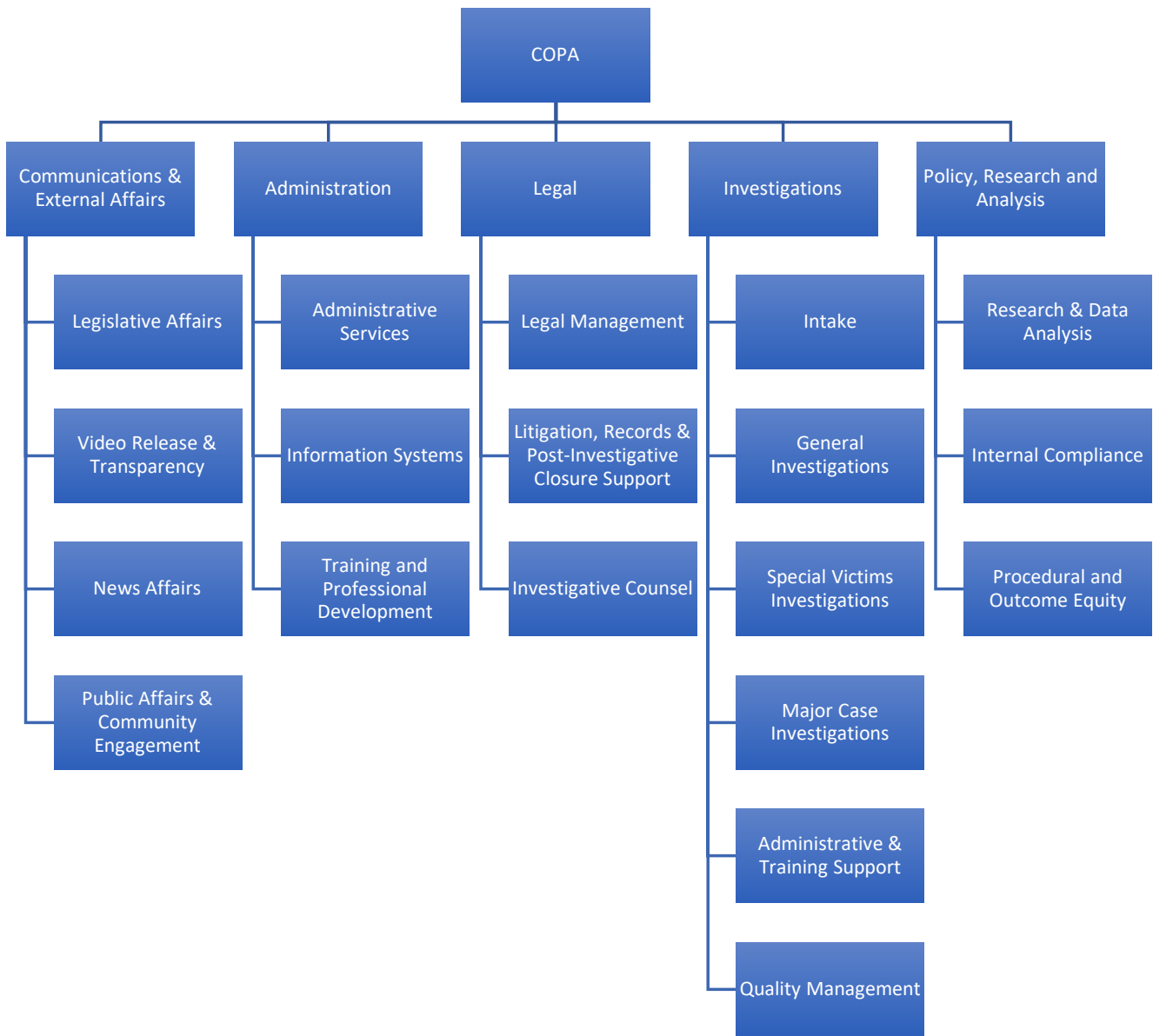
- Provide a just and efficient means to fairly and timely conduct investigations of police misconduct and determine whether allegations of police misconduct are well-founded.
- Identify and address patterns of police misconduct.
- Make policy recommendations to improve the Chicago Police Department (CPD), thereby reducing incidents of police misconduct.

**JURISDICTION & SCOPE**

COPA has the power and authority to conduct investigations into:

- All incidents, including those in which no allegation of misconduct is made, in which a CPD member discharges: (i) a firearm in a manner that potentially could strike another individual, (ii) a stun gun or taser in a manner that results in death or serious bodily injury, or (iii) in the Chief Administrator's discretion, other weapons discharges and other use of CPD-issued equipment as a weapon that results in death or serious bodily injury;
- incidents, including those in which no allegation of misconduct is made, where a person dies or sustains a serious bodily injury while detained or in CPD's custody, or as a result of police actions, such as during attempts to apprehend a suspect.
- Incidents of an "officer-involved death," as that term is defined in 50 ILCS 727/1-5;
- and complaints against CPD members alleging sexual misconduct, domestic violence, excessive force, coercion, verbal abuse, improper search or seizure of either individuals or property, or unlawful denial of access to counsel.

ORGANIZATIONAL CHART & STRUCTURE



**Communications & External Affairs:** Responsible for the agency’s interface with the media and members of the community, including the development and implementation of community outreach programs, as well as transparency efforts involving the public release of information in compliance with agency mandates.

**Administration:** Responsible for the agency’s budget management, staff hiring, training and professional development, and the acquisition and maintenance of IT infrastructure and equipment.

**Legal:** Provides agencywide legal support, strategy, and services, conducts legal review and analysis of COPA’s most complex investigations, manages COPA’s Consent Decree compliance efforts, and serves as a liaison to various external partners such as the City’s Department of Law, the Office of the Inspector General, and CPD’s General Counsel.

**Investigations:** Responsible for receiving all complaints of misconduct against CPD members, conducting thorough and timely investigations into all complaints that fall within our jurisdiction, and performing quality management assessments to ensure consistency. The Investigations Section is also responsible for working with our external law enforcement partners, such as the Cook County State’s Attorney’s Office, The Federal Bureau of Investigations, The Department of Justice, and CPD’s Bureau of Internal Affairs and Incident Response Team.

**Policy, Research and Analyses:** Utilizes data analysis and existing research evidence to identify patterns of police misconduct and make evidence-informed policy recommendations to CPD with the aim of reducing incidents of misconduct and improving public trust in policing, as well as reviews COPA's own data to help ensure consistent, efficient and equitable outcomes in investigations.

## KEY INITIATIVES/PRIORITIES

COPA's 2023 key initiatives/priorities are derived from goals developed by COPA and adopted, pursuant to ordinance, by the Community Commission for Public Safety and Accountability.

### DESCRIPTION

While COPA's most critical objective is the timely and fair resolution of our investigations, that work is made possible by the function and support of the entire agency. COPA's 2023 Goals are divided into our internal departments (sections), and they reflect the work of the agency itself. Additionally, COPA currently operates under numerous benchmarks and expectations set forth in Chicago's Federal Consent Decree. These 2023 Goals were crafted to expand upon and/or augment those existing obligations.

### GOALS & DESIRED OUTCOMES

#### Administration Goals:

- Hiring – Work to decrease vacancies officewide and align hiring sequences with COPA's new hire training program (“COPA Academy”) sessions in Spring and Fall of 2023
  - Collaborate with partner agencies to customize a hiring plan to align with new employee training
  - Begin implementation of new marketing strategies for promotion of COPA job opportunities and vacancies by end of Q1
- Training – Continue to identify and pilot new external training content consistent with investigative best practices
  - Officer-involved shooting training scheduled by end of Q2
  - Writing training scheduled by end of Q3
  - Cognitive interview technique training scheduled by Q4
- Staff Development/Internal Accountability
  - Maintain the performance evaluation program (launched in Spring 2022)
  - Deliver 3 All-Staff Meetings at end of Q2, Q3, and Q4
  - Deliver All-Staff Inservice Training Day by end of Q1
  - Develop agencywide leadership/management expectations and improve communications and support by end of Q2
    - Implementation of regular leadership meetings by end of Q1
    - Leadership retreat/training by end of Q4
  - Prioritize overall office wellness through education and programming
    - Organizational wellness assessment and strategic wellness plan to be completed by end of Q1
    - Implementation of strategic wellness plan to occur throughout Q2, Q3 and Q4

#### Communication & External Affairs Goals:

- COPA's People's Academy (2 sessions to occur in Q1 and Q3)
- Host and/or attend a community engagement event in every Aldermanic ward within Chicago by Q4
  - All investigative staff to attend at least one community engagement event by Q4
- Reconstitute COPA's Community Advisory Council by Q2
- Proactively contact COPA complainants to provide investigative updates
  - Contact tracked via COPA's case management system and monitored monthly by end of Q1
  - Attempt contact with at least 500 complainants by end of Q4

- Formalize partnership with Chicago Public Schools and/or other local schools, to deliver in-school curriculum by end of Q2
- Finalize migration of case portal information on COPA website by end of Q2
- Continue to engage all incoming CPD recruits and promotional candidates during their training sessions through the calendar year
- Investigations Goals:
  - Reduce overall investigative caseload by improving operational efficiency
    - Implement new Final Summary Report template and Style Guide by end of Q1
    - Implement process for resolving low-level misconduct allegations through “Accountability Agreements” by end of Q4
    - Develop policies and guidance for appropriate use of jurisdictional discretion over whether to retain cases for full investigation by end of Q2
- Implement an internal awareness campaign, utilizing internal data metrics, with the aim of lowering individual investigative caseload and maximizing productivity by end of Q1
- Make COPA case management system enhancements
  - Relief of Power Tracking by end of Q2
  - Referral to CPD’s Bureau of Internal Affairs by end of Q2
- Implement Investigations led training for joint interviews conducted by staff assigned to cases involving “special victims” by end of Q3
- Reduce number of days cases remain in COPA’s Intake Unit
  - Less than 90 days by end of Q2
  - Less than 60 days by end of Q3
- Revise and formalize process for criminal referrals to Cook County State’s Attorney’s Office, Federal Bureau of Investigations and Department of Justice by end of Q3

#### **Policy, Research and Analyses:**

- Hire and onboard 5 staff members by end of Q3
- Create and publish initial research agenda document outlining intended short- and long-term projects by end of Q2
- Make, publish and present a policy recommendation informed by rigorous background research, analyses and stakeholder input by end of Q4
- Provide regular work updates and policy recommendation snapshots/advisories in each quarterly report, starting by end of Q1
- Launch Policy, Research and Analyses section of COPA website by end of Q2
- Answer key research questions about public perceptions of COPA and its investigations through collected community survey data by end of Q4

#### **STRATEGY**

Administration requires strong inter-agency partnerships and is essential in maintaining a stable and adequately resourced workforce, which enables COPA to fill its vision and mission. The section is led by COPA’s Chief of Staff, who oversees the work of the Director of Administrative Services, The Director of Training and Professional Development, and the Director of Information Systems. The Chief of Staff is the lead member of the Chief Administrator’s Senior Team managing the completion of these goals.

Communications & External Affairs provides consistent, transparent communication to the public is a cornerstone of building public trust. The prioritization of this critical work directly impacts COPA’s ability to fulfill its vision and mission. The section is led by COPA’s First Deputy Chief Administrator, who oversees the work of our Director of News Affairs, Director of Public Affairs, Manager of Legislative Affairs, and Director of the Video Release and Transparency Unit. The First Deputy Chief Administrator is the lead member of the Chief Administrator’s Senior Team managing the completion of these goals. Legal ensures the agency’s work complies with relevant legal requirements contributes directly to COPA’s mission and vision. The section is led by COPA’s General Counsel, who oversees the work of the Assistant General Counsel, the Senior Litigation



Counsel, and the Chief Investigative Law Officer. The General Counsel is the lead member of the Chief Administrator’s Senior Team managing the completion of these goals.

Policy, Research and Analyses utilizes data analysis and existing research evidence to identify patterns of police misconduct and make evidence-informed policy recommendations to CPD with the aim of reducing incidents of misconduct and improving public trust in policing. The section is also responsible for reviewing COPA’s own data to help ensure consistent, efficient and equitable outcomes in our investigations. The section’s work addresses specifically enumerated objectives within both COPA’s vision and mission. The section is led by a Deputy Chief Administrator who oversees the work of a Research Assistant, Data Scientists, a Senior Performance Analyst, and a Project Manager. The Deputy Chief Administrator of this section is the lead member of the Chief Administrator’s Senior Team managing the completion of these goals.

**FUNDING**

By ordinance, COPA is entitled 1% of CPD’s annual budget. As such, COPA anticipates that its 2023 budget allocation includes sufficient funding for resources and personnel to meet or make substantial progress on the above listed goals within the calendar year.

**CURRENT STATUS**

COPA is in the process of reporting out on the status of the above goals for Q1, which the agency believes it has met.

**KEY STAKEHOLDERS & PARTNERSHIPS**

COPA works closely with the Chicago Police Department to align policies and procedures, where applicable. COPA’s work frequently requires partnership with the Department of Law and the Public Safety Administration. COPA also collaborates with other accountability entities within the public safety portfolio, such as the Chicago Police Board, the Community Commission on Public Safety and Accountability, and the Public Safety Inspector General.

Over the last year, COPA has also fostered collaborative relationships with other City agencies and sister agencies, such as Streets and Sanitation, Mayor’s Office for People with Disabilities, Department of Family Support and Services, and Chicago Public Schools.

Outside of city government, COPA has longstanding partnerships with the Cook County State’s Attorney’s Office, the Federal Bureau of Investigations, the Department of Justice, the Illinois State Police, the Cook County Public Defender’s Office, the Chicago Children’s Advocacy Center, and numerous community organizations and faith centers.

**CRITICAL NEXT STEPS**

[REDACTED]

**TIME SENSITIVE ISSUES**

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## COMMUNITY COMMISSION FOR PUBLIC SAFETY AND ACCOUNTABILITY

### ADAM GROSS, EXECUTIVE DIRECTOR

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

The Community Commission for Public Safety and Accountability (CCPSA) envisions Chicago communities, the Chicago Police Department, and police accountability agencies working in partnership to increase accountability, transparency, and trust, advance and sustain systemic reform, create and support effective policies and practices, and build a safer Chicago for all.

### JURISDICTION & SCOPE

In July 2021, the Chicago City Council passed an ordinance establishing a new model for police oversight, accountability, and public safety. The ordinance established two bodies: an appointed Community Commission for Public Safety and Accountability (the Commission), which works citywide; and elected District Councils, which work in each of the 22 police districts. The ordinance gives the Commission power to advance systemic reform and gives the District Councils power to work to improve policing and public safety in police districts. The Commission and District Councils will bring police officers and city residents together to plan, prioritize, and build mutual trust; strengthen the police accountability system; give Chicagoans a meaningful new role in oversight; and explore and advance alternative effective approaches to public safety.

The Commission is a seven-member body. Commissioners must be drawn from across the city, with at least two Commissioners from the South Side, at least two from the West Side, and at least two from the North Side. Commissioners must also meet work- and experience-related requirements described in the ordinance. An interim Commission began work in September 2022. There was an open application process, then the City Council nominated 14 finalists and the Mayor appointed seven of them. Interim Commissioners will serve until members of the permanent Commission are nominated, selected, and confirmed. After new District Council members begin their work in May 2023, they will have an open application process and nominate 14 finalists to serve on the permanent Commission, the Mayor will appoint seven of them or request a new list. Once the Mayor makes a selection, the City Council will vote whether to confirm. Commissioners will serve four-year terms. The Commission must have public meetings at least once a month.

The Commission oversees the Police Department, the Civilian Office of Police Accountability (COPA), and the Police Board.

The Commission has several key powers:

- Playing a central role in selecting and removing the Police Superintendent, COPA Chief Administrator, and Police Board members. No one will be selected for one of these positions without the Commission's support.
- Incorporating community input into the drafting of police department General Orders, with the caveat that any policy governed by the Consent Decree must have final approval by the Independent Monitoring Team.
- Establishing annual goals for CPD, COPA, and the Police Board, and evaluating progress toward meeting the goals.
- Promoting community engagement and transparency.

District Councils are being created in each of the city's 22 police districts. In each police district, three District Council members were elected in February 2023. The newly elected District Council members will begin their four-year terms in May 2023. Each District Council must have public meetings at least once a month.

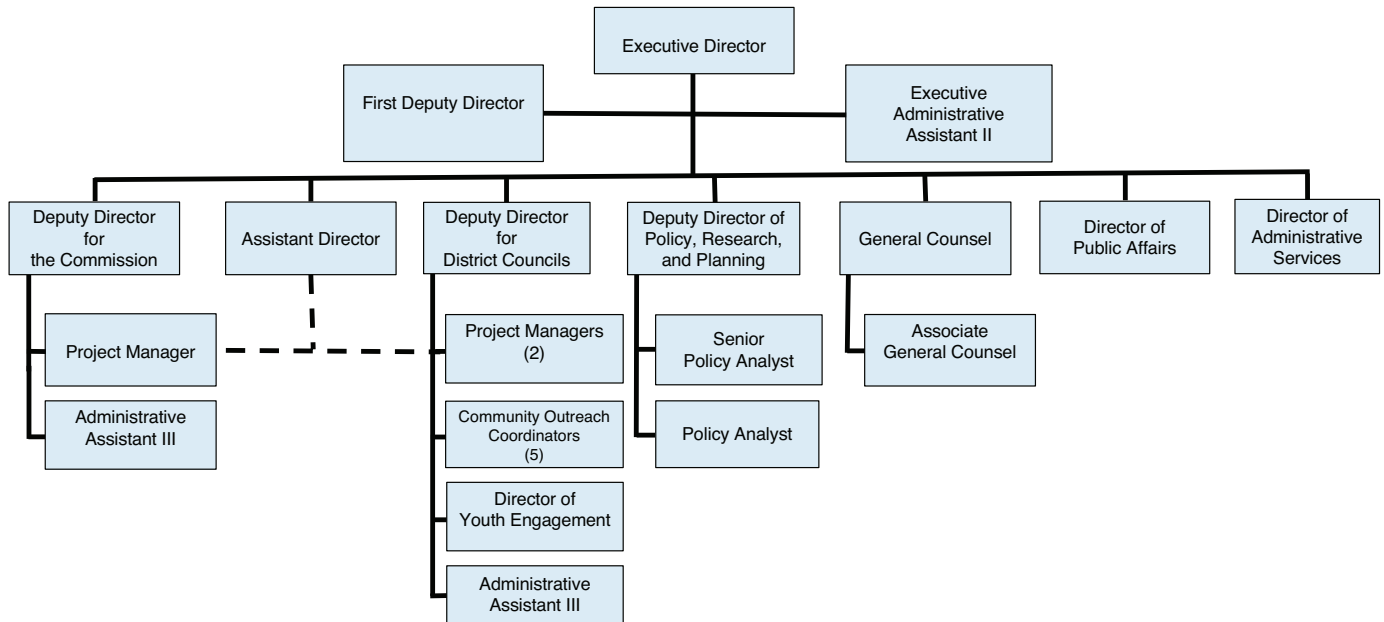
District Councils have several key roles:

- Building stronger connections between the police and the community at the district level, where the community is a true partner in making the neighborhood safer. They can work with the police to solve problems and set priorities.
- Holding monthly public meetings, where residents can work with the police on local initiatives rooted in community concerns and priorities. They can also raise and work to address concerns about policing in the district, and increase accountability.

- Working with the community to get input on police department policies and practices.
- Ensuring that the Commission gets input from the community, so that the Commission’s work will be based on what people in neighborhoods across the city are concerned about.
- Nominating members of the Community Commission.

The Commission and District Councils are supported by a full-time, professional staff.

## ORGANIZATIONAL CHART & STRUCTURE



## KEY INITIATIVES/PRIORITIES

### SELECTING AND REMOVING KEY PUBLIC SAFETY OFFICIALS

#### DESCRIPTION

The Commission plays a central role in selecting and removing the Police Superintendent, COPA Chief Administrator, and Police Board members.

- When there is an opening for Police Superintendent and members of the Police Board, the Commission develops a short list of candidates. The Mayor will choose from the Commission's list or request a new list. Once the Mayor makes a selection, the City Council will vote whether to confirm.
- The Commission selects the COPA Chief Administrator, subject to City Council confirmation. The Commission, with City Council approval can also remove the COPA Chief for cause.
- Under state law, the Mayor has the power to remove the Superintendent and Police Board members. But if the Commission believes that one of those officials is not fit to do the job, the Commission can hold hearings and take a vote of no confidence in the official. That would trigger a City Council hearing and vote and a public response from the Mayor.

The Commission provided a short list of Police Board candidates to the Mayor in March, 2023. The Mayor has 30 days to accept candidate recommendations or, if accepting none, to notify the Commission that they must provide additional candidate names.

#### GOALS & DESIRED OUTCOMES

To conduct a process that fully incorporates community input and promotes transparency, the filling of these positions will be done in a timely manner and with full cooperation with community stakeholders, the agencies themselves and the City.

#### STRATEGY

Engage current members of CPD, COPA and the Police Board; promote a fair and transparent application process; provide candidate names to the Mayor in a timely fashion.

#### FUNDING

All work is conducted by Commissioners and Commission staff, funding for whom is provided in the annual appropriations ordinance.

#### CURRENT STATUS

For the Superintendent search, the Commission is:

- Soliciting proposals for search support and working to enter into a contract for support by mid- or late-April
- Drafting an application and working to circulate it by late April
- Planning public meetings and conducting meetings with experts to get input on the search
- Developing evaluation criteria

#### KEY STAKEHOLDERS & PARTNERSHIPS

For the Superintendent search:

- Community members across the city
- Current and retired CPD
- Local and national experts

#### CRITICAL NEXT STEPS


## DESCRIPTION

The Commission plays a significant role in establishing CPD policy. Both the Commission and CPD can draft Police Department General Orders, but General Orders must be approved by the Commission. Where there is disagreement about General Orders between the Commission and the Police Department, there is a process to build consensus and try to resolve all differences. Ultimately, the Commission may vote on any General Order that is before it. The Mayor may veto a Commission-enacted General Order. The City Council may override a mayoral veto by a 2/3 vote. Any policy that is governed by the Consent Decree must have the final approval of the Independent Monitoring Team before being adopted, regardless of Commission.

The Commission also has the authority to set policy for COPA and the Police Board.

## GOALS & DESIRED OUTCOMES

The goal is to develop and enact policies that are rooted in expert knowledge about best practices, and grounded in community values and needs.

## STRATEGY

When reviewing or drafting policy, the Commission:

- Gathers public input
- Conducts research, including consulting with experts
- Engages with the body for which the policy is being established (CPD, COPA, or the Police Board)

## FUNDING

All of the work is conducted by Commissioners and Commission staff, funding for whom is provided in the annual appropriations ordinance.

## CURRENT STATUS

The Commission has drafted a General Order that would govern the collection, maintenance, and distribution of gang related data. CPD has responded to the Commission's proposal. Now the parties will work to try to resolve differences.

CPD has drafted a policy prohibiting associations with criminal organizations. The Commission has responded to CPD's proposal. Now the Commission is awaiting CPD's response.

## KEY STAKEHOLDERS & PARTNERSHIPS

- Community members across the city
- Local and national experts
- CPD, COPA, and the Police Board

## CRITICAL NEXT STEPS

## GOAL SETTING

### **DESCRIPTION**

At the beginning of each year, the Commission sets goals for the Police Superintendent, the COPA Chief Administrator, and the Police Board President. At the end of the year, the Commission evaluates progress made toward meeting the established goals.

### **GOALS & DESIRED OUTCOMES**

The goal of the goal setting process is to improve CPD, COPA, and Police Board performance, and ensure that public safety leaders are accountable to the community. The goal setting process sets targets for public safety departments that are measured and monitored on a regular basis, providing an open and transparent process for the public.

### **STRATEGY**

The Commission works with CPD, COPA, and the Police Board to develop goals for each department and its leaders. CCPSA develops metrics to measure each departments' compliance with goals.

### **FUNDING**

All of the work is conducted by Commissioners and Commission staff, funding for whom is provided in the annual appropriations ordinance.

### **CURRENT STATUS**

CPD, COPA, and the Police Board have received and agreed to their 2023 goals.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

- Community members across the city
- Local and national experts
- CPD, COPA, and the Police Board

### **CRITICAL NEXT STEPS**

## CPD BUDGET REVIEW

### **DESCRIPTION**

The Commission is required each year to review the CPD budget and to make recommendations or comments before the City Council votes on the budget.

### **GOALS & DESIRED OUTCOMES**

The goal of the annual budget review is to help ensure that CPD resources are used efficiently and effectively.

### **STRATEGY**

To review the CPD budget, the Commission:

- Framed its review of the budget by focusing on the Commission's goals as defined in the ordinance creating the Commission
- Received a briefing from the Office of Budget and Management
- Met with the Police Superintendent and top CPD leaders
- Engaged with local and national experts

- Received public input

To assess progress in addressing the issues highlighted in the budget report, the Commission will:

- Follow up with CPD on matters of concern
- Continue to engage with experts to assess progress
- Hold public meetings on matters of concern

### **FUNDING**

All of the work is conducted by Commissioners and Commission staff, funding for whom is provided in the annual appropriations ordinance.

### **CURRENT STATUS**

The Commission issued a report on the 2023 budget in November 2022. The Commission continues to monitor issues that were highlighted in the budget report.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

- Community members across the city
- Local and national experts
- CPD

### **CRITICAL NEXT STEPS**



TIME SENSITIVE ISSUES

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]

[REDACTED]

- [REDACTED]





## **COMMUNITY SERVICES**

**CHICAGO DEPARTMENT OF PUBLIC HEALTH  
CHICAGO COMMISSION ON HUMAN RELATIONS  
MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES  
DEPARTMENT OF FAMILY AND SUPPORT SERVICES  
CHICAGO PUBLIC LIBRARY**

## CHICAGO DEPARTMENT OF PUBLIC HEALTH ALLISON ARWADY, MD, MPH, COMMISSIONER

### ORGANIZATIONAL BACKGROUND

#### MISSION/VISION

The Chicago Department of Public Health (CDPH) works to advance the Healthy Chicago 2025 vision: A city where 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.

**Mission:** CDPH works with communities and partners to create an equitable, safe, resilient and Healthy Chicago.

**Vision:** Everyone in Chicago thrives and achieves their optimal health and well-being.

#### JURISDICTION & SCOPE

**WHAT IS PUBLIC HEALTH?** While doctors primarily take care of individual patients after they get sick, the focus of public health is on protecting the health of the entire community. To do this, public health builds systems and monitors health outcomes; fosters community conditions to prevent disease; drives policies that promote health; and removes the systemic and structural barriers that result in health inequities. Public health may act as part of the health safety net, providing limited direct medical care to help fill gaps in the health care system, especially related to infectious diseases, but nearly all public health departments' work (and funding) is focused on community, rather than individual health.

CDPH's work is guided by our community health improvement and strategic plans, as well as our grant-funded priorities:

**HEALTHY CHICAGO 2025:** All accredited local health departments are required to work with local partners to complete a Community Health Assessment and Community Health Improvement Plan (CHIP) every five years. CDPH's most recent CHIP was released in 2020 and is called Healthy Chicago 2025.

The primary goal of Healthy Chicago 2025 is to reduce the 10-year racial life expectancy gap between Black and white Chicagoans and reverse the declining life expectancy among Latinx and Asian populations. The five major contributors to Chicago's racial life expectancy gap, in order, are 1) chronic diseases (e.g., diabetes and heart disease); 2) gun-related homicide; 3) infant mortality; 4) HIV, COVID and other infectious diseases; and 5) opioid overdoses.

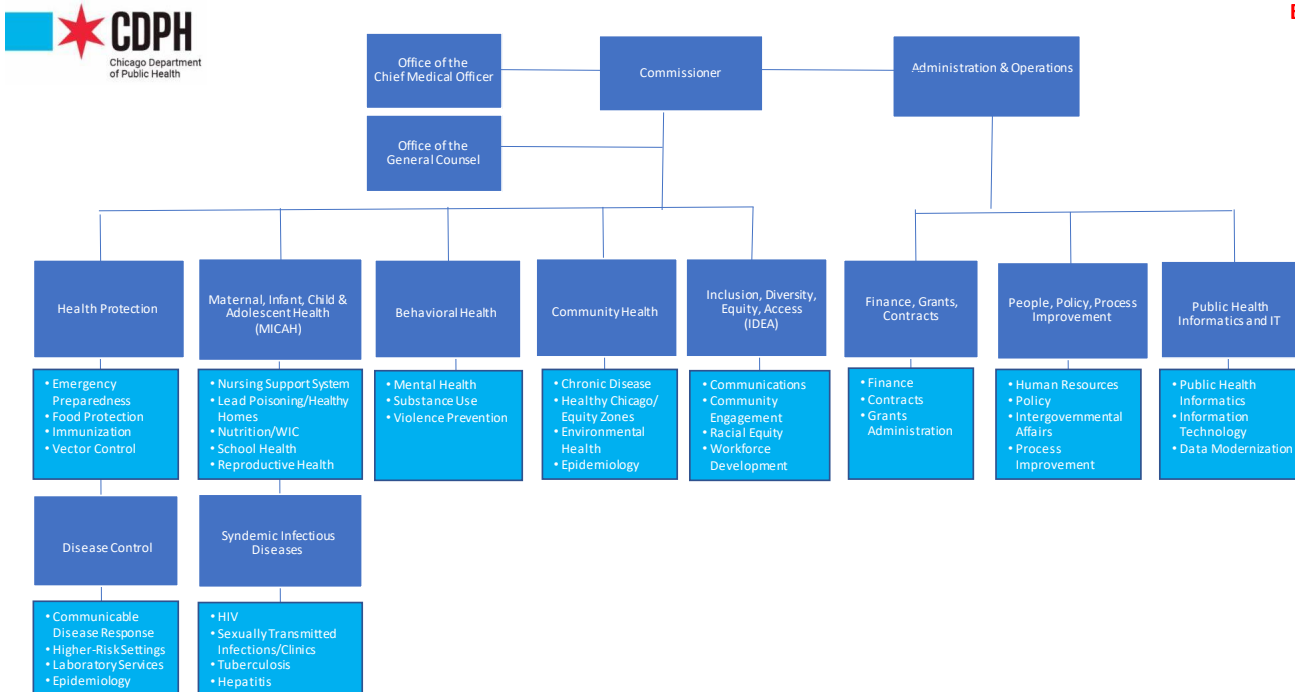
In addition to building programs that directly address these conditions, Healthy Chicago 2025 identifies strategies in seven priority areas to address the root causes of health and drivers of the racial life expectancy gap: housing, food access, environment, public safety, neighborhood planning and development, health and human services, and public health systems organizations. Healthy Chicago 2025 serves as a foundational plan for We Will Chicago, the citywide plan, and the Office of Equity and Racial Justice's racial equity transformation efforts.

**CDPH'S STRATEGIC PLAN:** While Healthy Chicago 2025 drives CDPH's external and department-wide goals and programming priorities, every five years (most recently in 2022) CDPH also completes an internally focused strategic plan to identify cross-department operational needs and define areas for focused process improvement. The CDPH strategic plan's overarching priorities are to increase racial equity, invest in the CDPH workforce, and make administration and systems improvements. This year, CDPH is completing time-bound, goal-based projects in Funding Sustainability; Hiring and Retention; Internal and External Communications; Workforce Development; and Clinical Services.

**GRANT-FUNDED PRIORITIES:** Different from most other City departments, currently less than 10% of CDPH's budget comes from the City/corporate fund. CDPH applies for and maintains dozens of multi-million-dollar competitive federal grants, primarily from the Centers for Disease Control and Prevention (CDC), Health Resources and Services Administration (HRSA), and Housing and Urban Development (HUD). The bulk of CDPH's work is, therefore, dictated by these funders and the terms of these grants. Because federal grant funds cannot be repurposed to other priorities at the local level, corporate funds are critical in ensuring CDPH can initiate new local initiatives and respond to local needs.

ORGANIZATIONAL CHART & STRUCTURE

2023 Summary Organizational Chart  
Bureau Level



**PROGRAMMATIC BUREAUS:**

CDPH’s programmatic work is organized into six bureaus:

**HEALTH PROTECTION** works to prepare for and respond to public health emergencies and protect the public from vaccine-preventable, vector-borne, and food-borne infectious diseases. Programs include public health emergency preparedness and health care system preparedness across Chicago’s hundreds of health care providers; vaccine distribution and promotion; mosquito collection and testing; food safety and restaurant inspections.

**DISEASE CONTROL** works to protect the public from infectious diseases through disease monitoring, case investigation, and outbreak response for more than 70 legally reportable disease conditions, including ongoing COVID and MPOX (monkeypox) response.

**MATERNAL, INFANT, CHILD AND ADOLESCENT HEALTH** works to improve the health outcomes of pregnant people, women, infants and children with a focus on addressing the inequitable distribution of adverse health outcomes. Programs include nurse home visiting for families with newborns; reproductive health; Supplemental Nutrition Program for Women, Infant and Children (WIC); lead poisoning prevention/healthy homes (case management, home inspections & remediation); school-based health services (vision, dental, reproductive health and coordination).

**SYNDEMIC INFECTIOUS DISEASES** works to strengthen planning and services for linked, co-occurring infectious diseases. Programs include investigation, prevention and treatment of HIV, sexually transmitted infections, viral hepatitis & tuberculosis; wrap-around services include HIV- and tuberculosis-related housing support.

**BEHAVIORAL HEALTH** works with community partners to grow and strengthen behavioral health resources across Chicago. Programs include mental health (outpatient care, crisis response & system coordination); substance use disorder (treatment, prevention and harm reduction); violence prevention & intervention (street outreach and victim services).

**COMMUNITY HEALTH** takes a place-based approach that builds the power and capacity of Chicagoans and community-based organizations, so they can mobilize for action to address root causes of health and, ultimately, close Chicago’s racial life expectancy gap. Programs include environmental permitting and inspections; Healthy Chicago 2025; Healthy Chicago Equity Zones and community-based health workers; chronic disease prevention; capacity building to promote health equity in all policies; and population health epidemiology and research.

**SUPPORT SERVICES BUREAUS:**

CDPH's cross-cutting work is organized into four bureaus and two offices:

- **INCLUSION, DIVERSITY, EQUITY AND ACCESS** supports communications, community engagement, internal racial equity transformation, and workforce development.
- **FINANCE, GRANTS AND CONTRACTS** provides administrative support.
- **PEOPLE, POLICY AND PROCESS IMPROVEMENT** addresses structural issues that impact implementation of public health programming and advances policy and system change.
- **INFORMATICS** oversees information systems management and data modernization.
- **OFFICE OF THE CHIEF MEDICAL OFFICER** coordinates across the healthcare system.
- **OFFICE OF THE GENERAL COUNSEL** provides legal services, privacy and compliance activities.

## KEY INITIATIVES/PRIORITIES

### SUPPORTING BEHAVIORAL HEALTH

#### DESCRIPTION

The Bureau of Behavioral Health works with community partners to grow and strengthen behavioral health resources. Programs include mental health (outpatient care, crisis response & system coordination); substance use disorder (treatment, prevention & harm reduction); and violence prevention & intervention (street outreach and victim services). Key initiatives include:

- **#All77 Mental Health Initiative:** Provide no barrier mental health services in all 77 community areas regardless of health insurance status, immigration status, or ability to pay.
- **Crisis Assistance Response and Engagement (CARE) 911 Response Program:** Integrate behavioral health professionals into the City's 911 response system to respond to certain 911 events involving a behavioral or mental health crisis.
- **Stabilization Housing:** Stabilize up to 160 high utilizers of jail, emergency department, 911, and homeless services per year, by providing shelter, behavioral care, and post program planning and recommendations.
- **Sobering Center:** Provide 24/7 alternate destination facilities for individuals to recover from alcohol intoxication with medical monitoring and peer recovery coaching.

#### GOALS & DESIRED OUTCOMES

- **#All77 Mental Health Initiative:** Continue to provide services in all 77 community areas across the City and raise public awareness of available services.
- **CARE:** Divert behavioral health 911 calls from traditional police/EMS response to free up those staff for other public safety needs. Improve health outcomes for people in behavioral health crisis. Reduce cyclical utilization of emergency health and public safety systems.
- **Stabilization Housing:** Reduce ED service utilization, jail utilization, and 911 utilization; reduce average length of shelter stays and increase exits from homelessness
- **Sobering Center:** Reduce the overall system cost of care; reduce cyclical utilization of public services and secondary transfers for intoxicated individuals.

#### STRATEGY

- **#All77 Mental Health Initiative:** Fund CDPH mental health clinics, community health centers, community-based organizations, and community mental health centers to provide no-barrier mental health services. Raise awareness of resources through multiple channels.
- **CARE:** Expand call eligibility and citywide coverage in phases; work with external technical experts to align national best practices with Chicago-specific data.
- **Stabilization Housing:** Establish a housing facility that is fully staffed by delegate medical, mental health, and social service providers to appropriately meet the patient's needs.

- **Sobering Center:** Establish a facility fully staffed with peer recovery coaches, counselors, EMTs, and nurses to appropriately meet the needs of the intoxicated individual. This program would partner with EMS, law enforcement, hospitals, and other community organizations to provide care, resources, and behavioral support.

### FUNDING

- **#All77 Mental Health Initiative:** Corporate (\$5,830,000), American Rescue Plan (ARP) (\$6,240,000), CDBG CARES (\$2,160,000): Combined total of \$14,230,000.
- **CARE:** CDPH Mental Health Corporate – \$1,000,000; ARP CARE - \$15,000,000; Pritzker Pucker Family Foundation Grant- \$133,000; NFL Social Justice Grant- \$200,000
- **Stabilization Housing:** \$15,000,000 in ARP Funding
- **Sobering Center:** \$5,000,000 in ARP Funding

### CURRENT STATUS

- **#All77 Mental Health Initiative:** Publicly funded mental health services are now available in all 77 community areas through 177 provider locations. 73,899 Chicagoans received services in 2022 (up from 3,651 in 2019), including 13,666 children (up from 0 in 2019). CDPH has launched an extension clinic program with Chicago Public Libraries and is working with a communications firm to raise awareness of publicly funded mental health services.
- **CARE:** As of March 2023, CARE is deploying mental health response teams in 5 police districts and a post-overdose opioid response team in 1 district. CARE teams have responded to 617 calls with 0 arrests, 0 use of force events, and 518 follow-up encounters.
- **Stabilization Housing:** CDPH is finalizing the RFP for release in April. CDPH has also identified a facility in the 40th ward for the Stabilization Housing program and is working with Ald. Vasquez’s team to schedule the first community development meeting.
- **Sobering Center:** CDPH is finalizing the RFP for a release in April. CDPH has also confirmed program design meets the Illinois Department of Human Service’s (IDHS) Substance Use Recover and Prevention Division’s (SUPR) level of care for detoxification.

### KEY STAKEHOLDERS & PARTNERSHIPS

- **#All77 Mental Health Initiative:** 49 partner community-based organizations; Chicago Public Libraries; O’Hare Airport.
- **CARE:** Mayor’s Office, OEMC, CFD, CPD, AIS, IDPH EMS Region 11, U of C Health Lab, Meadows Mental Health Institute, Harvard Government Performance Lab.
- **Stabilization Housing:** DOH, AIS, Ald. Vasquez (40)
- **Sobering Center:** IDHS

### CRITICAL NEXT STEPS

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

## ADVANCING COMMUNITY HEALTH AND ADDRESSING ROOT CAUSES

### DESCRIPTION

The Bureau of Community Health takes a place-based approach that builds the power and capacity of Chicagoans and community-based organizations to mobilize for action to promote public health. The Bureau works with City departments and organizations across sectors to conduct health assessments and develop health improvement plans; advance policies to address inequities in the root causes of health; foster community-clinical linkages and tobacco control to reduce the impact of chronic diseases; and protect the environment through permitting and enforcement. In addition, the Bureau leads the collection, analysis, and public dissemination of actionable community health data, managing the annual Healthy Chicago Survey and the Chicago Health Atlas, a website that allows users to explore health-related indicators over time and communities. Key initiatives include Healthy Chicago Equity Zones, Health Equity in All Policies, Environmental Justice, and Community Health Response Corps.

### GOALS & DESIRED OUTCOMES

- **Healthy Chicago Equity Zones (HCEZs):** Build community capacity to lead hyperlocal strategies that address priority health issues. Six Equity Zones (geographic areas) led by regional and community organizations develop solutions to meet their most pressing needs.
- **Health Equity in All Policies (HEiAP):** Create permanent, structural changes so that health equity is routinely considered in government decision-making.
- **Environmental Justice:** Bolster CDPH's core capacity to advance environmental justice and reduce pollution burden through innovative programs and policies, including expanded staffing for permitting and enforcement.
- **Community Health Response Corps:** Invest in the training and development of frontline Community Health Workers (CHWs) working in 16 South and West side communities to help residents access resources and to deliver information that improves health.

### STRATEGY

- **HCEZs:** Provide tailored technical assistance to regional and community lead organizations, supporting them to conduct community-led network building, assessment, action planning, outreach, research, and advocacy.
- **HEiAP:** Deliver training, technical assistance, and capacity building to City departments in how to apply HEiAP tools and approaches; mobilize City departments and the local public health system to work with communities to advance policy changes.
- **Environmental Justice:** Partner with community stakeholders to develop and co-manage a citywide air monitoring network that will provide actionable data about local air quality; conduct baseline Cumulative Impact Assessment to understand the distribution of pollutants and relative vulnerability of different Chicago neighborhoods; develop environmental justice policy agenda; and remediate contaminated sites.
- **Community Health Response Corps:** Train and activate Corps members as CHWs, using an earn-and-learn model to promote career development. Focus outreach on emerging infectious/vaccine preventable diseases, chronic diseases, and linkage to priority social services and community resources (e.g., food, housing). Maintain call center.

### FUNDING

- **HCEZs & HEiAP:** CDC Health Disparities grant - \$30 million
- **Environmental Justice:** Chicago Recovery Plan, ARP - \$7 million and bond - \$21 million
- **Community Health Response Corps:** Immunization and Vaccines for Children Program - \$15 million, ARP - \$7 million, DHHS Advancing Health Literacy - \$1.7 million, CDC COVID-19 Workforce Supplemental Funding - \$500,000

### CURRENT STATUS

- **HCEZs:** Regional health assessments completed; technical assistance curriculum and action planning underway; exploring collaboration opportunities on projects related to COVID-19 infection prevention and treatment, safety, maternal/infant health, and behavioral health.
- **HEiAP:** Health Equity Decision Support Tool and training in development; team supporting departments and community partners on housing justice, food access, neighborhood planning and development, and environmental justice projects.

- **Environmental Justice:** Planning grant secured to develop air monitoring strategy; Cumulative Impact Assessment in progress; Schroud site barrier installation scheduled.
- **Community Health Response Corps:** Corps members hired, trained, and deployed; bystander CPR train-the-trainer complete; housing referral pilot launched.

### KEY STAKEHOLDERS & PARTNERSHIPS

- **HCEZs:** Six Regional Leads (Greater Auburn Gresham Development Corporation, Northwest Center, Phalanx Family Services, Southwest Organizing Project, Swedish Covenant Hospital, West Side United), 46 Community Leads, Partnership for Healthy Chicago, Office of Equity & Racial Justice
- **HEiAP:** Office of Equity & Racial Justice, Illinois Public Health Institute, various City and community co-led working groups including Elevated Chicago, Food Equity Council, and Environmental Equity Working Group.
- **Environmental Justice:** Office of Climate & Environmental Equity, Environmental Equity Working Group / Chicagoland Environmental Justice Network, Illinois Public Health Institute, Tetra Tech, Jasculca Terman Strategic Communications, Centers for Neighborhood Technology, U.S. EPA, Illinois EPA
- Community Health Response Corps: Chicago Cook Workforce Partnership, UIC

### CRITICAL NEXT STEPS

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

## PREPARING FOR PUBLIC HEALTH EMERGENCIES; SUPPORTING INFECTIOUS DISEASE RESPONSE

### DESCRIPTION

Controlling infectious diseases across Chicago – including preparing for and responding to outbreaks – has been at the core of CDPH’s work since the 1840s. The bulk of CDPH’s legally mandated work relates to infectious disease control and most CDPH staff work in this area.

The COVID-19 pandemic highlighted that sustained investment in public health emergency preparedness is non-negotiable for cities of every size – and for a city like Chicago, it must be central in any long-term planning. Key recent initiatives include:

- **COVID-19 Vaccination and Protect Chicago at Home:** In early 2021, CDPH launched Protect Chicago At-Home, initially to bring vaccines to homebound Chicagoans. Given the success of the program, the program expanded to make free in-home vaccination available to all Chicago households with an equity lens. Anyone age 6 months and up is eligible to receive a free COVID-19 and/or flu vaccine at home and up to 10 people can be vaccinated at a time.
- **Specialized Laboratory Services:** CDPH received critical federal funding to modernize public health laboratory capacity for the city and build new programs related to genomic testing (e.g., detecting variants from patient laboratory results); wastewater testing; and early aerosol testing (e.g., detecting air-borne diseases in high-risk settings). CDPH contracted with Rush University Medical Center to establish the Regional Innovative Public Health Laboratory (RIPHL), which enables advanced specimen testing locally. CDPH also contracted with Discovery Partners Institute at the University of Illinois Chicago to develop a wastewater testing program.

### GOALS & DESIRED OUTCOMES

- **COVID-19 Vaccination and Protect Chicago at Home:** Maintain the home-based immunization program long-term to help protect the most vulnerable Chicagoans, beginning with this fall’s back-to-school and respiratory vaccine campaigns. Eventually expand home-based access to all vaccines for uninsured or homebound Chicagoans.
- **Specialized Laboratory Services:** Continue to be a national leader in this critical area.



## STRATEGY

- **COVID-19 Vaccination and Protect Chicago at Home:** Vaccines are one of the most effective (and cost-effective!) ways to prevent disease at the population level and the At Home program has proved critical and cost-effective in protecting the hardest-to-reach Chicagoans. With the declared public health emergency ending May 11, by September 2023, COVID vaccines will become more expensive and less accessible for Chicagoans who are uninsured/underinsured. As CDPH's COVID response funding runs out, maintaining this capability is key to maintaining a preparedness and response infrastructure.
- **Specialized Laboratory Services:** It is essential that Chicago continue to invest best-practice laboratory technology. CDPH will be hiring a new senior scientist position to provide PhD level expertise. RIPHL is expanding testing to other infectious diseases that threaten Chicago. In March, polio testing was added to wastewater capacity; planned additions include opioid-related testing. In April, CDPH will begin a pilot program to sample air for pathogens of public health concern (e.g., at a CDPH outpatient clinic, nursing home, emergency department). If implemented at full-scale, Chicago would be among the first jurisdictions in the country to have an aerosol testing program.

## FUNDING AMOUNTS & SOURCES

- **COVID-19 Vaccination and Protect Chicago at Home:** CDC Immunization and Vaccines for Children grant (\$6,000,000 - \$8,000,000 annually; facing reductions in COVID funding).
- **Specialized Laboratory Services:** CDC Epidemiology and Laboratory Capacity Grant, \$11,000,000 total (one-time award, not annual). This grant is set to end in 2025.

## CURRENT STATUS

- **COVID-19 Vaccination and Protect Chicago at Home:** 47,546 Chicagoans have been vaccinated at home. Of these, 46.4% are Black (non-Latinx), 24.5% are Latinx, 13.9% are White (non-Latinx), 3.3% are Asian (non-Latinx) and 10.9% are other race/ethnicity. South and West side community residents have been the most likely to choose this path for vaccination.
- **Specialized Laboratory Services:** RIPHL currently tests deidentified specimens from 16 Chicago hospitals and laboratories; more than 10,000 COVID specimens have been successfully sequenced, along with influenza and MPOX specimens, and results are made public weekly. Beyond COVID and viral outbreaks, RIPHL has already helped CDPH control smaller local bacterial outbreaks (Shigella) and fungal outbreaks (Candida auris). Wastewater is currently collected from the three large treatment plants serving Chicago and Cook County (each processing wastewater for over a million people), as well as from 8 neighborhood-level sewersheds across Chicago, at O'Hare's international terminal and at the Cook County jail.

## KEY STAKEHOLDERS & PARTNERSHIPS

- **COVID-19 Vaccination and Protect Chicago at Home:** Healthy Chicago Equity Zone organizations; Mobile vaccination contractor; Department of Family Support Services.
- **Specialized Laboratory Services:** Centers for Disease Control and Prevention, Illinois Department of Public Health, Rush University Medical Center, 16 Chicago hospitals and laboratories, Discovery Partners Institute/UIC, Metropolitan Water Reclamation District, Chicago Department of Water Management, Chicago Department of Aviation, Cook County Jail, multiple medical providers.

## CRITICAL NEXT STEPS

- [REDACTED]
- [REDACTED]



## PROMOTING MATERNAL, INFANT, CHILD AND ADOLESCENT HEALTH

### DESCRIPTION

The Maternal, Infant, Child and Adolescent Health (MICAH) Bureau works to improve the health outcomes of pregnant people, women, infants and children with a focus on addressing health inequities. MICAH serves tens of thousands of Chicagoans annually. Key initiatives include:

- **Family Connects Chicago (FCC):** FCC is an evidence-based, universal nurse home visiting program for post-partum birthing persons and their newborns, providing connections to needed services and improving maternal and infant health outcomes. FCC has a formal community alignment component to strengthen and coordinate community-based services supporting families. FCC is currently expanding from 4 hospitals to be city-wide across all 15 Chicago birthing hospitals.
- **Lead Poisoning Prevention and Healthy Homes Program (LPPHHP):** LPPHHP provides home inspections for lead and other health hazards, help applying for funding to remediate or abate hazards, nurse case management to families with lead-poisoned children, training and education about home health hazards, and support to ensure eligible households have access to LPPHHP services. Due to LPPHP, the number of children with elevated blood lead levels has declined since 1996 from an estimated 70.2% of children to 1.8% by 2021.
- **Reproductive Health Initiative:** With the end of federal protections for abortion, there is a need for reproductive healthcare including abortion access for Chicagoans, Illinoisans, and those from other states who are otherwise unable to access safe, legal care. The new Office of Reproductive Health was established to support ongoing access to reproductive health services, including abortion care, family planning and contraception, and school and adolescent sexual health education and resources.

### GOALS & DESIRED OUTCOMES

- **FCC:** Scale program to ensure all ~25,000 Chicago residents who give birth at participating hospitals have access to FCC services.
- **LPPHHP:** Expand access to lead abatement and home health hazard mitigation services to eliminate childhood lead poisoning due to lead paint in Chicago. Young children will live, grow, and play in healthier environments.
- **Reproductive Health Initiative:** Increase access, awareness, and public education around comprehensive reproductive health care.

### STRATEGY

- **FCC:** Maintain FCC community alignment activities citywide through six Regional Community Alignment Boards (CABs), a Citywide CAB and a Healthcare Providers Council. Serve as the “backbone” organization for implementation by 1) coordinating hospitals and CABs and streamlining data management; 2) providing nursing staff service for some hospitals; 3) coordinating training, technical assistance, and certification and 4) convening stakeholders.
- **LPPHHP:** Increase access to services through proactive outreach and expanded eligibility (include families up to 140% AMI, fund non-lead home hazard repairs, and increasing the per home cost cap.
- **Reproductive Health Initiative:** Build staff capacity and fund additional community providers to improve access to abortion healthcare.

### FUNDING

- **FCC:** Over \$30,000,000 in a mix of annual and multi-year Corporate, State, and federal funding
- **LPPHHP:** Over \$25,000,000 in a mix of annual and multi-year Corporate, County, and federal funding
- **Reproductive Health Initiative:** City Corporate funds: \$2,820,458

### CURRENT STATUS

- **FCC:** FCC services are provided for babies born at 5 hospitals (Mt. Sinai, Rush, University of Chicago, Humboldt Park Health, and Swedish Covenant) and their families. Citywide community alignment system fully scaled.
- **LPPHHP:** Program is fully launched and more than 70% staffed.
- **Reproductive Health Initiative:** Two reproductive health access community-based providers currently under contract and providing services.

## KEY STAKEHOLDERS & PARTNERSHIPS

- **FCC:** Birthing hospitals, Everthrive Illinois, Sinai Community Institute, Sinai Health System, Metropolitan Family Services; Family Connects International; Community Alignment Boards (~100+ representatives from maternal, infant and child health, education, and social services organizations, philanthropy, academia, policy organizations, and community); Citywide Healthcare Providers Council (30 members from across the medical field).
- **LPPHHP:** IDPH (blood lead level surveillance data); Neighborhood Housing Services, Illinois Chapter of the American Academy of Pediatricians, Illinois Poison Center, Illinois Health and Hospital Association Metropolitan Tenants Organization.
- **Reproductive Health Initiative:** Chicago Abortion Fund, Planned Parenthood, coalitions of abortion and reproductive care providers and advocates; Chicago Public Schools.

## CRITICAL NEXT STEPS

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

## ADVOCATING FOR POST-COVID FUNDING SUSTAINABILITY

### DESCRIPTION

In the two decades before the pandemic, CDPH experienced major funding and staffing cuts, resulting in program cuts and an inability to meet some mandated requirements. This was part of a national trend. Per the National Association of County and City Health Officials, “Local health departments had lost 21 percent of their workforce capacity in the decade before the pandemic, with the number of full-time equivalent local health department workers dropping from 5.2 per 10,000 people in 2008 to 4.1 per 10,000 people in 2019.”

In 2001, CDPH had 1,861 budgeted positions. By 2019, when COVID hit, CDPH had lost 68 percent of its positions and had only 588 budgeted positions (and fewer than 500 of these positions filled). As above, the national average in 2019 was 4.1 health department staff per 10,000 residents; for Chicago, even at this national low point, that should have been more than 1,100 staff. Instead, at the beginning of the pandemic, CDPH had fewer than 500 working staff—about the same number of full-time staff as the local health department in Columbus, Ohio—far below the thousands of employees at our peer largest cities.

Thankfully, CDPH experienced an unprecedented increase in funding since 2020 from federal grants related to COVID-19 response, new local investments in behavioral health, and the Chicago Recovery Plan. This surge in funding allowed CDPH to build core public health capacities that sustain infectious disease response and address multiple other critical public health issues effectively. Many of these federally sourced funds are set to expire over the next two years. Because of this, CDPH faces a 60% drop in total funding from its peak of \$1.2 billion in 2022. CDPH faces the potential loss of critical capabilities built during COVID to use data and evidence to drive planning and implementation, mobilize partnerships and collaborations, and direct resources in a way that supports health equity. CDPH also faces, again, a mass reduction in public health workforce and funding cuts to community-based organizations that have become an essential part of the public health system in their neighborhoods.

### GOALS & DESIRED OUTCOMES

CDPH has been working throughout the COVID-19 pandemic, and before, to build and advocate for a new public health funding model at the federal level – one that supports core capacities and builds a “base and surge” model that maintains core infrastructure, capacity and workforce needed to address multiple public health issues, and bolsters preparedness during public health emergencies. The current “boom and bust” funding model results in periodic large, emergent disease-specific

investments, that are difficult to mobilize on a stretched-thin core workforce. It underinvests in the core competencies to ensure routine public health work and emergency responses are effective – including building trusted community-based networks to mobilize public health workers in culturally sensitive ways; technological capabilities to understand the drivers of health disparities and respond to outbreaks; and longer-term health goals.

This key initiative seeks to maintain core public health capabilities not only by increasing City investment but by leveraging relationships and the City’s advocacy infrastructure to work with our federal and state elected officials to change the way local public health departments are funded. We are focused on a model that prioritizes investment in core human and technology infrastructure, moves away from disease-specific and time-limited funding, adjusts for inflation, and ensures large population centers such as Chicago receive funding proportionate to their population size, density, and risk level.

**STRATEGY**

Invest in key public health infrastructure to promote health and safety. Continue to build an appropriately skilled and resources public health workforce on which Chicagoans can rely. Support policy and systems changes to address the broader structures that affect health.

**FUNDING**

Of the 34 non-recurring federal grants CDPH received since 2020, 26 expire between July 2023 and January 2025. These grants represent a \$121 million annualized decrease in public health funding, covering categories such as vaccine-preventable diseases, hospital preparedness, health disparities, STI prevention and public health workforce support.

**CURRENT STATUS**

More than 200 full-time positions are again at risk of loss or layoff in 2024 due to the impending COVID funding cliff.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- City’s Federal Intergovernmental Affairs team
- Federal delegation, particularly Senators Duckworth and Durbin, as well as Congressman Quigley, Congresswoman Kelly, and Congresswoman Schakowsky. Also working with Congresswoman Underwood, who champions maternal health in the House.
- Northern Illinois Public Health Consortium
- Big Cities Health Coalition
- Community partners funded under expiring funding

**CRITICAL NEXT STEPS (45/90 DAYS)**

[REDACTED]

TIME SENSITIVE ISSUES

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**CHICAGO COMMISSION ON HUMAN RELATIONS**  
**NANCY ANDRADE, CHAIR AND COMMISSIONER**

**ORGANIZATIONAL BACKGROUND**

**MISSION/VISION**

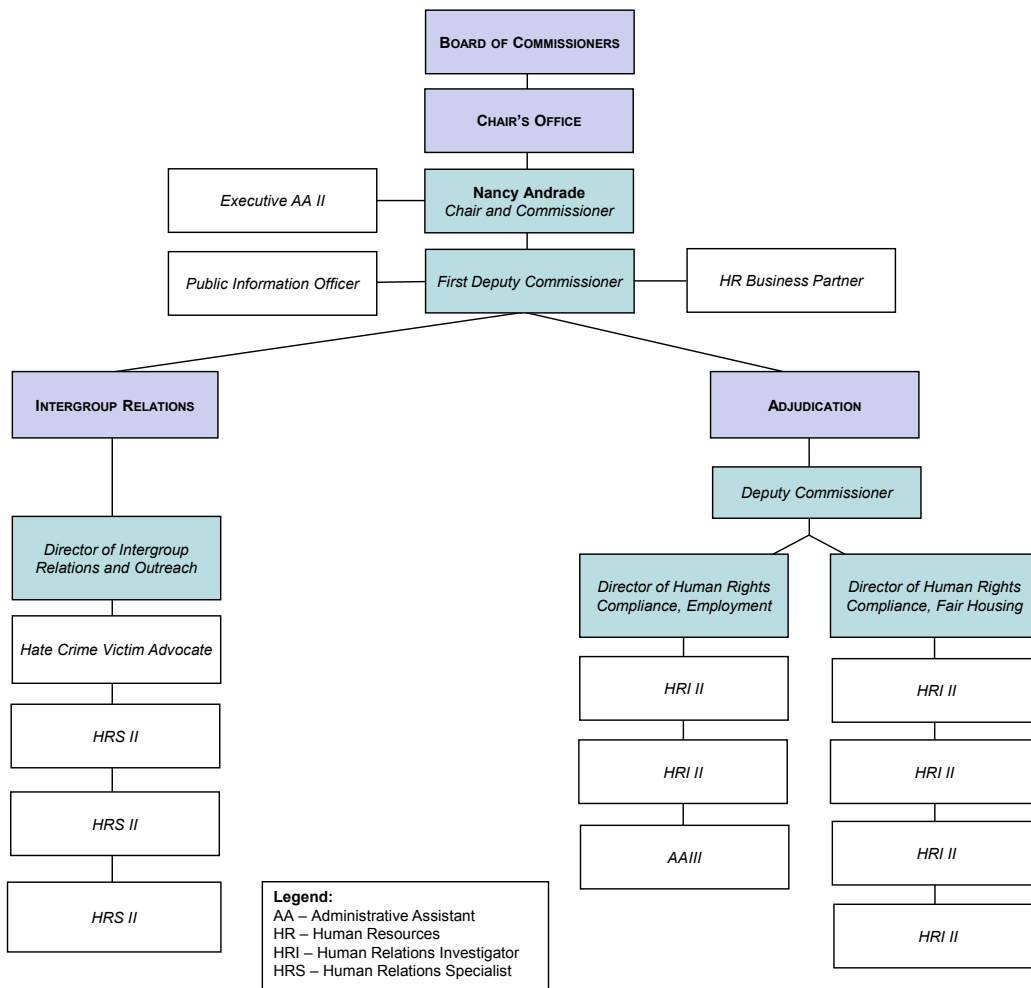
The Chicago Commission on Human Relations (CCHR) is charged with enforcing the Chicago Human Rights Ordinance and the Chicago Fair Housing Ordinance. The CCHR investigates complaints to determine whether discrimination may have occurred and uses its enforcement powers to punish acts of discrimination. Under the City’s Hate Crime Law, the agency aids hate crime victims. CCHR also employs proactive programs of education, intervention, and constituency building to discourage bigotry and bring people from different groups together.

**JURISDICTION & SCOPE**

Commission on Human Relations Enabling Ordinance, Municipal Code, Chapter 2-120-480  
 Chicago Human Rights Ordinance, Municipal Code, Chapter 6-10  
 Chicago Fair Housing Ordinance, Municipal Code, Chapter 5-8

**ORGANIZATIONAL CHART & STRUCTURE**

**CHICAGO COMMISSION ON HUMAN RELATIONS**  
**2023 POSITION AND ASSIGNMENT ORGANIZATIONAL CHART**



**OFFICE OF THE CHAIR**

The Office of the Chair develops and directs the implementation of policies and manages the day-to-day operations of the department. It is also responsible for all fiscal, personnel, media, and public relations functions for the organization. The chair of the Commission on Human Relations also serves as the Commissioner of the department.

**ADJUDICATION**

The Adjudication Division of the Commission on Human Relations enforces the Chicago Human Rights and Fair Housing Ordinances by investigating and adjudicating complaints of discrimination in housing, employment, public accommodations, credit, and bonding. Persons who believe they have been discriminated against in Chicago because of membership in one or more of the following sixteen (16) protected categories may file a complaint, with the CCHR: race, sex, color, age, religion, disability, national origin, ancestry, sexual orientation, gender identity, marital status, parental status, military status, source of income, credit history (in employment only), and criminal history (in employment only). A complaint can be filed within 365 days if the alleged action of discrimination took place on or after June 4, 2002. Actions or events that took place prior to this date must be filed within 300 days of the alleged act of discrimination. A complainant may file with the CCHR regardless of one's immigration status.

**INTER-GROUP RELATIONS (IGR)**

The CCHR's Inter-Group Relations Unit (IGR) assists hate crime victims and mediates community tensions (neighbor to neighbor or community wide) based on racial, ethnic, religious, and other forms of difference. It conducts human relations workshops, Know Your Rights presentations, and community outreach throughout the city.

**ADVISORY COUNCILS**

The CCHR has five advisory councils: Equity, LGBTQ+, New Americans, Veterans, and Women. The councils work with the Mayor's Office and the CCHR to identify and address practices and actions which have a discriminatory impact on their respective constituency groups. The councils serve as liaisons between city government and the community to promote cooperation and enhance services.

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**KEY INITIATIVES/PRIORITIES**


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**FILLING OF CURRENT VACANCIES****DESCRIPTION**

The CCHR currently has four vacant positions: Public Information Officer, and three Human Relations Investigator II positions. The department is working to fill the Public Information Officer and two of the Human Relations Investigator positions as soon as possible. The final investigator position will not be filled until the 4th quarter of 2023.

**GOALS & DESIRED OUTCOMES**

The CCHR's goal to amplify its voice, generate awareness of its resources to the public, and conduct timely investigations of filed complaints requires the filling of these vacancies. The desired outcomes are to meet the target start date for the new investigators on May 16, 2023, and the target start date for the Public Information Officer on June 1, 2023.

**STRATEGY**

The CCHR is working with the Department of Human Resources (DHR) to identify strong, qualified, and diverse candidates who meet the hiring criteria to fill these gaps within the CHHR. CCHR is also sharing the job notices with Aldermanic offices, community contacts and networks with the goal of developing a diverse pool of applicants in furtherance of the department's Racial Equity Action Plan (REAP).

**FUNDING**

There will be no outside funding for this initiative.

## HATE CRIMES COMMUNITY REPORTING PILOT PROGRAM

### DESCRIPTION

During the October 2022 Budget Hearing Process, the CCHR reported an uptick in Hate Crimes. The uptick numbers alone do not necessarily provide a full picture of what is taking place in communities. The increase may be a reflection of what is happening nationally but, it might also suggest that the CCHR is indeed generating awareness of hate crimes in general and how to report a hate crime or hate incident.

Despite the reported numbers, studies have found that hate crimes are generally underreported for several reasons including cultural differences between the police and residents, language barriers, challenges in communicating with people with disabilities, mistrust of police and the criminal justice system, and the fear of being “outed” based on sexual orientation and gender ID. The impact of a hate crime goes beyond the victim as it impacts the entire community.

In response to the uptick, the CCHR convened meetings and conversations with stakeholders of diverse communities and faiths to listen to their concerns about hate crimes and hate incidents. The result was a stronger relationship with the community, a plan for strategic outreach, stronger working relationships with CPD, CPD Civil Rights Unit, CPD LGBTQ+ Unit, the Mayor’s Office, Deputy Mayor for Public Safety. After listening to these stakeholders the culmination of these rich and thought provoking conversations resulted in the launch of the Unity Brunch on January 23, 2023.

The Unity Brunch is to be an annual event, a gathering of leaders and members of the diverse communities and faiths that comprise the rich fabric of Chicago. This year’s theme “Coming Together to Take a Stand Against Hate, Discrimination, and Prejudice” generated robust and bold conversations giving us a foundation to continue the dialog and challenge the CCHR to do more. The Unity Brunch was deemed a success and the takeaways from that event are forming the pillars of the upcoming Unity Summit set for June 13, 2023. The biggest takeaway from the Brunch is the current CCHR key initiative: Hate Crime Community Reporting Pilot Program (hereinafter referred to as the “Pilot program”).

### GOALS & DESIRED OUTCOMES

The Pilot Program’s goal is to provide hate crime victims with alternatives for reporting hate crimes and incidents through partnerships with Community Based Organizations (CBO) and CPD. Victims may be more at ease to come forward and file a report with CPD through the comfort and support of a trusted CBO. CBOs may also have more knowledge of cultural sensitivities, language barriers, and be better equipped to communicate with people with disabilities.

The desired outcome is twofold: gathering metrics and building a safer community free of hate and community tension. Data is key to understand the impact of our work. Metrics on hate crimes and incidents will enable the CCHR to better address previously unknown community tensions which may be a contributing factor to a hate crime.

### STRATEGY

The CCHR is identifying CBOs for the Pilot Program, keeping in mind geography, diverse communities, and diverse faiths. CCHR is working with CPD, CPD Civil Rights Unit, CPD LGBTQ+ Unit, and Deputy Mayor Public Safety to establish protocols for partnering CBO’s.

CCHR will take strategies developed in its REAP and incorporate them in the Pilot Program where applicable. It will reach out and build relationships with new Alderpersons elected in 2023 to provide education and awareness about CCHR, offer IGR conflict resolution and mediation services, as well as leveraging community resources.

### FUNDING

There will be no outside funding for this initiative.

### CURRENT STATUS

The CCHR is currently convening meetings with CPD, CPD Civil Rights, CPD LGBTQ+ Unit, Deputy Mayor Public Safety and diverse community and faith partners to develop protocols for the participating CBO’s.

### KEY STAKEHOLDERS & PARTNERSHIPS

Chicago Police Department, CPD Civil Rights Unit, CPD LGBTQ+ Unit, Deputy Mayor Public Safety, diverse community stakeholders and group, diverse faith leaders and CBO’s.



**CRITICAL NEXT STEPS****ADJUDICATION/ U AND T VISA CERTIFICATION/DEFERRED ACTION STATEMENT OF INTEREST****DESCRIPTION**

In 2017, the CCHR began to certify U and T visas in connection with complaints filed at the CCHR. Unlike other certifying agencies, the CCHR has a narrow scope under which such certification is available generally falling within the realm of sexual harassment in employment discrimination cases. Though the CCHR can play a role in a migrant's immigration process, it is ultimately the United States Citizenship and Immigration Services (USCIS) itself that renders a decision on an immigration matter.

U visas may be obtained by victims of certain crimes who have suffered mental or physical abuse and are helpful to law enforcement or government officials in the investigation or prosecution of criminal activity. Similarly, T visas provide a temporary immigration benefit that enables certain victims of a severe form of human trafficking to remain in the United States for up to four years if they have assisted law enforcement in an investigation or prosecution of human trafficking.

Since 2017, the CCHR has remained an under used resource for crime victims who may qualify for U and T visas. The recently hired Director of Human Rights Compliance for Employment will be responsible for changing the current perception and transforming it to be a well-known resource. Many undocumented individuals experience discrimination, including sexual harassment and are reluctant to file complaints with agencies like the CCHR for fear of being deported. By having the authority to certify U and T visas, the CCHR can assist these victims with their discrimination complaints while aiding them in the certification process.

Earlier this year, the Biden Administration issued an Executive Order through the Department of Homeland Security announcing that noncitizen workers who are victims of, or witnesses to, the violation of labor rights, can now access a streamlined and expedited deferred action request process. Deferred action protects noncitizen workers from threats of immigration-related retaliation from the exploitive employers. Effective immediately, this process will improve DHS's longstanding practice of using its discretionary authority to consider labor and employment agency-related requests for deferred action on a case-by-case basis. Workers will be able to visit [DHS.gov](https://www.dhs.gov) for additional information in English and Spanish and to submit requests. This will empower workers and improve workplace conditions by enabling all workers, including noncitizens, to assert their legal rights.

Similarly, the CCHR is preparing to submit documentation to the Department of Homeland Security (DHS) to indicate our intention of participating in the Deferred Action program. Through this federal initiative, the CCHR will submit a Statement of Interest to DHS.

DHS recognizes that, "Workers are sometimes afraid to report violations of law by exploitative employers or to cooperate in employment and labor standards investigations because they fear removal or other immigration-related retaliation due to reports by an abusive employer. DHS's practice of offering discretionary protection on a case-by-case basis to victims who lack employment authorization directly increases the ability of labor and employment agencies to investigate worksite violations and support them in fulfilling their mission and holding abusive employers accountable, which protects all U.S. workers more fully.

Upon approval by DHS, the CCHR can assist undocumented workers who file discrimination complaints with the department with their deferred action applications. The CCHR will provide a copy of its Statement of Interest to the complainant and witnesses (who are also undocumented) to include with their deferred action request application to DHS. If approved, they may receive employment authorization and deferred action for up to two years.

**GOALS & DESIRED OUTCOMES**

The goal is to develop an outreach strategy by June 2023 for U and T visa certification, and the Deferred Action initiative. Once implemented, the desired outcome is an anticipated positive impact for the migrant, underserved and vulnerable communities while simultaneously amplifying available CCHR resources



## STRATEGY

On March 20, 2023, the CCHR brought on a new Director of Human Rights Compliance for Employment in its Adjudication Division (Hereinafter referred to as Compliance Director). The Compliance Director will lead the CCHR's outreach efforts in both the business and migrant community. Establishing a working relationship with employee resource groups in the corporate sector will generate awareness of our resources to a new audience. Outreach efforts in the community particularly the migrant community is a key initiative for the CCHR. Chicago has recently welcomed thousands of asylum seekers from the Caribbean, Central and South America all of whom are anxious to work and begin a new life in Chicago, yet this makes them vulnerable to violations of the Human Rights Ordinance, Labor Laws and Sexual Harassment. Information about U and T visa certification and Deferred Action in CCHR's Know Your Rights presentations will prove valuable to community organizations and institutions serving these vulnerable communities.

## FUNDING

There will be no outside funding for this initiative.

## CURRENT STATUS

While the CCHR has the authority to certify U and T visas, the department remains a hidden resource for victims who may qualify for these programs. Since 2017 the CCHR has only certified a small number of U and T visa applications. The newly hired Compliance Director brings a strong immigration background to the role, a valuable skill set as we prioritize awareness of this resource to the migrant community particularly the recent arrivals of asylum seekers from the Caribbean, Central and South America. The Biden Administration has recently issued an Executive Order for Deferred Action for noncitizens who have either experienced or witnessed a violation of a labor law. Presently, there is an effort to develop a toolkit on this matter and it involves the collective input of the Immigration legal community, legal services providers, labor organizations, the migrant community, Consular offices, City, State and County counterparts. All are working to generate awareness and plan to present the toolkit to the public in May 2023.

## KEY STAKEHOLDERS & PARTNERSHIPS

Community Organizations working with migrants, labor organizations assisting migrants, Consular offices, Aldermanic offices, Immigration Law attorneys, legal services providers, City state and county counterparts.

## CRITICAL NEXT STEPS



## ECONOMIC OPPORTUNITIES FOR RETURNING RESIDENTS ORDINANCE

### DESCRIPTION

On March 16, 2023, Ald. Walter Burnett (27) introduced the Economic Opportunities for Returning Residents Ordinance (EORRO). It provides several protections for returning residents to facilitate their ability to obtain employment. As it relates to the CCHR, the ordinance enhances the protection for returning residents under the Chicago Human Rights Ordinance (CHRO) (Muni. Code 6-10). Currently, the CHRO only prohibits employers from conducting criminal background checks of applicants prior to the offer of an interview. The EORRO will prohibit the use of arrest and/or conviction records by employers in recruitment, hiring, promotions, discharge, and several additional employment actions. The ordinance has the support of 40 alderpersons and should be approved at the April City Council meeting.

### GOALS & DESIRED OUTCOMES

The goal of the ordinance is to provide enhanced protections for returning residents, making it easier to obtain employment. Outcome: If the ordinance is enacted as currently drafted, the CCHR can anticipate receiving more discrimination complaints being filed by returning residents.

## STRATEGY

Develop an outreach campaign to educate the public about the new law. Collaborate with sponsors and supporters of the ordinance to identify community partners including the Department of Family and Support Services and the Director of Reentry for their input on the outreach campaign. The CCHR will educate staff on the new ordinance, revise forms and materials as needed.

## FUNDING

There will be no outside funding for this initiative.

## CURRENT STATUS

The ordinance was introduced March 15, 2023 and the Committee on Licensing and Consumer Protection will hear the Ordinance on April 17, 2023 before City Council passage on April 19, 2023.

## KEY STAKEHOLDERS & PARTNERSHIPS

Aldermen, community organizations particularly those working with returning residents, the Department of Family and Support Services and the Mayor's Office Director of Reentry.

## CRITICAL NEXT STEPS



## STRATEGIC OUTREACH

### DESCRIPTION

The CCHR has a twofold initiative for its strategic outreach. The first involves updating its current Know Your Rights Presentations and materials with a fresh new look, including timely information on recent Ordinances such as the enhancement of the Sexual Harassment Ordinance, the new Bodily Autonomy Ordinance, the City's Gender based Violence Initiative and the anticipated launch of the Hate Crimes Community Reporting Pilot Program and the proposed Economic Opportunities for Returning Residents Ordinance. The new look and new content will resonate with the public. The second component pertains to highlighting the CCHR's expertise in Conflict Resolution. All IGR unit staff members are certified in Conflict Resolution and are a resource to address community tension (neighbor to neighbor or community wide) and can provide mediation services.

### GOALS & DESIRED OUTCOMES

The goal is to have a strategic outreach plan in place by June 2023 that will focus on black and brown communities in line with the CCHR's REAP, as well as other underserved communities. Awareness of CCHR resources, amplifying its mission and voice for a better Chicago are key outcomes.

### STRATEGY

The foundation of this outreach rests on implementing two items. The first is creating a 2023 strategic plan for the IGR Unit. The second being the filling of the current PIO position vacancy. This position is key to the overall strategic outreach planned by the CCHR. The PIO will be responsible for promoting the CCHR's key initiatives, namely the Hate Crime Community Reporting Pilot Program, Passage of Economic Opportunities for Returning Residents Ordinance, the U and T Visa Certification and Deferred Action initiative and overall Strategic Outreach throughout Chicago. Strategies include building strong working relationships with incoming Alderpersons, identifying new community partners to bolster CCHR's community outreach efforts and updating content of its current workshops and presentation materials.

### FUNDING

There will be no outside funding for this initiative.

### CURRENT STATUS

Revising the focus and direction of the IGR Unit has been the priority for the Director of IGR since this position was filled in January of 2023. The Director has drafted an IGR strategic plan to address gaps in current outreach, chart a new direction,

strengthening communication with CPD, CPD Civil Rights Unit, CPD LGBTQ+ Unit and Aldermanic offices. Enhancing Know Your Rights presentations to include information about new City ordinances: Bodily Autonomy, Gender Based Violence Initiative, enhanced Sexual Harassment Ordinance, the Hate Crimes Community Reporting Pilot Program and the proposed Economic Opportunities for Returning Residents Ordinance. Also included will be information about U and T visa certification and participation in the Deferred Action initiative which will prove to be valuable to the migrant community. And finally, highlighting in the presentation the crown jewels of the IGR that being a resource to address Community tension (neighbor to neighbor and community wide), provide mediation, and assistance to victims of hate crimes.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Aldermanic offices, community organizations, CPD, CPD Civil Rights Unit, CPD LGBTQ+ Unit, and other City stakeholders

**CRITICAL NEXT STEPS**

[REDACTED]

**TIME SENSITIVE ISSUES**

[REDACTED]

[REDACTED]

| [REDACTED]

| [REDACTED]

| [REDACTED]

| [REDACTED]

[REDACTED]

| [REDACTED]

| [REDACTED]

**MAYOR’S OFFICE FOR PEOPLE WITH DISABILITIES**  
*RACHEL ARFA, COMMISSIONER*

**ORGANIZATIONAL BACKGROUND**

**MISSION/VISION**

Vision: To make Chicago the most accessible and inclusive city in the world.

Mission: The Mayor’s Office for People with Disabilities (MOPD) strives to ensure full participation and equal opportunities in all aspects of life for people with disabilities. We advocate for and directly support programs that improve quality of life and open pathways for innovation and partnership. With the goal of inspiring positive change in Chicago, we work to ensure the rights of the disability community are equitably represented across City services, initiatives, and policies.

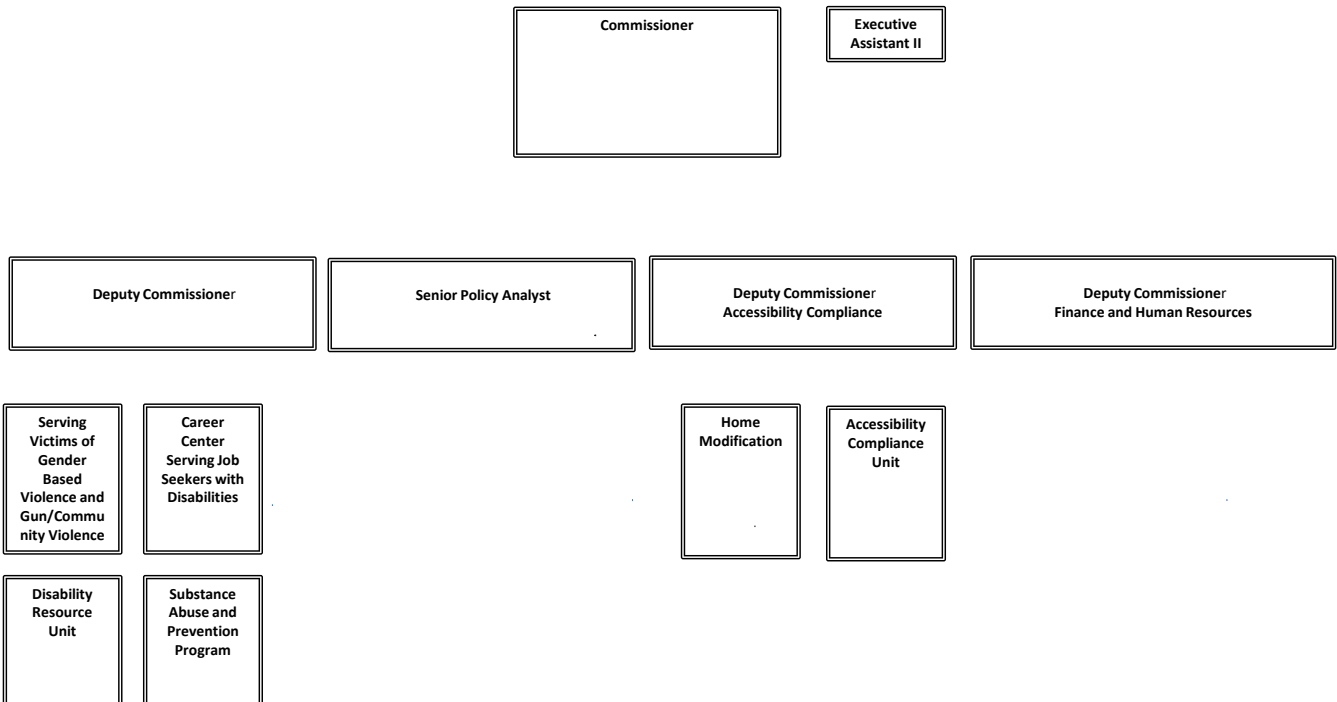
**JURISDICTION & SCOPE**

MOPD services are provided city-wide to people with disabilities. The majority of services are limited to people with disabilities’ who are under 60 years old (those 60 and older are served by the Department of Family and Support Services Senior Division). Services that do not have restricted ability based on age are the Home Modification program, which makes homes accessible for people with disabilities, Career Center services, and the Assistive Telephone program through the Illinois Telecommunications Access Corporation (ITAC), which provides amplified and captioned telephones for anyone with a hearing loss, free of charge.

**ORGANIZATIONAL CHART & STRUCTURE**

MOPD’s teams are under the oversight of Deputy Commissioners who oversee the following teams: Home Modification, Career Center, Serving Victims of Gender-based Violence/Gun and Community Violence, Disability Resource Unit and the Accessibility Compliance Unit.

Mayor’s Office for People with Disabilities 2023 Department Organization Chart



## KEY INITIATIVES/PRIORITIES

### ACCESSIBLE HOUSING SERVICES

#### DESCRIPTION

Home Modification Program (HomeMod): The Home Modification program, one of MOPD's largest and most in demand services, provides accessibility modifications to help people with disabilities, including senior citizens, of any age live independently and stay in their home. Typical alterations include adding lifts to home entrances and modifying kitchen and bathrooms for any needs (i.e. replacing bathtub with a roll in shower, or adding lower microwave and countertops).

Until 2021, MOPD's program only served individuals up to age 59, due to funding criteria. In 2022, the Department of Housing (DOH) and MOPD collaborated on making services more streamlined, which resulted in consolidating the program under MOPD, and expanded MOPD's eligibility to include people with disabilities of any age, including senior citizens. This has resulted in significant efficiencies along with improving the way our City serves people with disabilities in need of services from the HomeMod program. In 2022, the Home Modification program served 132 individuals. MOPD estimates that 171 clients will be served in 2023.

Accessibility Surveys, Inspections and Housing Resources: MOPD is working with the DOH to inspect accessible housing units during construction to verify compliance with accessibility codes and help ensure accessibility of the completed residential units, not simply on the drawings submitted prior to construction. MOPD and DOH are developing a database to track accessible housing units in the city and connect residents with disabilities to available accessible housing. Finally, MOPD has staff dedicated to helping residents with disabilities locate accessible and adaptable apartments that match their specific access needs. MOPD and DOH have the authority to require accessibility levels higher than the minimum building code requirements for projects with government funding. New initiatives that would result in a higher overall number of accessible housing units are in progress.

#### GOALS & DESIRED OUTCOMES

HomeMod Program: HomeMod services provide low to moderate income Chicago residents with disabilities and senior citizens free accessibility modifications to help them live independently in their homes. The desired outcome is an accessible living environment in which one has a greater opportunity to become independent in other aspects of life such as employment, education, or recreation and more.

Accessibility Surveys and Inspections: MOPD supports the City of Chicago and fellow departments in providing assistance to developers, builders, and design professionals in meeting architectural accessibility requirements by adding accessibility inspections to MOPD's existing accessibility design review program. The desired outcome is a higher number of fully accessible and adaptable housing units in the City of Chicago.

#### STRATEGY

Under Commissioner Arfa's leadership, the Accessibility Compliance Unit underwent a significant re-organization, which included creation of the Accessibility Inspector role, which can provide on-site inspection reviews (MOPD has two individuals on staff in this role), and also added two Project Coordinators who provide assistance on these critical initiatives.

#### FUNDING

Funding for the HomeMod Program has increased significantly to meet the needs of people with disabilities including senior citizens. Funding for 2023 is \$3.7 million, an increase from \$970,000 in 2019. Approximately \$1.5 million of this increased funding is a transfer from DOH as a result of the program merger. Funding for other accessible housing initiatives is funded out of MOPD's corporate fund.

#### CURRENT STATUS

- MOPD is completing the first 12 months of creating standardized accessibility inspections through the compliance verification work of the Accessibility Compliance Unit's inspectors.
- The Accessibility Compliance Unit is coordinating tracking and recording efforts related to newly constructed and rehabbed multifamily housing in the City with DOH.

### KEY STAKEHOLDERS & PARTNERSHIPS

Key stakeholders: City residents with disabilities and seniors, rental property managers, disability advocates.

Partnerships: City of Chicago Department of Housing and Department of Buildings (DOB).

### CRITICAL NEXT STEPS

[REDACTED]

## AMERICANS WITH DISABILITIES ACT (ADA) TITLE II SELF-EVALUATION AND TRANSITION PLAN

### DESCRIPTION

Advance the City of Chicago’s compliance under the Americans with Disabilities Act (ADA) Title II requirements by completing a Self-Evaluation and Transition Plan. The Self-Evaluation section includes a comprehensive review of policies and practices. The Transition Plan portion includes identifying barrier removal at existing facilities where structural changes are necessary to achieve program access.

### GOALS & DESIRED OUTCOMES

In the past year, MOPD has completed over 100 of the needed assessments of all public facing City of Chicago facilities, due to creation and addition of two Accessibility Inspectors housed at MOPD, along with in-house department subject matter expertise. City Council approved an ordinance authorizing an intergovernmental agreement with the Public Building Commission (PBC) and Department of Assets, Information and Services (AIS) on February 1, 2023, allocating \$10 million dollars specifically towards meeting compliance requirements under Title II of the ADA (Ordinance S02023-858). AIS, PBC and MOPD are committed partners in this work to meet the compliance requirements under Title II of the ADA.

### STRATEGY

MOPD, AIS and PBC are all assigned to complete significant numbers of evaluations of City of Chicago public facing buildings.

### FUNDING

\$10 million bond funding; MOPD’s staff funding is through the corporate fund.

### CURRENT STATUS

MOPD, AIS and PBC are working to complete evaluations of City of Chicago public facing buildings. Target date for completion of all evaluations is mid to late 2024.

### KEY STAKEHOLDERS & PARTNERSHIPS

Stakeholders: disability community, AIS, PBC, and all other City of Chicago departments.

### CRITICAL NEXT STEPS

[REDACTED]

## CITYWIDE ACCESS OFFICERS

### **DESCRIPTION**

In March 2021, the City of Chicago launched the Access Officer structure, which is led by MOPD. This designates a member of every single Commissioner, Executive Director or Department head's leadership team (at the Deputy Commissioner level or equivalent), as their department's point person on accessibility. The Access Officer is the point of contact for any internal accessibility questions and priorities, and also serves as a direct point of contact for members of the public who seek accessibility in order to participate in that department's programs, activities or services.

### **GOALS & DESIRED OUTCOMES**

Goals include maintaining this successful city-wide network of Access Officers, who are direct points of contact on any accessibility questions, fostering a city-wide culture around increasing accessibility and more effectively serving members of the public with disabilities. Through the Access Officer program, several departments and locations are already more accessible. For example, MOPD worked with the City Clerk's Office and AIS to make City Council Chambers more accessible by adding additional wheelchair accessible seating, adding contrast-color carpet to make it easier for blind/low vision visitors to navigate floor level changes and installed assistive listening devices. The Department of Business Affairs and Consumer Protection (BACP) switched from using Teams to Zoom for their webinar series in order to allow viewers to avail themselves of the accessibility features built into Zoom and reduce barriers in accessing other virtual platforms. The Department of Administrative Hearings installed assistive listening devices (ALDs) in all of their hearing spaces.

### **STRATEGY**

Since the Access Officer launch, MOPD has held monthly and quarterly trainings for Access Officers on accessibility, worked with each department to complete a self-audit of their department's programs, activities and services, and met 1-1 with departments to provide technical assistance. MOPD has also provided training to department staff, most recently, to the Civilian Office of Police Accountability.

### **FUNDING**

Salaries of MOPD Deputy Commissioners who lead the Access Officer initiative salaries are funded through the corporate fund.

### **CURRENT STATUS**

For 2023, MOPD holds quarterly meetings with all Access Officers, and is scheduling 1-1 meetings with departments in order to meet city-wide accessibility goals on increasing program accessibility.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

All City of Chicago departments. Sister agencies are also participants.

### **CRITICAL NEXT STEPS**



## SERVING DISABLED VICTIMS OF VIOLENCE

### DESCRIPTION

MOPD is committed to serving individuals who experience violence and may acquire disabilities as a result. This new MOPD initiative is made possible due to the U.S. Department of Justice (DOJ) recognizing and awarding MOPD two specific grants through the DOJ Office for Victims of Crime and Office on Violence Against Women.

Senator Duckworth supported MOPD in being granted a federal earmark which will allow MOPD to provide services to individuals who are victims of gun and community violence and acquire disabilities. MOPD will utilize this funding to inventory the ecosystem of victims' services and increase accessibility for all individuals who seek out services and provide additional supports to individuals with newly acquired disabilities.

MOPD also applied and was awarded a grant by the U.S. Department of Justice; Office on Violence Against Women to serve women with disabilities who experience gender-based violence. This work is critically important as people with disabilities are at a higher risk of sexual violence as those without disabilities.

These two federal grants increase MOPD's capacity and ability to serve so many of Chicago's residents and to provide resources on living with disabilities, including newly acquired disabilities, and continuing to live independently.

### GOALS & DESIRED OUTCOMES

- Build a citywide ecosystem that adequately prevents, responds and intervenes to address gender-based violence in trauma-informed and culturally specific ways; and
- Provide navigation and services for individuals who acquire disabilities as the result of gun and community violence.

### STRATEGY

MOPD will hire a project coordinator to execute the goals under each of the grants, including around coordination, collaboration, leading accessibility self-audits, training and outreach.

### FUNDING

U.S. Department of Justice; Office on Violence Against Women Grant: \$425,000.

U.S. Department of Justice, earmark from Senator Duckworth: \$350,000

### CURRENT STATUS

MOPD is working closely with DOJ on completion of the first phase for each of the two grants.

### KEY STAKEHOLDERS & PARTNERSHIPS

Partners include Anixter Center, City of Chicago Community Safety Coordination Center (CSCC), City of Chicago victims' services, health care providers, additional City of Chicago departments and sister agencies and, most importantly, individuals with disabilities.

### CRITICAL NEXT STEPS

- [REDACTED]



## MOPD CAREER CENTER

### **DESCRIPTION**

The City of Chicago made a landmark investment in increasing disability employment by allocating \$1.2 million dollars in the 2022 budget towards launching a brand-new Career Center at MOPD. The MOPD Career Center began offering services on July 26, 2022, the 32nd anniversary of the passage of the Americans with Disabilities Act, via virtual services. A ribbon cutting and opening of the physical space at the Central West Community Center was held on October 14, 2022.

MOPD's Career Center serves job seekers with disabilities, provides career readiness, resume preparation, practice interviews and goal setting, along with support and guidance on disclosing disability in the job search process and requesting reasonable accommodations. The Career Center also provides benefits counseling for individuals who are recipients of Supplemental Security Income (SSI) and Supplemental Security Disability Insurance (SSDI) and want to maintain benefits while working. The Career Center also works with employers across the city on increasing inclusive hiring practices and provides technical assistance on accessibility.

### **GOALS & DESIRED OUTCOMES**

The Career Center works to increase disability employment for job seekers with disabilities – this year's goal is to place 75 individuals in employment opportunities. The Career Center also conducts at least four meetings with employers per month and holds community outreach with partners.

### **STRATEGY**

MOPD Career Center staff meet with individual job seekers with disabilities, and also participate in city-wide hiring events. One-on-one technical assistance sessions are also held with employers and prospective employers on how to increase accessibility of hiring and onboarding practices.

### **FUNDING**

The Career Center is funded through \$1.2 million dollars from the corporate fund.

### **CURRENT STATUS**

The Career Center is comprised of a Program Director, four Career Placement Counselors, a Benefits Counselor and a dedicated American Sign Language interpreter who works with job seekers at the Career Center. As of March 2023, the MOPD Career Center has worked with 139 job seekers and placed 33 individuals in employment opportunities. The Career Placement Counselors continue to serve a full caseload of clients seeking job opportunities.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

Rush University Medical Center is performing an externally funded year-one program evaluation for the Career Center, which will be complete in Fall 2023. This evaluation will provide data metrics and analysis on placement and retention rates.

The MOPD Career Center's partnerships include Chicago Cook County Workforce Partnership, World Business Chicago, The State of Illinois Department of Rehabilitation Services, Chicagoland disability and community service organizations and employers.

### **CRITICAL NEXT STEPS**

**DEPARTMENT OF FAMILY AND SUPPORT SERVICES**  
*BRANDIE KNAZZE, COMMISSIONER*

**ORGANIZATIONAL BACKGROUND**

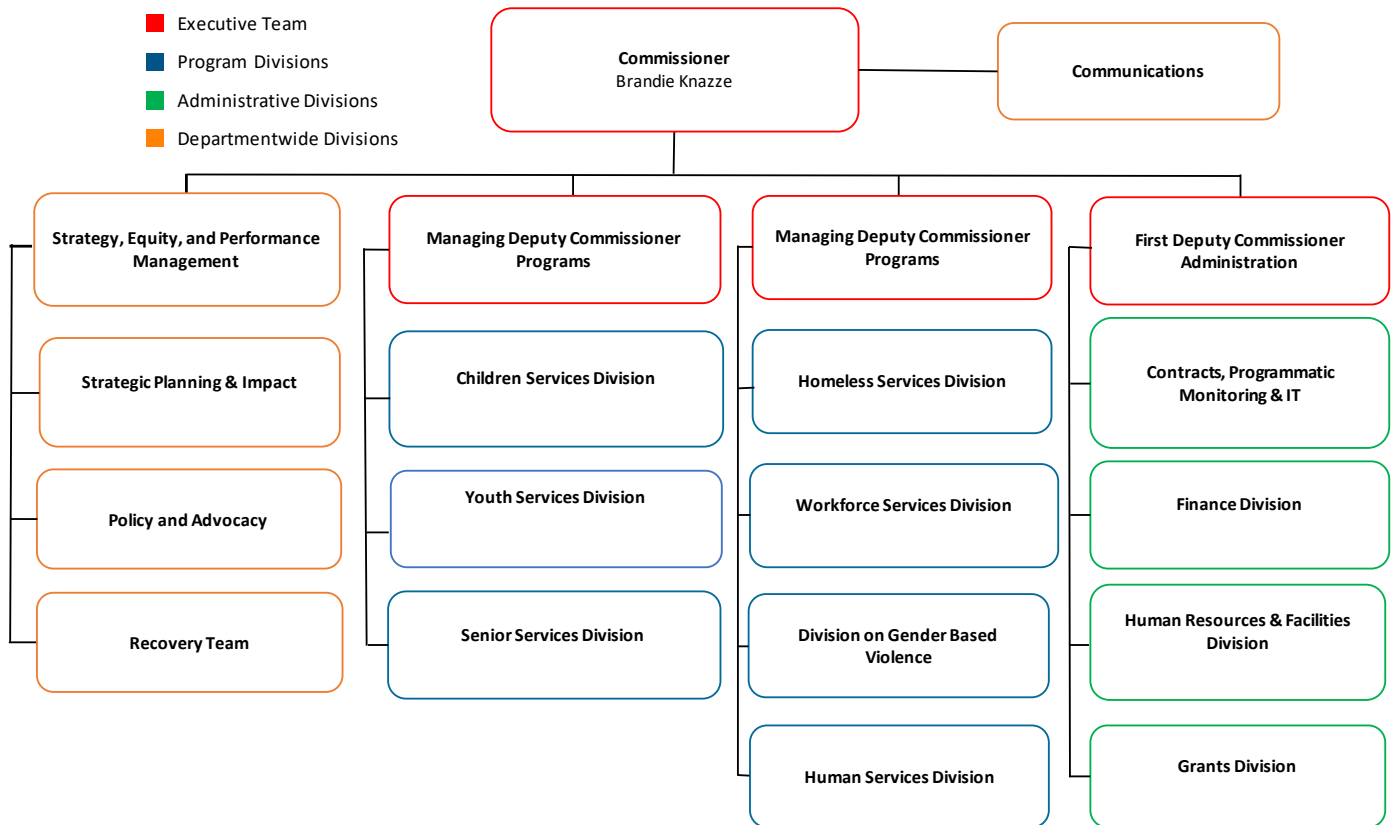
**MISSION/VISION**

Working with community partners, we connect Chicago residents and families to resources that **build** stability, **support** their well-being, and **empower** them to thrive.

**JURISDICTION & SCOPE**

The Chicago Department of Family and Support Services (DFSS) is the human services/social services department of City government. With a budget of \$668 million (over \$500 million in federal and state funding and nearly \$159 million in local investment), the department focuses on seven program divisions that include: Children Services, Division on Gender-Based Violence, Homeless Services, Human Services, Senior Services, Workforce, and Youth Services. DFSS provides funding to 330 community-based organizations (delegate agencies) and issues more than 1,600 contracts (grants) annually, pushing \$416 million worth of funding into Chicago communities. In addition, DFSS provides services to vulnerable Chicagoans through direct assistance offered at six Community Service Centers and six Regional Senior Centers where individuals can walk-in, be assessed and receive in-person assistance by DFSS staff. Together with our community partners, over 400,000 vulnerable Chicagoans are served each year.

**ORGANIZATIONAL CHART & STRUCTURE**



- **Children Services:** DFSS provides families with the resources they need to create a strong developmental and educational foundation for young children ages 0-5 through 96 community-based early learning sites funded through state and federal funding.
- **Gender-Based Violence:** The DFSS Division on Gender-Based Violence (DGBV) seeks to increase the safety and

enhance the well-being of survivors from domestic and sexual violence, stalking and human trafficking. The DGBV does this by raising awareness and providing prevention education through delegate service partners that support and advocate on behalf of survivors and by overseeing the Illinois Domestic Violence Hotline which combined reach over 26,000 persons impacted by violence each year.

- **Homeless Services:** DFSS is a lead agency in the effort to end homelessness. Our primary system components include shelter, outreach and engagement, prevention, housing supports and system planning and coordination. DFSS supports over 50 shelters that provide services to those who are homeless and at-risk of homelessness. The DFSS Commissioner also sits on the Board of the Continuum of Care (CoC).
- **Human Services:** DFSS runs 6 Community Service Centers, which help individuals and families in need of access to a wide range of resources including rental assistance, connections to public benefits, food and clothing, domestic violence assistance, job training and services for those returning from the carceral system. Clients participate in an initial assessment to identify their needs. Some basic services can be provided immediately. Clients with multiple or complex issues are assigned a case worker for longer term planning. The Human Services team also leads human services line of work during mass care emergencies.
- **Senior Services:** DFSS Senior Services division operates a variety of programs and a Seniors Information and Assistance Call Center designed to address the diverse needs and interests of older Chicagoans, from those who are active and healthy, to those residing in long term care facilities. Chicago is designated an Age-Friendly City by the World Health organization. There are six Regional Senior Centers and 15 satellite senior centers.
- **Workforce Development:** DFSS provides job training and placement services to high-need populations including formerly incarcerated residents, homeless individuals, and those with limited English proficiency.
- **Youth Services:** Youth Services Division programs are designed to support youth in reaching their full potential in their community, school, and work. DFSS pays careful attention to our youth's needs and the composition of their population to have the greatest impact. The Youth Division supports young people through programming in three distinct portfolios: Enrichment, Prevention and Intervention, and Employment.

## KEY INITIATIVES/PRIORITIES

### CHICAGO RESILIENT COMMUNITIES PILOT

#### DESCRIPTION

The Chicago Resilient Communities Pilot (CRCP) supports low-income Chicago residents on their path to greater economic stability by providing cash assistance (\$500 per month) over 12 months. Beginning in April 2022, 5,000 Chicago residents were chosen among 176,000+ applicants who were 18 years or older, resided in households with an income less than 250 percent of the Federal Poverty Level (FPL), and experienced hardship due to COVID-19. Priority was also given to candidates living in poverty and in communities experiencing pre-existing economic hardships.

In addition to payments, DFSS has conducted email, text, and phone outreach campaigns to elevate citywide resources to pilot participants and applicants. DFSS and the Mayor's Office meet monthly with the Program Administrator (GiveDirectly) and Program Evaluator (University of Chicago Inclusive Economy Lab (IEL)) to review progress against pilot and research milestones. DFSS also meets monthly with GiveDirectly to review payment issues or changes in participation. IEL will release a final process evaluation report in November 2023 and a final impact evaluation report in June 2025.

#### GOALS & DESIRED OUTCOMES

There are four primary goals of the pilot:

1. Provide Financial Relief: Mitigate economic hardships for low-income households who have been hard hit by COVID-19
2. Improve Residents' Well-being: Improve the financial stability, health, and well-being of program participants and their families
3. Transform City's Human Services: Improve and promote the City's capacity to create and deliver impactful, inclusive, people-centered anti-poverty programs that build on the existing safety net
4. Build Field of Practice: Enable policymakers and advocates across local, state, and federal levels to learn from our pilot, the largest program by reach in the US

The City has engaged IEL to conduct a research study to understand the effect of \$500 per month on residents' financial stability and overall well-being. More than 100 outcomes across 10 topics (employment, financial health, health, intrahousehold outcomes, children, mobility, crime/violence, subjective well-being, social support, and perceptions of government) are being measured using administrative and survey data, with qualitative research providing context and resident perspectives. Research findings will inform current and future social services and provide crucial insights to policymakers about using cash to expand the social safety net. Participation in research is not a condition of the program and research participants can opt out at any time.

#### STRATEGY

The Chicago Resilient Communities Pilot serves as a demonstration of "guaranteed income", which provides no-strings-attached financial assistance to defined populations, affirming the principles of flexibility, choice, and efficiency. Research from direct cash transfer programs around the world, including in the US have shown them to be effective at reducing poverty and improving household wellbeing. By operating the largest pilot in the country by households served, the City of Chicago is positioned through its research partnership to validate the impact of monthly cash assistance for a variety of household socioeconomic profiles.

#### FUNDING

This Chicago Recovery Plan (CRP) project was funded for \$31.5M, with \$1.5M for administrative costs, and \$30M provided as direct relief payments to participants. An additional ~\$1.9M was fundraised through private donors to pay for research and evaluation.

#### CURRENT STATUS

All households received their first payment by August 2022 and will receive their final payment by July 2022. CRCP is in its final months of the pilot, with 3,732 participants ending payments in June, 771 ending in July, and 498 ending in August. An offboarding program consisting of proactive notifications, added support staffing and participant-informed resource referrals was activated in March.

## KEY STAKEHOLDERS & PARTNERSHIPS

- **GiveDirectly:** Program administrator
- **AidKit:** Technology partner
- **University of Chicago Inclusive Economy Lab:** Evaluation partner and research team
- **Advisory Group:** A collective of 30 community members, partners, and professionals who provided insight and feedback to ensure the application process, eligibility requirements, and outreach efforts were inclusive and diverse.

## CRITICAL NEXT STEPS

- [REDACTED]
- [REDACTED]

## ONE SUMMER CHICAGO

### DESCRIPTION

This summer through One Summer Chicago (OSC), the city of Chicago anticipates offering 19,775 employment and training opportunities for young people ages 14-24. 11,860 of these opportunities are provided directly by the DFSS' delegate agencies and the remaining number provided by our sister agencies including Chicago Public Schools (CPS), Chicago Transit Authority, Forest Preserves of Cook County, and Lincoln Park Zoo.

One Summer Chicago consists of three interconnected program models: **Chicago Youth Service Corps (CYSC)**, a year-round program focused on leadership development and local/civic engagement; **Chicagobility**, a project-based learning and skill-building program for 14- and 15- year-old youth; and the **Summer Youth Employment Program**, a job placement and training program, providing workforce preparation and financial literacy training. Over the course of the six-week program, youth ages 16 to 24 earn \$15.40/hour and 14- and 15-year-old participants earn a \$75/week stipend.

In addition to OSC, the My CHI. My Future. (MCMF) Summer Kickback Series will hire 225 young people through the Safe Spaces program.

### GOALS & DESIRED OUTCOMES

- At least 50% of youth enrolled by DFSS delegate agencies and at least 40% of youth enrolled by sister agencies and citywide partners will identify with one or more of the target populations listed below.
  - Individuals with disabilities
  - Individuals attending high schools that are categorized as Level 2, Level 3, or Options High Schools
  - Individuals who are English as a Second Language learners
  - Individuals that are experiencing homelessness/unstably housed
  - Individuals placed in the foster care system
  - Individuals who are justice involved
  - Opportunity youth defined as out of school and out of work
- 100% of Chicagobility youth will complete the workforce preparation and financial literacy training via the online platform.
- 100% of SYEP youth will demonstrate work readiness skills for continued employment.
- 75% of CYSC participants report a growth in civic-minded attitudes and behaviors and a growth in personal and leadership development.
- 75% of youth report a positive relationship with a youth coordinator or mentor.

### STRATEGY

One Summer Chicago 2023 will run from June 26 through August 4. To ensure that a significant percentage of the available opportunities go to at-risk youth within the target population groups, DFSS and CPS staff meet weekly to review OSC application data and coordinate support from school staff and delegate agencies to increase applications, particularly from

students in high priority CPS schools.

This spring, DFSS staff will pair delegate agencies and citywide partners with CPS schools for interview and hiring events. DFSS has set expectations that 100% of available slots will be filled by the start of the program.

DFSS also participates in monthly working group meetings convened by the Mayor's Office for OSC citywide partners.

## FUNDING

In 2023, DFSS anticipates awarding \$36M in OSC delegate agency contracts, includes \$12M from the CRP.

## CURRENT STATUS

The OSC application launched on February 28, 2023. Press and media efforts began in March and recruitment efforts will continue throughout the spring. On March 20, 2023, DFSS hosted an orientation session for delegate agencies to begin preparations for summer programs. Meetings with stakeholders connected to the target population groups continue throughout the spring.

## KEY STAKEHOLDERS & PARTNERSHIPS

OSC is offered in partnership with government institutions, community-based organizations, corporate partners, and local companies including 56 delegate agencies, Chicago Housing Authority, Chicago Public Library, Chicago Park District, Chicago Public Schools, Chicago Transit Authority, City Colleges of Chicago, Lincoln Park Zoo, Mayor's Office for People with Disabilities, and After School Matters. The Everyone Can Code and Everyone Can Create training programs are offered in partnership with Apple. Economic Awareness Council provides financial literacy curriculum and Peer Money Mentors.

## CRITICAL NEXT STEPS

## SPRING FORWARD

### DESCRIPTION

SPRING Forward (**Selected Pre-Release for Intensive Navigation support Going Forward**) is a new program serving recently released (18 months or less) residents returning to Chicago from Cook County Jail or the Illinois Department of Corrections that integrates paid workforce training and job placement support with a 12-month rental subsidy. The program prioritizes service to returning residents who are literally homeless (sheltered or unsheltered) or at high risk of homelessness.

### GOALS & DESIRED OUTCOMES

This program will serve a total of 400 recently released returning residents with comprehensive reentry and employment navigation support and paid job training over two years. Of those, 200 participants will receive additional housing navigation support and a 12-month rental subsidy which covers the cost of the security deposit and any move-in fees and includes a furniture bank allowance.

The goal of the program is to stabi

lize returning residents with reentry, employment, and housing navigation services to mitigate the risk of homelessness and recidivism. Data on homelessness shows that 40% of unsheltered men and 33% of unsheltered women, and 33% of sheltered men and 9% of sheltered women are formerly incarcerated.

### STRATEGY

Working with the Cook County Jail (CCJ) and the Illinois Department of Corrections (IDOC), the Reentry and Employment Navigation service provider will identify individuals who qualify for the program. Immediately upon release, the agency will work with the participant to enroll them in the program and, if selected for housing navigation services, will work with the Housing Navigation service provider to connect them to housing and a 12-month rental subsidy.

DFSS estimates the Reentry and Employment Navigation service providers will support 400 participants over two years with reentry and employment services to facilitate their access to resources and employment opportunities in order to improve

the economic and social outcomes of Chicagoans re-integrating back into their communities. This will be done by building onto the existing infrastructure for re-entry workforce development that is designed to connect individuals released from CCJ and IDOC to stable employment and wrap-around supportive services.

The Housing Navigation service provider will support up to 100 participants per year with housing navigation services to facilitate access to permanent housing and a 12-month rental subsidy which will stabilize returning residents and mitigate their risk of homelessness and recidivism. DFSS will do this by working with delegate agency partners to build the missing infrastructure for re-entry housing that is required to connect returning residents to permanent housing and supportive services, including rental assistance and additional financial subsidies related to housing services.

### FUNDING

The term of contracts for this program will be from June 1, 2023 – December 31, 2024. The Housing Navigation Program Administrator will receive \$4.9M through the CRP. Up to \$4.3M of this amount is a pass-through grant, which will cover the cost of rental assistance, security deposits, move in fees, and a furniture bank allowance for program participants.

The Reentry and Employment Navigation Program Administrator will receive \$4.8M through the CRP. This funding amount includes the cost of subsidized wages and paid work-based learning experiences that allow program participants earn an income while learning new job skills.

### CURRENT STATUS

Proposals from potential respondents are due April 7th. DFSS is actively promoting the program to potential RFP respondents and meeting with justice partners.

### KEY STAKEHOLDERS & PARTNERSHIPS

- **City of Chicago Interagency Reentry Council:** Support connections to job opportunities with City Departments and sister agencies
- **Cook County Jail:** Will support the identification of eligible participants pre-release and will facilitate connections to the participants to prepare them for the program upon release
- **Illinois Department of Corrections:** Will support the identification of eligible participants pre-release and will facilitate connections to the participants to prepare them for the program upon release
- **Illinois Justice Project:** Support awareness of the program and facilitate connections to community reentry resources.

### CRITICAL NEXT STEPS





## UNSHeltered HOMELESSNESS REDUCTION

### DESCRIPTION

On a given night in Chicago, over 1,200 individuals are sleeping in unsheltered locations, including encampments, public transportation, parks, underpasses, 24/7 businesses, and other places not meant for human habitation. While the overall number of individuals and families experiencing homelessness in Chicago has decreased in the last two years, Chicago is seeing persistent unsheltered homelessness. Homelessness became more visible in Chicago during the pandemic, particularly in parks and on public transportation, consistent with communities across the country. This population is disproportionately Black/African American: roughly one-third of Chicago's total population is Black but 75 percent of the population experiencing homelessness is Black.

### GOALS & DESIRED OUTCOMES

DFSS seeks to create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing. To reduce unsheltered homelessness, the department focuses on two north star goals of increasing placement into shelter and increasing placement into permanent housing. DFSS works with partners to ensure public safety issues at encampments are addressed (e.g., cleaning, portable restrooms) and encampments don't grow. DFSS also works closely with federal partners to align with and implement federal priorities. In December 2022, the Biden-Harris administration announced a nationwide objective to reduce homelessness by 25% by January 2025.

### STRATEGY

Coordinated outreach strategy, including connection to housing through:

- **Encampment Strategy:** DFSS coordinates and partners with delegate agencies and City partners such as Parks to monitor homeless encampments monthly and provide sustained social service connections, including offers to the low-barrier shelter, medical attention, and substance abuse treatment to all interested parties.
- **Coordinated Daily Outreach:** Street outreach teams, including the DFSS Homeless Outreach and Prevention (HOP) team and 11 delegate agencies, build rapport with individuals experiencing homelessness to meet basic needs and engage them in services. Coverage is coordinated across the city and includes public transit-dedicated teams and overnight services.
- **Connection to Housing:** Outreach teams coordinate with housing providers to host Accelerated Moving Events (AMEs) dedicated for unsheltered residents to rapidly connect individuals to housing. Rapid rehousing has proven to be particularly effective: between October 2020 and December 2022, 1,888 households were housed through rapid rehousing, with 74% of exits-to-date going to permanent housing destinations.

Improving homeless shelters to better meet needs of unsheltered residents, through:

- **Shelter infrastructure improvements:** DFSS is partnering with the Department of Housing to fund acquisition of non-congregate facilities (e.g. hotels, motels) for shelters to provide up to 300 beds. DFSS is also funding shelter operators for repair and renovation of existing shelter sites to transition to more accessible and non-congregate settings, sustain current bed capacity, and replenish bed capacity to pre-COVID levels.
- **Increased operational funding for shelters:** DFSS allocated an additional \$3.7M annually for additional shelter operational funding beginning in 2023, building on an increase of \$1.5M in 2022, to support adequate staffing levels in shelters and living wages for front-line shelter staff.

### FUNDING

New City investments:

- \$2M in funding from the Chicago Transit Authority (CTA) and additional \$486,000 in funding from the Chicago Department of Aviation for expansion of outreach services in O'Hare and on CTA Red and Blue Lines
- Additional \$1M in operational funding for street outreach delegates to support living wages for front-line staff
- \$27M in CRP and other City funding for rapid rehousing
- \$30M with Department of Housing in CRP funding for shelter acquisition
- \$20M with DFSS in CRP funding for shelter infrastructure improvements

Additional non-City funding in support of reducing unsheltered homelessness: In February 2023, HUD awarded the Chicago



Continuum of Care \$60 million, to be awarded over three years, as part of national awards to communities across the country to address unsheltered homelessness. Funding will be awarded to agencies for programs submitted as part of Chicago’s comprehensive application to HUD to expand and enhance services to support people moving from unsheltered locations to shelter and housing.

**CURRENT STATUS**

- DFSS hosts a monthly coordination meeting with outreach partners to workshop challenges, share new resources, and review data on north star goals and key activities.
- DFSS and the Mayor’s Office hold monthly meetings for the Interagency Taskforce on Homelessness.
- Expanded outreach services in O’Hare and on the CTA Red and Blue Lines began in early 2023.
- DFSS works with All Chicago to host one AME per month dedicated for unsheltered residents. Since 2020, just under 400 households were housed from unsheltered locations through AMEs.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- **City’s Interagency Task Force to Reduce Homelessness:** Launched in 2016 to focus on coordination of homeless services across all agencies. Key planning body where Encampment Strategy was developed.
- **Chicago Continuum of Care (CoC):** Membership organization comprised of more than 100 organizations and individuals who work to prevent and end homelessness in Chicago. DFSS is actively involved with the CoC and Commissioner Knazze currently serves as the CoC Board Chair. Chicago receives \$86 million in HUD Continuum of Care funding for homelessness, which is coordinated through the CoC.
- **All Chicago Making Homelessness History (All Chicago):** CoC’s designated Collaborative Applicant and other key roles with the CoC, including lead for both the Coordinated Entry System (CES) and the Homelessness Management Information System (HMIS). DFSS also funds All Chicago as the Rapid Rehousing Program Coordinator.
- **United States Interagency Council on Homelessness (USICH):** Federal agency with mission of preventing and ending homelessness. Coordinates across 19 federal member agencies, state and local governments, and private sector.
- DFSS delegate agencies, including street outreach providers, drop-in centers, and shelters.

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]

## YOUTH INTERVENTION PATHWAYS

### DESCRIPTION

The Youth Intervention Pathways (YIP) program is an evidence-based community violence intervention program that provides short-term case management support for youth 10-17 years old that have had contact with law enforcement. YIP will offer youth citywide up to 90 days of coordinated community services based on risk and need factors, matching supervision and intervention strategies with the youth's levels of risk and motivation. YIP delegate agencies will facilitate services through comprehensive, hyper-local community networks and provide restorative justice opportunities to increase accountability for youth and increase public safety.

### GOALS & DESIRED OUTCOMES

The program's long-term goal is to decrease community violence by limiting youth's interaction with law enforcement, increasing access to services, increasing their sense of accountability and safety, and decreasing their likelihood of continuing criminal activity.

To track progress toward achieving the goals of this program and assess success, DFSS will monitor a set of performance indicators that may include, but are not limited to:

- 75% of youth will demonstrate increases in social emotional skills (e.g., conflict management, seeking/building healthy relationships, concern for others, and collaboration) as measured by an assessment tool
- 85% of youth will engage in and sustain education supports if identified in their assessment as a targeted goal (this may include but is not limited to school enrollment, tutoring, GED, credit recovery)
- 85% of youth will engage in and sustain employment or employment supports if identified in their assessment as a targeted goal (this may include but is not limited to direct employment, resume building, workforce training)
- 75% of youth will be able to identify a positive adult/mentor (beyond service coordinator)
- 75% of youth will report feeling more knowledgeable about and confident accessing resources and services available in their community (including education and employment resources)
- 75% of youth will report feeling more optimistic about their future

### STRATEGY

Replacing the Juvenile Intervention & Support Center (JISC), which operated out of Chicago Police District (CPD) Police Area One covering 10 police districts, the new YIP model will operate city-wide across eight zones to align with all CPD Police Areas, serving up to 800 youth each year.

Youth eligible for diversion will be referred to a delegate agency close to where they reside for short-term case planning, in lieu of arrest. If the youth-police interaction occurs in a police area that is different from where the youth resides, the referring CPD officer/staff will refer youth to an awarded agency in the youth's area.

At the end of the youth's designated case plan, participants will be connected to services that may last beyond the 30-90 days, allowing the young person to continue to work on their goals well beyond their enrollment in the program.

To assess the impact of the YIP program, a program evaluation will be conducted by the Illinois Criminal Justice Information Authority (ICIJA).

### FUNDING

- DFSS is utilizing \$10M in CRP Youth Diversion funds to provide up to three years of programming, evaluation, staffing, and additional program-related expenses as needed.
- The contract term is March 1, 2023, through December 31, 2024, with the possibility of extending contracts for up to one additional year through December 31, 2025.

**CURRENT STATUS**

- In March 2023, DFSS awarded contracts to eight delegate agencies to support 100 youth each. In 2023, delegate agency awards will total \$2M.
- Intent/Orientation meetings are currently being held with awarded YIP agencies.
- Meet and greet events are being coordinated between CPD staff and assigned agencies.
- DFSS staff is collaborating with CPD to develop/identify a pre-screening tool.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- **Chicago Police Department (CPD):** Referral partner
- **Illinois Criminal Justice Information Authority (ICIJA):** Evaluation partner
- **Youth Deflection & Diversion Advisory Committee (YDAC):** Community advisory group
- **Delegate Agencies/Service Providers:** Ignite Org; Think Outside Da Block; SGA Youth & Family Services; Universal Family Connection; Northwestern University Settlement Association; Lawndale Christian Legal Center; and Youth Outreach Services

**CRITICAL NEXT STEPS**

[Redacted]

**TIME SENSITIVE ISSUES**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

## CHICAGO PUBLIC LIBRARY

### CHRIS BROWN, COMMISSIONER

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

Chicago Public Library (CPL) welcomes and supports all people in their enjoyment of reading and pursuit of lifelong learning. Working together, CPL strives to provide equal access to information, ideas and knowledge through books, programs and other resources. CPL believes in the freedom to read, to learn, to discover.

### VISION

A city where people are equipped, engaged and inspired to learn and explore and rely on CPL as a trusted source of information, enrichment and opportunity.

### 2020-2024 STRATEGIC PLAN

CPL is living and breathing its Strategic Plan, which established critical priorities for CPL's next chapter, continuing to engage staff and other stakeholders to get further insights, hone language and build enthusiasm about the library's future. Today's strategy articulates a clear direction and a shared vision built upon CPL's commitment to service and excellence, including its six objectives:

1. Provide free and open access to information and experiences that reflect and engage Chicago's diverse neighborhoods and people equitably and inclusively.
2. Develop collections, design programs and enable staff to encourage exploration and nurture learning.
3. Create respectful, safe and welcoming spaces that invite personal growth and create stronger, more connected communities.
4. Share pride and purpose to improve the lives of Chicagoans and strengthen communities.
5. Value creativity and resourcefulness in serving patrons effectively and responsively.
6. Broaden the perception of what a library can be.

### CPL BY THE NUMBERS 2022

- 57M Connections Through Virtual, Physical Visits and Material Borrowed
- 12.6M Materials Checked-Out
- 6M Total Size of the Collection
- 4.5M Visits to CPL Libraries
- 500K+ Requests for Delivery of Material
- 1M Total Library Cardholders
- 98K New Library Cardholders
- 3M Wi-Fi Sessions
- 908K Computer Sessions
- 7K Cybernavigator Sessions
- 27K Homework Help Sessions
- 218K Program & Event Attendees
- 30K Summer Meals Served to Chicago Youth
- 20M Minutes Read through Summer@CPL
- 2K+ Narcan Kits Distributed with the Department of Public Health (CDPH)
- 29 YOUmedia spaces for Teens
- 20 Non-English Languages in CPL's Collection

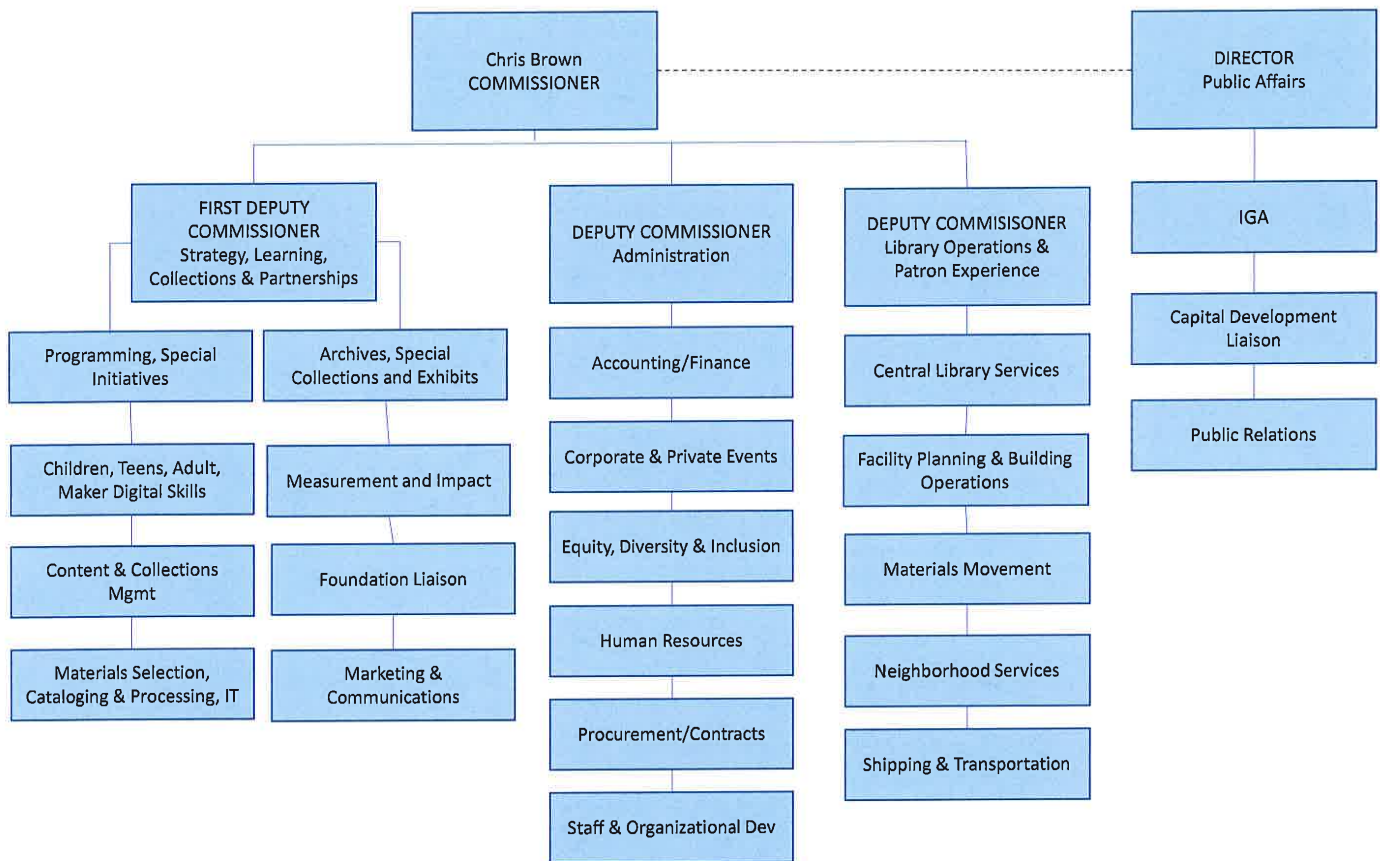
- 756K Square Feet at Harold Washington Library Center, Largest in the U.S.
- 1.9M Square Feet of Library Space Throughout Chicago

## JURISDICTION & SCOPE

For the last 150 years, CPL has been a trusted community resource. With facilities in each of the city’s 77 neighborhoods, CPL serves as a connector—offering needed resources that are free and accessible to all.

So many of the library’s programs empower the next generation, especially those that are most vulnerable, like Chicago’s youngest, oldest and most recent immigrants. As a core part of Chicago neighborhoods, the library is the largest provider of free early literacy and internet access and is an essential partner in revitalizing the city and connecting residents to needed services like broadband. CPL advocates for the growth of all Chicagoans by providing opportunities to improve lives through resources and learning. CPL leads through connections, empowerment, inspiration and imagination—continuing to reimagine what a library can be.

## ORGANIZATIONAL CHART & STRUCTURE



**Archives and Special Collections:** Builds a unified access and discovery model for archives and other historical or primary source materials: streamlines internal agreements and use; increases collection development in historically excluded areas based on Equity, Diversity, and Impact Assessment; and strengthens the profile of CPL archives, special collections, and exhibits in Chicago and beyond.

**Administration:** CPL’s administrative unit consists of the following: acquisitions, contracts and procurement, corporate and private events, finance, human resources, information technology and staff and organizational development.

**Equity Office:** Aligning with the Mayor’s Office of Equity and Racial Justice (OERJ), this unit is charged with developing CPL’s Equity Strategy and Action Plan.

**Library Operation and Patron Experience (LOPE):** Supports branch operations for 81 locations including three regional libraries, central library services at Harold Washington Library Center (HWLC) and facility planning and building operations. Programming and Partnership Divisions:

- **Adult Services:** Provides opportunities for learning, including digital skill building, for adults. Programs include financial literacy, immigration services, learning circles and maker activities.
- **Children Services and Family Engagement:** Provides opportunities for learning, exploration and growth for children ages 0-13 and their caregivers through programming, citywide initiatives and access to library collections and other resources.
- **Teen Services/YOUmedia:** Provides opportunities for 21st century learning through interest-driven programming, supports branch staff across the system in their work serving teens and partners through grant opportunities, provides budget and equipment support and connecting with partners.
- **Technical Services, Content and Curation:** Conducts centralized selection and deselection of library materials in all formats – physical and electronic – and languages, conducts cataloging and metadata creation for all materials, including non-English materials, serials and government documents and manages

**CPL Board of Directors:**

Board President	Linda Johnson Rice
Board Vice President	Christopher P. Valenti
Board Secretary	Lynn Lockwood
Director	Jodi Block
Director	Michelle T. Boone
Director	Barbara Bowman
Director	Sandra Delgado
Director	Dominique Jordan Turner
Director	Ivy Walker

CPL’s Board of Directors consists of nine members. Directors are appointed by the Mayor to serve three year terms, and appointments are ratified by City Council and may be renewed. CPL Board meetings are held quarterly and are open to the public.

The Board, with respect to the Library, with guidance from the Executive Team, is vested with the duties related, but not limited to:

- Reviewing organizational changes
- Long-range planning for programs, building operations and facilities
- Reviewing the preliminary and final budget, and approving fund transfers as necessary
- Designating and approving library names that reflect the neighborhoods of the library and the communities they serve

**KEY INITIATIVES/PRIORITIES**

**THE 81 CLUB WITH CHICAGO PUBLIC SCHOOLS**

**DESCRIPTION**

In October 2022, CPL launched a groundbreaking program that continues CPL’s commitment to bring unlimited digital resources and accessible after-school programming to the hands of 322,106 Chicago Public School (CPS) students and 22,575 teachers in 635 schools. The 81 Club puts the power of the 81 CPL branches directly into the hands of students, including all of CPL’s digital resources, unlimitedly.

**GOALS & DESIRED OUTCOMES**

- 322,106 CPS students with increased access
- 22,575 CPS teachers with in-classroom access
- 6000+ 81 Club cards created for youth
- Increased circulation of youth materials
- Connecting all Out of School Time (OST) providers to promote the initiative more broadly

## STRATEGY

The initiative has three main components: online, at the library and in the classroom. The CPS and CPL Overdrive collections are linked electronically and any CPS student can use their existing credentials to login and see both the CPS and CPL digital e-book and e-audiobook collections. CPS teachers can use their e-Teach card to access all CPL digital resources for classroom instruction. Any young person in Chicago can visit their local library branch to obtain an 81 Club card that gives them access to all the CPL digital resources as well as check out up to five physical items.

## FUNDING

The initiative does not receive city funds and is administered by CPL staff.

## CURRENT STATUS

CPL is working on strengthening its partnership with CPS and will begin a pilot roll out of 81 Club cards to all students in six CPS schools: three elementary and three high school. CPS chose the schools based on a CPS equity assessment. CPL is also creating a strategy centered on connecting with OST providers.

- 3,687 cards created from 12/1/22 to 2/28/23
- 3,941 items checked out by 81 Club cards from 12/1/22 to 2/28/23
- 30,000 eTeach cards provided to CPS for distribution to teachers and principals

## KEY STAKEHOLDERS & PARTNERSHIPS

CPL and CPS

## CRITICAL NEXT STEPS

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

## 150TH ANNIVERSARY

### DESCRIPTION

It is a rare moment in history when an organization is able to celebrate 150 years of providing learning, entertainment and opportunity to millions of people. CPL is spending all of 2023 commemorating this extraordinary milestone. The celebration, at its core, is a celebration of Chicagoans—many of whom have been contributing to the library's success for years, even decades. See a few highlights below of the many ways Chicago will be celebrating CPL's 150th.

### GOALS & DESIRED OUTCOMES

Through the various 150th Anniversary activations, CPL aims to increase awareness and visibility of CPL programs, including the Summer@CPL reading and learning program. Every Chicagoan will have had multiple opportunities to celebrate their CPL's 150th anniversary through visits to neighborhood libraries, special anniversary programming, collaborations, exhibits, collections, art, authors and events. Additionally, the Wintrust Building mural will serve as donor activation opportunity for the Chicago Public Library Foundation.

### STRATEGY

- CPL 150 Podcast with PRX: This 6-episode podcast with the award-winning producer of Ear Hustle launches in June.
- Chicago Poet Laureate: CPL, in collaboration with DCASE and the Poetry Foundation, is hosting the first Chicago Poet Laureate program. The poet laureate is announced in April 2023 at Poetry Fest.



- CPL in Your Neighborhood History Exhibits: Utilizing CPL’s archives and special collections, CPL provided grants for up to ten historically significant branches to research, curate and produce a special exhibit at their location to celebrate the history and legacy of their branch within their community.
- Top 150 Book List: CPL reveals the top picks for 150 books throughout its history with a series of specially curated lists for children, teens and adults.
- CPL 150 Exhibit in Harold Washington Library Collection 9th Floor Gallery: Drawing from CPL’s archival collections, the exhibit presents 150 years of CPL history and celebrates the library’s service to Chicago through its extensive branch system.
- CHITeen Stories: CPL’s Teen Services Department presents a year-long celebration of storytelling with video and audio storytelling challenges. Drawing upon YOUmedia equipment such as cameras, audio recordings and more, teens are training in storytelling. There are prizes for top submissions to challenges throughout the year. The project culminates at the end of Summer Reading.
- Permanent Access to Chicago’s Newspapers: CPL is acquiring perpetual and complete access to two prominent Chicago newspapers, the Chicago Tribune and the Chicago Sun-Times, allowing Chicagoans access to two of the city’s historically largest newspapers.
- CPL on Wintrust’s Mural Building: CPL is commissioning a local artist to create a 150th-anniversary mural to display on the Mural Building from mid-May through the end of June. An unveiling will include the community, civic leaders and key Chicago Public Library Foundation donors.
- Authors In the Library Series: With support of the Chicago Public Library Foundation, CPL is using the popular mainstage author series to host and showcase some of the most impactful authors of today.
- Citywide Birthday Party: Join us for CPL’s citywide birthday party at all 81 neighborhood locations. Each location will receive a “selfie station” for photos, decorations, cake, giveaways and the opportunity to host a performer such as a musician, band, storyteller and puppeteer. Every Chicagoan will be able to walk to the library in their neighborhood to take part in this celebration!

## FUNDING

\$115,000 from City funds.

## CURRENT STATUS

CPL is planning for several key programming initiatives including a special One Book, One Poem Chicago program in partnership with the Poetry Foundation, the launch of Chicago’s inaugural City Poet Laureate, community connections grant funding to support neighborhood programs and culture in my neighborhood funding to bring art-themed events to neighborhoods through a partnership with the DCASE.

## KEY STAKEHOLDERS & PARTNERSHIPS

CPL is working with many civic and cultural partners to uplift the 150th anniversary. Partners include: Poetry Foundation of Chicago, the Art Institute, Shedd Aquarium, Jane Addams Hull House and many others.

## CRITICAL NEXT STEPS

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

## MENTAL HEALTH LIAISON WITH CDPH

### DESCRIPTION

CPL plays a critical role providing information about health and wellness services, especially for Chicago’s most vulnerable populations, including those struggling with housing, addiction and mental health. CPL is a foundational community resource at the forefront of the social, health and economic struggles faced by communities. One of the biggest challenges facing public libraries is meeting the unaddressed mental health needs of their patrons, a challenge only exacerbated by the



COVID-19 pandemic. CPL and the Chicago Department of Public Health (CDPH) began a collaborative process in 2022 to integrate mental health supports more comprehensively into CPL locations citywide. As part of this effort, in 2023, CDPH is coordinating systems of behavioral health services around CPL branches in order to connect service providers to library branches needing assistance. This effort is twofold:

1. Establish a Mental Health Clinician pilot program to offer mental health services to the public at four CPL locations.
2. Establish a Mental Health Clinical Liaison position at CPL whose work will address the range of mental health-related needs of library staff and patrons.

**GOALS & DESIRED OUTCOMES**

- Increased City funded mental health services in every neighborhood, including increased services for children and young adults
- Leverage CPL’s impact in communities and equip CPL to more effectively meet the behavioral health and social service needs of patrons

**STRATEGY**

*Mental Health Clinician Pilot*

The Mental Health Clinician pilot focuses on locations where there is a need to expand the CDPH physical footprint to connect Chicagoans with mental health clinicians. The pilot will utilize four CPL locations as community space where the public can connect with mental health support as well as serve vulnerable populations who utilize CPL as a safe space to be. The program is currently being launched and will be evaluated at 1 month, 3 months, 6 months for any needed adjustments.

*Mental Health Clinical Liaison*

The Mental Health Clinical Liaison is a partnership between CPL and CDPH to hire one staff person to act as a liaison to CPL to coordinate with CPL leadership to 1) engage mental health stakeholders and organizations who can bring resources to neighborhood library locations, 2) to provide direct clinical support where needed and 3) providing training to library staff.

**FUNDING**

he initiative is funded by CDPH and is administered by CPL staff.

**CURRENT STATUS**

The Mental Health Clinician Pilot soft launched at 4 CPL locations in March: Edgewater Branch, Blackstone Branch, Mt. Greenwood Branch and Beverly Branch. Clinicians are on site one day per week. The Mental Health Clinical Liaison position is waiting to be hired, and CPL is coordinating with CDPH on a revised timeline and recruitment.

**KEY STAKEHOLDERS & PARTNERSHIPS**

CPL and CDPH

**CRITICAL NEXT STEPS**

█ [REDACTED]

█ [REDACTED]

**EQUITY ASSESSMENT**

**DESCRIPTION**

CPL established its Equity Office in 2022. This year, the Equity Office is conducting an Equity Assessment, informed by community engagement, to establish a strategy and action plan that will advance CPL’s mission of providing access to information and knowledge. The Equity Office’s work moves beyond any single initiative, looking to the library’s core work and considering what CPL does particularly well, how CPL can build on its strengths and what CPL can improve to be more equitable.

**GOALS & DESIRED OUTCOMES**

- Build equity into the assessment process by engaging those most impacted through surveys and interviews with at least 100 CPL staff and 10 community conversations.
- Identify opportunities for better alignment around best practices and City and CPL goals through policy and practice recommendations in three functional areas: administration, operations and programming.

**STRATEGY**

The Equity Office designed the assessment to reflect the City’s definition of equity as both an outcome and a process. The assessment has three components – Community Engagement, an internal-looking Institutional Assessment and an external- looking Community Indicator Assessment – that build equity into the process and allow CPL to assess equity as an outcome and a process.

More specifically, CPL built equity into the conduct of the Assessment by prioritizing direct engagement with staff and Chicago residents, as well as by prioritizing access to information about the Assessment roadmap, findings and next steps. Across the three components of the Assessment, CPL will assess equity as an outcome and in CPL processes by looking at access to CPL services and programs, evaluating seemingly neutral systems, and determining who is most impacted and how they are engaged by CPL.

**GOALS & DESIRED OUTCOMES**

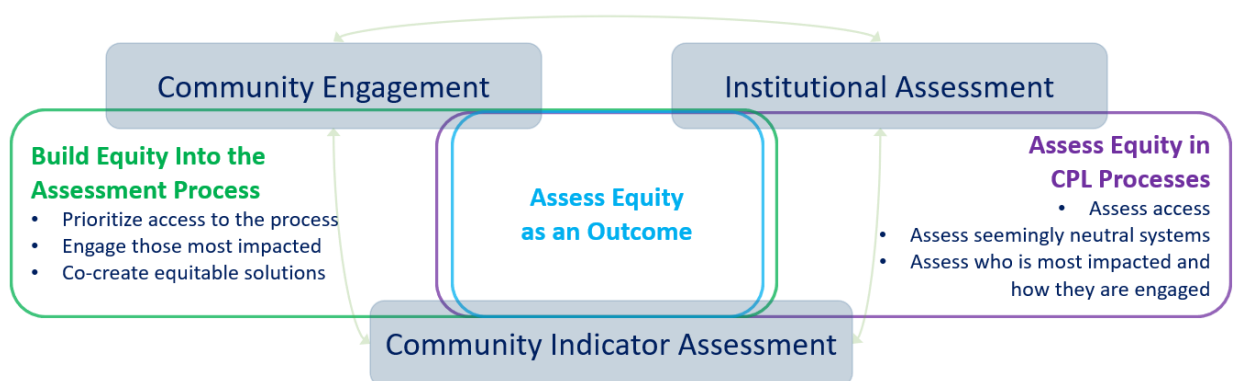
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*CPL Equity Assessment Framework*



## FUNDING

The initiative does not receive City funds and is administered by CPL staff.

## CURRENT STATUS

The Equity Office is currently interviewing all public-facing CPL Managers in order to better understand the department's local leadership perspectives on local strengths, challenges and practices for staff to connect with their communities. The Equity Office is also working to identify an external consultant to support the Equity Assessment's community engagement process. The Equity Office plans to convene an internal Community Engagement Working Group to support that process as well.

## KEY STAKEHOLDERS & PARTNERSHIPS

CPL patrons, staff, and partners; Chicago residents, community-based organizations and businesses.

## CRITICAL NEXT STEPS

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

## CAPITAL STRATEGY

### DESCRIPTION

As an international library leader, CPL continuously reimagines what a library can be and is at the forefront of the field—partnering with architecture firms to design award-winning community-centered spaces and services that meaningfully impact Chicagoans across the city. This investment in spaces and good design matters. Studies have shown that library capital spending results in substantial increases in use, with over 20 percent increases in visitation, borrowing and attendance at children's programming. This year, CPL is undertaking a capital planning strategy to create an aspirational plan and framework for improvements to City Library spaces.

### GOALS & DESIRED OUTCOMES

CPL will complete a Capital Strategies Master Plan for all of its current (81) facilities. The Plan will provide guidance for the next decade on how CPL's neighborhood physical presence, appearance and services can be transformed through design and the use of industry-leading practices. CPL will be provided with a clear direction on how future locations and existing building renovations will fulfill the organization's mission and programming principles.

### STRATEGY

- Issue Task Order Request for vendor pool for planning/architectural/design services.
- Conduct an assessment of all current library facilities.
- Per the assessment, provide a comprehensive list of the immediate and long-term modifications needed at each facility.
- Determine the optimal geographic distribution of library facilities, considering current usage patterns, current City of Chicago investment opportunities and areas of emphasis, facility locations, current and projected population distribution and demographic profiles.
- Identify potential for sustainability improvements.
- Incorporate the following into facilities analysis and recommendations: CPL's mission, vision, and values; industry leading standards; peer library system comparisons; domestic and global public library trends and best practices.
- Identify comprehensive projected capital needs for all aspects of design, construction and operation of new facilities.
- Define implementation steps necessary to fulfill the needs identified in a phased, multi-year approach for a 20-year implementation schedule with an emphasis on the first 5 years where a commitment must be made to address the highest level of need.

- Create a facilities design guide to promote the most efficient, consistent and effective design and construction for all new construction and major existing building renovations.
- Complete a final report, with building and cost estimates for each proposed project type, as well as recommendations related to the optimal distribution of library facilities and suggestions for funding options for recommended improvements.

**FUNDING**

\$500K in total divided equally between CPL and Department of Planning and Development (DPD).

**CURRENT STATUS**

- Scoping meeting being scheduled by DPD

**KEY STAKEHOLDERS & PARTNERSHIPS**

CPL, DPD, Department of Assets, Information, and Services.

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]

**TIME SENSITIVE ISSUES**

- [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]



## **CITY DEVELOPMENT**

**DEPARTMENT OF HOUSING  
DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS  
DEPARTMENT OF PLANNING AND DEVELOPMENT**

**DEPARTMENT OF HOUSING**  
**MARISA NOVARA, COMMISSIONER**

**ORGANIZATIONAL BACKGROUND**

The Department of Housing (DOH) was created as an independent City department in 2019. Previously, it operated as a unit within the Department of Planning and Development (DPD), with which it still shares operations staff.

Between 2019 and 2022, DOH disbursed and leveraged about \$1.5 billion in resources to construct or rehab more than 19,000 units of affordable housing, passed eight laws, and provided 208,000 Chicagoans with counseling and technical assistance. DOH also distributed \$170 million in Emergency Rental Assistance, helping 30,000 Chicago households remain in their homes.

**MISSION/VISION**

DOH’s mission is to expand access and choice for residents and protect their right to quality homes that are affordable, safe, and healthy. The department accomplishes its mission by ensuring the equitable distribution of resources across all 77 communities so that every Chicagoan can choose and remain in quality housing that is affordable, safe, and healthy.

**JURISDICTION & SCOPE**

DOH is one of three non-state entities across the country to receive its own allocation of federal Low-Income Housing Tax Credits (LIHTC). DOH receives approximately \$6.5 million in 9 percent Tax Credits annually (\$65 million in equity) and issues a call for affordable rental housing proposals every two years, resulting in a bi-annual funding round.

While the majority of DOH’s resources are dedicated to developing multi-family rentals, most of the units affected come under its homeownership and housing preservation programs. Homeownership development programs focus on the development of new housing, enabling residents to purchase homes and assisting homeowners with much-needed repairs. The housing preservation team assists with blight reduction and wealth creation by reclaiming single-family and multi-family, troubled, vacant, and abandoned buildings for affordable uses. These divisions rely on CDBG, as well as partnerships with DOL and DPD, and coordination with the Courts and the Cook County Land Bank Authority.

In addition, DOH is required to issue a housing plan every five years. The current plan ends in 2023, and staff are currently preparing the next five-year plan, which will cover the years 2024 to 2028.

**KEY PERFORMANCE MEASURES**

2019-23 Five-Year Plan Goals: 4-Year Update

Program Area	Commitments	Percent Of Goal	Units	Percent Of Goal
Affordable Rental	\$1,361,588,558	126.8%	10,401	73.1%
Homeownership	\$61,265,208	47.6%	1,356	63.4%
Home Preservation	\$60,455,178	69.7%	7,250	71.8%
<b>Totals</b>	<b>\$1,483,308,945</b>	<b>115.1%</b>	<b>19,007</b>	<b>71.8%</b>

**POSITIONS**

# of FTEs
112

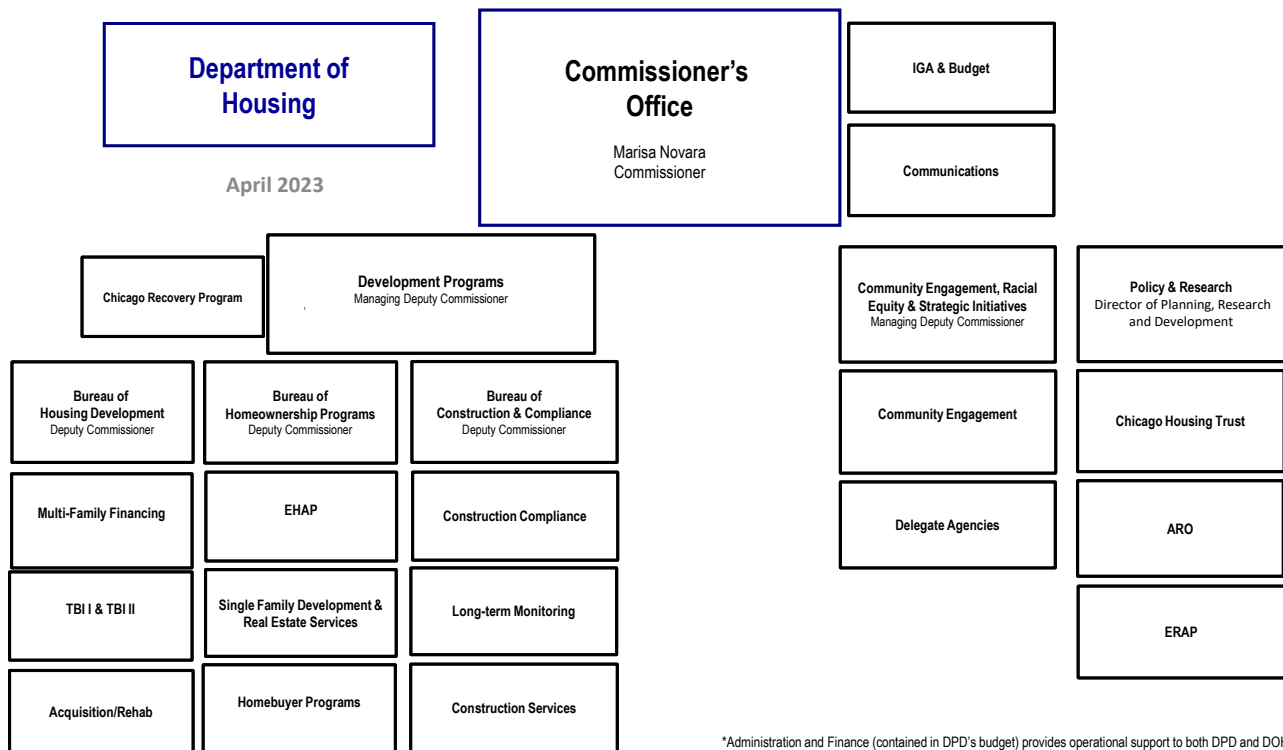
**BUDGET**

DOH is heavily funded by grants, particularly the Community Development Block Grant (CDBG) and HOME, with about three percent of the 2023 operating budget coming from the Corporate Fund.

Fund	Amount
Corporate Fund	\$11,026,759
AHOF*	33,197,214
TIF Admin	610,511
CDBG	86,027,492
HOME (incl. carry-over)	145,510,000
Other Grants	47,383,000
<b>TOTAL</b>	<b>\$323,754,976</b>

\*AHOF is locally generated by fees through the Affordable Requirements Ordinance. The amount varies widely by year as it is based on private market activity.

**ORGANIZATIONAL CHART & STRUCTURE**



\*Administration and Finance (contained in DPD's budget) provides operational support to both DPD and DOH.

**FACILITY LOCATIONS**

Type of Location	Street Address	Zip	Phone Number	Hours
DOH Main Office	121 North LaSalle, Room 1000	60602	312-744-4190	Mon – Fri, 8:30 a.m. – 5 p.m.
2 bureaus: Homeownership and Construction & Compliance	2 North LaSalle, Suite 620	60602	312-744-0493	Mon – Fri, 8:30 a.m. – 5 p.m.

**UNIONS**

- AFSCME

**KEY INITIATIVES/PRIORITIES**

**BUREAU OF MULTI-FAMILY DEVELOPMENT AND HOUSING PRESERVATION**

**DESCRIPTION**

The Multi-Family (MF) Development and Housing Preservation Bureaus develop and preserve affordable rental housing for large, medium, and small-sized buildings city-wide. Both teams provide access to credit, facilitate the development of affordable housing, and invest in neighborhood redevelopment. The MF Bureau also monitors rental properties with City investments over the life of their loans and regulatory agreements through its asset management division.

**GOALS & DESIRED OUTCOMES**

- Promote and deploy resources that support the acquisition, rehabilitation, and new construction of multi-family affordable rental developments equitably across all 50 wards.
- Implement the goals of the Racial Equity Impact Assessment (REIA), which ensure that small-scale, newer developers of color benefit from the Low-Income Housing Tax Credit (LIHTC) program to reduce the racial wealth gap and promote equitable outcomes by lowering barriers for tenants who need access to permanent supportive housing, internet service, and transit subsidy.
- The Troubled Buildings Initiative (TBI) drives much of the unit goals, ranging by contract from 150 to over 900 units preserved, and access to credit programs like Rebuild, which aims to have 50 rehabilitated units of housing for homeownership and 100 local developers engaged in projects.

**STRATEGY**

The MF Bureau leverages LIHTC to provide incentives to for-profit and not-for-profit developers for the purpose of creating safe, quality, and affordable housing. It also reclaims vacant, abandoned, and troubled buildings for rehab and development to be preserved as affordable rental or homeownership properties while supporting BIPOC developers in the rehabilitation of vacant and abandoned buildings for the purpose of local wealth-building.

**FUNDING**

The MF Bureau leverages public and private funding to develop affordable units through capital loans and grants with LIHTC and provides bond financing for developers with Tax Exempt Housing Revenue Bonds. Other funding sources are the HOME Investment Partnerships Program (HOME), Community Development Block Grants (CDBG), Affordable Housing Opportunity Fund (AHOF), Chicago Recovery Plan (CRP) bond resources, and Tax Increment Financing (TIF) resources.



The Housing Preservation team funds approximately nine programs and initiatives supported by a mix of corporate and federal funding sources. Two representative programs include:

- Chicago Neighborhood Rebuild Program: The goal of this program is to acquire and rehab vacant and abandoned homes in some of Chicago’s most difficult housing markets and work with BIPOC developers to nurture local wealth-building. Since its inception, this program has acquired 46 buildings, transferring 43 to local developers for rehab, and is in the process of acquiring and rehabilitating an additional 17 prior to the end of Q2 2023. It has also provided subsidized training opportunities for more than 200 at-risk, formerly incarcerated and hard-to-serve residents from the seventh, 10th, and 11th police districts.
- Troubled Building Initiative (TBI): In 2003, the City of Chicago developed an interdepartmental strategy to address problem buildings and landlords. Nationally recognized, the initiative coordinates the efforts of the Departments of Housing, Law, Buildings, Police, Water Management, Streets and Sanitation, Family Support Services, and nonprofit partners Community Investment Corp. and NHS Redevelopment Corporation. Since 2019, over 3,100 multi-family units and 521 single-family units have been preserved and stabilized under this program.

**CURRENT STATUS**

- Finalize the 2023 QAP and publish by April 2023.
- Manage existing multi-family pipeline and close out 2021 LIHTC-awarded projects; 25 closings are anticipated in 2023.
- 17 properties under review for acquisition within the next 45 days.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Aldermanic Offices, Developers, HUD, Chicago Low Income Housing Trust Fund (CLIHTF), Chicago Housing Authority (CHA), Illinois Housing Development Authority (IHDA) Department of Family and Support Services (DFSS), All Chicago and Continuum of Care (COC), and Illinois Housing Council (IHC).
- Cook County Land Bank Authority, Community Based Organizations, Community Development Financial Institutions Fund (CDFI), Local Initiatives Support Corporation (LISC), Chicago Investment Corporation, Preservation Compact, and Neighborhood Housing Services.

**CRITICAL NEXT STEPS**

█ [REDACTED]

█ [REDACTED]

**BUREAU OF HOMEOWNERSHIP**

**DESCRIPTION**

The Homeownership Bureau stabilizes communities and provides opportunities to create wealth. It concentrates on three areas: 1) single-family development programs for developers, 2) financial assistance for people purchasing a home, and 3) owner-occupant repair programs for existing homeowners.

**GOALS & DESIRED OUTCOMES**

- Create affordable housing units for sale at price points that do not exceed the income levels of working families earning up to 120 percent AMI.
- Create new homebuyers and promote wealth building by providing resources for home purchase assistance to households earning up to 140 percent AMI.
- Neighborhood stabilization and protection against gentrification through community-controlled homeownership, cooperatives, and land trusts.
- Preserve affordable and quality housing by providing home repair grants to help people stay in their homes.

**STRATEGY**

<https://www.chicago.gov/city/en/sites/block-builder/home.html> ChiBlockBuilder is a collaborative effort between DOH, DPD, AIS and DOL’s Real Estate Division. It is a new land sale platform that streamlines the purchase of City-owned land

and promotes DOH development initiatives. Land value is determined in advance by DPD-contracted real estate brokers, and an environmental assessment is completed by AIS. The first round of applications closed in February 2023 with 50 applications from for-profit and not-for-profit developers to create new affordable homes for sale.

Shared equity models of homeownership offer pathways to homeownership and community-controlled affordable housing in perpetuity. Depending on the specific model, the buying and selling of shares or properties mitigate market-price increases that contribute to gentrification and perpetuate the current affordability crisis while allowing owners to build wealth and access the economic benefits of homeownership.

Building Neighborhoods and Affordable Homes (BNAH) provides purchase assistance for downpayment, affordability gap and appraisal gap, and additional incentives for qualifying neighborhood residents to buy in their communities and build generational wealth.

Home Repair Grants to assist long-term homeowners address deferred maintenance with their roof, porch, emergency heating systems, and other limited interior safety items.

### FUNDING

Community Development Block Grant (CDBG), Affordable Housing Opportunity Fund (AHOF), Tax Increment Financing (TIF), Chicago Recovery Plan-Bond proceeds, and corporate funds. Another resource is the City-Owned Land and Bond Cap for Mortgage Credit Certificates (TaxSmart).

### CURRENT STATUS

City Lots for Working Families (CL4WF) is for for-Profit and non-profit developers, currently with nine active projects: two in Lawndale, three in Humboldt Park, one in West Pullman, one in South Shore/Calumet Heights, one in West Town/East Garfield Park, and one in Washington Park.

Reclaiming Chicago involves single-family homes constructed by Lawndale Christian Development Corporation (LCDC) and Chicago Neighborhood Initiatives (CNI) Joint Venture, which are sold at a price point of \$290,000. The goal is to build 100 homes by 2024. Three homes are projected to be ready for sale by June 2023.

### KEY STAKEHOLDERS & PARTNERSHIPS

TaxSmart Mortgage Credit Certificate Program: This program partners with approved residential lenders. It reduces federal income taxes by allowing a tax credit for a portion of a homeowner's mortgage interest paid per year. Annual savings is 25 percent the tax credit capped at \$2,500 annually. Program rollout is expected in Q2 of 2023.

Owner-Occupied Repair Programs: Neighborhood Housing Services (NHS) of Chicago and Elevate Energy.

Single-Family Development with various redevelopment agreements: Habitat for Humanity, Inherent 3C, GMP Development, R&D Builders, Greenline, Wade Enterprises, Prodigy LLC, Click Development, and Nath Construction.

### CRITICAL NEXT STEPS

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

## BUREAU OF CONSTRUCTION AND COMPLIANCE

### DESCRIPTION

The Construction and Compliance Bureau supports DOH and DPD user divisions. It monitors, audits, and holds developers and owners accountable to compliance obligations in the areas of design and construction standards, Minority and Woman Business Enterprises (MWBE), City residency, prevailing wage, property conditions, and long-term affordability requirements. There are three divisions within this bureau: Construction Services, Construction Compliance, and Long-Term Monitoring of Affordability.

The functions of Construction Services are to provide technical design and construction approval for multi-family and senior affordable rental housing, single-family and 2-flat homes; the Home Repair Program, which scopes jobs to provide quality assurance; and annually perform physical inspections of approximately 150 properties.

The functions of Construction Compliance are to provide oversight of DOH and DPD construction projects; guarantee developer accountability with construction obligations, such as the hiring of Minority and Women Business Enterprises (MWBE), City residency for trade labor and prevailing wages; and enforce consequences when obligations are not met, collecting liquidated damages for non-compliance.

The functions of Long-Term Monitoring are to annually audit over 440 projects with over 35,000 affordable rental units and inspect approximately 150 properties for integrity of property management files.

### GOALS & DESIRED OUTCOMES

Construction Services: The Architectural Technical Standards (ATS) manual is updated every two years in conjunction with the Qualified Allocation Plan (QAP).

- Predictable requirements for multi-family affordable housing properties funded with City of Chicago funds.
- Transparent policies and procedures to follow during the design and construction phase of a multi-family affordable rental property.
- Bid requirements to provide opportunities to BIPOC contractors.
- Doubles the required number of HUD 504 units for the disabled for HUD-funded projects.
- Design standards to ensure good quality of life, functionable, units.
- Construction Compliance:
  - Create a BIPOC vendor pipeline that matches contractors with opportunities.
  - Provide capacity-building resources to BIPOC contractors to grow their companies.
  - Commence monitoring Casino construction and purchases of goods and services.
- Long-Term Monitoring of Affordability:
  - Implement updated HUD HOME Investment Partnerships (HOME) policies and procedures to ensure sustainable compliance with HUD rules and regulations.
  - Improve efficiency in the annual review of annual owner's certifications, records inspections and physical inspections.

### STRATEGY

Construction Services: N/A

Construction Compliance: BIPOC capacity building by issuing an RFP to retain an administrator to identify resources for BIPOC contractors to address business gaps and assist growth.

Long-Term Monitoring of Affordability: Retained consultant to work with DOH to update the HOME policies and procedures document and to memorialize efficient and effective business processes.

### FUNDING

Construction Services: N/A

Construction Compliance: BIPOC capacity building: request use of bureau funds collected from developers' non-compliance with construction obligations.

Long-Term Monitoring of Affordability: N/A (consultant work complete).

## CURRENT STATUS

Construction Services: The ATS was published in April in conjunction with the QAP and completed the public hearing period. Prepared to release for the 2023 round.

Construction Compliance: Interim strategy is to record webinar training modules to address common capacity issues.

Long-Term Monitoring of Affordability: Implementation stage.

## KEY STAKEHOLDERS & PARTNERSHIPS

Construction Services: Developers, Architects, and General Contractors.

Construction Compliance: Business Affairs and Consumer Protection (BACP) and BIPOC member organizations.

Long-Term Monitoring of Affordability: HUD, DOH asset management and construction services staff, and property managers.

## CRITICAL NEXT STEPS



## BUREAU OF POLICY, RESEARCH, AND LEGISLATIVE AFFAIRS

### DESCRIPTION

The Policy, Research, and Legislative Affairs Bureau manages functions, programs, and special initiatives to further DOH's mission. Working closely with the Commissioner, other DOH bureaus and City departments, members of the City Council, advocates and other stakeholders, as well as outside researchers, the Policy Bureau's portfolio has the following categories:

- **Legislative affairs and policy:** Manages initiatives related to legislation at the Council, state, and federal levels. Engages with stakeholders inside and outside the City to draft and promote legislation to further the department's mission. Assists DOH program staff and interdepartmental tables to develop policies and procedures.
- **Data, research, and reporting:** Manages data governance and strategy for DOH, including business process and system efficacy improvements. Supervises quarterly and annual reports on DOH's activities to Council and to the public. Provides research to support DOH initiatives and engagement.
- **Emergency Rental Assistance (ERA):** Manages programs and initiatives funded by the federal Emergency Rental Assistance Program. This includes Court-Based Emergency Rental Assistance, the Right to Counsel Pilot Program, and migrant rental assistance.
- **Affordable Requirements Ordinance (ARO):** Manages policies and procedures for the ARO, which requires market-rate developers who receive City land, financing, or zoning benefits to set aside a portion of their units as affordable. Negotiates with ARO-subject developers to record a legally restrictive covenant establishing how they will comply.
- **Chicago Housing Trust (formerly Chicago Community Land Trust):** Stewards a portfolio of long-term (quasi-permanently) affordable owner-occupied housing. Receives new construction units from ARO and CL4WF. Manages the Affordable Homeownership and Housing Program (AHHP) which acquires and rehabs affordable units.

### GOALS & DESIRED OUTCOMES

- **Legislative affairs and policy:**
  - Manage the Five-Year Housing Plan drafting and engagement process and publish a plan that is adopted by City Council before the end of 2023.
  - With the Multi-Family and CERESI bureaus, continue to establish and execute DOH's policy approach to homelessness, including supporting the Permanent Supportive Housing tract in the 2023 Qualified Allocation Plan.
- **Data, research, and reporting:**
  - With the Homeownership and CERESI bureaus, complete pilot of the DOH Data Equity Project program evaluation in 2023 on homeowner repair programs.

- **ERA:**
  - Secure additional funding to continue Court-Based Emergency Rental Assistance through 2024.
- **ARO:**
  - Move towards a centralized listing, waitlist, and/or leasing system.
  - Support alternative paths to subsidizing additional affordability, up to or beyond 30 percent, in the LaSalle corridor, Fulton Market Innovation District, and elsewhere, including a revolving loan fund.
- **Housing Trust:**
  - Grow staff capacity to match significant growth in portfolio over the past several years so that units generated are accessible to those with the most barriers to purchasing their first home and to support existing homeowners with property tax concerns and through the resale process.

**STRATEGY**

N/A

**FUNDING**

- ERA: ERA1 grant of \$80 million ended December 30, 2022. ERA2 grant of \$102 million lasts through September 2025, but nearly all funds are accounted for. While the Right to Counsel Pilot Program has \$8 million of funding secured over three years through the summer of 2025, Court-Based Emergency Rental Assistance will likely run out of funds at the end of 2023.
- ARO: The ARO generates substantial revenue (\$180 million since 2007) for DOH through “in-lieu” fees developers can pay in some instances instead of providing units directly. Half of these fees go to the Affordable Housing Opportunity Fund (AHOF), which provides critical funding for affordable housing programs, including \$53 million for projects that have collectively created or preserved nearly 2,700 affordable homes. The other half goes to the Chicago Low-income Housing Trust Fund (CLIHTF), which provides ongoing rental support for about 3,000 extremely low-income households.

**CURRENT STATUS**

N/A

**KEY STAKEHOLDERS & PARTNERSHIPS**

N/A

**CRITICAL NEXT STEPS**

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

**BUREAU OF COMMUNITY ENGAGEMENT, RACIAL EQUITY, AND STRATEGIC INITIATIVES (CERESI)****DESCRIPTION**

The Bureau of Community Engagement, Racial Equity, and Strategic Initiatives (CERESI) stewards DOH's efforts to name how systemic racism and structural racism have historically shaped policies and decision-making in housing. By applying a racial justice lens to DOH's programs, Delegate Agencies, and community partnerships, the CERESI Bureau leads DOH's equity work in supporting community healing and repair, building and advancing restorative tools and practices for community engagement, and driving equitable change efforts aligned with the Mayor's Office, other City departments, and sister agencies.

Through community engagement and Delegate Agency partnerships, the CERESI bureau manages key pillars of DOH's equity work. CERESI's community engagement efforts expand access to current programs and services and leverage community-sourced feedback to better understand the needs and experiences of the most vulnerable and/or historically marginalized Chicagoans. This work includes homeowner, homebuyer, landlord, and tenant outreach across all 77 community areas, listening sessions, public meetings, speaking events with community organizations, advancing DOH's Language Access and Accessibility Plan, and developing program resident resource guides and booklets that are available in nine languages. The CERESI bureau also manages a portfolio of 50 Delegate Agencies that provide direct service to residents across eight programs for DOH. These community partnerships include the Chicago Low-Income Housing Trust Fund (CLIHTF), Community Housing Development Organization (CHDO), Neighborhood Lending Program (NLP), Small Accessible Repairs for Seniors (SARFS), Technical Assistance (Citywide), Technical Assistance Community (TACOM), Historic Chicago Bungalow Association (HCBA), and Housing Counseling Centers (HCC).

**GOALS & DESIRED OUTCOMES**

- Expand outreach and engagement to DOH/DPD Priority Areas.
- Provide technical assistance to organizations to build capacity for leadership across the Delegate Agency portfolio.

**STRATEGY**

- Build the Delegate Agency portfolio by funding nonprofit, community-based organizations with experience providing services through a racial justice lens.
- Lead DOH's approach to racial equity in alignment with the Mayor's Office, other City departments, and sister agencies' key housing priorities and initiatives.
- Guide and support co-departmental change efforts to institutionalize equitable policies, practices, and procedures across divisions and programs.
- Maintain open lines of communication with residents, community leaders, and community-based organizations.

**FUNDING**

- Delegate Agency funding streams: CDBG, AHOF, IHDA, HOME, and Corporate.
- \$40,774,838 across 50 Delegate Agencies including CLIHTF and Purchase Price Assistance Programs.

**CURRENT STATUS**

- Execution of Delegate Agency contracts for CERESI programs.
- Continued engagement across 77 community areas and DPD/DOH's priority areas – Invest SW Communities, Woodlawn, and Pilsen.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Chicago Residents, Aldermanic Offices, Delegate Agencies, Community Partners, Developers, and CLIHTF.

**CRITICAL NEXT STEPS**

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

TIME SENSITIVE ISSUES

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

| [REDACTED]

[REDACTED]

[REDACTED]

| [REDACTED]

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**DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS**  
*ERIN HARKEY, COMMISSIONER*

**ORGANIZATIONAL BACKGROUND**

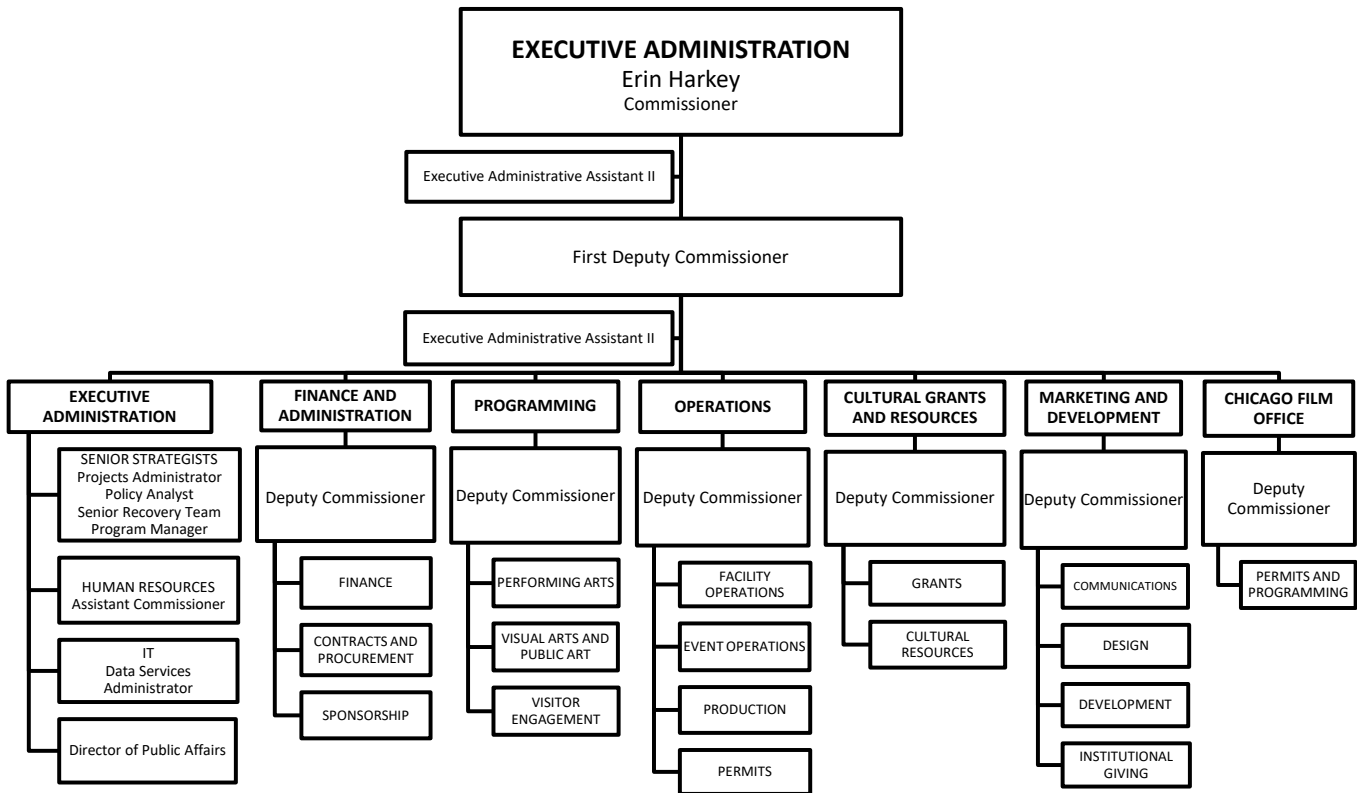
**MISSION/VISION**

The City of Chicago Department of Cultural Affairs and Special Events (DCASE) supports artists and cultural organizations, invests in the creative economy, and expands access and participation in the arts throughout Chicago’s 77 neighborhoods. As a collaborative cultural presenter, arts funder, and advocate for creative workers, DCASE programs and events serve Chicagoans and visitors of all ages and backgrounds, downtown and in diverse communities across the city – to strengthen and celebrate Chicago.

**JURISDICTION & SCOPE**

DCASE produces some of the city’s most iconic festivals, markets, events, and exhibitions at the Chicago Cultural Center, Millennium Park, Clarke-Ford House, and in communities across the city – serving a local and global audience of 25 million people. The Department also offers cultural grants and resources, manages public art, supports TV and film production and other creative industries, and permits special events throughout Chicago.

**ORGANIZATIONAL CHART & STRUCTURE**



**Executive Administration** division provides the overall vision, strategic planning, and operational leadership for the department encompassing the offices of the Commissioner and First Deputy Commissioner, including Human Resources, Information Technology, Strategic Planning, Special Projects, and Cultural Policy Development.

**Finance and Administration** division oversees the department’s financial and administrative functions, including Finance (comprehensive budget plans, department’s annual budget, auditing requirements, capital improvements, reporting, accounts payable, and accounts receivable), Contracting (contracts, suborders, and purchases for the procurement of goods, services, and equipment), and Event Sponsorship.



**Programming** division produces and presents world-class public programs that showcase Chicago arts organizations and individual artists. Provides access to cultural programs for Chicago residents and attracts visitors and businesses around the world. Provides direct employment and professional development opportunities for local artists. Supports cultural programming at Millennium Park, the Chicago Cultural Center, and in neighborhoods throughout the city and manages Public Engagement and Visitor Experience (visitor services, volunteers, education, and engagement).

**Operations** division consists of Facility Operations, Event Operations, Production, Permitting, and City Markets. Staff coordinates and produces programs and provides support for DCASE and privately produced events (concerts, events, festivals, athletic events, city markets, and major civic celebrations). Oversees the Special Event Permitting for neighborhood festivals, music festivals, and athletic events in communities across Chicago, manages the City's farmers markets, Maxwell Street Market, large scale parades, and facilitates the City's Jumping Jack Program.

**Cultural Grants and Resources** division administers cultural grant funding to local artists and nonprofit arts organizations through four annual grant programs (CityArts Program, Individual Artists Program, Neighborhood Access Program, and Chicago Presents). The division also supports Chicago's arts community through strategic partnerships, programs, services, capacity building and technical assistance programs for organizations and individuals.

**Marketing and Development** division markets DCASE programs and promotes Chicago to a worldwide audience. This division is also responsible for fundraising and development. Promotes the arts agenda of the City and the wider cultural community via Communications (press, social media, advertising, web and email marketing), Design (graphic and print jobs), Development (individual, foundation, corporate, and state and federal grants), and Cultural Tourism activities in collaboration with Choose Chicago.

**Chicago Film Office** division leads the City's effort to attract and advance the production of feature films, television series, commercials, documentaries, and all forms of screen entertainment produced in Chicago. For filmmakers, it is the one-stop liaison for all City production needs including permits, City services, logistical support, and community engagement. Also assists the cultural film community by providing resources and logistical assistance to film festivals, film and industry programming, and support for independent filmmakers.

## KEY INITIATIVES/PRIORITIES

### CHICAGO ARTS AND TOURISM RECOVERY

#### DESCRIPTION

American Rescue Plan Act (ARPA) funding addresses the current and emergent needs of the cultural and tourism sectors as they continue to recover from the impact of the COVID-19 pandemic. Currently, cultural organizations are still reporting 30-50 percent decreases in operating revenue, and tourism is at approximately 84 percent of pre-pandemic levels. DCASE will also lead or support several marketing and advocacy campaigns to boost attendance at Chicago cultural institutions.

#### GOALS & DESIRED OUTCOMES

- To support the arts and culture sector's recovery from the COVID-19 pandemic including organizations and individual creative workers.
- Leverage the arts to have a positive impact on the physical and mental health of individuals and improve the quality of life in the most impacted neighborhoods.
- Support the equitable recovery of the hospitality and tourism industry through a coordinated, citywide strategy.

#### STRATEGY

- The **Together We Heal (TWH) Creative Place Program (CPP)** recognizes the importance of the arts in promoting health, healing, and safety for communities. The COVID-19 pandemic exposed the systemic racism in Chicago's economic and public health system that created the underlying conditions of low-income communities experiencing a disproportionate rate of infections and mortality. Projects support artists and arts organizations in producing public art, community engagement and neighborhood cultural planning activities, and renovating indoor and outdoor arts environments.

- The **Chicago Arts Recovery Program** will provide resources to arts organizations to examine and address ongoing challenges brought on or exacerbated by the COVID-19 pandemic. The program will focus on supporting projects that have the potential to impact the rebuilding and recovery of Chicago’s arts and culture sector at large.
- **Creative Worker Assistance Program** will provide relief grants to low- and moderate-income artists and creative workers who are residents of Chicago and have lost income due to the COVID-19 pandemic.
- **Arts Education recovery strategy** will dedicate funds to arts education nonprofits and providers that were not able to receive other forms of federal aid, providing much-needed general operating and program support to increase arts education in schools (CPS and charter networks) as well as out-of-school time programs. Also includes the Young Adult Internship program which will provide equitable access to paid learning and workforce opportunities in the creative sector for Chicago young adults 18 and over. The program will address a gap in paid early-career opportunities for individuals of post-secondary age and for individuals interested in exploring careers in the arts who do not have the resources for unpaid learning/exposure programs.
- **Chicago Tourism Recovery programs** recognize that the pandemic severely damaged the tourism, travel, and hospitality industries with businesses suffering a significant drop in activity and spending. The City plans to revitalize these industries by funding a series of events, activations, and marketing campaigns that will drive local tourism, travel, and spending through contracts with Choose Chicago and World Business Chicago.
- **Arts Marketing Campaigns** in the spring and fall will aim to promote awareness of persistent challenges facing the cultural sector post-pandemic, work to creatively reengage lost audiences, and increase attendance at performing arts venues and museums. These campaigns will be developed in partnership with theaters, museums, service organizations, and Choose Chicago.

**FUNDING**

Program	Amount
Together We Heal Grants	\$6,000,000
Chicago Arts Recovery Program for Nonprofits	\$6,000,000
Creative Worker Assistance Program	\$3,000,000
Arts Education/ Young Adult Internship Program	\$3,000,000
Tourism Recovery Initiatives/ Marketing	\$16,000,000
<b>TOTAL</b>	<b>\$34,000,000</b>

**CURRENT STATUS**

- Contracts have been awarded to Choose Chicago and World Business Chicago to support citywide marketing, business recruitment, and tourism campaigns.
- 48 TWH grantees were awarded grants ranging from \$25,000 - \$500,000.
- Chicago Arts Recovery Grant program application closed on March 16, 2023. 257 applications were received.
- Creative Worker Assistance Program guidelines are currently being reviewed.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Choose Chicago
- World Business Chicago
- Office of Equity and Racial Justice

**CRITICAL NEXT STEPS**

█ [REDACTED]

█ [REDACTED]

## DESCRIPTION

The Chicago Public Art Collection includes more than 500 works of art exhibited in over 150 municipal facilities around the city, such as police stations, libraries, and CTA stations. The DCASE Public Art Program administers the Chicago Public Art Collection, implements the City's Percent for Art Ordinance, and supports interdepartmental art and infrastructure projects and engagements.

## GOALS & DESIRED OUTCOMES

- The Public Art Program improves the built environment and enhances City buildings and public spaces in neighborhoods.
- Supports community beautification, cultural tourism, and economic development.
- Integrates creative, strategic thinking into the work of City departments and agencies.
- Provides jobs for artists and creative, skilled technicians.

## STRATEGY

- Through the Capital Plan, public art projects will become major destinations and cultural landmarks, contributing to the city's economic development. The City has committed \$15 million in public art through the capital plan, with a focus on 12 key commercial corridors in the 10 INVEST South/ West (ISW) communities.
- As part of the Chicago O'Hare International Airport (ORD) Terminal 5 Expansion Project, DCASE has partnered with the Department of Aviation to commission the largest single acquisition of works by Chicago artists in the last 30 years. This \$3.5 million project presents a unique opportunity to invest in over 20 Chicago artists while providing international visitors with a dynamic and welcoming first impression of the city.
- The Public Art Program administers the Percent for Art Ordinance, which stipulates that 1.33 percent of the cost of constructing or renovating municipal buildings and public spaces be devoted to original artwork on the premises. Current projects include the Joint Public Safety Training Center (JPSTC) in the Austin neighborhood.
- DCASE is currently working with a consultant to produce a private developer guide for Public Art in Private Development and will also be working with ISW private developers to integrate public art into upcoming developments.
- Chicago Monuments Project (CMP) reviewed the history, present impact, and future of Chicago's public monuments and memorials. After nearly two years of public engagement, the CMP Advisory Committee made several recommendations, including the development of new work.
- DCASE also partners with various City departments to integrate the work of artists into strategic planning initiatives and civic facilities through Artist in Residence Programs. Currently, there are two active artists in residence programs with the Chicago Public Library (CPL) and the Mayor's Office for People with Disabilities (MOPD).

Summary of Active Projects:

Project Type	Description/Notes
Aldermanic Menu-Funded Commissions	<ul style="list-style-type: none"> <li>Active projects in Wards 29, 35, 39, 40, 46, 47, 49</li> </ul>
Aviation Commissions at ORD	<ul style="list-style-type: none"> <li>Sculpture Commission at Multi-Modal Facility</li> <li>Terminal 5 public art installations at Arrival Corridor, Baggage Claim, and Passenger Concourse: 19 total</li> </ul>
Capital Programs (Art and Infrastructure)	<ul style="list-style-type: none"> <li>New City Viaduct Lighting Project</li> <li>Austin Soul City Gateways/ Light Poles Project</li> <li>Cermak Corridor Streetscape</li> <li>CTA State/ Lake</li> <li>CTA Damen/ Lake</li> <li>Back of the Yards Plaza Projects</li> </ul>
Chicago Monuments Project	<ul style="list-style-type: none"> <li>Mother Jones Monument</li> <li>Chicago Race Riot '19 markers</li> <li>A Long Walk Home</li> <li>Chicago Torture Justice Monument</li> <li>Mahalia Jackson monument</li> <li>Pilsen Latina Histories</li> </ul>
Artist in Residence Program	<ul style="list-style-type: none"> <li>Artist-in-Residence at CPL Legler Regional Library</li> <li>Artist-in-Residence at MOPD</li> </ul>
Percent for Art	<ul style="list-style-type: none"> <li>Joint Public Safety Training Campus in Austin</li> <li>Whitney Young Branch Library</li> </ul>
Special Projects	<ul style="list-style-type: none"> <li>Riverwalk Banners Commission, Summer 2023</li> <li>Banned Books Sanctuary at HWLC</li> <li>Anti-violence commissions at Brighton Park, Uptown, West Lawn</li> </ul>
Collection Management	<ul style="list-style-type: none"> <li>Ongoing maintenance of the public art collection</li> </ul>

**FUNDING**

Program	Amount
Capital Plan*	\$15,000,000
Aviation	\$3,500,000
Aldermanic Menu	\$443,000
Percent for Art	\$244,000
Public Art in Private Development	\$50,000
Chicago Monuments Project	\$500,000
Artist in Residence Programs	\$150,000
Collection Management	\$300,000
<b>Total</b>	<b>\$20,187,000</b>

\*DCASE has received \$3M annually for Capital Investments in Public Art; this is year 3 of a 5-year commitment.

**CURRENT STATUS**

- DCASE is currently working with the Chicago Department of Transportation (CDOT) to scope projects and prepare RFPs for public art projects on ISW commercial corridors.
- Completed artist selection of Austin Gateway sculpture created by local artist Bernard Williams.
- Currently installing 19 public art projects at Terminal 5 at O’Hare in the arrival corridor and passenger level concourse
- Fabricating artwork by Bob Faust for the JPSTC.
- Working with the Office of Budget Management to determine 2023-2024 percent for art priorities.
- CMP report was completed in 2022. DCASE is currently evaluating recommendations and fundraising for new projects.
- Current residency programs will end in 2023. New departments will be identified for the 2024-2025 cohort.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Chicago Department of Transportation (CDOT), Department of Planning and Development (DPD), Department of Aviation (DOA), and other City agencies
- Chicago Park District
- Chicago Public Schools

**CRITICAL NEXT STEPS**

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

## PROGRAMS AND SERVICES

### DESCRIPTION

Annually, DCASE presents approximately 2,000 cultural programs for an audience of well over 25 million residents and visitors. This includes programming at City-owned cultural facilities Millennium Park, Chicago Cultural Center, the Clarke-Ford House, and the City Gallery in the Historic Water Tower. The department also provides support services to special events and film productions in the city.

### GOALS & DESIRED OUTCOMES

- Provide employment opportunities for artists and Chicago creative organizations and businesses.
- Contribute to the City's cultural tourism efforts by producing high-quality events that are free and open to the public.
- Expanding access and participation in the arts for Chicagoans and visitors of all ages and backgrounds.

### STRATEGY

#### Cultural Venues

- Millennium Park is Chicago's town square, the #1 attraction in the Midwest and among the Top 10 most-visited sites in the nation. Free public programming includes art exhibitions, music, dance and theatre performances, films, family activities, workouts and more.
- The Chicago Cultural Center was originally completed in 1897 as Chicago's first central library. The stunning landmark building is home to two magnificent stained-glass domes, as well as a year-round schedule of free art exhibitions, performances, artist residencies, tours, lectures, films, family activities, music, open houses, and more.
- Clarke-Ford House was built in 1836 for Henry B. Clarke and is Chicago's oldest house. Located in the Chicago Women's Park in the Prairie Avenue Historic District, the house is now operated as a museum by DCASE. In 2022, the name of the house was officially changed to affirm the profound role of Bishop Louis Henry and Margaret Ford in preserving the house as a significant part of Chicago's history.
- The City Gallery in the Historic Water Tower is a resplendent venue showcasing the work of local photographers and artists, centrally located along the city's famed Magnificent Mile. The City Gallery is currently closed pending accessibility improvements.

### PROGRAMS/EVENTS

- **Gold Star Family Breakfast, Chicago Memorial Day Parade and Wreath Laying Ceremony:** The City of Chicago's Memorial Day Parade honors all men and women who made the ultimate sacrifice in defense of our country. The parade is preceded by a Gold Star Family Breakfast in the Walnut Room at Macy's and Wreath Laying Ceremony at Daley Plaza. [May, State St. from Lake St. to Van Buren St.]
- **Chicago City Markets:** Across Chicago, downtown and throughout the city's neighborhoods, these farmers and community markets are managed by DCASE. This program includes Chicago's oldest open-air market, Maxwell Street Market. [May-October, citywide including Daley Plaza Farmers Market]
- **Chicago SummerDance:** Dancers of all ages and skill levels are invited to take part in one-hour dance lessons followed by live music and dancing. SummerDance culminates in a day-long celebration in Millennium Park. [June-August; Grant Park Spirit of Music Garden, other Chicago Park District locations, and Millennium Park]
- **Millennium Park Residency Program:** This annual residency opportunity provides grants of up to \$150,000 to organizations to curate, develop, and produce free public programs and performances at Millennium Park. [June-August, Millennium Park]
- **Millennium Park Summer Music & Film Series:** Grab a seat in the pavilion or bring a picnic for the Great Lawn and enjoy the free outdoor movies and concerts at Chicago's architectural gem, the Jay Pritzker Pavilion. [June-August, Millennium Park]
- **Chicago Blues Festival:** With a diverse lineup celebrating Chicago's music legacy, the Chicago Blues Festival features live music performances by international and local artists that shine a spotlight on the genre's contributions to music. [June, Millennium Park]
- **Chicago Gospel Music Festival:** The Chicago Gospel Music Festival features local and national artists from traditional choirs to contemporary urban styles at the largest free outdoor gospel music festival of its kind. [June, Chicago Cultural

Center and Millennium Park]

- **Chicago House Music Conference and Festival:** DJs and live performances showcase the various sounds and styles of house music. [June, Chicago Cultural Center and Humboldt Park]
- **Chicago Jazz Festival:** The Chicago Jazz Festival showcases the greatest jazz artists from Chicago and around the world across the city. [August/September; Millennium Park, Chicago Cultural Center, and citywide]
- **Chicago Air and Water Show:** Featuring military and civilian flight aerobatics, historic aircraft, simulated water rescues, and parachute teams. [August, North Avenue Beach]
- **World Music Festival Chicago:** The festival features artists and ensembles representing countries and regions of the world. [September; Millennium Park, Chicago Cultural Center, and citywide]
- **Taste of Chicago:** A cultural experience for all your senses, Taste of Chicago is the nation’s premier free outdoor food festival showcasing the diversity of Chicago’s dining scene. [September, Grant Park; June-August, Neighborhoods]
- **Christmas Tree and Holiday Celebrations:** Celebrate the holiday season at the official Chicago Christmas Tree Lighting, Holiday Sing-Alongs on Friday evenings, and skating at the McCormick Tribune Ice Rink. [November-December, Millennium Park]

## SERVICES

- **Jumping Jack Program:** DCASE coordinates rentals of inflatable playgrounds to Residential Block Parties within the city limits of Chicago—via an online application process on a first-come, first-served basis. [May-September, citywide]
- **Special Events Permitting:** DCASE oversees the permitting process for over 700 special events including neighborhood festivals, music festivals, and athletic events in communities across Chicago.
- **Chicago Film Office:** The Chicago Film Office leads the City’s effort to attract and enhance the production of feature films, television series, commercials, documentaries, and all forms of local screen entertainment.

## FUNDING

Program	Amount
Operations	\$9,070,881
Programming	\$3,368,900
Jumping Jacks	\$200,000
Film Office	\$371,618

All figures above are non-personnel costs by Division.

## CURRENT STATUS

- In process are various strategic planning and mission realignment processes for Millennium Park, Chicago Cultural Center, and Clarke-Ford House.
- In the planning phase for summer programming that will happen at Millennium Park, the Chicago Cultural Center, and in neighborhoods that were announced in early March.
- Managing the special events permitting process for privately produced events. Initiated an audit of the process that will improve communication between various City agencies and elected officials beginning summer of 2023.
- Appointed a new Deputy Commissioner for the Chicago Film Office, strategic planning work to boost film and television production to begin.

## KEY STAKEHOLDERS & PARTNERSHIPS

- Transwestern
- Department of Assets, Information, and Services (AIS)
- Chicago Park District
- Chicago Independent Venue League (CIVL)
- Illinois Restaurant Association
- Illinois Film Office



## CRITICAL NEXT STEPS

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

## CULTURAL GRANTS AND RESOURCES

### DESCRIPTION

The arts and culture sector is a powerful generator of income, employment, innovation, and entrepreneurship, delivering a range of social and economic benefits to communities. COVID-19 has dealt a severe blow to the occupations and jobs in creative fields, and they have not yet returned to pre-pandemic levels. Even before the pandemic, artists and creative workers faced greater job and financial insecurity than many other occupations and professions. DCASE will pilot several job training and placement programs for the creative sector, provide professional development and capacity-building programs for individuals and organizations, and publish research studies that will help inform strategic plans.

### GOALS & DESIRED OUTCOMES

- Create opportunities for displaced cultural workers in industries outside of the creative sector.
- Fund and support equitable pathways for employment in the creative industries.
- Provide training and other support to help creative workers develop skills, create work, and connect to employment.
- Provide resources for organizations and creative businesses to improve equitable outcomes and working conditions for employees.
- Publish research about the creative sector in Chicago to inform strategic decision-making.

### STRATEGY

- The **Cultural Grants Program** strives to elevate Chicago’s arts and culture community, promote access to the breadth of arts and cultural programming in the city, and support those not typically represented in traditional local funding infrastructures by providing project-based and general operating support to artists, organizations and businesses through four annual grant programs: Chicago Presents, Neighborhood Access Program, Individual Artists Program, and CityArts Program.
- The **Chicago Arts and Health Pilot for Creative Workers** aims to address pandemic-related job losses and a deficit in mental health resources by employing artists at City mental health clinics. Trained as community healthcare workers at City Colleges of Chicago, the selected artists will be paid to integrate creative wellness strategies as a component of mental healthcare at the clinics. At the end of their year-long residency, they will receive job placement assistance through the Cook County Workforce Partnership.
- **Chicago Made** is a professional development brand that supports the promotion and development of talent in the Music, Film and TV industries. In 2023, DCASE will conduct a survey of the creative sector to identify professional development needs that will improve and expand current programs to other industries. This work will be led by the newly created Cultural Resources team at DCASE.
- **Research and Evaluation** will help inform future programs and support for the sector. Studies underway include a “state of the sector” assessment to identify current needs post-COVID; an audience assessment that will aggregate audience demographic data for the performing arts sector; a music industry study that focuses on the equitable growth in South and West Side communities; creative worker study that will analyze growth industries, salaries, benefits, and other indicators; and an economic impact study.



**FUNDING**

Program	Amount
Cultural Grants	\$12,700,000
Health Pilot for Creative Workers	\$500,000
Chicago Made	\$325,000
Research and Evaluation	\$100,000
<b>Total</b>	<b>\$13,625,000</b>

\*Cultural Grants include \$10M in fund 100 funding

**CURRENT STATUS**

- Chicago’s arts and health pilot is supported by a grant from the One Nation One Project arts and health initiative. Application guidelines have been drafted and are currently being approved by the Office of Budget Management.
- Hired a Director of Cultural Resources in February 2023 who is conducting an internal assessment of DCASE’s professional development programs.
- Contracting with external research and evaluation firms to complete creative sector studies.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- One Nation One Project
- City Colleges of Chicago
- Department of Public Health
- Chicago Cook Workforce Partnership
- World Business Chicago
- Arts Alliance Illinois
- SMU DataArts
- Metris Consulting
- University of Illinois

**CRITICAL NEXT STEPS**

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

**TIME SENSITIVE ISSUES**

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
  - █ [REDACTED]
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**DEPARTMENT OF PLANNING AND DEVELOPMENT**  
*MAURICE COX, COMMISSIONER*

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**ORGANIZATIONAL BACKGROUND**

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**MISSION/VISION**

Mission Statement: As the principal planning agency for the City of Chicago, the Department of Planning and Development (DPD) promotes the comprehensive growth and sustainability of the City and its neighborhoods. The department also oversees the City's zoning and land use policies and employs a variety of resources to encourage business and real estate development, historic preservation, accessible waterfronts, walkable neighborhoods, and related community improvements.

**JURISDICTION & SCOPE**

MUNICIPAL CODE OF CHICAGO - SECTIONS

CHAPTER 2-45 DEPARTMENT OF PLANNING AND DEVELOPMENT

2-45-010 Establishment – Composition.

2-45-020 Definitions.

2-45-030 Commissioner of Planning and Development – Appointment.

2-45-040 Commissioner of Planning and Development – Powers and duties.

2-45-045 Department – Composition – Zoning Administrator.

2-45-047 Proposals affecting zoning or land use planning.

2-45-050 Transfer of rights, powers and duties.

2-45-055 Planned developments.

2-45-060 Formulation and execution of programs.

2-45-070 Divisions of the Department.

2-45-080 Assistance from residents.

2-45-090 Workforce development – Purpose and intent.

2-45-100 Program applications, administration and closing costs – Fees.

2-45-130 Participation by eligible persons in eligible programs.

2-45-155 Tax Increment Financing (T.I.F.) Sunshine Ordinance.

2-45-160 Redevelopment agreement and reporting requirements for Cook County tax incentive classifications.

2-45-165 Revocation of property tax incentives.

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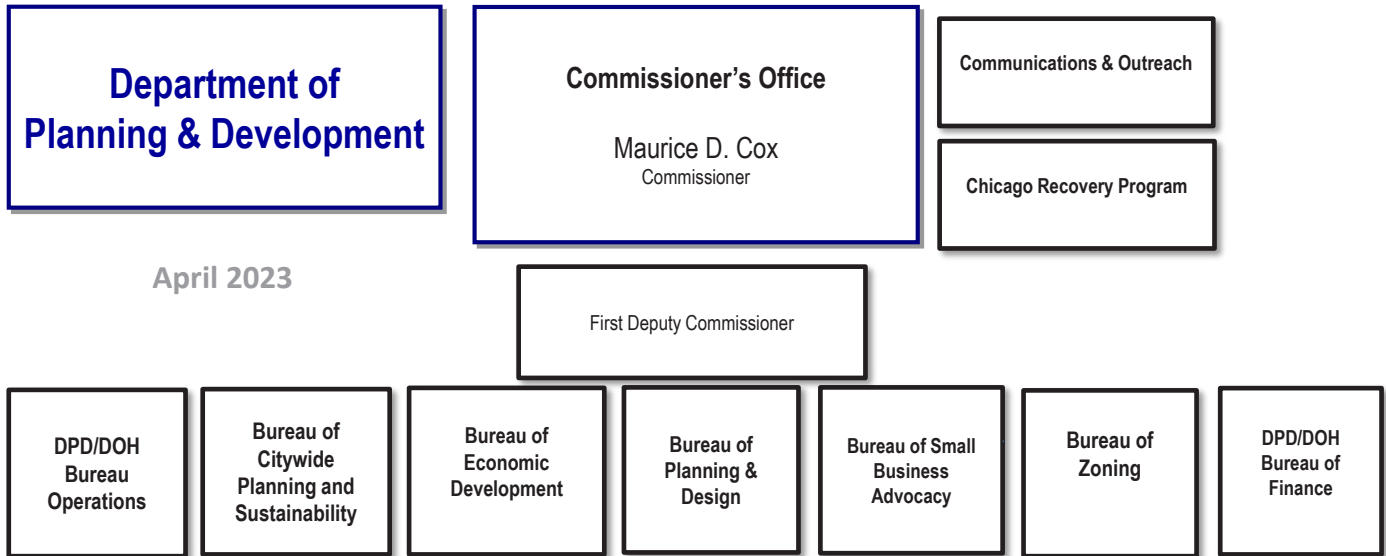
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2-45-165 Revocation of property tax incentives.

ORGANIZATIONAL CHART & STRUCTURE



April 2023

**Commissioner's Office (CO)** – The CO is responsible for setting the overarching departmental direction, goals, and expectations for DPD. The CO interfaces directly with the Mayor's Office (MO), City Council, sister agencies, other City departments, commissions, stakeholder groups, and all DPD bureaus to drive development projects and programs across the City of Chicago and support policy directives issued by the MO.

**Communications and Outreach Division** – This division leads the department's internal and external communication and outreach efforts, including media relations, public outreach, and transparency initiatives.

**Chicago Recovery Plan (CRP) Division** – This division is responsible for distributing \$237 million of the CRP to support the equitable economic recovery of Chicago. There are three core focuses of DPD's efforts: Community Development, Small Business and Workforce Support, and Community Climate Investments.

**Bureau of Planning and Design** – DPD's region-based Planning and Design Bureau develops and implements citywide and neighborhood land use plans, designs community engagement initiatives and collaborates across City departments on active development projects.

**Bureau of Economic Development** – The Bureau of Economic Development is responsible for a wide spectrum of financial assistance programs, business development efforts, and related quality-of-life endeavors for local neighborhoods. The bureau also provides funding to delegate agencies whose objectives include small business development, site development or area-wide marketing, maintenance and management within a specified commercial business district.

**Bureau of Small Business Advocacy** – The Bureau of Small Business Advocacy (SBA) serves as the small business hub, promoting equitable access to capital, markets, and networks; and providing tools to start, manage, and grow resilient enterprises. SBA provides small businesses with the information and direct support they need to navigate resources, access programs, and build capacity.

**Bureau of Zoning** – The Bureau of Zoning is responsible for the administration of the Zoning Ordinance and Zoning Board of Appeals.

**Bureau of Citywide Systems and Historic Preservation** – The Bureau of Citywide Systems and Historic Preservation focuses on sustainability, land resources and historic preservation.

**Bureau of Finance** – This bureau directs, deploys, disburses, and monitors DPD and Department of Housing financial resources for maximum return on investment and minimize risk.

**Bureau of Operations** – The Operations Bureau provides human resources, information technology and office operations services. Operations also houses Intergovernmental Affairs which is responsible for managing DPD's legislative initiatives.

## KEY INITIATIVES/PRIORITIES

### DPD CHICAGO RECOVERY PLAN (CRP) PROGRAMS

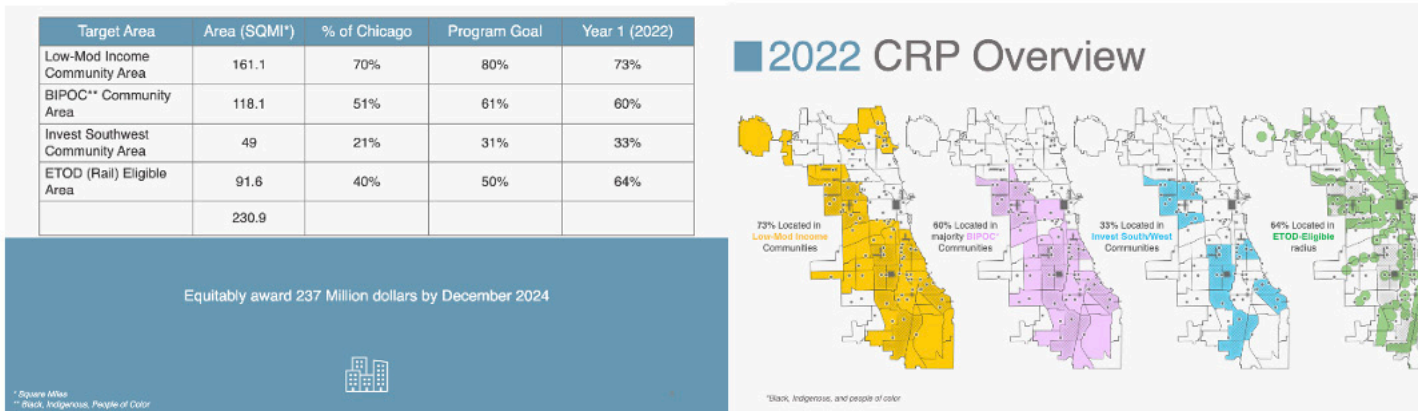
#### DESCRIPTION

The Chicago Recovery Plan (CRP) is the City’s plan to amplify once-in-a-generation federal funding to create an equity-based investment strategy to catalyze a sustainable economic recovery from the COVID-19 pandemic. The initiatives and strategic priorities that make up the Chicago Recovery Plan were a result of several stages of community engagement and input during the 2022 budget development process.

DPD is responsible for distributing \$237 million of the CRP to support the equitable economic recovery of Chicago. There are three core focuses of DPD’s efforts: Community Development, Small Business and Workforce Support, and Community Climate Investments. See the table below for funding details.

#### GOALS & DESIRED OUTCOMES

**Goal 1:** Equitably award 237 million dollars by December 2024.



**Goal 2:** Establish an internal and external operational and policy framework for programs that support the equitable distribution of resources by December 2024.

- Year 1: Create CRP Program methodology to create a cohesive internal framework
- Year 2: Document operational framework and secure resources to ensure framework can be maintained and updated regularly
- Year 3: Pilot CRP framework for other existing DPD programs

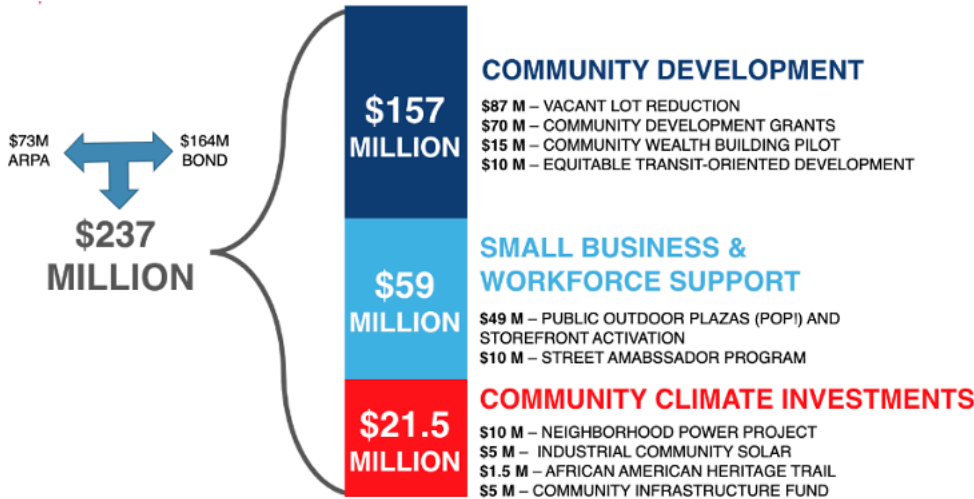
**Goal 3:** Establish common standard data and metrics for all programs within DPD.

- Year 1: Create online applications for all programs and upload program data into PROMA
- Year 2: Create data dictionary, maintain database in PROMA, create standard reporting
- Year 3: Pilot new data standards and metrics on existing programs

#### STRATEGY

DPD’s Recovery strategy focuses on external AND internal resiliency. DPD does not believe in simply dispersing recovery funds for the sake of it. Thoughtful deployment of funds is the best way to ensure COVID-19 relief is transformational and lasting, focusing heavily on data collection, visualization, and analysis in order to create a truly equitable investment strategy. DPD focuses on ethical and transparent grant-making that focuses on the merit of a project while also prioritizing projects in historically disinvested areas. The CRP team has worked tirelessly on an equitable grant-making methodology that is accessible and transparent.

FUNDING



CURRENT STATUS

Active Programs with RFPs

- Community Development Grant
  - Development Applications are currently under review.
  - 2022 Overview - 101 Active Projects Since 2022, 27 Projects in ISW Community Areas, 50 Community Areas.
- Community Infrastructure Fund
  - Development Applications are currently under review.
- Community Wealth Building
  - Pre-Development Applications are currently under review.
- Corridor (Street) Ambassador
  - RFP for additional corridors is currently under review.
  - 2022 Overview - 12 Corridors, 15 Community Areas, 17 Wards.
- Equitable Transit Oriented Development
  - Pre-Development and Development Applications are currently under review.
- Public Outdoor Plazas (POP)
  - 2022 Overview - 12 Planned Public Open Plazas. 5 Completed Plazas in 2022, 7 Plazas in ISW Community Areas & 11 Community Areas.

RFPs forthcoming in May

African American Heritage Trail, Industrial Community Solar, Neighborhood Power Project, Storefront Activation.

KEY STAKEHOLDERS & PARTNERSHIPS

- City: OBM/CFO, BACP, DOF, DOB, CDOT, DCASE
- Non-City: Delegate Agencies, BACP Neighborhood Business Centers, Elevated Chicago
- Consultants/Temps: Sunbelt, Guidehouse, CNT

CRITICAL NEXT STEPS

[REDACTED]

[REDACTED]

[REDACTED]

## LASALLE STREET REIMAGINED (PLANNING AND DESIGN BUREAU)

### DESCRIPTION

The overall initiative is called LaSalle Street Reimagined, @ the Intersection of History, Innovation, and Equity. Based on planning studies and engagement conducted during the pandemic, this initiative utilizes City financial resources to address three primary problems along LaSalle Street: over 5 million square feet of vacant office space, 36 percent retail vacancy which is the highest compared to other downtown submarkets, and a deteriorated and imposing streetscape.

### GOALS & DESIRED OUTCOMES

The primary goals of the initiative are to: (1) support and revitalization of historic buildings and their grand interior spaces; (2) convert underutilized office spaces into residential uses and provide more affordable housing; (3) activate vacant ground-floor spaces with locally owned shopping, cultural, and dining amenities; and (4) improve the participation of minority-owned and women-owned businesses in downtown redevelopment proposals.

The desired outcomes are for the City to assist in providing more than 1,000 new residential units, including 300 affordable housing for households, and to assist in providing dozens of grants for new or expanding locally-owned dining and retail businesses. These private-public projects are intended to then catalyze additional private investment along the corridor and within the overall downtown district.

### STRATEGY

DPD, in collaboration with DOH, released an Invitation for Proposals on September 26, 2022. Nine responses were received on December 23, 2022. It is expected that three finalist teams will be selected by the city's Evaluation Committee, with each proposal then needing a Redevelopment Agreement approved by City Council. This past winter, DPD submitted an ordinance amendment that was approved by City Council to create the Central Business District's first-ever Small Business Improvement Fund grant.

### FUNDING

The adaptive reuse proposals are eligible to utilize funds from the LaSalle Central TIF District, Low Income Housing Tax Credits, Tax-Exempt Bonds, and Affordable Illinois. The 20 percent Federal Rehabilitation Tax Credit and the Class L property tax incentive are available resources for historic buildings depending on the investment levels and the proposed scope of work. A Small Business Improvement Fund (SBIF) allocation of \$5 million was recently approved by City Council to provide up to \$300,000 in grant awards to locally owned businesses. Up to \$1 million from the LaSalle Central TIF was approved to procure a consultant team to assist with the adaptive reuse underwriting analysis and the streetscape visioning process.

### CURRENT STATUS

The IFP finalist teams are expected to be announced on March 28, 2023. These finalist teams will continue to the next stage of review and underwriting analysis before proceeding to CDC and City Council for the approval of each of the redevelopment agreements. DPD is working with WBC to provide networking opportunities in preparation for the SBIF application rollout later this fall. DPD is working with CDOT to procure a consultant team to conduct a visioning process for reimagining a new and improved LaSalle Street.

### KEY STAKEHOLDERS & PARTNERSHIPS

Supporters of this initiative include the Chicago Loop Alliance, Building Owners and Management Association, Urban Land Institute, Chicagoland Chamber of Commerce, Chicago Central Area Committee, Metropolitan Planning Council, Chicago Architecture Center, Preservation Chicago, Landmarks Illinois, SEIU Local 1. DPD has been coordinating with many of the property owners along and near LaSalle Street as well as with DOH, CDOT, DCASE, AIS, DOL, CHA, Cook County Assessor's Office, Alderman Reilly, and the Office of the Mayor.

**CRITICAL NEXT STEPS****DESCRIPTION**

INVEST South/West is an unprecedented community development initiative to marshal the resources of multiple City departments, community organizations, and corporate and philanthropic partners toward 12 commercial corridors within 10 South and West Side community areas.

Through this collaboration, the City has aligned more than \$2.2 billion in public and private investment as of fall 2022. The initiative is providing support for small businesses, creating public realm improvements, restoring historic buildings, and fostering equity and resilience where it's needed most by initiating and subsidizing 14 mixed-use developments on the South and West Sides.

**GOALS & DESIRED OUTCOMES**

- Invest South/West goals are rooted in equitable investment
  - Catalytic investment in historically disinvested communities
  - Supporting emerging black, brown and minority developers and designers
  - Job creation for residents – both permanent and construction jobs
  - Creating affordable and market-rate housing
  - Integrating arts and local artists into the process
  - Innovative design and public spaces
- Near-term goals and outcomes
  - 3 Projects scheduled to close and permit issuance by Q2, 2023
  - 5 Projects projected to close and permit issuance by Q3, 2023
  - 3 Projects projected to close and permit issuance by Q4, 2023

**STRATEGY**

Invest South/West leverages City resources to create and realize development opportunities in the south and west side neighborhoods. This involves leveraging financial incentives for private development projects along the 12 commercial corridors and creating development opportunities along the corridors through strategic RFP/RFQs of key sites along the corridors. It also integrates a cross-section of investments from other departments.

The process involves coordination with regional planners, alderman, and community groups on identifying opportunity sites in the community and leveraging a myriad of tools to facilitate development. Understanding the City-owned sites, buildings and resources and potential for strategic acquisition of property to assemble sites along with architectural and development visions for the potential of the site and what's economically feasible. Managing projects through the City processes to construction and completion.

**FUNDING**

\$168,711,285 (TIF, Bond, Tax Credits)

**CURRENT STATUS**

(February 2023)

- Auburn Gresham and Austin RFP Projects (closed and permitted)



- Thrive Englewood groundbreaking and closing Q1/Q2 2023
- Englewood Connect closing April
- South Shore - Thrive Exchange presented at CDC
- South Chicago PD application filed w/ City Council
- New City Phase 1A – Zoning Change passed by City Council
- New City – TIC approved an additional \$1M for project (total \$5M)

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Mayor’s Office
- Alderman and Community organizations
- World Business Chicago
- Department of Housing (DOH)
- Department of Transportation (CDOT)
- Department of Cultural Affairs and Special Events (DCASE)
- Department of Buildings (DOB)
- The Chicago Community Trust
- Pritzker/Traubert Foundation
- Chicago Central Area Committee

**CRITICAL NEXT STEPS**

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

**COME HOME (PLANNING AND DESIGN BUREAU)**

**DESCRIPTION**

Come Home is a wealth-building initiative that will support “missing middle density” infill housing in Auburn Gresham, Bronzeville, East Garfield Park, Englewood, Humboldt Park and Woodlawn. The juried Request for Qualifications invites architects and emerging developers to reimagine Chicago’s single-family home, two- and three-flat, rowhouse and six-flat typologies to better meet 21st century lifestyles.

Ultimately, Come Home seeks to create a community development model that will attract and welcome current and former black and brown Chicago residents “back home.” These housing investments will build on the more than \$750 million corralled in taxpayer money and private investment for the rebuilding of Chicago’s historically underserved South and West Side neighborhoods. What’s more, it provides the opportunities the professional design community has long sought to leverage design as a tool for building local wealth and improving quality of life. Through it all, the reinvestment work will continue to prioritize local talent, particularly from BIPOC communities and embrace proven tenets of design excellence.

**GOALS & DESIRED OUTCOMES**

- The City has committed to the delivery of 30-100 housing units across the six focus communities.
- A “pattern book” of pre-approved designs to expedite the City land sale process.

**STRATEGY**

The initiative is based around three key strategies:

1. DPD’s identification and packaging of vacant lots and land management for redevelopment

2. The identification of new designs for infill housing, with an emphasis on “missing middle density.”
3. Deploying these designs in a way that overcomes market challenges (through City subsidy) and provides speed to market (via pre-approved, ready-build designs)

**FUNDING**

\$15M TIF

**CURRENT STATUS**

- RFQ for designers has been issued, and selected designs will be ready to be announced by 4/30.
- RFQ for developers is currently being drafted for release 4/1.
- Digital survey has been deployed and is collecting public feedback
- Aldermanic briefings to confirm clusters for development ongoing

**KEY STAKEHOLDERS & PARTNERSHIPS**

- The Chicago Community Trust
- Department of Housing
- Department of Buildings
- The Chicago Architecture Center

**CRITICAL NEXT STEPS**

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

**WE WILL CHICAGO (CITYWIDE SYSTEMS BUREAU)**

**DESCRIPTION**

**We Will Chicago** is a 10-year framework for citywide growth and vibrancy, created to guide the City’s future annual budgets, capital projects, and policy priorities to ensure public-decision making focused on the needs of the entire city and all of its residents. Approved by the Chicago Plan Commission after three years of intensive neighborhood-based and virtual public engagement, “We Will Chicago” consists of more than 40 goals and 150 objectives to guide the City’s governance across eight “planning pillars” for the next decade. The pillars include Housing and Neighborhoods; Arts & Culture; Environment, Climate & Energy; Lifelong Learning; Public Health & Safety; Transportation & Infrastructure; Civic & Community Engagement; and Economic Development.

**GOALS & DESIRED OUTCOMES**

**Operationalize We Will across 8 pillars:** support the Mayor’s Office in the development and execution of the Implementation Steering Committee and department Pillar Action Plans.

Create engagement and update review standards for Planned Developments: Per code, all planned developments going forward need to be consistent with the goals and objectives of We Will. Improved public engagement and transparency during the development process were clearly identified as a need throughout the We Will process and recommendations.

**Initiate a Civic and Community Engagement Practices Event:** This first-of-its-kind Chicago event, with a target of 1,000 attendees, is an opportunity to continue public education about planning and policymaking with Chicagoans from all walks of life.

## STRATEGY

**Operationalize We Will across 8 pillars:** Develop an approach for identifying and selecting members of an Implementation Steering Committee by holding facilitated meetings with various sectors such as educational institutions, manufacturing, community organizations, chambers of commerce, developers, civic organizations and City departments.

**Create engagement and update review standards for Planned Developments:** Procure a consultant firm to identify best practices across the country; facilitate conversations with community organizations, developers and Alderpeople; and redesign and expand upon existing departmental documents used internally and externally to better communicate the processes and make it easier for the public to access and use.

**Initiate a Civic and Community Engagement Practices Event:** Procure a consultant firm to assist in identifying and engaging external partners and City departments to design the program content. Engage DCASE for event production.

## FUNDING

A new dedicated project director for We Will and \$1.5 M 2023 corporate funds

## CURRENT STATUS

Hiring process is underway; consultant task orders are in process

## KEY STAKEHOLDERS & PARTNERSHIPS

Alderpeople, City and Sister agencies, civic and community organizations, universities, interested members of the public

## CRITICAL NEXT STEPS

### CHIBLOCKBUILDER (CITYWIDE SYSTEMS BUREAU)

#### DESCRIPTION

ChiBlockBuilder (CBB) is a new web platform designed to market all city-owned land. Parcels available for sale have received environmental clearance and have been assigned a current market value. For residents and developers, CBB replaces the opaque and inequitable land sales process of the past. For City staff and Alderpeople, it improves their ability to respond to inquiries by providing a consistent and transparent sales process.

#### GOALS & DESIRED OUTCOMES

- Provide opportunities for residents to purchase adjacent city-owned lots at a discount while simultaneously encouraging developers to build on the south and west sides
- Create interest and excitement about purchasing city-owned land
- Publicize the City and community's development goals for vacant land

#### STRATEGY

- Build into CBB information a path for all types of applicants and land uses
- Market city-owned land in a consistent manner and on a regular schedule
- Provide critical information on each parcel
- Regularly engage impacted Alderpeople on CBB design, process and results

#### FUNDING

\$5M ARP over 3 years and \$500,000 corporate over 5 years

**CURRENT STATUS**

The first application period using CBB closed on February 3. DPD is reviewing nearly 1800 applications for land sales via ChiBlockBuilder as follows:

- 38 percent affordable & 17 percent market-rate housing; 25 percent side yards; 4 percent commercial buildings; 13 percent open spaces
- Top community areas: New City, East Garfield, North Lawndale, Austin, Englewood
- Top wards: 16, 20, 24, 28, 37

**KEY STAKEHOLDERS & PARTNERSHIPS**

Local government: AIS, DOL, Alderpeople

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]

**TIME SENSITIVE ISSUES**

- [REDACTED]
- | [REDACTED]

- | [REDACTED]

- [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

- [REDACTED]
- | [REDACTED]

- | [REDACTED]

- [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

- [REDACTED]
- | [REDACTED]



## **REGULATORY**

**OFFICE OF THE INSPECTOR GENERAL  
DEPARTMENT OF BUILDINGS  
DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION  
OFFICE OF CLIMATE AND ENVIRONMENTAL EQUITY  
CHICAGO ANIMAL CARE AND CONTROL  
BOARD OF ETHICS**

**OFFICE OF THE INSPECTOR GENERAL**  
*DEBORAH WITZBURG, INSPECTOR GENERAL*

**ORGANIZATIONAL BACKGROUND**

**MISSION/VISION**

The mission of the City of Chicago's non-partisan and independent Office of Inspector General (OIG) is to promote economy, effectiveness, efficiency, and integrity in the administration of programs and the operation of City government. OIG accomplishes its mission through investigations of allegations of misconduct, performance audits, evaluations and reviews, data analysis and visualization, and other inquiries.

When OIG investigates and sustains allegations of misconduct, it issues summary reports of investigation to the appropriate authority as prescribed in the Municipal Code of Chicago (MCC), typically the Mayor's Office and/or the City departments or entities affected by or involved in the investigation. Deidentified narrative summaries of sustained administrative investigations, i.e., those typically involving violations of the City's Personnel Rules, Department Rules, and Ethics Ordinance--and the resulting department or agency actions--are released in quarterly reports. OIG's investigations resulting in criminal charges or civil recovery actions are summarized in quarterly reports following public action (e.g., indictment) and updated in ensuing quarterly reports as court developments warrant.

OIG's performance audits, programmatic inquiries, and advisories are directed to the appropriate agency for comment and response and are then published on the OIG website. From time to time, OIG also issues notifications to a City department for attention and comment; those notifications are summarized, along with any response, in the ensuing quarterly report. OIG's data analysis and visualization work is available on its Information Portal. Finally, OIG issues reports as required by the City's Employment Plan and as otherwise necessary to carry out its functions in overseeing hiring and promotion processes across the City.

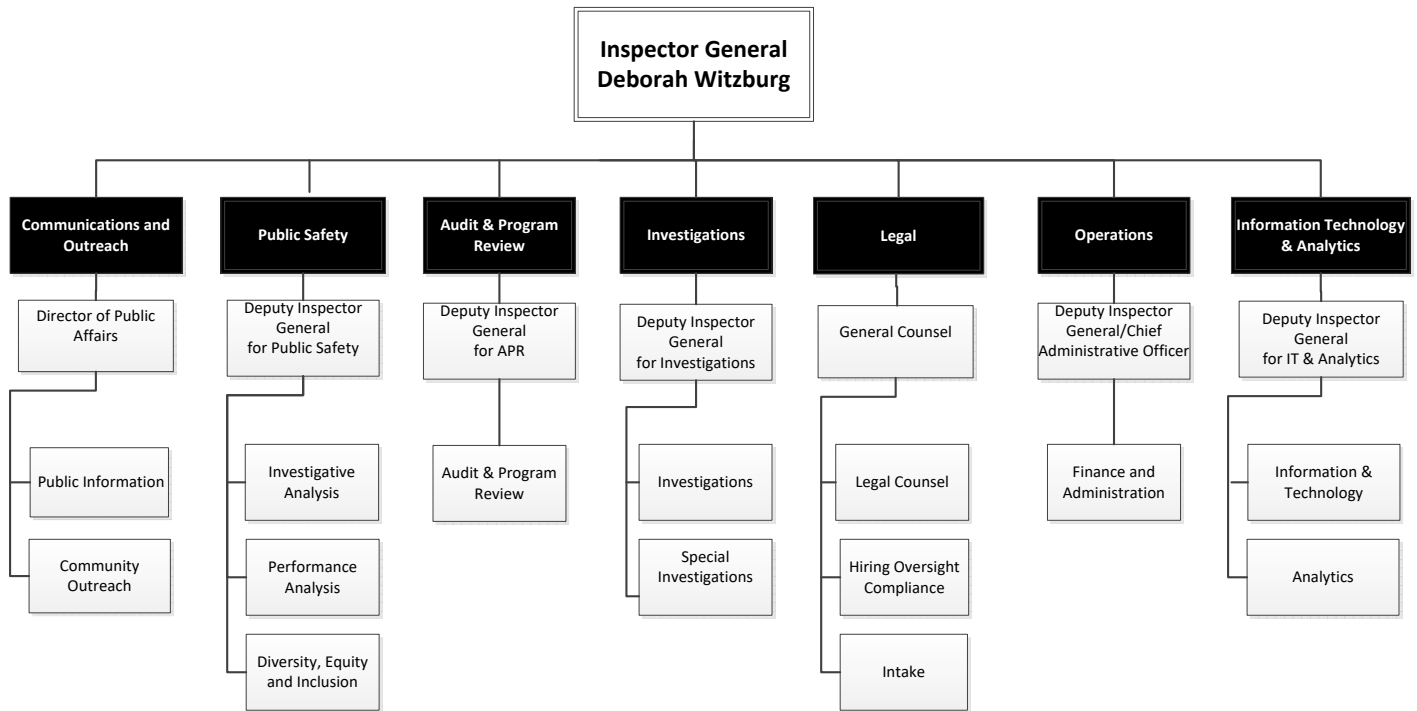
**JURISDICTION & SCOPE**

OIG's jurisdiction extends to:

- Elected officers of City government – Aldermen, the Mayor, the City Clerk, and the City Treasurer
- Appointed officers of City government in the performance of their official duties
- All employees of the City and the City Council in the performance of their official duties
- All contractors and subcontractors providing goods or services to the City
- Employees and officials of the Public Building Commission (PBC), pursuant to an intergovernmental agreement executed by the City and PBC and authorized by the City Council, as well as employees of any other sister agency that may enter into such an agreement in the future
- Business entities seeking contracts or certification of eligibility for City contracts
- People seeking certification of eligibility for participation in any City program

ORGANIZATIONAL CHART & STRUCTURE

Office of Inspector General  
Organizational Chart & Structure



OIG is structured to foster interdisciplinary work across its practice area sections. Those sections are:

**Audit & Program Review:** Audit & Program Review (APR) conducts independent, objective analyses and evaluations of City programs and operations, issues public reports of findings, and makes recommendations to strengthen and improve the delivery of City services. The work of APR serves as a resource for the City Council, policymakers, civic and advocacy organizations, journalists, and the general public. This section conducts independent and professional audits of City programs and departments following generally accepted government auditing standards of the federal Government Accountability Office (The Yellow Book). APR is responsible for non-partisan research and review of City programs, including performance analysis of City services.

**Center for Information Technology & Analytics:** The Center for Information Technology & Analytics (CITA) conducts data analytics in support of OIG’s mission and manages OIG’s structural and operational IT infrastructure. In addition, CITA conducts digital forensic analysis, compiles large data sets for statistical models, trends, predictions, and analyses that enable OIG to develop cases, conduct citywide program reviews and audits, and monitor citywide hiring practices. CITA develops data integration processes, maintains large scale data warehouses, and develops interactive business intelligent dashboards for actionable data insights. CITA is also responsible for the implementation and ongoing support, and maintenance, and security of the infrastructure and applications which support OIG’s departments and mission.

**Investigations:** Investigations conducts both criminal and administrative investigations of allegations of corruption, misconduct, waste, or substandard performance by governmental officers, employees, contractors, vendors, and licensees, among others. It conducts these investigations either in response to complaints from City employees or other citizens, or on the Inspector General’s own initiative. In the event of wrongdoing in administrative cases, OIG will issue recommendations for disciplinary action that require a response or final action from the affected City department. In criminal cases, OIG will work with the United States Attorney’s Office or the Cook County State’s Attorney’s Office, which may prosecute these matters. If an investigation reveals misconduct or inefficiencies that are not being addressed by City policy or procedure, OIG may also recommend program or policy changes.

OIG’s Investigations section is also involved in proactive oversight of the O’Hare 21 Project, a multi-year, multi-billion infrastructure construction project to further modernize one of the world’s busiest airports. In an effort for more transparency

and accountability in the process, Department of Aviation, the Chicago Department of Procurement Services, and OIG have partnered together and enlisted the assistance of professional integrity monitors, or “IMs”. The IMs are given full access to contractor records and personnel. They monitor contractors’ compliance with laws, policies and procedures, and contract requirements. The IMs work to foster a culture of compliance, transparency, and accountability, to ensure taxpayers get the full benefit of work contracted by the City of Chicago.

**Legal:** Legal provides legal counsel, strategic guidance, and representation to all of OIG’s work. Attorneys are frequently paired with investigators, performance analysts, and compliance officers to assist in complex investigations and audits, and to help ensure that OIG inquiries produce legally sound results.

The Legal section houses OIG’s intake function, the point of entry for information, complaints, concerns, and suggestions coming to OIG from members of the public, City employees, etc.

The Legal section’s Compliance unit issues guidance, training, and program recommendations to City departments on a broad and complex array of employment-related actions; monitors human resources activities, including recruiting, hiring, and promotion; performs legally mandated and discretionary audits; and reviews the City’s employment practices to ensure compliance with the various City Employment Plans.

**Public Safety:** The Public Safety section conducts independent, objective evaluations and reviews of the Chicago Police Department (CPD), the Civilian Office of Police Accountability (COPA), and the Police Board, with the goal of enhancing the effectiveness of public safety, protecting civil liberties and civil rights, and increasing the public’s confidence in the system. The section also reviews closed disciplinary investigations conducted by COPA and CPD’s Bureau of Internal Affairs. In addition to being mandated by the Municipal Code, these activities are also required by the Consent Decree entered in *Illinois v. Chicago*. The section’s distinctive value within the City of Chicago’s public safety oversight system derives from its long-term, systemic perspective on necessary reforms, direct access to and utilization of City data systems, deep institutional knowledge of City operations, and position of independence from all other components of City government. In setting its priorities, the section also coordinates and confers with the Independent Monitoring Team charged with ensuring compliance with the Consent Decree.

**Operations:** Operations supports the day-to-day operational functions of OIG by providing budgetary, fiscal, human resources, and communications services. Operations also coordinates and implements innovative solutions and best practices, so OIG’s mission components are able to work effectively in accordance with regulatory requirements.



## KEY INITIATIVES/PRIORITIES

### SOCIOECONOMIC DATA DASHBOARDS

#### DESCRIPTION

As part of its existing information portal, OIG will develop an interactive dashboard which provides a geographic representation of data on various socioeconomic indicators across Chicago. In addition to this freestanding dashboard, OIG will, as applicable, layer socioeconomic indicator data onto its existing map-based dashboards to provide users with equity-driven insights into the relationships between socioeconomic status and the delivery of City services, etc.

#### GOALS & DESIRED OUTCOMES

OIG is a leader in understanding and analyzing City data, and makes City data accessible to other City departments, stakeholder groups, and the general public through its public facing data dashboards. OIG has an opportunity to develop a data repository of Census population, demographic, and social economic indicators by City of Chicago wards, community areas, police districts, and beats. This project will enhance OIG's current dashboards with demographic and socio-economic information. This, in turn, will provide people with a detailed picture of equity around the dispersal of City services. City departments can use the dashboard to better understand their own service delivery. Stakeholders can use the dashboards to advocate for needs in their communities. OIG can use the dashboards to deepen its analyses of City programming and include that information in its public reports.

#### STRATEGY

OIG will develop a Community Engagement Project Plan for the socioeconomic data dashboard to increase transparency, information availability, and collaboration with community and City stakeholders. OIG will socialize the published dashboard with both internal and external stakeholders through presentations and published materials. Finally, this Plan will leverage information and insights drawn from the dashboard for incorporation into OIG's project and policy work.

#### FUNDING

This initiative is supported by existing funding.

#### CURRENT STATUS

OIG has developed a prototype of the Office of Equity and Racial Justice (OERJ)/socioeconomic dashboard and is actively working to build its internal repository of indicators. Based on community engagement feedback, CITA will prioritize and visualize those factors.

#### KEY STAKEHOLDERS & PARTNERSHIPS

This project is spearheaded by OIG's OERJ cohort (see "Budget Equity and Racial Equity Action Plans" under Critical Citywide Initiatives) and its Center for Information Technology & Analytics.

#### CRITICAL NEXT STEPS

[REDACTED]

### PROACTIVE OVERSIGHT OF CAMPAIGN CONTRIBUTIONS

#### DESCRIPTION

The MCC bans City vendors, lobbyists, and those seeking to do business with the City from contributing more than \$1,500 each year to any elected City official or candidate's political campaign. Other rules and regulations, such as Executive Order 2011-4, place further restrictions on donations. Campaign contributions that potentially violate the MCC are sometimes identified through complaints; OIG also, however, engages in proactive monitoring and analysis of campaign contribution data to identify and examine potential violations.

OIG's Center for Information Technology and Analytics is in the final stages of developing and streamlining an automated data process to facilitate this proactive analysis—specifically, to identify potentially improper contributions made to elected

City officials or candidates by restricted contributors. In this effort, OIG will integrate and match data from a variety of sources, including City contracts and records of payments made by the City to individuals and entities.

### GOALS & DESIRED OUTCOMES

The completion of OIG’s data analysis and visualization work will allow the generation of investigative leads and the proactive identification of improper campaign contributions. This will, in turn, permit more effective enforcement of the City’s ethics rules around political campaigns.

### STRATEGY

OIG is leveraging existing data access and analytics expertise to expand its competencies in this area.

### FUNDING

This initiative is supported by existing funding.

### CURRENT STATUS

OIG’s new data process is projected to be finalized in mid-2023.

### KEY STAKEHOLDERS & PARTNERSHIPS

OIG issued a notification to AIS concerning its noncompliance with subsection MCC § 2-156-520(a), which requires AIS to “compile a list of all contractors, who did business . . . with the City, Chicago Transit Authority, Board of Education/Chicago School Reform Board of Trustees, Chicago Park District, Chicago City Colleges and the Metropolitan Pier and Exposition Authority.” Because persons or entities “doing business” with the City and the other enumerated entities are subject to a \$1,500 contribution limitation per reporting year to candidates and elected officials for City office, active maintenance and availability of the list required by MCC § 2-156-520(a) would critically facilitate OIG’s enforcement of campaign finance laws. An OIG inquiry revealed that the current list compiled by AIS includes only City of Chicago contractors and not the other entities referenced in the provision. Therefore, the list does not contain data that may be used for campaign finance enforcement involving persons or entities which do business with the Chicago Transit Authority, Chicago Board of Education, Chicago Park District, Chicago City Colleges, and the Metropolitan Pier and Exposition Authority. In response to OIG’s notification, AIS stated that there is not currently a mechanism for the City to collect the required information from non-City entities. As each of the listed agencies is a separate entity with its own financial and enterprise systems, there is not a single information system that pulls in information from the City, Chicago Transit Authority, Chicago Board of Education, Chicago Park District, Chicago City Colleges, Chicago Housing Authority, PBC, and the Metropolitan Pier and Exposition Authority. However, AIS plans to convene the relevant agencies by the end of Q4 2022 to determine how to compile and provide this information while simultaneously working to update its existing public-facing website to make it more user-friendly, understandable, and accessible. AIS expects improvements to be completed by the end of Q1 2023.

### CRITICAL NEXT STEPS



## WEBSITE REDEVELOPMENT

### DESCRIPTION

OIG is redeveloping its website, [www.igchicago.org](http://www.igchicago.org), to better serve its goals around community engagement, intake, and the visibility and accessibility of OIG’s work.

### GOALS & DESIRED OUTCOMES

OIG will develop a user-friendly, accessible website which provides clear access to information, resources, and mechanisms to contact OIG.

### STRATEGY

Working with AIS pursuant to a master services agreement, OIG has engaged Clarity to perform website redevelopment services.

**FUNDING**

OIG's project was funded out of its FY2022 budget.

**CURRENT STATUS**

OIG is working with Clarity and an AIS project manager and plans to finalize redevelopment in mid-2023.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Clarity, AIS.

**CRITICAL NEXT STEPS**

[REDACTED]

**TIME SENSITIVE ISSUES**

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

## DEPARTMENT OF BUILDINGS

### MATTHEW W. BEAUDET, COMMISSIONER

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

The Department of Buildings (DOB) enhances safety and quality of life for Chicago's residents and visitors through permitting, inspections, trade licensing, and code enforcement. DOB is a multi-faceted department and does not fit neatly into any one category.

DOB does have a regulatory function as it issues building permits, performs permit inspections, performs 311 and code enforcement inspections, issues notices of violations, and issues and oversees trade contractors and trade licensees. DOB serves a vital economic development function as building permits drive economic development in both the residential and commercial sectors providing both jobs and long-term property and business revenues. DOB has also modernized the Chicago Construction Codes, including alignment with the model codes which are updated on a three-year cycle, to provide options, innovations, and flexibility for residential and commercial development. DOB executive staff also have leadership roles in model code organizations.

DOB also serves a vital public safety function. Permits and permit inspections ensure that construction is safe and is performed by licensed contractors building to code-compliant approved plans. 311 and code enforcement inspections ensure that buildings are maintained in a safe manner and that any deficiencies are brought up to code. DOB is part of the interdepartmental strategic task force, drug-gang house task force, unlicensed event revenue task force, and other task forces that focus on public safety including on evenings and weekends. DOB's troubled buildings program, vacant building program, and emergency demolition program target and remove sources of blight and crime from Chicago communities. Additionally, DOB serves a vital first-responder function. Although a 9 to 5 operation on paper, DOB is in fact a 365/24/7 first-responder department with CFD and CPD on emergencies including fires, structural collapses, severe weather events, civil unrest, and criminal activities in residential and commercial buildings.

### JURISDICTION & SCOPE

Excerpts from the Code regarding the main powers and duties of the Department.

[https://codelibrary.amlegal.com/codes/chicago/latest/chicago\\_il/0-0-0-2597035#JD\\_Ch.2-22](https://codelibrary.amlegal.com/codes/chicago/latest/chicago_il/0-0-0-2597035#JD_Ch.2-22)

[https://codelibrary.amlegal.com/codes/chicago/latest/chicago\\_il/0-0-0-2660409](https://codelibrary.amlegal.com/codes/chicago/latest/chicago_il/0-0-0-2660409)

**14A-1-104.1 General.** The building official is authorized and directed to enforce the provisions of the Chicago Construction Codes. The building official may render interpretations of the Chicago Construction Codes and adopt policies and procedures to clarify the application of their provisions. Such interpretations, policies, and procedures must be consistent with the intent and purpose of the Chicago Construction Codes.

**14A-1-104.1.1 Compliance procedure.** The building official may establish compliance procedures to determine whether violations of the Chicago Construction Codes have been corrected.

**14A-1-104.2 Applications and permits.** The building official is authorized and directed to receive permit applications, review construction documents, and issue permits for the construction, rehabilitation, demolition, and moving of structures, inspect the premises for which such permits have been issued, and enforce compliance with the provisions of the Chicago Construction Codes.

**14A-1-104.3 Trade licensing.** The building official is authorized and directed to examine, regulate, license, certify, or register the occupations and professions involved in the construction, rehabilitation, demolition, or maintenance of buildings or structures and related building systems pursuant to the Municipal Code.

**14A-1-104.6 Code revision.** The building official is authorized and directed to investigate and make recommendations, from time to time, to the Mayor, with respect to additions or revisions of the Chicago Construction Codes, as may be necessary or appropriate for the enforcement and regulation required by this title, and to make recommendations to the

Mayor, with respect to permit fees set forth in the Chicago Construction Codes at least once every three years, as measured from January 1, 2009.

**14A-1-104.7 Inspections.** The building official is directed to make or oversee the inspections provided for in the Chicago Construction Codes. The building official is authorized to require that an inspection under the building official's jurisdiction and required by the Chicago Construction Codes be undertaken pursuant to the mandate of, rather than by, the building official. The building official may authorize such mandated inspections if, as a result of such inspections, documents are made available to the building official that enable the building official to conclude that the inspection has satisfactorily served its purpose.

The building official is authorized and directed to investigate complaints made to the City and referred to the Department of Buildings which the building official deems to be both reasonable and within the jurisdiction of the Department of Buildings. The building official must prioritize investigations based upon considerations of public health and safety.

**14A-1-104.8 Approvals.** The building official is authorized and directed to issue any permits or grant any approvals relating to the construction, maintenance, rehabilitation, demolition, or relocation of buildings or other structures, including permits and approvals on behalf of any other department or office of the City, including the Department of Buildings, Department of Water Management, Department of Transportation, Department of Streets and Sanitation, Department of Planning and Development, Department of Housing, Department of Public Health, Department of Finance, the Fire Department, and the Mayor's Office for People with Disabilities, and in such cases any reference in the Municipal Code to such other departments or offices, or the officials in charge of those departments or offices, may be considered a reference to the building official and the Department of Buildings.

**14A-1-104.11 Notices and orders.** The building official is directed to issue necessary notices or orders to ensure compliance with the Chicago Construction Codes.

**14A-3-307.1 General.** (Emergency vacate and closure) Where a building, structure, or premises has been damaged by fire, deterioration, unpermitted work, or other cause, or shows clear evidence of structural failure, and where it constitutes an imminent hazard to occupants or to the public, the building official, fire code official, Superintendent of Police, or Commissioner of Public Health is authorized to order said building, structure, or premises vacated and closed until unsafe conditions are remedied in accordance with the Municipal Code.

**14A-3-311.3 Emergency demolition.** Where a building, structure, or premises has been damaged by fire, deterioration, or other cause, or shows clear evidence of structural failure, and where it constitutes an imminent danger to the public such that following the procedure in Section 14A-3-311.2 or 14A-3-312 is not practical, the building official is authorized to hire a licensed and qualified general contractor to immediately secure the premises and remove the dangerous building or structure.

**17-14-0501 Zoning-Related Jurisdiction.** The Commissioner of Buildings has the following powers and duties under this Zoning Ordinance:

**17-14-0501-A** conducting inspections of buildings, structures, and uses of land to determine compliance with the terms of this Zoning Ordinance.

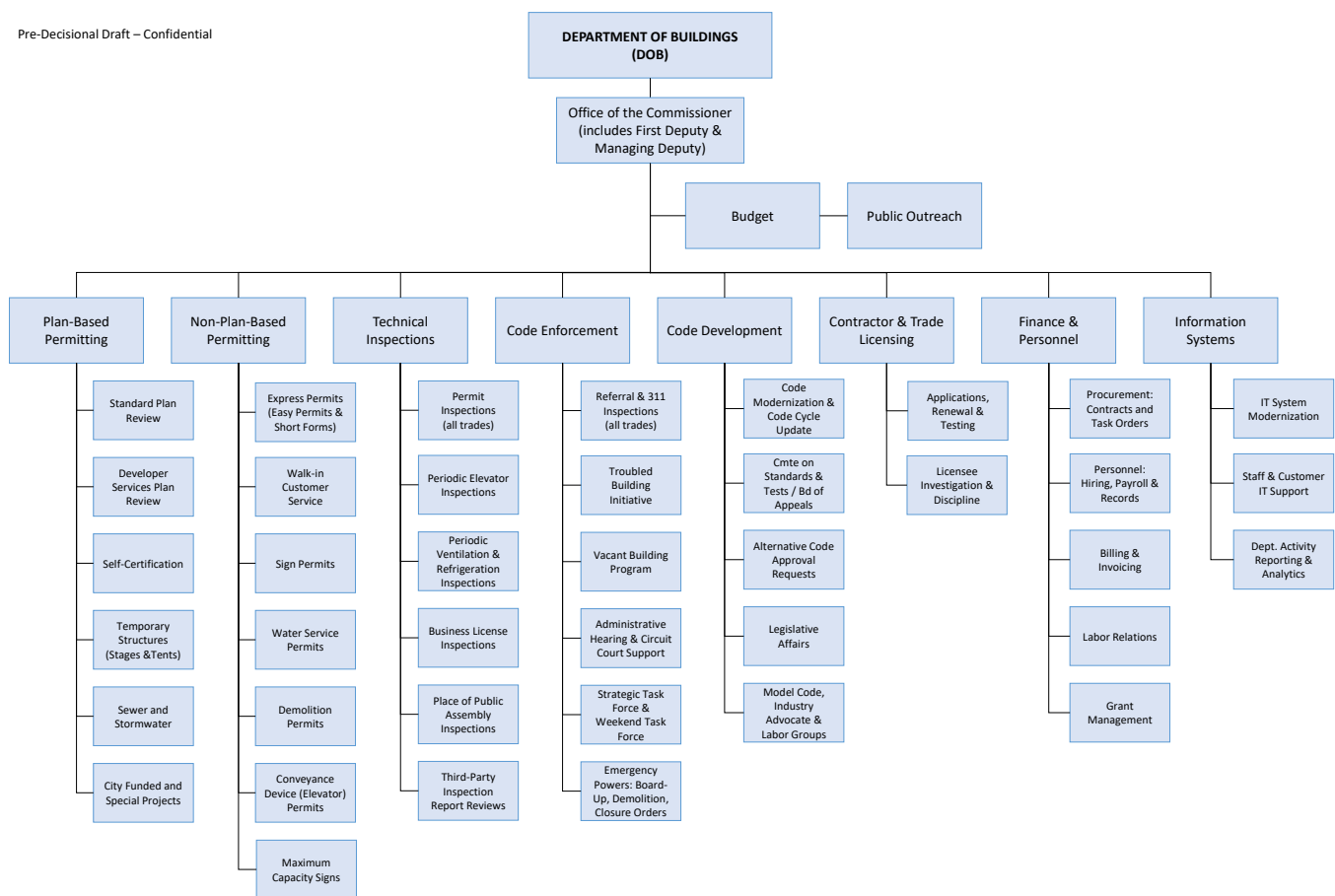
DOB:

- Processes, reviews, and issues building permits for new construction, renovation, repair, and demolition work, as well as specialized building equipment (fire alarms, elevators)
- Performs inspections on building permits, resident-referrals (311s), code enforcement matters, and certain city licenses (such as place of public amusement licenses)
- Administers and regulates construction-related contractor and skilled-trade licenses
- Administers and enforces the Chicago Construction Codes and makes recommendations for code enhancements and innovations
- Exercises emergency police powers – board-up, demolition, vacate and closures orders – of buildings that pose an imminent hazard and danger to public safety
- While DOB's jurisdiction does not extend over the below, DOB works collaboratively with all City departments to further the City's overall services:
- Manage or maintain City buildings (AIS) or vacant land (AIS and DSS)

- Oversee zoning, landmarks, or landscaping permit reviews (DPD), or planned development application or zoning map amendment reviews (DPD)
- Oversee the underground utilities and tunnel-way (aka OUC) reviews (CDOT)
- Oversee accessibility permit reviews and complaint-based inspections (MOPD)
- Verify that permit applicants do not have city indebtedness (DOF)
- Manage, maintain, or issue permits on or for the public way including driveways, vaulted sidewalks, construction canopies, sewer/water lines, and sidewalk cafes (CDOT, DWM, and BACP)
- Administer or enforce environmental codes or regulations (CDPH)
- Perform new construction, renovation, or repair on City properties (AIS) or on private properties (note: DOH has a limited program with third-party vendors to perform repairs in senior-owner-occupied homes and DOL can also petition the Court for appointment of a third-party receiver to perform emergency repairs)

## ORGANIZATIONAL CHART & STRUCTURE

Pre-Decisional Draft – Confidential



DOB staff hail from all communities of the City and are deeply involved in community, professional, industry, and trade organizations. Through code modernization, DOB is a public advocate for affordable housing, aging in place, adaptive reuse, small businesses, and business innovations. DOB inspectors are not merely code officials but are staunch advocates for tenants, communities, and the right of all to have quality and dignity of life. The role of DOB is to help residents and businesses succeed.

DOB has a deeply experienced staff of senior managers and professionals with graduate degrees in law, business administration, architecture, and engineering; skilled tradespeople; project managers; and support staff. The executive management team members have the benefit of serving in multiple City departments allowing them to bring a City-wide focus to service delivery.

The overwhelming majority of DOB staff belong to a one of eleven collective bargaining units – AFSCME Council 31,

Boilermakers Local 1, Bricklayers Local 21, Carpenter Local 13, Electricians Local 134, Elevator Constructors Local 2, Iron Workers Local 1, Operating Engineers Local 150, Pipefitter Local 597, Plumbers Local 130, and Sheet Metal Workers Local 73.

## KEY INITIATIVES/PRIORITIES

### HIRING

#### DESCRIPTION

DOB is working with DHR and OBM to modernize the way DOB recruits and hires staff. This is necessary as DOB has an aging workforce, is competing with the private market for talent in a time when there is a national shortage of skilled tradespeople, and climate change and new innovations are requiring additional staff for new or expanded DOB work tasks. DOB is in the process of on-boarding open inspector positions in April and May and creating a qualified candidate pool to quickly address any future openings due to attrition.

#### GOALS & DESIRED OUTCOMES

In addition to filling open inspector positions in April and May, DOB is creating a robust pre-qualified candidate list to readily address attrition and retirements as 55 percent of DOB's staff are age 55 or older.

#### STRATEGY

In filling the inspector positions, DOB conducted a broad and extensive recruitment outreach of DOB position postings targeting the respective trade unions, councils and associations; contractor associations; builders associations; and women and minority trade, contractor, and builder associations.

#### FUNDING

The above is covered under DOB's general operating budget.

#### CURRENT STATUS

47 inspector positions are in the process of being on-boarded in April and May. This includes new inspector positions from the 2023 Budget to address recent ordinances relating to residential cooling during high temperatures, a move towards electrification of buildings, and lead line replacement.

#### KEY STAKEHOLDERS & PARTNERSHIPS

Respective trade unions, councils and associations; contractor associations; builders associations; and women and minority trade, contractor, and builder associations; as well as DHR and OBM.

#### CRITICAL NEXT STEPS

## IT SYSTEMS MODERNIZATION

#### DESCRIPTION

DOB is working with AIS and the Mayor's Office to modernize the various legacy enterprise IT systems that support DOB's core functions. The primary enterprise IT systems used to support DOB functions are Hansen 7 and NSR, both of which are more than 15 years old and have very limited vendor support. AIS is migrating DOB functions to the IPS 11 environment utilized by several other City departments over several years. The current IT systems significantly impact DOB's permit, inspection, inspection scheduling, and trade licensing functions. These legacy IT systems have very limited interoperability within themselves and with other City IT systems.

#### GOALS & DESIRED OUTCOMES

Implementation of a user-friendly, configurable, and interoperable system for DOB permits, inspections, inspection scheduling, and trade licensing functions will allow for greater efficiencies. This system will also be interoperable with other



City departments to improve City efficiency and the delivery of City services. An interoperable system will also allow the DOB and other departments to perform predictive analytics of data to direct limited City resources to where they are most needed which will result in greater efficiencies and service deliveries.

In 2012, DOB implemented electronic plan review for all plan-based permits – new construction and renovation. This allowed all plan review disciplines to perform their reviews simultaneous as opposed to having the plumbing reviewer wait until the electrical reviewer was finished with the physical blueprints. It also allowed for reviewer corrections to be entered real-time and for the applicant’s architect to view and start working on the corrections in real time. While a great improvement, the system needs to improve and evolve.

Non-plan-based permits are still a manual intensive process that is scheduled to go live on-line in July 2023. While this is also a great improvement; the system needs to improve and evolve.

The inspection scheduling system is still a manual intensive process. The goal is to completely automate the system and allow the applicant’s contractor to see available inspection dates, book the exact date and time window, receive confirmation of the same, receive an email or text on the inspector’s estimated time or arrival, and system notification of the inspection results and any further required action. There is no reason why this cannot be automated like being able to schedule a series of medical appointments and receive the automated results.

As time is money, a proper IT system will reduce the time to permit and time to inspection both of which are vital economic engines to the City.

Interoperable and configurable IT systems also provide for one of the greatest tools for City efficiencies, preventive maintenance, and public safety. That tool is predictive analytics. No department has the staffing and the resources to be everywhere. Blanket mandatory inspections are impractical and divert limited resources from where they are truly needed – DOB does not need to spend weeks going through the rental units in Wolf Point Tower when it could be going to buildings that are moving into a state of distress and disrepair.

Interoperability can start with City systems speaking to each other. A simple example would be DOB being alerted to CDOT dumpster permits – an indication of a gut rehab which the DOB system would check to see if a renovation building permit was issued. Conversely, CDOT would be alerted to DOB renovation permits – an indication that a CDOT dumpster permit is required to guard against fly-dumping elsewhere. City calls for service and violation data from other departments – overflowing trash, high weeds, well-being checks – are predictive indications that the building interior can be moving into a state of distress and disrepair.

Further interoperability with County tax records, water records, electrical and gas utility records, and Court foreclosure action records are also predictive indications that the building interior can be moving into a state of distress and disrepair.

## STRATEGY

This multi-year process has experienced funding and resource challenges which continues to delay development and implementation. It is imperative that the process continues with the appropriate funding and resource levels dedicated.

## FUNDING

The above is covered under AIS’ general operating budget and City bond funding allocated to AIS. As IT projects are often fluid, long-term, and flexible, funding must be available beyond the restraints and limitations of standard set calendar budget. Again, as time is money, a proper enterprise IT system, with sufficient departmental support, will reduce the time to permit and time to inspection both of which are vital economic engines to the City.

## CURRENT STATUS

AIS is scheduled to have DOB go live for express (non-plan based) permits in July of 2023 and continues to work with AIS modernization of IT systems for permits, inspections, inspection scheduling, and trade licensing.

## KEY STAKEHOLDERS & PARTNERSHIPS

AIS and AIS vendors. Other City departments for interoperability. DOB end-users including design professionals, contractors, skilled trade licensees, residents, and businesses.



**CRITICAL NEXT STEPS****CODE MODERNIZATION****DESCRIPTION**

DOB is committed to modernizing the City's construction codes and aligning them with national model codes, which are generally updated on a three-year cycle, to readily and seamlessly incorporate new processes, materials, technologies, and innovations to benefit the industry, businesses, and residents. DOB must evolve with a world rapidly changing on multiple fronts. From pandemics to climate change, to aging in place, to housing shortages, to supply shortages, to labor shortages, to adaptive reuse, to hybrid-working, to new technology, to virtual inspections, to energy efficiency, to smart-buildings, and beyond, DOB must evolve to meet those challenges and be flexible to meet challenges yet to come.

**GOALS & DESIRED OUTCOMES**

Modernization of the Chicago Construction Codes provides options and flexibility to residents and businesses. Updating the codes on a regular 6-year cycle will incorporate new processes, materials, and innovations. A modern set of construction codes which provide options and flexibility to the industry and end-users is even more essential in a post-COVID world – from maintaining and expanding affordable housing, to allowing seniors to age in place, to adaptive reuse of office buildings, to attracting new life-science facilities and other emerging uses. Aligning with recent model codes also ensures that the code does not go stale as the model codes are generally updated every three years. Modernization of DOB's IT systems is a key element in meeting the above challenges.

**GOALS & DESIRED OUTCOMES**

A modern set of construction codes which provide options and flexibility to the industry and end-users is even more essential in a post-COVID world – from maintaining and expanding affordable housing, to allowing seniors to age in place, to adaptive reuse of office buildings, to attracting new life-science facilities and other emerging uses. Aligning with recent model codes also ensures that the code do not go stale as the model codes are generally updates every three years.

**STRATEGY**

DOB will continue the code modernization program to ensure that the Chicago Construction Codes provide options and flexibility to residents and businesses, and that the Codes are updated on a regular cycle to include new processes, materials, and innovations.

The multi-year process of modernizing the construction codes began with the new Electrical Code (2017) and Conveyance Device Code (2018) with the biggest achievement being the new Building Code (2019) which was the first comprehensive update of the Building Code in 70 years. Each of the new codes were the result of large stakeholder meetings. The COVID-19 Pandemic impacted DOB's ability to convene the large stakeholder meetings, but DOB did succeed in implementing interim updates to the Plumbing Code and the Mechanical Code in 2021. Post-COVID, DOB will convene large stakeholder meetings to modern the Mechanical Code, and in conjunction with CFD the Hazardous Materials Code. DOB is also committed to reviewing the latest model Electrical and Conveyance Device codes in 2023 or 2024 to remain on a 6-year update cycle.

DOB will continue to work with AIS on the IT systems that support DOB's operations. Also, DOB will continue to work with all stakeholders on emerging technologies and adaptive reuses to address housing affordability and reimaging commercial spaces.

The COVID pandemic has also accelerated the use of virtual inspections and drones as an additional tool.

**FUNDING**

DOB is a revenue-generating department, however all DOB revenues currently go into the City's corporate fund. Allocating a portion of those revenues to DOB (in a special revenue fund) or raising permit fees and dedicating those raised portions to DOB would sustain DOB's ability to meet the above challenges.

Proper funding and resourcing of IT modernization is also paramount.

DOB must also address the above challenges within the confines of collective bargaining agreements. For instance, when

the residential cooling ordinance was passed in 2022, DOB could not utilize the same inspectors assigned to residential heat ordinance: those inspectors were members of the Sheet Metal Workers, and cooling-related inspections are under the jurisdiction of the Pipefitters. Therefore, to administer the residential cooling ordinance, DOB needed to add five new Pipefitter positions to the 2023 Budget. This is meant to illustrate that DOB inspectors fall under ten separate collective bargaining units, and that inspector subject matter work is not interchangeable as may be the case in other jurisdictions or Departments.

DOB also pursues grant opportunities to support code development and training.

### **CURRENT STATUS**

- Code modernization is a continuing process as is IT modernization.
- Hiring is also essential and is on-going.
- Meeting with stakeholders and maintaining a leadership role in the industry are also on-going. Post-COVID, DOB will convene large stakeholder meetings to modern the Mechanical Code.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

The construction industry, design professional, contractors, the skilled trades, community groups, affordable housing advocate groups, senior advocate groups, small business groups, AIS, DHR, and OBM. Model code groups, design professionals, contractors, trade unions, advocates, residents, and businesses.

### **CRITICAL NEXT STEPS**



## **HOMEOWNER & SMALL BUSINESS COLLEGE-BASED CLINICS**

### **DESCRIPTION**

DOB has had preliminary discussions with the non-profit American Institute of Architects Chicago (AIA Chicago) about supporting a student-based clinic in Chicago's three main architectural schools – the University of Illinois at Chicago, the Illinois Institute of Technology, and the School of the Art Institute of Chicago. It is commonplace for law schools to have practice clinics where students, under the supervision of law professors and volunteer attorneys, provide much needed legal services to residents and small business owners. There is no reason why architectural services cannot be provided in the same manner.

### **GOALS & DESIRED OUTCOMES**

People needing or desiring to renovate their home or business will make a good faith effort to obtain a building permit but are often deterred when they need to engage an architect for the necessary technical drawings. Others will fall prey to unlicensed contractors who do work without permits and drawings, often resulting in substandard and worse unsafe work. This program would entail small but important projects like repairing or replacing a front porch, rear deck, or roof; adding a ground floor bathroom (age in place); converting a basement to living space; or building out a small commercial space. The City encourages residents and landlords to maintain and modernize their properties but does not connect them with the affordable resources to do so. The City also provides start-up and expansion grants to small businesses but many find that a substantial amount of the grant meant to get them operational is spent on architect and other professional fees before they even open.

Making the process to obtain a permit easier is crucial for the amount of issued permits to increase. This initiative centers around helping homeowners and small business owners while ensuring that work is performed safely.

### **STRATEGY**

As Chicago enters the Post-COVID era, DOB will work with AIA Chicago and contact the three architectural schools. DOB will also work with the greater Chicago architectural community to address any concerns including support of any legislation

that might be needed in Springfield. DOB believes that architectural students will embrace the opportunity to give back to the community.

**FUNDING**

No City or DOB funding is required.

**CURRENT STATUS**

As Chicago enters the post-COVID era, DOB will work with AIA Chicago and contact the three architectural schools.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Community groups, affordable housing advocate groups, senior advocate groups, small business groups, AIA Chicago, UIC, IIT, SAIC, architectural community, DPD, DOH, and DFSS.

**CRITICAL NEXT STEPS**

[Redacted]

**TIME SENSITIVE ISSUES**

[Redacted]

[Redacted]

## DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

### *KENNETH MEYER, COMMISSIONER*

## ORGANIZATIONAL BACKGROUND

### **MISSION/VISION**

The Chicago Department of Business Affairs and Consumer Protection (BACP) works to facilitate a fair and vibrant marketplace for businesses, workers and consumers in Chicago. BACP licenses businesses and public vehicles, regulates business activity, protects consumers from fraud, enforces Chicago's labor laws, partners with business service organizations and provides education and resources for businesses. Through these functions, BACP's mission encompasses spurring economic development through business support, enhancing public safety, supporting Chicagoans by protecting consumers and the most vulnerable workers, fostering innovation by improving government efficiency, and sustaining the local marketplace to generate community wealth and City revenue.

### ***BUSINESS SUPPORT***

Providing business support and resources encompasses comprehensive business technical and financial assistance ranging from concierge, on-demand, and personalized business licensing consultations in the Small Business Center, to ongoing weekly educational webinars to help business grow and succeed, to business expos in the neighborhoods that connect hundreds of entrepreneurs with resources and networking, to pushing licensing assistance to locations situated in neighborhoods across Chicago, to standing up new programs to provide direct technical and financial assistance to businesses and non-profits in every community.

### ***PUBLIC SAFETY***

BACP's public safety role is centered on leveraging business partnerships to preemptively protect the safety of patrons, residents, and visitors. Rather than taking a purely punitive enforcement stance, BACP forms proactive and supportive partnerships with businesses to address operators' concerns and educate entrepreneurs on safe business practices to get ahead of potential community complaints and public safety risks.

When incidents do occur, BACP works in coordination with the Chicago Police Department, Department of Buildings, Department of Public Health, Chicago Fire Department, Department of Streets and Sanitation, Department of Transportation, Office of Emergency Management and Communication, and other Departments to holistically address risk factors and fairly hold unscrupulous operators to account.

### ***CONSUMER AND WORKER PROTECTION***

BACP supports the most vulnerable Chicagoans through its consumer and worker protection mandates, which uphold a fair marketplace not only for consumers and workers, but also for all businesses by preventing bad actors from undercutting competition by exploitation of their customers and employees. The Department enforces all of Chicago's worker protection laws to ensure that workers are paid a fair wage, provided leave when sick, given predictable schedules, and protected from retaliation. BACP also protects consumers from fraud and unfair business practices.

### ***INNOVATION AND EFFICIENCY***

BACP fosters innovation by improving government efficiency to stay competitive and by tirelessly pursuing a solution-oriented approach to working on behalf of businesses, consumers, and workers. As the facilitator of Chicago's vibrant and dynamic marketplace, the Department's vision encompasses flexibility and creativity in ensuring that Chicago continues to be a responsible incubator for cutting edge business concepts.

Combined, the public safety, business support, consumer and worker protection, and innovation prongs of BACP's mission facilitates a fair and vibrant marketplace that generates wealth and opportunity for businesses, workers, and residents while also driving vital sources of City revenue.

**JURISDICTION & SCOPE**

<u>Function</u>	<u>BACP Jurisdiction</u>	<u>Other City Departments</u>	<u>External Agencies</u>
Business Licensing	<ul style="list-style-type: none"> <li>• Primary license application intake</li> <li>• Determines business activity and license type</li> <li>• Coordinates all Departmental reviews and approvals</li> <li>• Vets business entity for eligibility</li> <li>• Issues criminal history determination letters on applications requirement fingerprinting</li> <li>• Processes pop-up license applications for operators at DCASE-permitted special events</li> </ul>	<ul style="list-style-type: none"> <li>• DOF: debt checks and payment plans</li> <li>• DPD/Zoning: zoning review and approvals</li> <li>• ZBA: Special use determinations</li> <li>• CDPH: Health consultation and inspection</li> <li>• DOB: Plan review; building permits; occupancy placard; inspection</li> <li>• CDOT: Driveway permits, address determination</li> <li>• City Council: alley access approval, zoning changes</li> <li>• CFD: Onsite fire inspection</li> <li>• CACC: Animal care permits</li> <li>• CPD: Inspections and registrations</li> <li>• DCASE: Special event permit application intake</li> <li>• OEMC: Approvals, inspections, and special communications to licensees</li> </ul>	<ul style="list-style-type: none"> <li>• IDFP: Professional licensing</li> <li>• IL State Police: fingerprint processing</li> <li>• IRMA, Chicagoland Chamber, IRA, IHLA</li> </ul>
Shared Housing Registration	<ul style="list-style-type: none"> <li>• Primary intake of applications</li> <li>• Vetting applications, determining eligibility</li> </ul>	<ul style="list-style-type: none"> <li>• AIS: system development, project management</li> <li>• DPD: zoning for applicants</li> <li>• DOB: permit information, zoning details</li> <li>• City Council/City Clerk: moratoria, restricted residential zones</li> <li>• DOL: appeals</li> <li>• DOF: applicant debt checks</li> </ul>	<ul style="list-style-type: none"> <li>• Intermediary Platform Licensees</li> </ul>
Public Way Use Permitting	<ul style="list-style-type: none"> <li>• Intakes permit application and makes primary eligibility determination</li> <li>• Determines appropriate permit type</li> <li>• Processes final issuance of permit</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental reviews, based on permit type: DOB, DPD/ Zoning, CDOT, MOPD</li> <li>• City Council: recommends permit issuance or denial based on eligibility factors</li> </ul>	
Hospitality Licensing	<ul style="list-style-type: none"> <li>• Primary license application intake for all liquor and Public Place of Amusement licenses.</li> <li>• Determines business activity and license type</li> <li>• Coordinates all Departmental reviews and approvals</li> </ul>	<ul style="list-style-type: none"> <li>• City Council: notification of application; alley access approval; zoning changes</li> <li>• DCASE- Special Event licensing</li> <li>• CPD- Liquor applications, problem locations, large events</li> </ul>	<ul style="list-style-type: none"> <li>• Illinois Liquor Control Commission</li> <li>• IRA</li> <li>• HBAC</li> <li>• CIVL</li> <li>• IRMA</li> </ul>

	<ul style="list-style-type: none"> <li>• Vets business entity and applicants for eligibility and compliance with Municipal Code and State Liquor Control Act.</li> <li>• Oversees license discipline process for liquor and PPA licensees including settlements, fines, license suspension or revocation.</li> <li>• Oversees special event liquor licensing in coordination with DCASE and the Illinois Liquor Control Commission.</li> </ul>	<ul style="list-style-type: none"> <li>• DOB- approval on license application inspections, bi-annual PPA inspections</li> <li>• DOL- Prosecution of license discipline and license denials; drafting of ordinances; code interpretation questions</li> <li>• DPD/Zoning- license application approvals and vetting grant applicants</li> <li>• CDPH- License application approvals; annual inspections.</li> <li>• CFD- license inspections, over capacity checks, coordination with large events</li> <li>• DOF- debt checks and holds</li> </ul>	<ul style="list-style-type: none"> <li>• Illinois Hotel and Lodging Association</li> </ul>
Public Vehicle Licensing	<ul style="list-style-type: none"> <li>•Public Vehicle Licensing (Ride-hail/Transportation Network Provider, ie. Uber, Lyft; Taxicabs, Liveries, Charter Buses, Private Ambulances, Medicars, Pedicabs, Water Taxis and Tour Boats)</li> <li>•Public Chauffeur Licensing</li> <li>•Public Vehicle Inspections</li> </ul> <p>=====</p> <ul style="list-style-type: none"> <li>•Child Support compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Mayor’s Office: Transportation Policy</li> <li>• CPD: public safety planning around venues and events: criminal history of applicants and licensees: and notification of arrests of licensees</li> <li>• OEMC: public safety and traffic management planning around venues and events, including geo-fencing directives</li> <li>• CDOT: Transportation policy; Vision Zero and traffic management planning; cab stands; and loading zones</li> <li>• CDA: public safety and traffic management planning at both airports: creating staging areas and safe passenger pick up and drop off directives</li> <li>• MOPD: Increasing accessible transportation options</li> <li>• AIS (DoIT): AIS data scientists maintain public vehicle industry reported data plus updates and maintenance of City’s open data portal; AIS contractors maintain public vehicle license and portal databases;</li> </ul> <p>=====</p> <ul style="list-style-type: none"> <li>• DPD, DOH, MO, AIS - Applicants for city initiatives are screened for child support. Requests for screening are sent to us by</li> </ul>	<ul style="list-style-type: none"> <li>• Cook County Courts: Access to cook county cases</li> <li>• IL State Police: Access to fingerprint criminal background check results</li> <li>• Illinois Department of Transportation: Interstate transportation enforcement</li> <li>• U.S. Department of Transportation: Interstate transportation enforcement</li> <li>• Public Passenger Vehicle Regulators in other jurisdictions: NYC, Washington DC, L.A, San Francisco, Seattle, Portland, and Toronto.</li> </ul> <p>=====</p> <p>State Illinois Dept. Of Healthcare and Family Services and Cook County</p>

		these Departments. BACP also enforces compliance with public passenger licensees.	
Business Compliance Enforcement	<ul style="list-style-type: none"> <li>• Municipal Code violations</li> <li>• Active compliance education</li> <li>• Tobacco Sales to Minor program/ Pre-license inspection</li> <li>• Business Compliance Task force</li> <li>• Safety Tow Detail Task Force</li> <li>• Operation Clean</li> <li>• License inspection Task Force</li> </ul>	<ul style="list-style-type: none"> <li>• Municipal Code violations pertaining to other Departments (taskforce)</li> <li>• OEMC: Safety planning around venues and events</li> <li>• CPD: Public Safety and Business Compliance Task Force</li> <li>• DOB: Joint investigations and Business Compliance Task Force operations</li> <li>• CDOT: EOD referrals, valet complaints and Scooter program</li> <li>• DOF: Complaint referrals and Parking Garage project</li> <li>• CDPH: Complaint referrals and joint investigations</li> <li>• CFD: Joint Task Force on holidays and special events</li> <li>• CACC: Complaint referral and joint investigations</li> <li>• DOAH: Processing and hearing of citations</li> <li>• OIG: Investigations of complaints received</li> <li>• Chicago Park District: Investigate complaints received. Collaboration on special events</li> <li>• CTA: Complaint referral and collaboration on special events</li> <li>• DCASE: safety and traffic management planning around venues and events</li> <li>• CDA: public safety and traffic management planning at both airports. Enforcement of TNPs and Undercover investigations on unlicensed taxicabs and Limos</li> </ul>	<ul style="list-style-type: none"> <li>* U.S Homeland Security – Special project and counterfeit merchandise joint investigations.</li> <li>* Federal Bureau of Investigations - Special project and counterfeit merchandise joint investigations. License investigations.</li> <li>* Illinois Commerce Commission Police – Safety Tow Detail Task Force</li> <li>* YOS (Youth Outreach Services) - Tobacco Sales to Minor program</li> <li>* Illinois Dept. Of Financial &amp; Professional Regulation – Consumer fraud referrals and complaints</li> <li>* OIG for the US Dept. Of Agriculture – Complaint referrals and joint investigations</li> <li>* US Attorney General – Consumer fraud complaints.</li> <li>* Cook County Dept. Of Revenue – Tobacco Sales to Minor program and unstamped cigarette investigations.</li> <li>* Illinois Liquor Control Commission – Complaint and license referrals</li> <li>* Illinois Dept. Of Transportation – Investigate complaints received and joint investigations on Charter bus sightseeing missions.</li> <li>* US Dept. Of Labor – Consumer fraud complaints and referrals.</li> </ul>
Prosecution and Adjudication	<ul style="list-style-type: none"> <li>• Prosecution and adjudication of BACP tickets written by enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• DOL – license violation case referrals for prosecution before MLDC</li> </ul>	<ul style="list-style-type: none"> <li>• Federal Trade Commission – consumer fraud issues.</li> </ul>

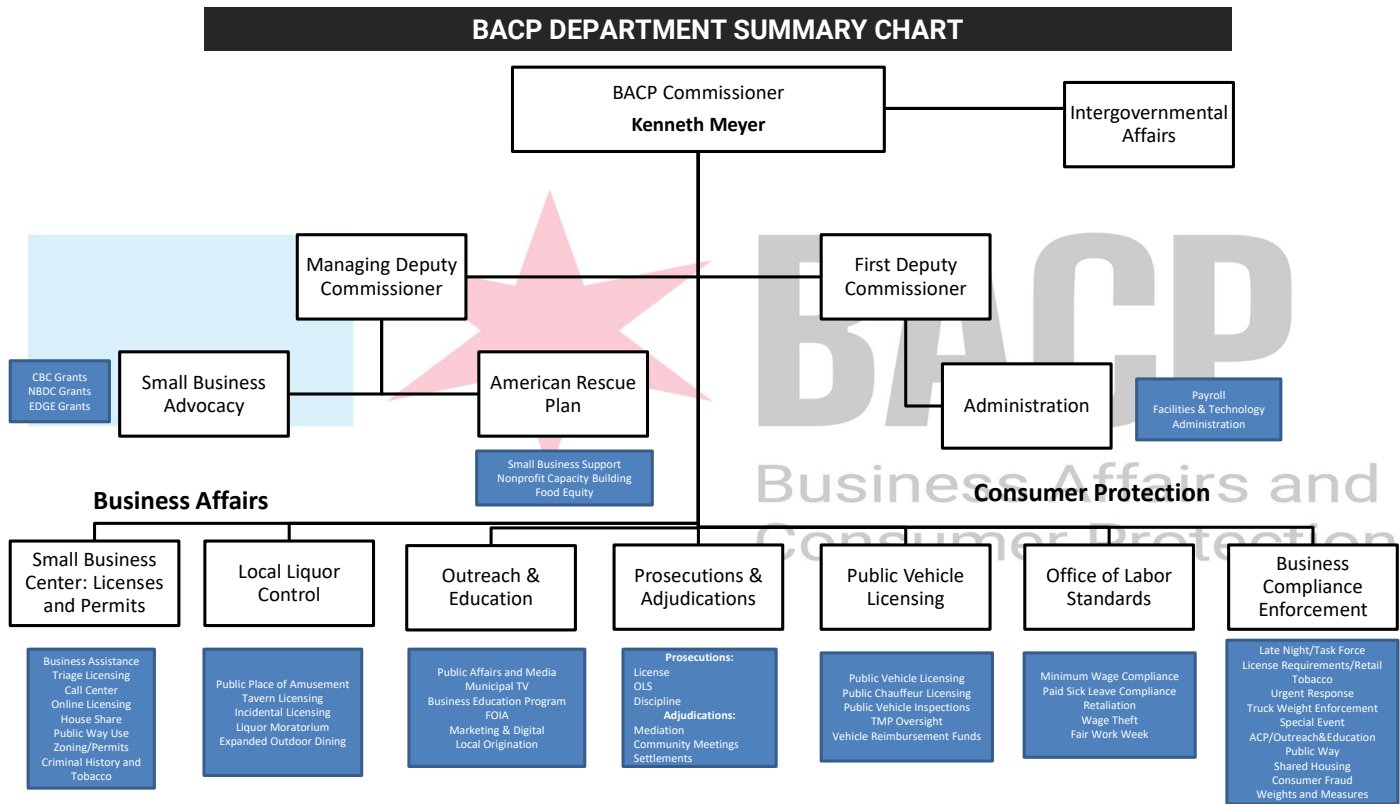
	<ul style="list-style-type: none"> <li>• Mediation of business quality of life disputes</li> <li>• Prosecution and adjudication of ANOVs written by CPD.</li> <li>• Assisting/providing guidance for consumer fraud investigations.</li> <li>• Consumer fraud prosecutions.</li> <li>• Consumer cab &amp; TNP investigations and prosecution and adjudication.</li> <li>• House share Commissioner Adjustment review and approval.</li> <li>• Conduct public vehicle license denial appeal hearings.</li> <li>• Police and BACP investigation review and appropriate charges and venue determined.</li> <li>• Oversee MLDC for serious license violations that result in license suspension or revocation.</li> </ul>	<ul style="list-style-type: none"> <li>• DOF – debt check and resolution</li> <li>• CDPH – license suspension/revocation cases</li> <li>• CPD – business investigations/violations for license discipline</li> <li>• DOB – closure orders</li> <li>• DOAH - hearings</li> </ul>	<ul style="list-style-type: none"> <li>• Cook County State’s Attorney – community outreach and case information.</li> </ul>
<p>Labor Standards/ Worker Protections</p>	<ul style="list-style-type: none"> <li>• Minimum Wage</li> <li>• Paid Sick Leave</li> <li>• Fair Work Week</li> <li>• Wage Theft</li> <li>• Vulnerable Workers: provide community-based outreach and education on City laws</li> <li>• Bodily Autonomy (data privacy and sharing with regards to employment)</li> <li>• COVID Retaliation</li> </ul>	<ul style="list-style-type: none"> <li>• DOL: review and amend existing rules and regulations; prosecute specific cases via affirmative litigation unit; general legal counsel (i.e., interpret specific scenarios and the applicability of the OLS ordinances.</li> <li>• MOPD: provide input into issues revolving State Minimum Wage Law</li> <li>• CCHR: joint jurisdiction on Bodily Autonomy complaints; Memorandum of Understanding for Deferred Action for Labor Enforcement DHS program</li> <li>• DPS: administer the servicing and quantitative data gathering for OLS issued grants</li> <li>• CDPH: Bodily Autonomy Ordinance training</li> <li>• DOAH: hearings</li> </ul>	<ul style="list-style-type: none"> <li>• US Department of Labor Occupational Health and Safety Administration: co-referral of complaints; letters of support for Deferred Action for Labor Enforcement issues</li> <li>• Department of Homeland Security: review and make determinations on letters of support for Deferred Action for Labor Enforcement issues</li> <li>• National Labor Relations Board: co-referral of complaints; letters of support for Deferred Action for Labor Enforcement issues</li> <li>• Illinois Department of Labor: co-referral of complaints; letters of support for Deferred Action for Labor Enforcement issues</li> <li>• Cook County Department of Human Rights and Ethics: co-referral of complaints; letters of</li> </ul>



			<p>support for Deferred Action for Labor Enforcement issues</p> <ul style="list-style-type: none"> <li>• ARISE Chicago</li> <li>• Illinois Restaurant Association Illinois Hotel and Lodging Association</li> <li>• Legal Aid Society: provide training on Human Trafficking and immigration forms of relief</li> <li>• Unite Here Local 1, community advocacy group</li> <li>• Chicago Federation of Labor: professional advocacy group</li> <li>• Chicagoland Chamber of Commerce: professional advocacy group</li> <li>• Afire: community advocacy group</li> <li>• Warehouse Workers for Justice; community advocacy group</li> <li>• Harvard Law School Center for Labor and a Just Economy/Economic Policy Institute; community advocacy group</li> <li>• Public Rights Project; community advocacy group</li> </ul>
Small Business Advocacy	<ul style="list-style-type: none"> <li>• Biennial contract awards</li> <li>• Program deliverable evaluation</li> <li>• Reimbursement request review</li> </ul>	<ul style="list-style-type: none"> <li>• DOF: review and approval of reimbursements</li> </ul>	<ul style="list-style-type: none"> <li>• Community-based delegate agencies: submitting evidence of program efforts and documentation for reimbursement</li> </ul>
Inter-governmental Affairs	<ul style="list-style-type: none"> <li>• Manage Department’s legislative affairs before both the City Council and Illinois General Assembly</li> <li>• Collaborate with and support all BACP bureaus</li> </ul>	<ul style="list-style-type: none"> <li>• MO – IGA: collaborating on issues</li> <li>• DOL: ordinances and laws</li> <li>• Other City agencies as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Illinois Legislature and Cook County</li> <li>• American Heart Association American Lung Association</li> </ul>

	<ul style="list-style-type: none"> <li>• Liase directly with members of the Mayor’s Office of IGA</li> <li>• Liase with Chicago City Departments</li> <li>• Liase directly with the Chicago City Council</li> <li>• Manage and respond to City Council issues and requests</li> <li>• Support City Council community outreach initiatives</li> <li>• Represent BACP and work with external partners and associations on issues, legislation and community outreach</li> </ul>		<ul style="list-style-type: none"> <li>• Illinois Retail Merchants Association</li> <li>• Illinois Restaurant Association</li> <li>• Arab-American Business and Professional Association</li> <li>• State and Local Chambers of Commerce</li> </ul>
ARP	<ul style="list-style-type: none"> <li>• Design economic recovery programs</li> <li>• Ensure federal compliance of CRP programs</li> <li>• Release RFPs &amp; select delegate agencies to manage CRP programs</li> <li>• Mange all BACP ARP programs</li> </ul>	<ul style="list-style-type: none"> <li>• OBM: RFPs</li> <li>• DOF: processing vouchers</li> <li>• MO: program direction</li> <li>• CDPH: collaboration on programming</li> <li>• DPD: collaboration on programming</li> <li>• DCASE: coordination of programs</li> <li>• AIS: data and project management</li> <li>• DFSS: coordination of programs</li> </ul>	<ul style="list-style-type: none"> <li>• Community-based delegate agencies: submitting evidence of program efforts and documentation for reimbursement</li> </ul>
Office of Public Safety Administration (OPSA) Business Affairs and Consumer Protection (BACP) Department of Administrative Hearings (DOAH) Office of Budget and Management (OBM) Office of Emergency Management and Communications (OEMC) Department of Streets and Sanitation (DSS) Chicago Department of Transportation (CDOT) Chicago Department of Public Health (CDPH) Department of Cultural Affairs and Special Events (DCASE) Department of Family and Support Services (DFSS)	Department of Aviation (CDA) Department of Buildings (DOB) Department of Finance (DOF) Chicago Fire Department (CFD) Department of Housing (DOH) Department of Human Resources (DHR) Office of the Mayor (MO) Administrative Hearings (DOAH) Assets, Information, and Services (AIS) Department of Buildings (DOB) Chicago Animal Care and Control (CACC)	Chicago Commission on Human Relations (CCHR) Department of Law (DOL) Mayor’s Office for People with Disabilities (MOPD) Department of Planning and Development (DPD) Chicago Police Department (CPD) Department of Procurement Services (DPS) Office of the Inspector General (OIG)	

ORGANIZATIONAL CHART & STRUCTURE



KEY INITIATIVES/PRIORITIES

**SUSTAINING THE CITY’S ECONOMIC RECOVERY: PRIORITIZING THE SMALL BUSINESS COMMUNITY AND REVITALIZING THE COMMERCIAL CORRIDORS**

DESCRIPTION

The Department of Business Affairs and Consumer Protection (BACP) supports the city’s economic recovery from the COVID-19 pandemic through its existing mission as well as with programs funded through the year 2024 with \$52 million of the City’s \$1.9 billion in American Rescue Plan Act (ARP) dollars. BACP-led programs directly impact local and small businesses through programming sponsored by community organizations that provide coaching, industry, and geographically specific expertise to those looking to start or expand businesses in the city. These programs include the Neighborhood Business Development Centers (NBDC), Chicago Business Centers (CBC), Encouraging Growth, Diversity, & Equity (EDGE), ARP Small Business Supports, ARP Nonprofit Capacity Building, and ARP Food Equity.

GOALS & DESIRED OUTCOMES

- Develop enhanced business activity across all corridors in Chicago
- Improve utilization of vacant storefronts across the city
- Beautify vacant commercial spaces to create inviting public areas and help increase foot traffic along commercial corridors
- Ensure that commercial corridors are safe and welcoming to all residents and visitors
- Increase equity in food access, entrepreneurial opportunities, and business support services
- Support Chicago small businesses in establishing their online presence to foster sustainable growth and development

- Expand the access of direct City services with licensing assistance available directly in communities and centralized City information available online
- Continue the expansion of BACP’s programs into more communities and geographic areas by inviting new community organizations to apply to participate in City programs

### STRATEGY

BACP will continue its strategy of supporting local business service organizations (BSOs) such as Chambers of Commerce to expand support Chicago’s economic recovery. BSOs are key providers of coaching and resources to those seeking to open or expand a business in Chicago. The EDGE program employs this same model to increase diversity and representation in City procurement and contracting. BACP’s ARP programs include short-term small business supports, a first-of-its-kind nonprofit capacity building program, and business-centered food equity initiatives.

BACP’s various bureaus connect directly to the small business support network to realize operational synergies. BACP’s Small Business Center will continue to work with the Department’s BSO partners to better prepare entrepreneurs to apply for and obtain their business licenses. BACP’s concierge, personalized service approach in the Small Business Center is calibrated with these community-based partners to maintain a high level of service throughout BACP programs. The City’s licensing process protects consumers and businesses by creating a safe and fair marketplace. As such, the more entrepreneurs and businesses assisted through these pipelines, the better, safer, and more inviting Chicago’s marketplace will be.

BACP’s use of ARP funding will create a lasting impact on Chicago’s economy. BACP’s ARP programming will continue to launch small business storefront activations and central city recovery programs to spark interest and activity in commercial areas throughout Chicago. The nonprofit capacity building program is underway and will support the development of back-office needs (accounting, IT support, vouchering) for local nonprofits. This will allow these institutions to efficiently and effectively access government funding at the City, State, and Federal levels to better serve their constituents across Chicago’s neighborhoods. Requests for Proposal for the Good Food Incubator and Good Food Fund are pending and soon to be released under a similar model.

### FUNDING

<u>Description</u>	<u>Source</u>	<u>Amount</u>
NBDC, CBC, EDGE	Corporate Fund	\$4,848,719
ARP	Federal Funding Allocated by City	\$52,000,000 of \$1.9 billion City ARP funds

### CURRENT STATUS

- 2023/24 NBDC and CBC contracts are established
- EDGE RFP is scheduled to release in early Q2 2023
- ARP Small Business Supports are currently active and new RFPs are scheduled for Q2 2023
- ARP Nonprofit Capacity Building held an initial summit on 3/9/23 and will continue to develop in Q2 of 2023
- ARP Food Equity programs are under RFP review with OBM and DOL

### KEY STAKEHOLDERS & PARTNERSHIPS

- NBDC partner list: [Chicago.gov/NBDC](https://chicago.gov/NBDC)
- CBC partner list: [Chicago.gov/CBC](https://chicago.gov/CBC)
- ARP program information, including a list of BSOs: [Chicago.gov/BACPRRecoveryPlan](https://chicago.gov/BACPRRecoveryPlan)
- Internal City Departments: Office of Budget and Management, Department of Finance, Department of Planning and Development, Department of Law

### CRITICAL NEXT STEPS



## ENHANCING PUBLIC SAFETY AND QUALITY OF LIFE: LEVERAGING BUSINESS PARTNERSHIPS AND HOLDING UNLICENSED AND IRRESPONSIBLE OPERATORS ACCOUNTABLE.

### DESCRIPTION

BACP's public safety initiative is centered on leveraging business partnerships to preemptively protect the safety of patrons, residents, and visitors – and to hold unlicensed and irresponsible operators accountable through partnerships with other City agencies. BACP uses its team of investigators in the Business Compliance Enforcement division to respond to complaints regarding public safety and nuisance incidents and to educate businesses on best practices. BACP also works with nearly every other Department in City government to act as a central coordinating body to respond appropriately to any issue at the nexus of problematic business activity.

### GOALS & DESIRED OUTCOMES

- Ensuring that businesses are functioning as anchors along commercial corridors to make neighborhoods safer at all hours of the day
- Employing City programs and partnerships to multiply this public safety role of responsible business operators and to facilitate a fair marketplace for entrepreneurs
- Holding irresponsible operators accountable through the Department's enforcement efforts and partnerships with the Chicago Police Department, Department of Buildings, Department of Public Health, and others
- Making Chicago's marketplace fairer for all while ensuring that businesses are not gaining an unfair advantage on the backs of consumers and workers
- Guaranteeing due process through BACP's prosecutions and adjudications framework
- Mediating disputes between businesses and community members to maintain quality of life and reduce public safety risks

### STRATEGY

BACP's Active Compliance Program provides support and education to business operators on the best and safest business practices. This ensures that business operators are armed with the tools and knowledge they need to comply with City rules and regulations to foster a safe atmosphere for all. It is an opportunity to enhance the partnership between businesses and the City. These City-business partnerships help to get ahead of potential incidents by proactively addressing business operations and public safety risks, thereby reducing complaints and extending the City's public safety personnel capacity.

BACP's Prosecutions and Adjudications division has the authority, by Municipal Code, to convene Community Meetings, which provide an opportunity for community residents, local officials, and the business itself to work through quality of life and business operating concerns to get ahead of public safety and nuisance risks. BACP can initiate a meeting process with the interested community members and the business owners to review the community's concerns and reach a fair, durable, and binding solution that works for all parties involved. BACP's role as mediator helps create mutual accountability to foster safer commercial corridors.

When businesses do endanger the public by violating City rules and regulations, BACP works in an established Problem Business Task Force addressing multi-pronged public safety concerns with other City agencies including the Chicago Police Department, Department of Buildings, Department of Public Health, Department of Transportation, Chicago Fire Department, and others. BACP Task Force operations are designed to comprehensively address public safety issues stemming from business operations that require an interdisciplinary approach. Problem operators are immediately held accountable across multiple areas. As the City's primary business experts and liaisons, BACP staff help to coordinate Task Force operations so that the City utilizes enforcement resources efficiently, addressing all angles of public safety at once.

A dedicated team of investigators comprise the Nights and Weekends Business Compliance Enforcement team, which is tasked with visiting businesses during non-traditional City working hours to maintain safe operations at all hours of the day.

The Nights and Weekends team’s work is comprised of two shifts covering from 1 pm to 2 am on Thursday through Sunday. This allows investigators to respond to complaints and suspected noncompliant activity across Chicago in the late night and early morning hours, including illegal parties and unlawful events at business locations.

BACP pursues specialized enforcement projects including sales to minors tobacco inspections and shared housing enforcement to ensure that business practices of particular interest are safe. Specifically, BACP conducts annual inspections of all tobacco retailers, including a secret shopper initiative mandated by the State of Illinois and CDPH to test whether retailers are complying with tobacco product age restrictions. In addition, BACP works closely with District Commanders to identify locations where black-market tobacco, such as unstamped packs of cigarettes and loose cigarettes, is being distributed. This activity is often associated with other criminal activity.

As the regulator of shared housing activity in Chicago, BACP also implements public safety policy and educates shared housing hosts and platforms, such as Airbnb, about their duties and responsibilities, as well as conducting investigations to ensure that shared housing units do not pose public safety risks.

Since the recovery from the pandemic, BACP has returned to pre-pandemic hearing volumes on cases related to consumer fraud.

**FUNDING**

<u>Description</u>	<u>Source</u>	<u>Amount</u>
General enforcement operations	Corporate Fund	\$6,678,045
Specialized enforcement operations (sales to minors investigations)	Illinois Tobacco Grant	\$330,000
Prosecutions and Adjudications	Corporate Fund	\$1,721,590

**CURRENT STATUS**

BACP’s public safety efforts are ongoing at all times, even late at night and in the early morning hours through the work of the Department’s Nights and Weekends enforcement team. BACP’s enforcement team is always active to help keep Chicagoans safe and to effectuate a strategically efficient distribution of the City’s public safety workload.

- 8,000 of complaints per year
- 24,000 of investigations per year
- 20,000 citations per year
- 90 percent of 2022 Community Meetings were successfully resolved

**KEY STAKEHOLDERS & PARTNERSHIPS**

BACP partners with a multitude of Departments to coordinate public safety related enforcement operations.

**CRITICAL NEXT STEPS**

[REDACTED]

[REDACTED]

[REDACTED]

## SUPPORTING CHICAGOANS: STRENGTHEN CONSUMER AND WORKER PROTECTIONS AND ENFORCEMENT FOR THE MOST VULNERABLE RESIDENTS

### DESCRIPTION

BACP directly supports Chicagoans through the Department’s consumer and worker protection mandates, which uphold a fair marketplace for consumers, workers, and all businesses. By preventing bad actors from undercutting competition on the backs of their customers and employees, the business environment is more equitable. BACP enforces all of Chicago’s worker protection laws to ensure that workers are paid a fair wage, provided leave when sick, given predictable schedules, and protected from retaliation. BACP’s consumer protection mandate includes investigating and prosecuting cases of consumer fraud and unfair business practices. By educating and supporting Chicagoans and Chicago businesses, BACP allows residents to fully participate in the city’s economy.

### GOALS & DESIRED OUTCOMES

- Investigate and enforce Chicago’s worker protection laws include the Minimum Wage and Paid Sick Leave Ordinance, the Fair Workweek Ordinance, the Wage Theft Ordinance, and anti-retaliation provisions
- Ensure that businesses that attempt to gain an unfair advantage on the backs of their workers are held accountable through fines, education, and restitution paid to make their workers whole
- Investigate and prosecute instances of consumer fraud and other unscrupulous or dangerous business practices.
- Enforce the City’s worker and consumer protections to support the full participation of Chicagoans in the city’s economy.

July 1, 2022 Effective Date	Large Employers 21 or more employees	Small Employers 4 to 20 employees	Youth Workers	Tipped Workers		
				Large	Small	Youth
<b>Min Wage</b>	\$15.40	\$14.50	\$12.00	\$9.24	\$8.70	\$7.20
<b>Overtime Min Wage</b>	\$23.10	\$21.75	\$18.00	\$16.94	\$15.95	\$13.20

Note: minimum wage increases by Ordinance on 7/1/2023.

### STRATEGY

BACP’s Office of Labor Standards (OLS) investigates all worker complaints regarding violations of Chicago’s worker protection ordinances and recommends fines and restitution. The Department takes a progressive and detail-oriented approach to each investigation. OLS follows all available evidence where it leads, and a single worker complaint can be the catalyst for a substantial correction of malpractice and injustice in labor practices. Building cases in this manner ensures that the final outcome makes workers whole and that violating businesses are held accountable.

OLS partners with worker advocacy organizations to promote City protections and provide information on filing complaints. As part of this effort, BACP is in the process of rolling out the second consecutive RFP-driven partnership with a delegate agency to educate workers on Chicago’s worker protection laws and to assist workers in accessing City protection and resources. BACP works in collaboration with other government agencies including the US Department of Labor Wage and Hour division, the Illinois Department of Labor, and the Attorney General’s Office, to strategize on complex cases, examine industries and business practices of concern, and devise synergistic policy.

The City’s worker protection laws respond to dynamic workforce and economic variables, and BACP is on the front line in recommending adjustments to best meet the needs of the moment. As the State of Illinois and other government entities in Illinois and around the country make changes, so too must Chicago continue to act as a leader in this space to ensure that the City’s regulations are responsive to the changing marketplace.

### FUNDING

<u>Description</u>	<u>Source</u>	<u>Amount</u>
OLS Programs	Corporate Fund	\$975,970



## CURRENT STATUS

BACP's work to protect workers:

- 1,400 OLS complaints/investigations
- \$100,000 in OLS fines
- \$6 million in restitution in 2022
- 2000 of impacted workers supported via investigation

BACP's work to protect consumers:

- 400 consumer fraud complaints
- 300 consumer fraud investigations
- \$100,000 in consumer fraud fines
- 200 hearings

## KEY STAKEHOLDERS & PARTNERSHIPS

BACP partners with various government agencies to protect workers and consumers through joint investigations and projects. Partners include the Chicago Law Department, the Affirmative Litigation division in the Chicago Law Department, the Illinois Department of Labor, the Illinois Attorney General's Office, and the US Department of Labor.

## CRITICAL NEXT STEPS

- █ [REDACTED]
- █ [REDACTED]

## PROMOTING EFFECTIVE COMMUNICATION, EDUCATION, AND RESOURCES: SUPPORT FOR ENTREPRENEURS, CONSUMERS, AND WORKERS

### DESCRIPTION

BACP supports the development of an equitable and healthy business community in Chicago through education and outreach initiatives. The Department educates stakeholders through BACP webinars, small business expo events, campaigns promoting new ordinances and initiatives, in-community licensing and support programs, and a concierge, personalized experience in City Hall's Small Business Center. BACP communicates an extensive range of information regarding licensing, new programs and initiatives, and changes to labor practices that support a diversity of business operations in Chicago.

### GOALS & DESIRED OUTCOMES

- Educate entrepreneurs and business owners about City initiatives, programs, and resources
- Promote City services and assistance through BACP's delegate agencies to reach audiences directly in neighborhoods
- Use BACP's public platform to reach the widest possible group of relevant stakeholders
- Ensure that workers and businesses are aware of new and updated labor laws
- Support community business activity with pertinent information and resources about City processes and requirements
- Eliminate barriers to understanding requirements for business operations in Chicago
- Develop improved processes for facilitating delegate agency work on behalf of BACP

### STRATEGY

BACP's Outreach and Education bureau incorporates industry trends and feedback into creating comprehensive business education programs. The bureau hosts regularly scheduled live webinars and has a collection of previously recorded webinars available for on-demand reference. The Department will continue to seek topics and input from the Chicago business community to ensure that the information provided is relevant and timely. Through BACP's own communication pathways and in collaboration with other City Departments and community resources, the Department will disseminate clear and accurate information about City programs and initiatives. BACP has hosted webinars with other Departments on



critical programs and services such as the Home and Business Protection Program, overdose prevention in the hospitality industry, and concession opportunities at Chicago’s airports.

BACP will continue to host the BACP Small Business Expo, a marquee event for the business community. Now in its 15th year, the BACP Small Business Expo program is part of the City’s effort to support neighborhood business growth and economic development by offering free business resources to help current and future business owners. The free expos offer the opportunity to network, consult, gather information and receive expert advice on topics such as licensing, financing, marketing, and business planning. Expos attract over 300 attendees per event and are hosted in-person and remotely.

BACP’s use of ARP funding will leave a tangible mark on how businesses interface with the City. As part of the ARP program, BACP will develop an online portal to provide a clear summary of license and permit renewal dates for business owners. The ARP nonprofit capacity initiatives will provide foundational operating support for nonprofits in Chicago allowing them to better access and utilize City resources and funding for years into the future. While the ARP program provides impactful short-term programming, BACP is also working to make these investments systemic and long-lasting.

BACP’s existing delegate agency programs through NBDC, CBC, and EDGE provide foundational pathways to access entrepreneurship opportunities in Chicago. BACP’s delegate agency programming forms the city’s scaffolding for new business development, especially in underserved communities. Improving the experience for delegate agencies through Department responsiveness and educational communication will strengthen this vital element of small business growth in Chicago.

**FUNDING**

<u>Description</u>	<u>Source</u>	<u>Amount</u>
Outreach & Education	Corporate Fund, Cable Fund, and Sponsorships	\$2,370,082

**CURRENT STATUS**

- BACP Outreach: webinars and expos (ongoing)

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Mayor’s Office
- Office of Budget and Management
- Department of Finance

**CRITICAL NEXT STEPS**

- [REDACTED]
- [REDACTED]
- [REDACTED]

**FOSTERING INNOVATION IN GOVERNMENT OVERSIGHT: REDUCING RED TAPE AND FACILITATING OPPORTUNITIES FOR BUSINESSES, CONSUMERS, AND WORKERS**

**DESCRIPTION**

BACP facilitates a vibrant, dynamic, and equitable marketplace for all business communities in Chicago. BACP promotes its licensing requirements and processes while working with community-based organizations to foster a healthy environment for new and expanding business ideas. Through creative problem-solving and collaboration with other Departments, the Mayor’s Office, and City Council, BACP advocates for flexibility and ingenuity in government practice that makes Chicago a responsible and competitive incubator for new business ventures.

## GOALS & DESIRED OUTCOMES

- Keep Chicago competitive in attracting new and exciting business ventures
- Refine regulatory processes to ensure they continue to keep Chicagoans safe while also encouraging entrepreneurial experimentation
- Reduce wait times for license and permit application processing
- Expedite resolution of 3-1-1 complaints relevant to BACP's enforcement mandate
- Communicate strategically to extend government resources for maximum impact
- Eliminate barriers to understanding technical requirements and details for business operations in Chicago

## STRATEGY

BACP encourages and facilitates the development of new and innovative business concepts that may not otherwise fit into traditional regulatory frameworks. The Emerging Business Permit allows for responsible business experimentation that falls outside existing license types. BACP has used this tool to pilot a variety of business models including mobile retail merchants, low speed electric vehicle transport, electric scooter sharing, and autonomous personal delivery device services. Some of these concepts have proven to be economically unviable or otherwise not compatible with the Chicago market, while others have become permanent license types and ubiquitous around the city. BACP strives to be the place in City government where residents and businesses can come to solve problems and reach responsible solutions.

The Department looks to creatively contend with the dominance of online and third-party facilitator services in today's marketplace to foster responsible growth and secure vital City revenue sources. BACP designed and implemented new regulatory frameworks to oversee the shared housing economy in Chicago (e.g. platforms like Airbnb), and likewise devised the transportation network provider regulations that require companies like Uber and Lyft to be licensed as third-party platforms, and their drivers duly vetted and licensed as chauffeurs.

BACP is always looking to streamline legacy business processes, including the license application process itself, most recently by offering online licensing, cutting the number of different license types from 117 to just over 40, transitioning permitting to a fully electronic online process, and constantly tweaking application flows to make the customer experience as efficient as possible. BACP continues to span the divide between the more traditional and increasingly coveted in-person concierge, personalized consultation services offered between BACP business licensing experts and applicants, and tech-intensive online options that allow applicants to simply create an account and submit the required forms.

BACP will develop an online portal to simplify the license and renewal process for individuals and businesses in the city by providing a one-stop shop dashboard for all of a business's City requirements. This is a first step in a pivot towards more intensive use of technology alongside traditional online solutions and legacy in-person processes to serve all types of businesses and entrepreneurs based on their needs, preferences, and technological preferences.

## FUNDING

<u>Description</u>	<u>Source</u>	<u>Amount</u>
Small Business Center	Corporate Fund	\$2,756,115
Local Liquor Control	Corporate Fund	\$857,585

## CURRENT STATUS

BACP has an open-door policy for any and all business concepts looking to get started up in Chicago. The concierge service staff in the Small Business Center remain ready to triage any new inquiries, and the various bureaus continue to drive efficiencies to serve businesses better.

## KEY STAKEHOLDERS & PARTNERSHIPS

New businesses and entrepreneurs

## CRITICAL NEXT STEPS

TIME SENSITIVE ISSUES

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## OFFICE OF CLIMATE AND ENVIRONMENTAL EQUITY

### ANGELA TOVAR, ACTING CHIEF SUSTAINABILITY OFFICER

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

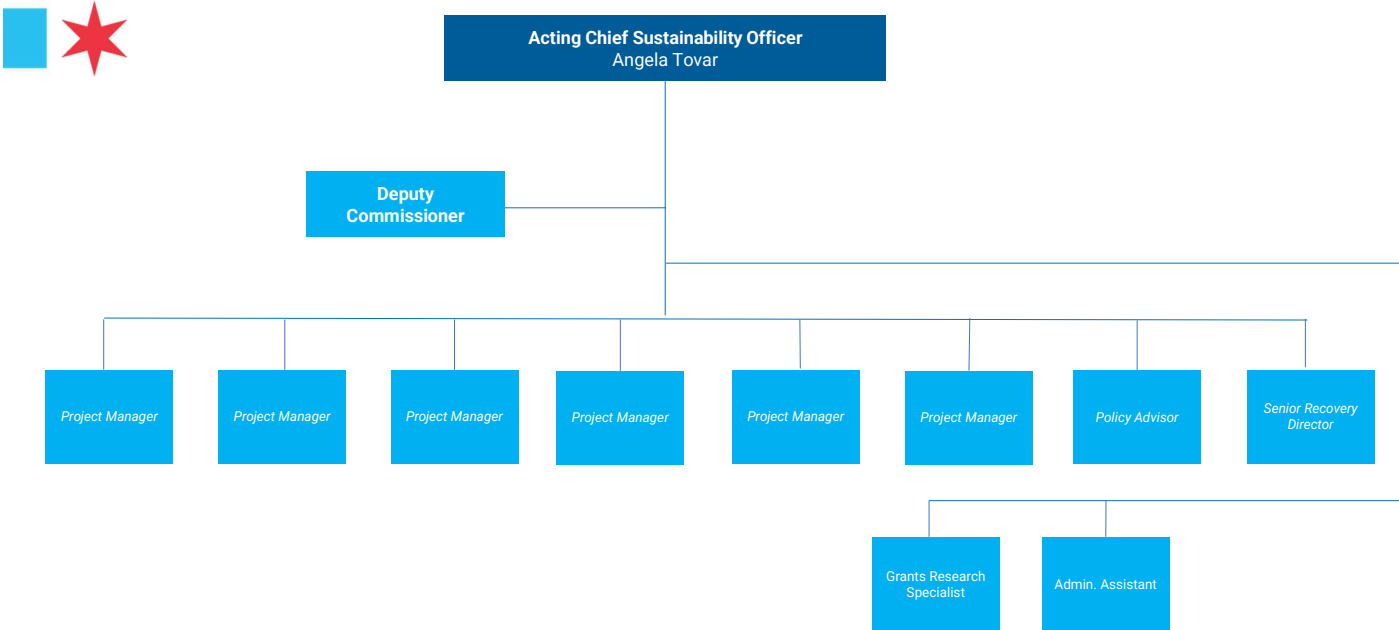
The Office of Climate and Environmental Equity (OCEE) works to equitably advance the climate and environmental priorities of the City of Chicago. OCEE coordinates across all sectors and City departments to mitigate the threats of climate change, alleviate environmental harm in Chicago's most overburdened communities, generate community wealth building opportunities in the green economy, and foster health and resiliency in all 77 communities. OCEE is guided by the City's climate action plan which outlines strategic actions to drastically reduce greenhouse gas emissions 60 percent by 2040 while delivering equitable co-benefits that invest in people, infrastructure, and communities.

### JURISDICTION & SCOPE

OCEE was created in 2022 by City Council during the annual budget process. A new chapter of the Municipal Code was created (MCC Chapter 2-31), codifying the Office's scope and programs as well as OCEE's role developing and implementing a Climate Action Plan. The responsibilities of the office include:

- To develop a coordinated and comprehensive equity-focused environmental policy agenda for the City aimed at protecting residents and conserving the city's natural resources, to encourage and promote the resiliency, adaptation, and long-term sustainability of the city's streets, built environment, parkways, waterways, natural areas, and shoreline for the benefit of all residents;
- To provide strategic coordination and guidance for systematic reform of processes, practices, and functions for the City aimed at advancing sustainability, environmental justice, community resilience, and climate mitigation;
- To guide City departments in creating, monitoring, and reporting on climate and environmental policy and programs in order to achieve the goals of the City's Climate Action Plan and other regional, state, national, and international climate agreements;
- To develop coordinated and comprehensive energy policy and initiatives for the City to improve energy efficiency and decarbonization across the city and encourage innovation in renewable energy and affordability and access in the generation, storage, distribution, conversion, and consumption of energy;
- To develop policies and plans for waste reduction, diversion, and improved recycling policies and programs throughout the city, and to advance policies and recommendations consistent with the Chicago waste strategy;
- To encourage and conduct studies, investigations and research relating to the physical, chemical, engineering, meteorological, and other aspects of environmental management, planning, and mitigation, independently or in conjunction with other federal, state, and local agencies and organizations, City departments and sister agencies, as the Chief Sustainability Officer may deem advisable and necessary;
- To develop plans and proposals for joint cooperative investigation and research with public and private agencies and organizations on methods for reducing or eliminating land, air, and water pollution, with the goal of reducing emissions, advancing climate and environmental justice, and improving quality of life for all residents;
- To educate and communicate to City departments, other governmental bodies, community and civic organizations, and the public as to the status and progress of the City of Chicago's sustainability and environmental and climate justice efforts, as well as opportunities for collaboration and innovation;
- To function as the City's central source for such research, literature, educational materials and other information regarding land, air and water pollution, energy efficiency and innovation, climate change, city-wide sustainability and environmental protection;
- To collaborate and partner with sister agencies and non-governmental bodies in developing policies, initiatives, and planning efforts aimed at integrating equity and racial justice goals into mitigating climate change and accelerating an equitable green economy; and
- To enter into grant agreements, cooperation agreements and other agreements or contracts with governmental entities, private business, and civic and community groups to implement environmental enhancement, protection, and sustainability programs, and to enter into and execute all such other instruments and to perform any and all acts, including the allocation and expenditure of funds subject to appropriation therefor, as shall be necessary or advisable in connection with the implementation of such agreements, including any renewals thereto.

ORGANIZATIONAL CHART & STRUCTURE



## KEY INITIATIVES/PRIORITIES

### TRANSITION TO 100 PERCENT RENEWABLE ENERGY

#### DESCRIPTION

The City of Chicago has ambitious goals to transition to 100 percent renewable energy by 2025 for the municipal load and to 100 percent renewable energy city-wide by 2030. In August 2022, AIS executed a new electricity supply agreement that will allow the City to cost-effectively power 100 percent of its municipal electricity load using clean, renewable sources. Seventy percent of this load will be generated by a new solar installation, Swift Current Energy's Double Black Diamond, in Sangamon County, Illinois, now under construction. Through this contract and project, the City is supporting new Illinois-based renewable energy. During extensive contract negotiations, the City was also able to negotiate inclusion of labor and diverse contracting standards for project construction and operation, which will also allow the City to qualify for a State electricity bill credit program, the Illinois Power Agency Self-Direct Program.

The final piece of the puzzle in the overall framework for this project is work by OCEE, in coordination with other City departments, to develop generation projects here in the city to locally generate, over time, increasing amounts of the remaining City electricity load not supplied by Double Black Diamond. Given the City's very large amount of electricity usage (the largest user in northern Illinois), this remains a substantial amount of electricity and an opportunity to support development of the clean energy contracting market here at home. The City is beginning this parallel effort with the Chicago Recovery Plan's Library Solar project, which targets installation of rooftop solar on branch libraries, paired with energy conservation measures to lower building energy usage.

This project has been regarded by national experts and the US DOE as a nation-leading example of a large city quickly converting all of its electricity usage to clean sources while promoting labor and equity standards.

#### GOALS & DESIRED OUTCOMES

Achieve the commitment made by both Emanuel and Lightfoot Administrations of powering 100 percent of the City's municipal electricity load with clean, renewable sources.

In 2019-2020, this commitment was further refined to include a goal of supporting newly constructed solar or wind generation in Illinois as well as to ensure community benefits from the project and support for a diverse project workforce with organized labor participation.

#### STRATEGY

Using its existing Code authority, AIS partnered with OCEE to run a multi-year RFP process for a new electricity supply contract with a sleeved renewable energy project that would meet the above commitment. That process culminated in nearly 8 months of contract negotiations led by OCEE, AIS, and DOL. The resulting contract with Constellation was executed in August 2022 and took effect on January 1, 2023. The contract has a 5-year term. In the contract, the City agreed to a 12-year end-user commitment to the sleeved project, Double Black Diamond, constructed by Swift Current. At the end of the 5-year contract term with Constellation, the City has the right to transfer its Double Black Diamond end-user commitment to another retail energy provider (after competitive procurement).

#### FUNDING

Fully funded using City corporate funds for electricity usage.

#### CURRENT STATUS

- The contract was executed in August 2022 and publicly announced at a Chicago Urban League event with Governor Pritzker.
- The contract took effect on January 1, 2023. Construction on the Double Black Diamond facility is now underway and on schedule to be completed

#### KEY STAKEHOLDERS & PARTNERSHIPS.

- The project team consisted of City staff, the City's external consultants at Ameresco and WSP, and nationally regarded experts at NRDC, World Resources Institute, Rocky Mountain Institute, and Emerald Cities Collaborative.

- OCEE contracts with Elevate Energy to provide diverse contracting/employment advisory services to the City during the course of major construction in 2023-2024.
- Constellation NewEnergy – 5-year contract for retail electricity services and direct signer of the Power Purchase Agreement on City’s behalf
- Swift Current – Double Black Diamond developer
- McCarthy Construction – Swift Current’s Engineering, Procurement, and Construction contractor
- AIS – pays electricity bills and manages energy advising services contract

**CRITICAL NEXT STEPS**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**EQUITABLY EXPANDING CHICAGO’S TREE CANOPY**

**DESCRIPTION**

Our Roots Chicago is a community-driven program launched in 2022 to expand tree planting in the city and increase the number of trees in neighborhoods with low tree canopy and underlying public health and socioeconomic disparities to ensure a more equitable distribution of trees across the city. The initiative uses a data-informed, community-driven approach to tree planting to create more resilient and sustainable communities across the city.

Our Roots prioritizes planting in historically marginalized and underserved communities on the South and West sides, where the city’s current tree canopy demonstrates a shortage of trees. In doing so, Our Roots Chicago will equitably distribute ecosystem benefits to communities disproportionately impacted by the climate crisis. The initiative is supported by a \$46 million investment from the Chicago Recovery Plan.

**GOALS & DESIRED OUTCOMES**

- Equitably plant 75,000 trees over 5 years by prioritizing historically marginalized, disinvested, and under-canopied communities on the South and West side
- Maintain Chicago’s tree canopy and create new job opportunities
- Engage Chicagoans on the benefits of trees
- Improve technology to keep up with demand for new trees and improve tracking of trees planted

**STRATEGY**

- Use data to identify where trees are most needed for health and equity outcomes and work with community partners to locate specific sites to plant new trees
- Create a robust community partnership model for tree care and provide job training and workforce development opportunities
- Roll out a community campaign to engage residents about the value of trees in their communities
- Strengthen and scale up the Tree Ambassador Program, which functions as a door canvassing program that trains interested residents on how they can request trees through the CHI311 app on behalf of their neighbors
- Engage with trusted leaders and messengers to help increase awareness of the 311-tree request system

- Convene a monthly working group (Tree Equity Working Group) of community partners to share updates and troubleshoot issues related to Chicago’s tree planting

**FUNDING**

- Our Roots Chicago is supported by a \$46 million investment from the Chicago Recovery Plan. This investment covers 5 years of the program until 2027.
- Chicago Regional Trees Initiative (CRTI) has requested funding from a U.S. Forest Service’s Inflation Reduction Act funding. The request is based on a budget of \$50,000 per community-based organization (CBO) for 30 CBOs over 5 years. It is mutually understood and agreed that the funding would flow to and be administered by CRTI, a trusted non-profit Chicago partner.
- Additionally, the City of Chicago has requested \$2.4 million from the U.S. Forest Service’s Inflation Reduction Act funding for a comprehensive tree inventory. The funding would support about 560,000 trees at a budget-level cost of \$4 per tree and will also cover technology equipment supplies, software integration and training.

**CURRENT STATUS**

- Trees planted in 2022:
  - DSS: 12,825
  - CDOT: 5,174
  - Parks: 2,900
  - TOTAL: 20,899
- Number of Tree Ambassadors: 60
- Number of Trainings in 2022: 5
- Number of 311 Requested for Community Areas: 380 Requests for 416 Trees

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Tree Equity Working Group
- Tree Ambassadors – trained volunteers to help create an uptick in tree requests in their communities.
- Departments: CDPH, DSS/BOF, CDOT, MO, OCEE, Chicago Parks District
- Other stakeholders: Chicago Regional Tree Initiative, Openlands

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]



## STRENGTHENING ENVIRONMENTAL JUSTICE THROUGH CUMULATIVE IMPACTS ASSESSMENT AND POLICY DEVELOPMENT

### DESCRIPTION

OCEE and the Chicago Department of Public Health (CDPH) are working with community partners on the City's first Cumulative Impact Assessment to describe how environmental, health, and social stressors affect communities and to identify neighborhoods that experience the greatest impacts. Findings from the Assessment can inform decision-making in areas such as land use and zoning, transportation, permitting, enforcement, health interventions, and more to advance the City's economic interests while preventing or mitigating community impacts from intensive industrial uses.

This Assessment is a critical step to promote environmental justice in Chicago – and one way to advance the goals of We Will Chicago (the citywide plan), the 2022 Climate Action Plan and Healthy Chicago 2025.

### GOALS & DESIRED OUTCOMES

- Create a Cumulative Impacts Assessment Tool that:
  - Provides data on where pollution is coming from, how burdens may vary in communities across Chicago, and show community-level vulnerability to pollution
  - Defines environmental justice (e.g., identified indicators/designation process) and maps out environmental justice communities
  - Inform decision-making in policy areas, such as land use/zoning, transportation, permitting, enforcement, and more
  - Is co-designed/lead project with community partners that leverages expertise across diverse sectors and groups, particularly people who live in communities most impacted
- Passage of a cumulative impact ordinance that strengthens the City's environmental regulations and utilizes the cumulative impact assessment tool in decision-making across departments

### STRATEGY

The strategy for this project has revolved around the support from community partners who have helped co-develop a shared vision and process with the City departments. Central to project strategy is the collection of information, data, and recommendations from community partners and departments to inform both the assessment tool and ordinance language.

### FUNDING

CDPH has a budget of \$1 million to complete the cumulative impact assessment project through the Chicago Recovery Plan to support technical assistance and engagement from community partners. Funding will also cover the creation of a cumulative impacts map.

### CURRENT STATUS

- The Cumulative Impact Assessment Project teams and working groups have been meeting since January 2023 to define policy recommendations, create an assessment tool, and develop a communications strategy.
  - The Data & Methods working group is currently wrapping up a first round of data indicators for the development of the cumulative impact assessment map
  - The Policy working group is gathering and synthesizing policy recommendations for a Cumulative Impact Ordinance. A next step is to socialize these recommendations with key departments
  - The Communications and Engagement working will meet for the first time in April
- The Interdepartmental Working Group has met three times and will continue to meet biweekly into May. There will be a discussion on how the cohort will continue to meet and for what reasons. The intent is to continue engagement at a lower frequency.
- The Cumulative Impact Assessment website has been designed and is ready to be launched
- DOL and CDPH are the lead departments that are coordinating and communicating with HUD on their findings and the City's voluntary compliance agreement.

## KEY STAKEHOLDERS & PARTNERSHIPS

The Cumulative Impact Assessment Project is organized by four main stakeholder groups. The Accountability group includes OCEE and the Environmental Equity Working Group (EEWG). This group is made up of frontline community groups and larger non-profit organizations who have an interest in advancing environmental equity.

The Project Management group, which includes CDPH, OCEE, contracted technical partners, and working group co-chairs. The PM group ensures that the project timeline is being followed and that there is coordination between the three working groups.

Working groups are divided into three project areas: Data & Methods, Communications and Engagement, and Policy. The Interdepartmental Group is the last of the four stakeholder groups and is composed of departments with involvement in environmental projects and/or land-use enforcement and decision-making.

## CRITICAL NEXT STEPS

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

## ADVANCING CLEAN AND AFFORDABLE BUILDINGS FOR ALL

### DESCRIPTION

OCEE has, in close coordination with department and external stakeholders, developed a robust building decarbonization strategy to decrease the nearly 70 percent of all carbon emissions that originate from buildings in the city. Many of these actions rely on technology that eliminate the reliance on fossil fuel gas, reduce associated emissions, lower utility bills, improve comfort, and reduce the presence of indoor air pollution.

The City led a two-year Building Decarbonization Working Group (Working group) to explore contextually appropriate decarbonization solutions for Chicago's built environment. The Working Group was comprised of 53 cross-sector, diverse members who represented the business, frontline, labor, local government, and advocate perspectives, ensuring that proposed building decarbonization solutions were representative of varying interests. The Working Group concluded with the development of 26 building decarbonization recommendations and several high-priority actions for the City to pursue:

1. Develop a new construction fossil fuel phaseout, also known as the Clean and Affordable Buildings Ordinance.
2. Develop a building performance standard (BPS) for buildings over 50,000 square feet in size
3. Lower the building energy benchmarking threshold for buildings over 50,000 square feet in size

### GOALS & DESIRED OUTCOMES

- Pass the Clean and Affordable Buildings Ordinance as soon as possible that applies to all developers seeking permits after July 1, 2025
- Pass a building performance standard for all buildings over 50,000 square feet by April 22, 2024 (Earth Day)
- Lower the building energy benchmarking threshold from 50,000 square feet to a new, smaller threshold that is both programmatically manageable and useful for building energy consumption data collection

### STRATEGY

In preparation for a future introduction of the Clean and Affordable Buildings ordinance, OCEE briefed over 300 Chicago stakeholders, spanning the commercial development industry, climate advocacy organizations, labor groups, frontline leaders, and more.

OCEE continues to work on the framework and research needs of a future BPS. With the support of the White House BPS Coalition, OCEE is actively receiving technical support from staff at several national labs, the Department of Energy, and the Environmental Protection Agency. This technical support will produce a market segmentation study, which categorizes

buildings in Chicago according to typology and energy use.

The OCEE is working closely with staff of local energy non-profit Elevate Energy and various partners to determine what a future building energy benchmarking threshold should be. While some proposals have suggested lowering the threshold to 25,000 square feet (half the current level), OCEE continues to explore different scenarios of a lower threshold.

**FUNDING**

The Working Group was funded by Bloomberg/NRDC’s American Cities Climate Challenge. The research and policy development related to the new construction fossil fuel phaseout, the BPS, and the benchmarking threshold have not required funding to date given OCEE’s close partnerships with local and national stakeholders.

It is worth noting that the effective utilization of the following funding will be critical to the implementation of and compliance with the various proposed building decarbonization policies:

1. Inflation Reduction Act: both new construction and existing building energy efficiency tax credits and grants; homeowner and developer rebates for high-efficiency electric building systems and appliances; city-eligible grant funds to accelerate the decarbonization transition.
2. Chicago Recovery Plan: \$21 million dollars of the Chicago Recovery Plan is allocated for low-income housing retrofit programs.
3. Utility rebates and incentives: coordinating the effective allocation of high-efficiency electric appliance rebates and new electric construction rebates will also be essential to easing policy compliance.
4. State programs: funding and incentives delivered through DCEO and CEJA should be aligned with building decarbonization policies.

**CURRENT STATUS**

The draft Clean and Affordable Buildings Ordinance was co-developed by a cross-sector, diverse working group, OCEE, DOB, and DOL. To pass the policy in City Council will require additional socialization with alders, labor, and other stakeholders before introduction.

The BPS is currently in the early stages of policy development in coordination with national partners at the Institute for Market Transformation (IMT), and local partners have developed a draft policy for the City to reference.

OCEE is also in the very early stages of exploring research questions related to lowering the benchmarking threshold. Conversations with Elevate’s benchmarking program manager, national experts, and local stakeholders will need to take place in tandem with the BPS policy development process to define the appropriate future threshold.

**KEY STAKEHOLDERS & PARTNERSHIPS**

The OCEE has worked with many stakeholders to define and co-develop policy. This list highlights some of the critical partnerships, but it is by no means exhaustive:

Elevate, Rocky Mountain Institute, Natural Resources Defense Council, Illinois Clean Jobs Coalition, Sabin Center for Climate Change Law, Building Decarbonization Coalition, IL Green Alliance, People for Community Recovery, the Department of Energy, the Environmental Protection Agency, Guidehouse, and Pacific Northwest National Laboratory.

**CRITICAL NEXT STEPS**

[REDACTED]

## IMPLEMENTATION OF THE CHICAGO CLIMATE ACTION PLAN

### DESCRIPTION

Chicago's 2022 Climate Action Plan (CAP) was published in May 2022 and is the City's first comprehensive climate strategy update since the first CAP in 2008. The Plan focuses on 5 key pillars to reduce Chicago's carbon emissions and improve community resiliency. The Plan was led by the Mayor's Office and required both policy and programmatic leadership from departments and sister agencies, as well as robust partnerships with Chicago's community leaders to implement and achieve its targets.

### GOALS & DESIRED OUTCOMES

The overall goal of the 2022 CAP is to advance community resilience and health as the City reduces its carbon footprint by 62 percent by 2040.

### STRATEGY

The 2022 CAP was developed following a years-long effort to engage partner organizations, sister agencies, City departments, and over 2,100 Chicagoans in 70 community areas to define climate priorities and determine solutions that deliver equitable co-benefits to Chicago residents.

### FUNDING

The creation of the Climate Action Plan was primarily funded through the American Cities Climate Challenge, a Bloomberg-funded initiative led by NRDC.

### CURRENT STATUS

CAP implementation is best reflected in the implementation of the Climate and Environmental Justice portfolio within the Chicago Recovery Plan. The development of this suite of projects, which totals a \$188m investment, aims to reduce emissions and improve the ability of Chicagoans to withstand the effects of climate change including increased temperatures and precipitation. Further, the implementation of these projects includes intentional work to assure equitable distribution of benefits, particularly in historically underserved neighborhoods in Chicago, and to equip people with tools and means to participate in the new green economy. The portfolio includes several projects across multiple departments working collectively to decrease emissions and advance the City's climate goals. Key projects support through the CRP include, among others:

- The electrification of the City's light-duty vehicles and the installation of EV charging stations
- The creation of the City-wide compost drop-off network
- Multi-family and 1-4 family decarbonization projects
- \$5m dollars of grant funding for non-profit and small business owners to advance renewable energy and green infrastructure of electric vehicle projects through the Climate Infrastructure Grant Fund

### KEY STAKEHOLDERS & PARTNERSHIPS

Community partners: The 2022 CAP lists twenty contributing organizations to the report on page 28 of the report. These partnerships should be maintained in order to assess program and policy impact as the CAP targets are adopted by departments.

Technical experts: The City's partnerships with technical experts such as WSP, NRDC, Slipstream, and MUSE Community Design, were critical to the project's success.

City Departments and Sister Agencies: The 2022 CAP serves as a reference for departments as they develop policies and programs. Future implementation of the CAP will require OCEE and each department to codevelop short and long-term priorities.

### CRITICAL NEXT STEPS

TIME SENSITIVE ISSUES

[REDACTED]

| [REDACTED]

| [REDACTED]

| [REDACTED]

| [REDACTED]

| [REDACTED]

[REDACTED]

| [REDACTED]

| [REDACTED]

| [REDACTED]

## CHICAGO ANIMAL CARE AND CONTROL

### SUSAN CAPPELLO, ACTING EXECUTIVE DIRECTOR

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

Chicago Animal Care and Control (CACC) protects public safety and ensures the humane care of animals through sheltering, pet placement, education, and animal law enforcement.

The City of Chicago recognizes the importance of animals in people's lives and strives to build a future where residents have access to experience and create positive relationships with animals while removing barriers to obtain those connections. If animals can love unconditionally, we want to support those that love them back.

### JURISDICTION & SCOPE

CACC's facility is located at 2741 South Western Avenue in Chicago's Pilsen Neighborhood. CACC enforces the Municipal Code of Chicago (MCC) section 7-12 and 4-384 and follows MCC 2-16 and 2-120.

The department's control division enforces animal-related laws to protect the public health and safety and investigates matters to protect against neglect or abuse of Chicago's animals. The department's shelter component provides a safe environment and medical treatment for unwanted, stray, abused and neglected animals. The department also works with the community to provide education and resources for Chicago's pet owners, seeks innovative ways to continue to increase the return of stray animals to their owners, and through its Homeward Bound rescue partners and donors, seeks to increase live outcomes through adoption and rescue.

**Shelter:** CACC's facility is a 54,000-square-foot building that houses up to 325 dogs and cats in permanent cages and has the capacity to house an additional 100 animals in temporary cages daily. CACC is Chicago's only municipal shelter and intakes over 13,300 animals per year from the City of Chicago that are either stray, confiscated, abandoned, or owner-surrendered. CACC is open from 12:00 p.m. to 7:00 p.m. seven days per week to perform animal intake, pet adoptions, lost pet procedures and animal transfers. CACC staff are in the facility from 7:00 a.m. to 10:30 p.m. on various shifts to clean and care for the animals.

**Field:** CACC has approximately 25 Animal Control Officers ("ACO") and Animal Control Inspectors ("ACI") who respond to over 39,000 service calls per year. ACOs and ACIs respond to wildlife, stray animal, animal bite and dangerous animal calls. Investigations are also performed on ordinance violations, including dangerous animals, neglect and abuse, in addition to inspections of animal-related businesses in Chicago.

**Volunteer Programs:** CACC has approximately 200 volunteers that help care for the animals by providing dog walking, in-kennel enrichment, playgroups and assisting with off-site events.

Community Programs:

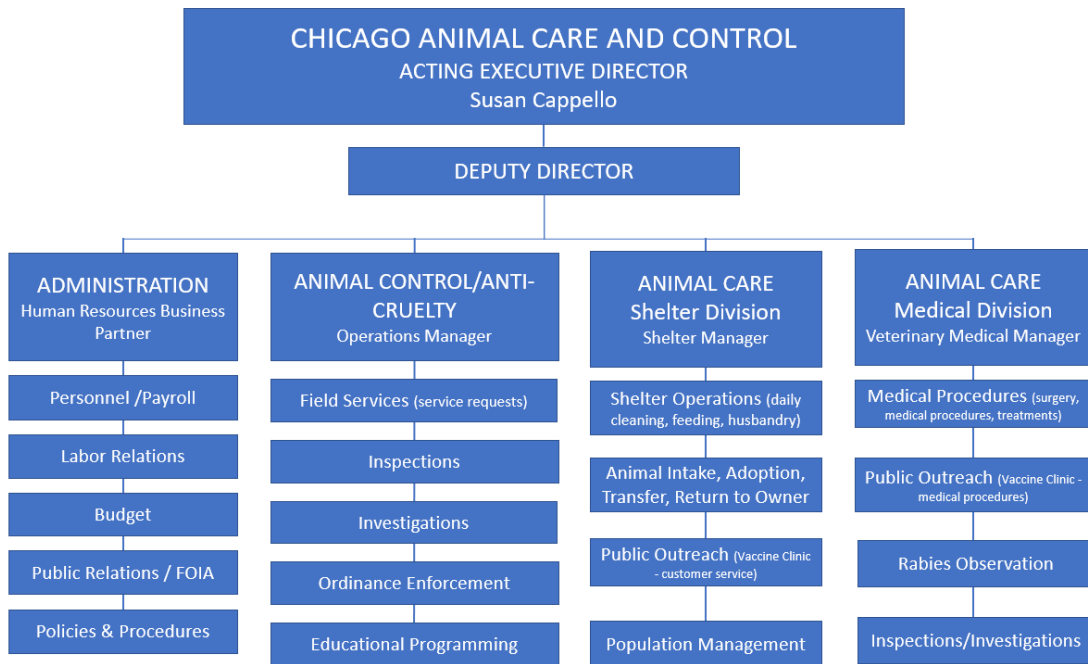
- CACC partners with Cook County Animal and Rabies Control to host free microchip and vaccine clinics in the communities during the warmer months. In 2022, CACC hosted 9 off-site clinics and serviced 1,373 pets during these clinics.
- CACC hosts monthly fee-waived adoption events at the facility in addition to working with other departments to host events at their facilities (OEMC, Aldermanic Offices, etc.) to bring awareness to the department.
- In 2022, CACC launched its first-ever advertisement campaign on CTA buses and trains. Ads on the back of buses covered large portions of the south and southwest sides of Chicago, and ads on the Interiors of trains were on the Green Line trains.
- CACC recently joined the 17th Police District Domestic Violence Committee. This citywide committee partners with several other organizations that currently refer residents experiencing domestic and/or gender-based violence to agencies that provide a safe place for survivors. CACC realizes that, understandably, sometimes, a survivor of gender-based violence and/or domestic abuse will not leave an abusive situation without their pets. When the survivor has left, CACC will step in with supplies like crates and food for their pets to help the survivor in their transition in their new safe lodging. CACC will continue to address gender-based violence by working with other City departments including DFSS and their contacts with delegate agencies and other services in different Chicago neighborhoods.

- Additionally, CACC established a relationship with Franciscan Outreach (the City’s only homeless shelter that allows pets); some of the people passing through their doors are domestic violence survivors. CACC has been providing them with pet supplies and pet food as needed. CACC staff also collected winter coats and gear for the those staying there this past winter.
- CACC is now tracking diversion with an effort of keeping pets in their homes. Items like pet food, bedding and portable kennels are provided to Chicagoans who otherwise would want to give up their pet to the shelter. Referrals to partners are provided to those residents who need veterinary medical care or training for their pet.

**Partnerships:** CACC partners with several groups in the form of Intergovernmental Agreements, Memorandum of Understandings, or other agreements:

<b>Partner / Organization</b>	<b>Service / Good Provided</b>	<b>Date Entered</b>	<b>Expiration Date</b>
Homeward Bound Partnership Program	Partnership with over 200 animal rescue organizations who transfer animals from CACC into their rescue.	2002	Indefinite until canceled by individual parties
Department of Family and Support Services	Contracts with a delegate agency for a Reentry Kennel Cleaning Transitional Jobs program. The current delegate agency is the West Side Health Authority (WSHA).	2017	Until cancelled by the parties
Garrido Stray Rescue Foundation	Provides rescue and stray-hold services for CACC for stray dogs and cats found on the northside of Chicago	January 2, <a href="#">2018</a>	Indefinite until canceled by the parties
Cook County Animal Control	CACC is providing temporary stray-holding of Cook County dogs and cats	October 15, <a href="#">2018</a>	Until canceled by the parties
Friends of Chicago Animal Care and Control	After Hours Crisis Care Program for sick or injured animals impounded when the facility is closed	July 9, <a href="#">2019</a>	Until canceled by the parties

## ORGANIZATIONAL CHART & STRUCTURE



## KEY INITIATIVES/PRIORITIES

### CONTINUE ADVANCING EQUITY AND RACIAL JUSTICE

#### DESCRIPTION

CACC will increase comprehension and knowledge of available pet support services and pet resources in socio-economically disadvantaged areas of the city.

#### GOALS & DESIRED OUTCOMES

Instead of CACC telling the community what CACC will do for them, CACC will engage with communities and ask people what they need from CACC. CACC will reach community members by attending ward nights in these areas and by reaching out to other community organizations.

#### STRATEGY

CACC plans on hosting targeted vaccine clinics in the west and far southside and attend more community engagement events and constituent nights.

#### FUNDING

No funding is associated with this initiative.

#### CURRENT STATUS

CACC has created a QR-accessible survey and begun to share it in these targeted areas. The purpose of the survey is to ask these communities what they would like to see from us and to gather data on how to effectively help. As data continues to come in, CACC will use it to move forward with having a positive presence in these areas. CACC has attended a ward night and visited with community members in these areas in addition to sending staff members to CTA stations in these areas, with the goal of getting more surveys and engaging one on one with people.



**KEY STAKEHOLDERS & PARTNERSHIPS**

The Office of Equity and Racial Justice (OERJ), the University of Wisconsin-Madison Shelter Medicine Program, The Anti-Cruelty Society, Aldermanic offices, and community leaders.

**CRITICAL NEXT STEPS****DIVERSIFY THE VOLUNTEER PROGRAM****DESCRIPTION**

CACC will review volunteer program materials for accessibility to different audiences and recipients.

**GOALS & DESIRED OUTCOMES**

CACC needs a diverse volunteer team reflective of the community. By bringing in people of different backgrounds, CACC hopes to assemble one of the most diverse volunteer teams in Chicago. CACC wants everyone who comes in to adopt, to see people just like themselves willing to engage with them.

**STRATEGY**

CACC will be expanding volunteer opportunities to be more accessible by attending volunteer fairs and tapping into the pool of City employees as a possible source of more volunteers. CACC will also set up contacts with different area colleges to help amplify the volunteer program to a younger audience. CACC will also work with the Department of Human Resources to reduce or remove the barriers in the citywide HR system.

**FUNDING**

No funding is associated with this initiative.

**CURRENT STATUS**

CACC has updated the volunteer flyer and started sharing this flyer with ward offices, police districts, and placing it on community boards in different neighborhoods.

**KEY STAKEHOLDERS & PARTNERSHIPS**

City of Chicago departments, CPD Precincts, Aldermanic offices, and City Colleges of Chicago.

**CRITICAL NEXT STEPS****INCREASE COMMUNITY OUTREACH****DESCRIPTION**

CACC will increase adoption events and vaccine/microchip clinics.

**GOALS & DESIRED OUTCOMES**

CACC plans to increase the free vaccine and microchip clinics by collaborating with Cook County Animal and Rabies Control and other rescue partners. CACC has reached out to all ward offices this year, encouraging them to sign up to host these types of events in their wards. By increasing free vaccine and microchip clinics, more pets will stay healthy and find their way home quicker if they end up at a shelter.

**STRATEGY**

CACC will attend ward/constituent nights throughout the city. CACC is also collaborating with other City departments, organizations and municipalities.

**FUNDING**

Budget projection is \$44,550.

**CURRENT STATUS**

CACC has an active calendar where adoption and/or vaccine clinics are updated. For the first time ever, CACC collaborated with OEMC to host adoption events at their facility. CACC is also hosting an adoption event at a ward office (25th Ward) for the first time. CACC has signed up for and started attending ward nights.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Cook County Animal and Rabies Control, Aldermanic offices, CPD districts, and various rescue partners.

**CRITICAL NEXT STEPS****REMOVING BARRIERS IN PET OWNERSHIP / RETENTION****DESCRIPTION**

CACC started removing barriers in several processes including changing the Pet Adoption Application to a Pet Adoption Questionnaire and offering pet support and resources.

**GOALS & DESIRED OUTCOMES**

CACC will practice diversion by offering pet support and pet resources. CACC will strive to reunite more strays with their families through microchipping and directing people to search the facility for their lost pets. CACC will increase adoptions through positive and informative community interactions. CACC will build community bridges in previously underserved areas.

**STRATEGY**

CACC has created a trackable diversion program this will help families overcome the temporary barriers they may face with keeping their pets by providing pet food and supplies (litter, leashes/collars, crates), or sending a referral to a pet support service. By increasing community engagement directly in these areas, the plan is to get the message across that CACC is here to help pets stay with the people who love them.

**FUNDING**

Budget projection is \$10,000.

**CURRENT STATUS**

CACC has attended community nights in neighborhoods with high rates of strays. CACC is using its new diversion program with positive results and is tracking pet-owners for possible follow-up in their respective neighborhoods.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Community leaders and Aldermanic offices.

**CRITICAL NEXT STEPS**

REVIEW AND RECOMMEND MUNICIPAL CODE UPDATES

**DESCRIPTION**

CACC will make recommendations for positive updates to the municipal code as it relates to the Department.

**GOALS & DESIRED OUTCOMES**

CACC will champion animals on various fronts this year.

- Shorten the length of stay on some confiscates so that animals can be adopted/rescued sooner.
- Address farm animal ownership in the city.
- Revise the fee structure for lost pet redemptions.

**STRATEGY**

Review other municipalities codes and make recommendations for changes.

**FUNDING**

No funding is associated with this initiative.

**CURRENT STATUS**

Reviewing laws and codes that are associated with the Municipal Code review.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Intergovernmental Affairs (IGA) and City Council.

**CRITICAL NEXT STEPS**

[REDACTED]

## BOARD OF ETHICS

### STEVEN BERLIN, EXECUTIVE DIRECTOR.

#### ORGANIZATIONAL BACKGROUND

##### MISSION/VISION

Established by Executive Order in 1986, and then formally by ordinance in 1987, the Board of Ethics (“BOE”) administers, interprets, enforces, and educates persons about the standards of conduct in City’s Governmental Ethics Ordinance (the “Ethics Ordinance”), chapter 2-156 of the Municipal Code to help ensure the highest levels of integrity in all aspects of Chicago government.

The Ethics Ordinance governs the conduct of all persons involved in City government, including all 32,000 City employees and officials, and lobbyists, campaign contributors, and others who interact with City employees or officials. It limits campaign contributions from certain persons or entities, requires annual conflicts of interests disclosures, regulates lobbyists, and requires the BOE to provide regular ethics training.

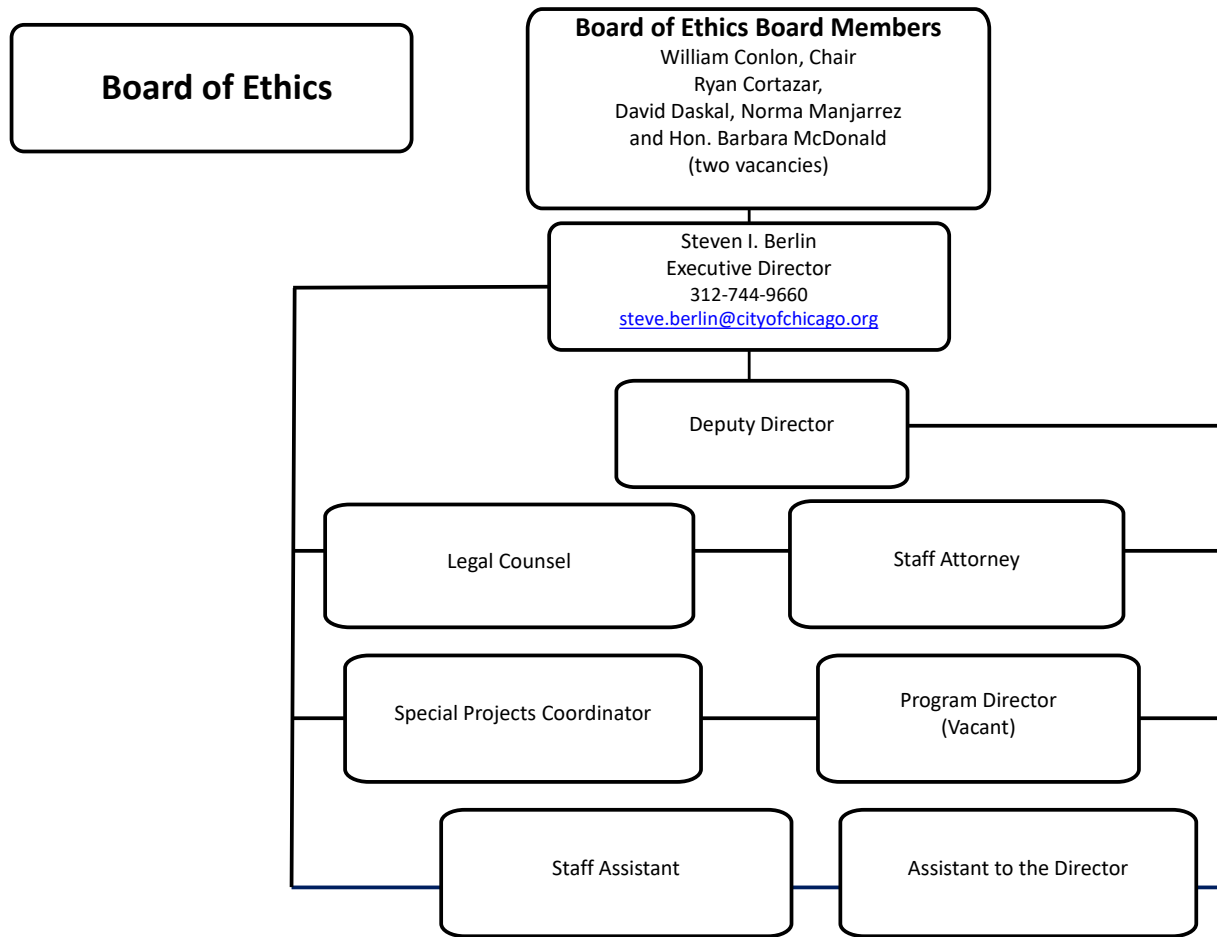
The BOE has an eight-member staff and a seven-member board (members are appointed by the Mayor with City Council confirmation, as is the Executive Director). The BOE is a charter member of the Council on Governmental Ethics Laws (COGEL), a 600-member international organization of ethics, campaign finance and lobbying regulators, private practitioners and academics, and has hosted COGEL’s annual conference twice, in 2009 and 2019. The BOE’s Executive Director is a recent Past President of COGEL.

##### JURISDICTION & SCOPE

The BOE is the body that administers, interprets, and enforces the Ethics Ordinance. The BOE’s primary responsibilities include: 1) providing confidential advice to help ensure that persons subject to Chicago’s ethics laws comply with them; 2) educating City personnel, vendors, lobbyists, and the public about the standards of conduct required by the Ordinance; 3) regulating lobbyists and campaign contributors; 4) distributing, reviewing, and making public annual financial disclosure statements and lobbyists’ filings; 5) referring complaints and adjudicating completed investigations; 6) initiating its own enforcement actions; and 7) assessing penalties as provided for by law.

##### ORGANIZATIONAL CHART & STRUCTURE

The BOE has four (4) program areas: 1) advice and guidance; 2) education and training; 3) regulation, transparency and public disclosure; and 4) enforcement. Because of BOE’s small size, all staff are necessarily involved in all program areas.



## KEY INITIATIVES/PRIORITIES

### PRODUCE ETHICS TRAINING FILMS

#### DESCRIPTION

With the assistance of the Cable Office, which is part of the Department of Business Affairs and Consumer Protection, the BOE intends to produce two ethics training videos, each featuring the Mayor, each about five minutes in length. The first will be used in all BOE classes for City employees and officials; the second, in presentations made to the public.

#### GOALS & DESIRED OUTCOMES

The BOE has found that, in face-to-face classes (which are currently suspended due to the pandemic, but which are required by law), videos reinforce understanding of the City’s law ethics and promote greater compliance with them.

#### STRATEGY

BOE’s prior ethics training videos have not always included Mayoral participation, but the BOE believes that a welcoming message from the Mayor greatly strengthens the impact of ethics presentations and trainings for both the City’s workforce and members of the public.

#### FUNDING

078/1005/2005/0140

### **CURRENT STATUS**

The BOE has texts of all but Mayoral content at the ready.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

This is an internal City governmental project. Key stakeholders are BOE members, the Mayor, and City Council members.

### **CRITICAL NEXT STEPS**

[REDACTED]

## **FINALIZE COMPREHENSIVE DATABASE OF PERSONS WHO HAVE DONE BUSINESS WITH THE CITY'S SISTER AGENCIES**

### **DESCRIPTION**

The Ethics Ordinance requires that the Department of Assesst and Information Services maintain a public, searchable database of all persons and entities that have done business with the City and certain sister agencies (Chicago Public School, Chicago Transit Authority, Chicago Park District, Chicago Housing Authority, Chicago City Colleges, and Metropolitan Pier and Exposition Authority). This is because persons who have had contracts worth in excess of \$10,000 in a 12-month period in the four (4) years prior to making a political contribution to any candidate for elected City office or to any City elected official are subject to the Ethics Ordinance's annual political contribution limitation of \$1,500 to any single recipient.

### **GOALS & DESIRED OUTCOMES**

Searchable databases from not only the City, but from each sister agency of persons who have done business with them in the past four (4) years, greatly aid in ensuring compliance with the Ethics Ordinance's contribution limitations.

### **STRATEGY**

The project is ongoing; the City has already completed a rehaul of the prior database so that is user-friendly for candidates, elected officials, and their staff. The sister agencies are working on their own databases. When done, all will be linked to the BOE's home page and searchable by the public.

### **FUNDING**

BOE does not anticipate any further cost to the City, but any costs would come from 078/1005/2005/0140.

### **CURRENT STATUS**

The City's database is done; BOE is working with the sister agencies, with the goal of having all databases operational during the Summer of 2023.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

The Mayor's Office and the City's sister agency tech and procurement leads are BOE's partners in this project. All elected City officials and candidates for elected City office and respective campaign staff are affected and will benefit greatly from these databases, which will bolster overall compliance with Chicago's campaign financing laws.

### **CRITICAL NEXT STEPS**

[REDACTED]

**PROPOSE AMENDMENTS TO CHICAGO'S ETHICS, CAMPAIGN FINANCING AND LOBBYING LAWS****DESCRIPTION**

This is an ongoing BOE responsibility, as the City's "subject matter experts" in ethics, lobbying and campaign finance regulation. The Ethics Ordinance gives BOE the power and authority to recommend legislative changes as it deems appropriate to effectuate the purposes of the Ethics Ordinance. BOE has in the past proposed dozens of amendments to these laws to the Mayor and City Council whenever there is a Mayoral transition, most recently in 2019 and 2011. Many but not all the proposed amendments end up being codified. As is a best practice in the government ethics area, BOE always has its "wish list."

**GOALS & DESIRED OUTCOMES**

The goal is always to have Chicago's ethics laws kept current vis-a-vis best practices in peer cities, and in the practice area of government ethics, campaign financing, and lobbying generally. BOE staff is actively involved in keeping up with recent developments throughout North America, and of course "lives with" the City's own ethics laws daily.

The City Council most recently amended the Ethics Ordinance in July 2022. However, this most recent election cycle has educated BOE as to more changes, specifically regarding political contributions. BOE is happy to discuss its ideas on this topic. Moreover, the City's lobbying laws, most recently amended in 2019, still require further amendments, specifically to clarify when individuals from the non-profit sector must register. Non-profit lobbying in Chicago has been a controversial topic since at least 2000; BOE believes that Chicago can implement many of the provisions governing lobbying by non-profit personnel in effect in peer cities.

**STRATEGY**

BOE will make its recommendations to the Mayor and City Council in July 2023, and work with both Intergovernmental Affairs ("IGA") and City Council to explain and help ensure passage of these changes that have Mayoral and City Council support. In particular, if there is sufficient support for a public financing regime for campaigns for elected City office (as there is in peer cities like New York in Seattle), the BOE stands at the ready to offer its expertise in crafting such laws, and of course in administering them.

**FUNDING**

n/a

**CURRENT STATUS**

BOE is working on its proposed amendments, which need approval from its members.

**KEY STAKEHOLDERS & PARTNERSHIPS**

In the past, BOE has worked with the Better Government Association ("BGA") on proposed amendments; in addition, BOE maintains a vibrant working relationship with other "good government" groups, notably Reform for Illinois. Of course, the key internal stakeholders are the Mayor's Office, IGA, and City Council, with many of whose members BOE has maintained a productive working relationship. Specifically, the Chair of the City Council's Committee on Ethics and Government Oversight has been a key partner; the position is now vacant, but BOE maintains regular communication with the Committee's Vice Chair.

**CRITICAL NEXT STEPS**

**PRODUCE A PUBLIC ETHICS SYMPOSIUM DAY**

**DESCRIPTION**

Several peer jurisdictions, most notably the Miami-Dade County Ethics Commission and the Philadelphia Board of Ethics, have produced and hosted public “ethics symposia days,” where local elected officials, ethics and lobbying regulators, academics, attorneys and journalists in these areas meet for panel discussions, well-advertised and open to the public, to discuss matters of current import, and receive comments and suggestions from the public. BOE intends to produce one.

**GOALS & DESIRED OUTCOMES**

The goal here is clear: increase public participation in the “ethics process” in Chicago, encourage and hear citizen concerns and suggestions, and translate these into more effective rules, laws, programs, or policies.

**STRATEGY**

With Mayoral sponsorship, BOE would develop panel discussions and arrange the event, which could be held at any number of Chicago Public Library facilities or City Colleges facilities.

**FUNDING**

078/1005/2005/0140

**CURRENT STATUS**

BOE has a list of possible topics, including potential reforms to the City’s campaign financing and lobbying laws, such as public financing. In conjunction with the Mayor’s Office and City Council’s Committee on Ethics and Government Oversight, the program could be burnished, and speakers invited.

**KEY STAKEHOLDERS & PARTNERSHIPS**

As mentioned elsewhere, BOE has vibrant working relationships with the BGA and other good government groups, and with local (and indeed, national) academics and attorneys who research and practice in these areas. The key internal stakeholders are the Mayor’s Office and City Council.

**CRITICAL NEXT STEPS**

[Redacted]

**TIME SENSITIVE ISSUES**

[Redacted]





# CITY BUDGET SUMMARY

CITY OF CHICAGO 2023 BUDGET ORDINANCE - ALL FUNDS

DEPT FUNCTION (DESCRIPTION)	LOCAL FUNDS					GRANT FUNDS			Grand Total
	DEPT (CODE - DESCRIPTION)	CORPORATE FUND	SPECIAL REVENUE FUNDS	PENSION FUNDS	ENTERPRISE FUNDS	GRANT FUNDS	GRANT FUNDS	GRANT FUNDS	
Finance and Administration	001 - Office of The Mayor	\$11,430,412	\$439,584	\$50,000	\$3,415,357	\$15,285,353			
	005 - Office of Budget And Management	\$3,327,677	\$184,674	\$1,186,800,000	\$242,824,746	\$246,578,693			
	025 - City Clerk	\$4,516,141	\$7,803,190			\$12,319,291			
	027 - Department of Finance	\$70,927,563	\$9,259,704		\$15,821,461	\$99,227,998			
	028 - City Treasurer	\$2,685,032	\$470,811		\$2,557,117	\$5,712,960			
	030 - Department of Administrative Hearings	\$8,447,480				\$8,447,480			
	031 - Department of Law	\$32,945,149	\$3,306,075		\$3,699,892	\$45,641,696			
	033 - Department of Human Resources	\$9,441,636	\$51,168		\$848,130	\$12,051,198			
	035 - Department of Procurement Services	\$10,186,553	\$134,383		\$2,239,549	\$12,560,485			
	038 - Department of Assets, Information, and Services	\$289,453,042	\$71,364,879		\$124,478,189	\$559,915,375			
Finance and Administration Total		\$443,360,685	\$93,014,428		\$151,876,622	\$329,488,794		\$1,017,740,529	
Infrastructure Services	081 - Department of Streets and Sanitation	\$189,034,138	\$122,431,470		\$50,000	\$311,515,608			
	084 - Chicago Department of Transportation	\$48,311,491	\$164,133,505		\$1,186,800,000	\$1,399,244,996			
	085 - Department of Aviation				\$663,362,333	\$538,482,000		\$1,201,844,333	
	088 - Department of Water Management				\$357,368,460	\$26,982,000		\$384,350,460	
Infrastructure Services Total		\$237,345,629	\$286,564,975		\$1,020,730,793	\$1,752,314,000		\$3,296,955,397	
Public Safety	051 - Office of Public Safety Administration	\$59,173,823	\$75,091,853		\$74,476	\$45,676,000		\$180,016,152	
	055 - Police Board	\$588,184				\$588,184			
	057 - Chicago Police Department	\$1,710,939,993	\$30,100,000		\$34,474,062	\$167,728,000		\$1,943,242,055	
	058 - Office of Emergency Management and Communications	\$11,018,200	\$60,470,005		\$6,360,101	\$31,281,000		\$109,129,306	
	059 - Chicago Fire Department	\$663,656,665			\$41,084,112	\$66,301,000		\$771,041,777	
	060 - Civilian Office of Police Accountability	\$15,036,021				\$15,036,021			
	062 - Community Commission for Public Safety and Accountability	\$3,184,119				\$3,184,119			
Public Safety Total		\$2,463,597,005	\$165,661,858		\$81,992,751	\$310,986,000		\$3,022,237,614	
City Development	021 - Department of Housing	\$11,026,759	\$33,801,917		\$287,265,492	\$332,094,168			
	023 - Department of Cultural Affairs and Special Events	\$30,486,885			\$40,913,000	\$71,399,885			
	054 - Department of Planning and Development	\$16,717,738	\$82,732,706		\$108,921,757	\$208,372,201			
City Development Total		\$27,744,497	\$147,021,508		\$437,100,249	\$611,866,254			
Community Services	041 - Department of Public Health	\$70,270,345			\$902,127,663	\$972,398,008			
	045 - Commission on Human Relations	\$1,217,572			\$1,951,431	\$3,169,003			
	048 - Mayor's Office For People With Disabilities	\$7,929,125			\$6,915,590	\$9,844,715			
	050 - Department of Family and Support Services	\$111,385,246	\$22,386,000		\$793,009,106	\$926,780,352			
	091 - Chicago Public Library	\$185,802,288	\$85,769,472		\$27,602,000	\$113,371,472			
Community Services Total		\$185,802,288	\$108,155,472		\$1,731,605,790	\$2,025,563,550			
Regulatory	003 - Office of Inspector General	\$9,580,826			\$3,455,640	\$13,036,466			
	067 - Department of Buildings	\$24,337,142	\$511,698		\$5,569,454	\$8,188,167			
	070 - Department of Business Affairs and Consumer Protection	\$21,862,596	\$375,000		\$64,232,000	\$86,469,596			
	072 - Office of Climate and Environmental Equity	\$676,942				\$676,942			
	073 - Chicago Animal Care and Control	\$7,025,418				\$7,025,418			
	077 - License Appeal Commission	\$198,042				\$198,042			
	078 - Board of Ethics	\$916,559				\$916,559			
Regulatory Total		\$64,597,525	\$886,698		\$9,025,094	\$72,420,167		\$146,929,484	
Legislative and Elections	015 - City Council	\$34,690,581	\$820,634		\$45,000	\$35,556,215			
	039 - Board of Election Commissioners	\$56,602,820				\$56,602,820			
Legislative and Elections Total		\$91,293,401	\$820,634		\$45,000	\$92,159,035			
General Financing Requirements	099 - Finance General	\$1,922,553,970	\$327,044,427	\$2,666,678,000	\$2,164,726,740	\$680,539,000	\$7,761,542,137		
General Financing Requirements Total		\$1,922,553,970	\$327,044,427	\$2,666,678,000	\$2,164,726,740	\$680,539,000	\$7,761,542,137		
Grand Total		\$5,436,295,000	\$1,129,170,000	\$2,666,678,000	\$3,428,352,000	\$4,633,960,000	\$17,974,994,000		

Total budget amounts shown here may vary from the amounts shown in the 2023 Appropriation Ordinance, as Grant Funds are budgeted throughout the year due to the unique nature and timing of grant awards.



## **SISTER AND OTHER GOVERNMENTAL AGENCIES**

**CITY COLLEGES OF CHICAGO  
CHICAGO PUBLIC SCHOOLS  
CHICAGO TRANSIT AUTHORITY  
CHICAGO HOUSING AUTHORITY  
CHICAGO PARK DISTRICT  
PUBLIC BUILDING COMMISSION OF CHICAGO  
WORLD BUSINESS CHICAGO  
CHICAGO COOK WORKFORCE PARTNERSHIP**

**CITY COLLEGES OF CHICAGO**  
*JUAN SALGADO, CHANCELLOR*

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**ORGANIZATIONAL BACKGROUND**

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**MISSION/VISION**

City Colleges' vision is to be recognized as the city's most accessible higher education engine of socioeconomic mobility and racial equity – empowering all Chicagoans to take part in building a stronger and more just city.

This vision is the centerpiece of City Colleges' five-year strategic framework and three-year college strategic plans, which can be found at: [www.ccc.edu/strategicplan](http://www.ccc.edu/strategicplan).

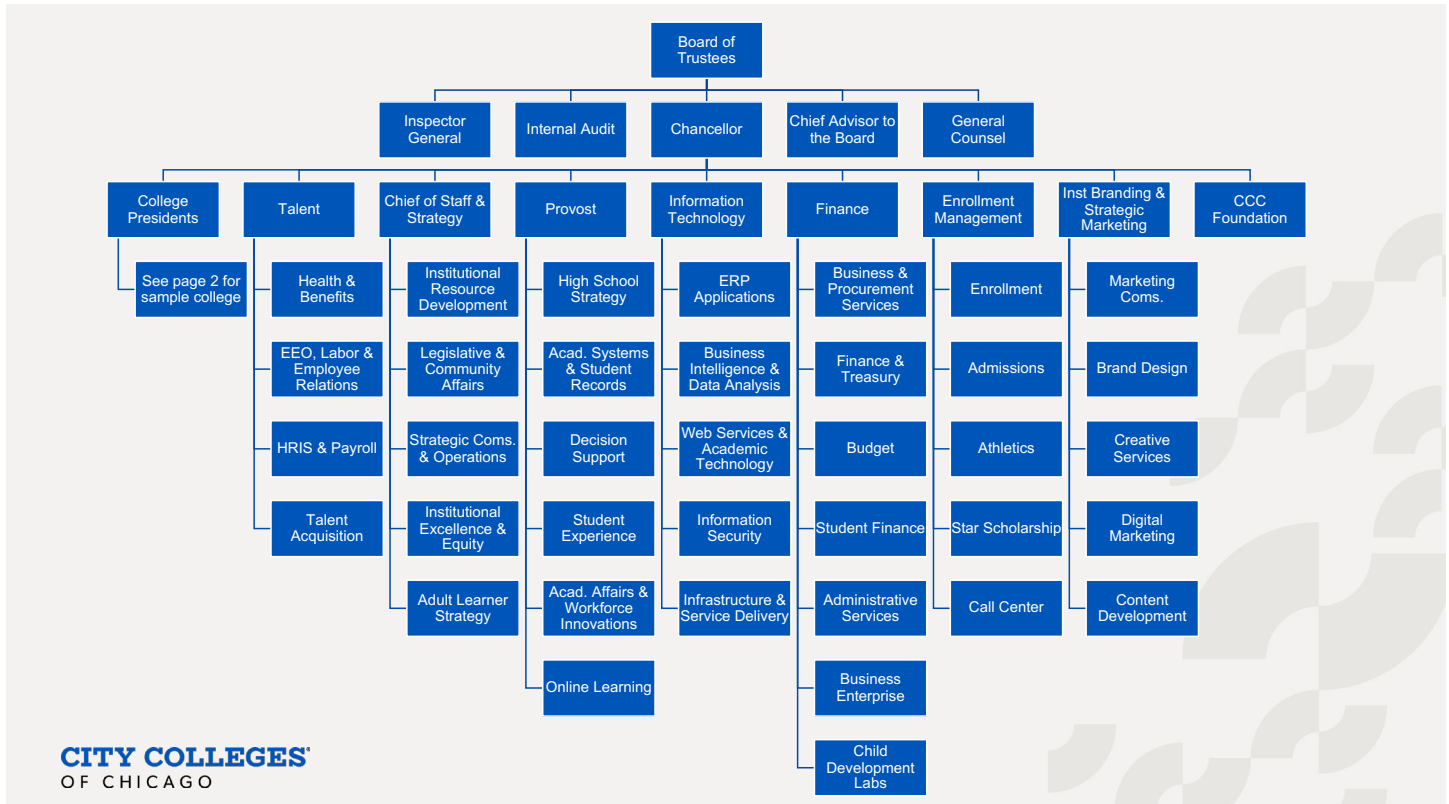
**JURISDICTION & SCOPE**

City Colleges of Chicago is the city's community college system, encompassing seven colleges and five satellite sites serving more than 61,000 students per year (FY23). City Colleges' academic programs and comprehensive supports put students on the path to upward mobility and contribute to a vibrant, diverse Chicago economy. City Colleges offers quality affordable programs for students seeking to earn a certificate, degree or transferable credit, adult education for students pursuing free high school equivalency and English-language classes, and non-credit continuing education for personal and professional development.

Since 2017, under Chancellor Juan Salgado's leadership, City Colleges of Chicago has seen an increase in student graduation rates to the highest level on record, an unprecedented systems-level partnership with the Chicago Public Schools, the launch of Fresh Start, a first-ever debt forgiveness program, the launch of Future Ready, which offers short-term programs in high-demand fields at no cost to Chicagoans, the growth of Star Scholarship to its largest freshman class, the completion of two new major state-of-the-art facilities, and campus specific plans focused on equity in student outcomes. Under Chancellor Salgado's tenure, City Colleges has held the line on tuition with no increase in the per credit hour tuition rate, has increased faculty and staff pay through successful negotiations with its labor partners, has reinvigorated the CCC Foundation, raising tens of millions in private and public dollars, and has significantly improved the institution's financial position with multiple years of operating surpluses, ending FY22 with \$160 million in cash reserves.

## ORGANIZATIONAL CHART & STRUCTURE

Please see the accompanying organizational chart. Colleges include Richard J. Daley College, Harold Washington College, Kennedy-King College, Malcom X College, Olive-Harvey College, Truman College, and Wilbur Wright College.



## KEY INITIATIVES/PRIORITIES

### CHICAGO ROADMAP

#### DESCRIPTION

The Chicago Roadmap is an unprecedented partnership between Chicago Public Schools (CPS) and City Colleges of Chicago (CCC) to support students along a seamless path to and through college on the way to their chosen careers. Through the Roadmap, CPS and CCC are transforming their relationship from a successful collaboration to convergence, with alignment at every level of the organizations. By providing access to high-quality programs, advising and supports, career exploration and preparedness, the Chicago Roadmap strives to dramatically and equitably increase student outcomes in college enrollment, college degree attainment, and employment. The US Department Education and US Congressional staff have sought to learn from the Chicago Roadmap as a national model of K-12 and community college partnership. Learn more at: [chicagoroadmap.org](http://chicagoroadmap.org).

#### GOALS & DESIRED OUTCOMES

The Roadmap strives to dramatically and equitably increase student outcomes in college enrollment, college degree attainment, and employment.

Goals include to:

- Increase the number of CPS graduates who complete transitional math and English courses to reduce the time and expense of taking remedial classes, helping students graduate sooner.
- Increase the number of CPS and CCC students who earn at least 30 credits within 15 months of graduating high school.
- Enhance instructional practice and alignment across CPS and CCC.
- Increase the number of CPS students earning early college credits and the average number of early college credits CPS students earn.
- Increase the number of CPS and CCC students earning post-secondary credentials that have high labor market value.

- Increase access to dual credit and dual enrollment programs as well as the Star Scholarship for underserved populations, including diverse learners, Black students, and students in Options schools and small schools. Since the launch of the Options for the Future scholarship, enrollment for Options students has increased by 95%.
- Reduce the time and cost to earn a postsecondary degree.
- Improve the rate at which students enroll, stay enrolled, graduate, and transfer to four-year colleges or gain full-time employment in their field of study with a particular focus on diverse learners and young men of color.
- Increase the volume and quality of career awareness, career exploration, and work-based experiences among CPS and CCC students.
- Increase workforce competency attainment among CPS and CCC students. Improve the labor market outcomes of CPS and CCC graduates (e.g., employment rates, economic mobility, and wages).
- Increase internal relational trust and programmatic and procedural alignment between CPS and CCC.
- Improve college and career success rates among all CPS and CCC students.
- Enhance external and public confidence in CPS and CCC both individually and collectively.

The 2022 Chicago Roadmap impact report can be found at: <https://chicagoroadmap.org/chicago-roadmap-spring-2022-impact-report-shows-gains-in-college-access-and-readiness/>. The 2023 report is in production and will be available in late Spring.

## STRATEGY

The Chicago Roadmap incorporates five domains with equity strategies:

### Academic Readiness and Success

- To expand opportunities for students to graduate high school ready for college and to succeed in their chosen pathway.
- To convene CPS and CCC faculty to build a shared understanding of and collaborate around instructional practice.

### Access to High-Quality Programs

- To implement strategic, dual credit pathways that provide students with credentials that have strong labor market value.

### Student Advising and Supports

- To connect and provide diverse learners (special needs students and/or students with disabilities) with support along a seamless path to and through CCC.
- To expand and enhance academic advising, career center assistance, wellness center access, tutoring, and other holistic supports at CCC.
- To streamline the student enrollment experience at CCC.

### Career Exploration, Experience, and Readiness

- To re-envision career and post-secondary exploration.
- To strategically increase the supply of high-quality work-based opportunities across Chicago that includes career and technical education.

### Transparency, Alignment and Collaboration

- To build sustainable, long-term infrastructure for CPS and CCC collaboration.

## FUNDING

This \$7.7 million annual effort is funded through operating dollars and philanthropic funds.

### CURRENT STATUS

- The Roadmap team launched publicly accessible data dashboards showing graphic and tabular CPS Transitional Learning data by network. Access them here.
- Piloting the Purpose Pathways workshop series, a continuation of CPS's C4 curriculum, with 2020, 2021, and 2022 CPS grads who are undecided in their major and/or those interested in defining their goals and developing plans to achieve them.

- Preparing to hold Summer Start, a summer transition support program, for the third summer in a row to connect students to resources at their campus and to increase the number of students who are at college-level in English and Math upon their first semester at CCC in the Fall.
- Serving the largest ever freshman class of recipients for the City Colleges Star Scholarship, which provides debt-free college to CPS and Big Shoulder Fund partner school students who graduate HS with a 3.0 GPA or higher.
- Serving nearly 4,000 CPS students in transitional math and more than 2,600 students in transitional English. Increased college-level English eligibility for new students by ten percent.
- Implementing dual credit model pathways (healthcare, manufacturing, information technology, and aviation) in 22 CPS high schools serving more than 1,600 students.
- Serving students planning for life after high school in more than 80 CPS high schools with City Colleges post-secondary navigators.

### KEY STAKEHOLDERS & PARTNERSHIPS

Chicago Public Schools, City of Chicago, philanthropic partners (JP Morgan Chase, CME Foundation, The Joyce Foundation, Bluhm Family Foundation, Crown Family Philanthropies, and Anonymous)

### CRITICAL NEXT STEPS

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

### CENTERS OF EXCELLENCE

#### DESCRIPTION

- Each City College of Chicago is a comprehensive community college, providing a pathway to transfer and career. In addition, each college serves as at least one Center of Excellence in a high-demand industry for City Colleges as a whole.
- Centers of Excellence:
  - Set the standard for quality of program offerings at the college and across the district.
  - Provide a single point of contact for industry specific employers to engage with when offering advice on relevant programs and curriculum.
  - Pilot innovative new ideas.
  - Coordinate plans for program expansion at the college, sister colleges, satellite centers, off site locations and online.
  - Team up with district office to engage industry in work-based learning opportunities.
  - Position CCC to drive model pathways into Chicago Public Schools.
- City Colleges continues to invest in greater access to Centers of Excellence programs when program quality and student demand have been demonstrated.
  - Education – Truman College leads as the Center of Excellence in Education, with education programs available at all seven colleges.
  - Transportation, Distribution, and Logistics (TDL) – Olive-Harvey leads as the Center of Excellence in TDL with programs also offered at Kennedy-King College and Truman College.
  - Advanced Manufacturing – Daley College leads as the Center of Excellence in Advanced Manufacturing, with programs also offered at Arturo Velasquez Institute and Wright–Humboldt Park.

- Culinary & Hospitality – Kennedy-King College leads as the Center of Excellence at Washburne Culinary and Hospitality Institute.
- Construction Technology – Kennedy-King College leads as the Center of Excellence in Construction Technology via Dawson Technical Institute.
- Health Sciences – Malcolm X College leads as the Center of Excellence in health sciences, with programs at Daley College, Wright–Humboldt Park, and soon to be Kennedy-King College.
- Business – Harold Washington College leads as the Center of Excellence in business, with programs offered at all colleges.
- Computer Science and Engineering – Wright College leads as the Center of Excellence in Computer Science and Engineering, with computer science and cybersecurity programs offered at all colleges.

## GOALS & DESIRED OUTCOMES

City Colleges responds to the economic needs of Chicago. As outlined in its five-year strategic framework, CCC is forward-looking and agile in developing pathways and forging partnerships that unlock transformational career opportunities for City Colleges students, providing Chicagoans the opportunity to contribute their talents to and benefit from a dynamic economy, and fueling a diverse workforce that meets the needs of Chicago.

## STRATEGY

The Center of Excellence strategy involves strengthening internal capacity, developing new market opportunities, building strategic partnerships, and creating seamless transitions to career experiences.

Strengthen internal capacity, including:

- Enhancing work-based learning, labor market information, advisory board engagement, and outcomes tracking capacity.
- Creating and executing on an infrastructure and toolkit to support and strengthen Centers of Excellence.

Develop new marketing opportunities, including:

- Operationalizing and expanding tech sector continuing education and credit programming.
- Expanding Wright College’s cohort-based engineering program to additional colleges.
- Expanding City Colleges’ nursing program to additional sites.

Build strategic partnerships, including:

- Continuing to explore partnerships with sister agencies (CPD, CPS, CPDH, etc.) aimed at addressing their workforce needs.
- Continuing to partner with the Chicago Apprentice Network and grow work-based learning relationships

Create seamless transitions to career experiences, including:

- Working with colleges to expand adult education career bridge offerings.

## FUNDING

City Colleges invests 35 million in this work annually through operating, grant and capital dollars.

## CURRENT STATUS

- Collaborating with the DC-based American Institutes of Research to assess its Centers of Excellence at each college and propose ways to maximize program relevance to employer demand.
- Developing labor market data analysis, a playbook on work-based learning, a playbook on advisory board engagement, and a dashboard that will track student outcomes for the Centers of Excellence.
- Expanding Wright’s cohort-based engineering program to Daley College.
- Expanding Malcolm X College’s nursing program to Kennedy-King College.
- Building the pipeline of Chicago educators through early childhood scholarship and SEED Scholarship programs.



- Building on relationships with Chicago Apprentice Network companies to provide students’ access to paid apprenticeships while or immediately after completing their City Colleges program.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Area employers in industry-focus areas (ie. Pepsico, Accenture, Aon, Zurich, Chase, Lurie Children’s, etc.); American Institutes of Research; Chicagoland Chamber of Commerce; Chicago Apprentice Network

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

**ENROLLMENT**

**DESCRIPTION**

City Colleges is successfully attracting students to the college classroom, exceeding state and national averages for enrollment growth in FY23 and signaling an ongoing recovery from the pandemic enrollment dip experienced by community colleges nationwide. City Colleges is using a multi-pronged approach to sustain this momentum.

**GOALS & DESIRED OUTCOMES**

Sustain fall 2022 enrollment momentum in fall 2023, achieving 3 percent annual year over year growth.

**STRATEGY**

- Provide consistent, decisive support and accountability for the enrollment management team.
- Sustain historic investments in effective marketing and communications and enrollment infrastructure.
- Create, design and expand successful programs of study for new student enrollment for both high school age youth and adults. For example, areas of growth include: Engineering and Computer Science, Nursing and Allied Health Care, Social Work, Early Childhood Education, Clean Energy and Building Trades.
- Refine and continue Future Ready, which provides short-term programs in high-demand fields at no cost to new Chicago students.
- Execute high-impact retention strategies, such as: first year experience, coaching, 24/7 mental health supports, targeted financial supports and partnership with high performance, evidence-based non-profit partners such as One Million Degrees.

**FUNDING**

As part of general operating funds, City Colleges makes \$20 million in investments in enrollment management, marketing, post-secondary navigators, scholarships and grants, and technology to support its new and continuing student enrollment efforts.

**CURRENT STATUS**

- Fall 2022 headcount enrollment (combined credit and adult education) was up 7% year over year, outperforming state and national averages.
- Spring 2023 headcount enrollment was up 16.9% year over year, more than double the average state-wide increase, with all colleges experiencing an increase.
- Redesigned application and streamlined onboarding processes by consolidating steps, removing pain points, and

shortening time for student account activation.

- Created standards and metrics for college enrollment management accountability.
- Strengthening admissions teams across the district through standardized onboarding, training, and professional development.
- Evaluating and assessing student tuition grant and waiver programs to understand reach and impact.

## KEY STAKEHOLDERS & PARTNERSHIPS

Chicago Public Schools; Chicago Housing Authority; Community partners as follows:

One Million Degrees – A partnership with this non-profit organization provides students with mentors, stipends, professional development, and on-campus program coordination support that has been shown in a University of Chicago Randomized Control Trial to increase enrollment, retention and completion.

Community partners involved in early childhood programs (Pathways for Parents, Illinois Parent Mentor Program, It Takes a Village, Chicago Commons, Gads Hill, Carole Roberson, Christopher House, Illinois Action for Children, Grow Your Own).

Community partners involved in Community Connector project, which works with community-based organizations to meet adult learners where they are at, provide them additional support, and link them to relevant City Colleges programs (COFI, Cara Collective, LIFT Chicago, Enlace, Brighton Park Neighborhood Council, Urban League, Instituto del Progreso Latino).

Hope Chicago – This non-profit scholarship program partners with students who select City Colleges and their parents to provide financial, technology and other supports.

DePaul USA – Through a partnership with this non-profit, City Colleges provides housing for students in need.

Justice partners (Metropolitan Family Services, Metropolitan Peace Academy, Inner-City Muslim Action Network (IMAN), Chicago Police Department, Cook County Jail, Chicago Transit Authority Second Chance Program, Illinois Department of Juvenile Justice).

## CRITICAL NEXT STEPS

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

## EQUITABLE STUDENT OUTCOMES

### DESCRIPTION

As outlined in the CCC five-year strategic framework, City Colleges is becoming a “student-ready” and equitable institution designed for students to thrive – especially those from historically and present-day marginalized communities. CCC equips students with the support and resources they need to succeed in the classroom and beyond.

### GOALS & DESIRED OUTCOMES

City Colleges has set out to achieve an ambitious, nation-leading goal for closing the equity gap in community college student outcomes by reaching a universal student outcome measure (credential-seeking students new to City Colleges earn a degree, certificate, or transfer to a four-year college within four years of enrollment) of 55 percent by 2032.

### STRATEGY

Address equity gaps through intentional focus inside and outside of the classroom on an exceptional student experience via:

- Expanding partnerships and participation in communities of practice aimed at achieving equitable outcomes, including, but not limited to:
  - Caring Campus Initiative, a national program that coaches college faculty and staff to implement research-based behaviors that increase student connectedness

- Achieving the Dream, a national network of community colleges committed to equitable outcomes
- One Million Degrees
- “Chancellor’s Equitable Outcomes” Fund to reward colleges for improvements in first-year student fall-to-fall retention among Black and Latinx students
- Retention-focused Equity Dashboard to inform equity strategies

Creating clear pathways, including:

- Improving the rate at which students participate in career exploration and select programs of study within their first year at CCC
- Developing an application portal for 4-year transfer partner institutions that will facilitate the transfer process for students throughout the student life cycle
- Preparing to develop more career pathways from early college to an associate degree, Bachelor’s degree, and beyond with on and off ramps to good jobs, including jobs in the trades
- Building the pipeline of Chicago educators through early childhood scholarship and SEED Scholarship programs

Continue to enhance comprehensive student supports, including, but not limited to:

- Implement evening/weekend teletherapy and psychiatry services
- Expand embedded tutoring to courses with low pass rates
- Provide campus benefits navigators
- Fundraise to sustain student emergency grants and the Tech Equity Program, which offers students free Learn to Own laptops, free wi-fi connectivity and digital literacy programming
- Expand and explore more opportunities to support students with housing insecurities
- Implement Accessibility Plan

Expand access to economic mobility for adult learners

- Expand Community Connector pilot to additional communities
- Offer Phase 2 of Future Ready, which provides short-term certificate programs at no cost to new Chicago students
- Build a culture of excellence in adult education

A focus on college-level English and math pass rates in the first year via:

- Continuing to increase the number of high school students eligible for college-level coursework through transitional instruction
- Completing redesign of math curriculum that will accelerate student progression into and through college-level math, including co-requisite courses
- Completing a refresh and 2.0 version of developmental education recommendations in partnership with faculty

## FUNDING

Investments totaling more than \$26 million in retention supports (including wellness, veterans, transfer, and career centers, first-year experience, tutoring, advising), technology, and equity efforts are supported using operations and philanthropic funds.

## CURRENT STATUS

- First-year experience (FYE) directors hired at each college to focus on first-year student fall-to-fall retention strategies.
- Implemented tiering strategy at all seven colleges with early findings indicating most significant retention improvements among students with greatest needs.
- Continue to strengthen the faculty-focused Caring Campus initiative and work with a third-party evaluator to identify best practices from this work.
- Launched four-year implementation plan with One Million Degrees, underway at Olive-Harvey and in planning phase at Malcolm X College.

- Five City Colleges accepted into new Achieving the Dream professional development program focused on equity in student outcomes.

### KEY STAKEHOLDERS & PARTNERSHIPS

Caring Campus; Achieving the Dream; One Million Degrees; New Moms; WestEd; Community Design Partners; Chicago Apprenticeship Network; Transfer agreement partners (list found: <https://pages.ccc.edu/apply/transfer/>); and Learning Agenda partners (including: University of Chicago Inclusive Economy Lab, Community College Research Center at Columbia University)

### CRITICAL NEXT STEPS

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

## HUMAN CAPITAL

### DESCRIPTION

City Colleges’ Human Capital Initiative derives from the Culture of Excellence lever in its five-year strategic framework. City Colleges is building a culture of excellence that inspires faculty and staff to become “best in class” for CCC’s students and community.

### GOALS & DESIRED OUTCOMES

City Colleges holds itself accountable to delivering academics, experiences and services of the highest quality. CCC faculty and staff continue to receive professional development to continuously improve their practice.

### STRATEGY

City Colleges’ Human Capital strategy includes:

- Building a mission-, values- and vision-aligned framework for developing future leaders
- Systematically tapping into selective highest-value, highest-impact equity-based learning networks designed to support the nation’s most promising community colleges to achieve equitable student outcomes, including the Aspen Institute’s College Excellence Program, Achieving the Dream’s Equitable Outcomes Cohort, Caring Campus, and Lumina Foundation ACE Up (Advancing Community Equity and Upward Mobility)
- Realizing healthy levels of leadership succession within City Colleges of Chicago

### FUNDING

This \$2.4 million initiative is funded through City Colleges’ general operations.

### CURRENT STATUS

- A team member was selected to oversee this body of work, including developing a framework for a City Colleges of Chicago culture of excellence. Early project plans are underway.
- The Aspen Institute’s College Excellence Program held trainings with leadership staff to share human capital best practices.
- Five City Colleges were accepted into the new Achieving the Dream professional development program.
- Collecting internal best practices on onboarding.
- Developed core competencies and a culture climate tool.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Aspen Institute; Achieving the Dream; Caring Campus; Lumina Foundation; Hanover Research

**CRITICAL NEXT STEPS**

- [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

**TIME SENSITIVE ISSUES**

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

BUDGET

City Colleges of Chicago  
Community College District No. 508

FY2023 Budget - All Funds Dept Function	Local Funds			Restricted Funds			HEERF Funds <sup>(1)</sup>	Federal Aid Funds	Capital Funds	Grand Total
	Operating Funds	Debt Service Funds	Enterprise Funds	Grant Funds	Federal Aid Funds	Capital Funds				
Colleges										
001 - Kennedy-King College	\$ 31,435,729	\$ -	\$ 1,840,841	\$ 6,871,418	\$ 2,838,093	\$ 6,621,036	\$ 2,050,000	\$ -	\$ 51,657,117	
002 - Harold Washington College	\$ 37,252,307	\$ -	\$ 806,483	\$ 1,786,305	\$ 3,820,292	\$ 15,420,301	\$ 2,340,000	\$ -	\$ 61,425,688	
003 - Malcolm X College	\$ 41,978,346	\$ -	\$ 345,493	\$ 11,060,749	\$ 3,222,847	\$ 15,045,957	\$ 11,432,790	\$ -	\$ 83,086,182	
004 - Harry S Truman College	\$ 30,333,044	\$ -	\$ 160,620	\$ 6,690,195	\$ 2,133,431	\$ 6,947,945	\$ 6,540,000	\$ -	\$ 52,805,235	
005 - Olive-Harvey College	\$ 22,194,880	\$ -	\$ 329,532	\$ 5,973,547	\$ 1,176,894	\$ 5,587,495	\$ 3,535,000	\$ -	\$ 38,797,348	
006 - Richard J. Daley College	\$ 27,706,459	\$ -	\$ 523,793	\$ 1,842,120	\$ 1,952,081	\$ 6,494,175	\$ 1,315,000	\$ -	\$ 39,833,628	
007 - Wilbur Wright College	\$ 36,912,565	\$ -	\$ 351,543	\$ 3,792,290	\$ 3,432,713	\$ 11,844,609	\$ 3,230,000	\$ -	\$ 59,565,720	
<b>Colleges Total</b>	<b>\$ 227,813,330</b>	<b>\$ -</b>	<b>\$ 4,358,305</b>	<b>\$ 38,016,624</b>	<b>\$ 18,576,351</b>	<b>\$ 67,961,518</b>	<b>\$ 30,442,790</b>	<b>\$ -</b>	<b>\$ 387,168,918</b>	
District Offices										
010 - Office of the Chancellor	\$ 501,197	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 501,197	
011 - Board of Trustees	\$ 346,730	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 346,730	
012 - Office of the General Counsel	\$ 2,198,394	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,198,394	
013 - Office of the Inspector General	\$ 806,888	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 806,888	
014 - Office of Internal Audit	\$ 391,761	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 391,761	
018 - Office of Institutional Advancement	\$ 2,909,664	\$ -	\$ -	\$ 3,140,000	\$ -	\$ -	\$ -	\$ -	\$ 6,049,664	
019 - Office of Administrative and Procurement Services	\$ 3,452,760	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,452,760	
020 - Office of Human Resources and Staff Development	\$ 5,161,593	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,161,593	
021 - Office of Finance	\$ 4,382,579	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,382,579	
022 - Office of Information Technology	\$ 14,519,411	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,519,411	
023 - Office of Safety and Security	\$ 676,770	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 676,770	
024 - Office of Business Enterprises <sup>(1)</sup>	\$ 272,023	\$ -	\$ 5,543,436	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,815,459	
027 - Office of Enrollment Management	\$ 2,285,911	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,285,911	
028 - Office of Marketing & Communications	\$ 2,159,823	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,159,823	
26X - Office of Academic and Student Affairs	\$ 14,678,637	\$ -	\$ -	\$ 3,777,890	\$ -	\$ -	\$ -	\$ -	\$ 18,456,527	
<b>District Offices Total</b>	<b>\$ 54,744,141</b>	<b>\$ -</b>	<b>\$ 5,543,436</b>	<b>\$ 6,917,890</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 67,205,467</b>	
General Appropriations	\$ 12,584,994	\$ 20,699,138	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 13,895,500	\$ 47,279,632	
<b>General Appropriations Total</b>	<b>\$ 12,584,994</b>	<b>\$ 20,699,138</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,895,500</b>	<b>\$ 47,279,632</b>	
<b>Grand Total</b>	<b>\$ 295,142,465</b>	<b>\$ 20,699,138</b>	<b>\$ 10,001,741</b>	<b>\$ 44,934,514</b>	<b>\$ 18,576,351</b>	<b>\$ 67,961,518</b>	<b>\$ 44,338,290</b>	<b>\$ -</b>	<b>\$ 501,654,017</b>	

<sup>(1)</sup> Business Enterprises budget includes Childcare Centers at the Colleges.

<sup>(2)</sup> General Appropriations include districtwide Star Scholarship, Advertising, Insurance policies, Capital expenses, etc.

<sup>(3)</sup> Higher Education Emergency Relief Fund ("HEERF") remaining balances for student grants.

**CHICAGO PUBLIC SCHOOLS**  
**PEDRO MARTINEZ, CHIEF EXECUTIVE OFFICER**

**ORGANIZATIONAL BACKGROUND**

**MISSION/VISION**

The mission of Chicago Public Schools (CPS) is to provide a high-quality public education for every child, in every neighborhood, that prepares each for success in college, career, and civic life.

**JURISDICTION & SCOPE**

CPS serves approximately 322,000 students in 635 schools. It is the nation's fourth largest school system.

- Total number of District-run schools
  - Traditional: 415 Elementary, 83 High Schools
  - Options: 4 High Schools
  - Specialty 3 Elementary, 4 High Schools
  - Early Childhood Centers: 5 Centers
  - TOTAL: 514 Schools
- Total number of Charter schools:
  - Traditional: 53 Elementary, 40 High Schools
  - Options: 18 High Schools
  - TOTAL: 111 Schools
  - Total number of Contract schools:
    - Traditional: 2 Elementary, 2 High Schools
    - Options: 5 High Schools
    - TOTAL: 9 Schools
- Total number of SAFE schools: 1 High School

Student Demographics:

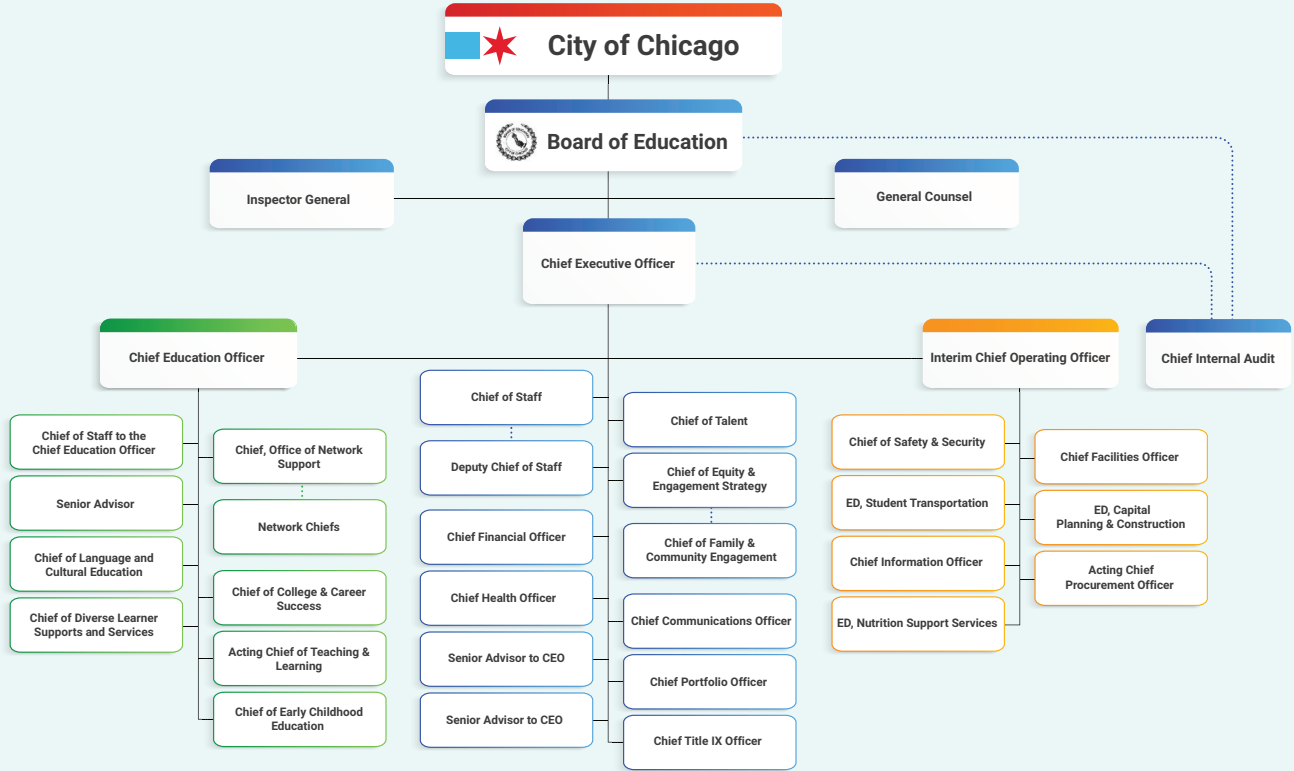
Hispanic	46.5%
African American	35.8%
White	11.0%
Asian	4.4%
Multi-Racial	1.5%
Not Available	0.4%
Native American/Alaskan	0.3%
Hawaiian/Pacific Islander	0.1%
Asian/Pacific Islander (retired)	0.0%

Additional Student Information:

Economically Disadvantaged Students	72.7%
English Learners (EL)	22.4%
Students with IEPs	15.3%

ORGANIZATIONAL CHART & STRUCTURE

District Organizational Chart





## KEY INITIATIVES/PRIORITIES

### CPS' THREE-YEAR BLUEPRINT

#### DESCRIPTION

Since 2020, the COVID-19 pandemic has impacted CPS students academically, socially, and emotionally and has bared profound challenges, including persistent and widening opportunity gaps, mental health concerns, inequity in student experiences, and declining enrollment.

The CPS [Blueprint](#) is the District's plan to meet the challenge of the moment and seize the opportunity to create a better, more equitable system. It builds on the important work outlined in the CPS 5-year Vision, developed with District stakeholders in 2019. It acknowledges the obligation to mitigate the impacts of the COVID-19 pandemic and confront the longstanding challenges and inequities that are facing CPS students and school communities.

There are two main sections of the Blueprint: **Recommitments** and **Reimagining**. The Recommitments section outlines the proven, data-driven strategies that CPS is using in the immediate term and beyond to address challenges brought on by the pandemic. The Reimagining section outlines a longer-term effort by CPS to address persistent challenges and opportunity gaps that exist for students — an effort that will be a bridge to the District's next full-scale strategic plan. This Reimagining process has been guided by community input from the beginning. Through months of outreach meetings and discussions with over 1,000 CPS students, parents, teachers, principals, and other stakeholders, CPS has identified priority areas where the District will focus its efforts to reimagine what is possible in the future. By conducting deeper inquiry and discovery into the state of the District's and students' needs, CPS can co-create the best solutions to move CPS forward.

#### GOALS & DESIRED OUTCOMES

**Recommitments:** CPS has three overarching commitments that drive the District's work: **Academic Progress, Operational Excellence, and Building Trust**. Outlined within each priority area are proven strategies that CPS is using in the immediate term and beyond to help students and school communities fully recover from the pandemic.

The pandemic has not impacted all students equally. It is the responsibility of the District to recognize this reality and ensure an approach that will help all children heal academically, socially, and emotionally from this challenging time. The Academic Progress section of the Blueprint is focused on three key areas that drive growth:

- High-Quality, rigorous instruction
- Talented & empowered educators
- Safety, wellness, and supportive learning environments

**Reimagining:** The strategies contained in the Recommitment section of CPS' Blueprint are essential to support students' recovery from the pandemic in the immediate term and set them up for future success. In order to eradicate persistent opportunity gaps and address longstanding challenges, CPS must work with stakeholders to co-create solutions for students and families. Challenges include student proficiency, which has declined overall. Students have dealt with persistent and widening opportunity gaps and a wide variance in experiences from school to school. From a financial and operational standpoint, CPS is experiencing an enrollment decline, and aging facilities that require a comprehensive plan for improvement. CPS has been severely underfunded by the State of Illinois, and federal emergency pandemic relief funds are set to expire in FY2025. There is also opportunity for CPS to build trust by better recognizing the lived experiences of families and being more transparent in decision-making.

#### STRATEGY AND CURRENT STATUS

While there may be adjustments to better meet students' needs, many of the elements in the previous strategic plan carry through to this Blueprint.

The most important component is the District's approach to instruction, which is rooted in the Instructional Core:

- **Content:** Ensuring that all students have access to high-quality curriculum that is rigorous and culturally responsive. Students need targeted supports, and strong MTSS systems and interventions to supplement core instruction. They also need a strong foundation for lifelong learning, which is why the CPS Early Literacy program focuses on foundational skills designed to make all students proficient readers by third grade.

- **Teacher:** Ensuring that instruction is designed with the student at the center, and using learning acceleration practices that continue to give students access to grade-level standards. In addition, CPS' professional learning brings together teacher leaders and teacher teams to empower educators through strong distributed leadership practices.
- **Student:** Nurturing student identity and social emotional growth in the classroom and providing robust experiences and opportunities outside of school to meet the needs of the whole child.
- Evidence suggests that this plan is working, with strong gains being seen in K-2 Reading and Math when comparing beginning-of-year data to middle-year-data. There have also been significant increases in students who are receiving interventions meeting their goals this year.

### KEY STAKEHOLDERS/PARTNERSHIPS

- Students, families, school leaders, teachers, community groups, CPS staff
- Chicago Board of Education
- Civic Consulting Alliance

### CRITICAL NEXT STEPS



## ACADEMIC GROWTH TO PRE-PANDEMIC LEVELS

### DESCRIPTION

CPS monitors the results of several key performance metrics annually. CPS tracks outcomes that help the District continue to drive academic success for students and fulfill its mission to provide a high-quality public education for every child, in every neighborhood that prepares each for success in college, career, and civic life. Sharing these results also allows for transparency and shared accountability on the District's progress towards achieving its goals that center on students' needs for connectedness and well-being and to ensure all students experience physical and emotional safety and relational trust in school.

### GOALS & DESIRED OUTCOMES

- Every CPS student will be proficient reader by 3rd grade. To achieve this goal, the District is focused on continuous improvement and monitoring of student progress
- Engage community based childcare providers to set a common vision and goals for kindergarten readiness
- 33% of incoming Kindergarteners will meet benchmarks across all development domains

### CURRENT STATUS

In February of 2023, CPS received Middle-of-Year (MOY) data for PreK-8th grade benchmark assessments. Benchmark assessments are designed to help stakeholders understand:

- Students' general skill and ability levels in reading and math.
- Whether students are meeting and/or progressing to meeting established benchmarks.
- Whether students may need additional supports, interventions, or enrichment.

CPS sponsors and recommends the use of the i-Ready assessment suite for this purpose in grades K-2 and Star 360 in grades 3-8. This is the first year of i-Ready implementation and the second year of Star. Because CPS previously connected a screening/benchmark assessment (NWEA) to many systems of CPS accountability and opportunity (e.g. selective enrollment admissions, SQRP, REACH teacher evaluation, student promotion, etc.), it has been important to repeatedly emphasize the purpose of these assessments as being non-evaluative and in place to support school teams' responsive planning and engagement with families.

**Middle of the Year (MOY) Assessment Data:** Approximately 87-93% of schools opted into MOY administration across tests, and 75-85% of all students enrolled in district-managed schools participated in the MOY window for the respective subject and grade-level test.

More than 80% of students who took the assessments at the beginning of year (BOY) also did at the MOY, so most of the changes from BOY to MOY are explained by the changes in student performance, with some small changes due to changes in cohort composition. Highlights are as follows:

- **K-2 i-Ready Reading & Math MOY Performance:** From BOY to MOY, more CPS students scored in the top benchmark categories and fewer scored in the lowest benchmark categories. Overall in K-2, CPS’ reading and math performance is similar to, but slightly below, the national performance and almost identical to the Council of Great City Schools (CGCS) performance distribution. Based on the sample of CGCS districts and their socio-economic status (SES) composition compared to Chicago, CPS is outperforming the expectation.
- **3-8 Star360 Reading and Math MOY Performance:** From BOY to MOY, CPS students improved in the percent of students “at/above benchmark” in all grades except 8th. Overall in 3-8, CPS’ reading & math performance is slightly below the national comparison sample and slightly above other participating large urban districts in CGCS.
- **Curriculum quality:** Schools and Networks were asked to assess the quality of curriculum at the start of this year. This data is being used to identify opportunities for curricular improvement in SY23 and possible curriculum adoption in SY24. The percentage of schools reporting a high-quality curriculum is as follows: literacy – 80.2%, math – 78.6%, science – 89.6%, and social science – 78.4%.
- **Attendance:** The daily student attendance rate at Quarter 2 was 88.9%, which is an increase of 2% from the rate at the same time last year but 3% lower than the pre-pandemic Quarter 2 attendance rate in 2019.
- **Postsecondary success:** Students are completing postsecondary planning steps at a faster rate in SY23 than in SY22.
- **High School On Track Rate:** CPS’ high school On Track rate is slightly below the rate from the same time last year. When disaggregated by prioritized student populations, you’ll find that high school students with IEPs and high school English Learners are marginally (1 and 2%, respectively) outpacing On Track rates of last year’s high school DL and EL cohorts.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Office of College Career Success, Office of Safety and Security, Office of Network Supports

**CRITICAL NEXT STEPS**

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

## CHICAGO ROADMAP AND FOCUS ON CAREER TECHNICAL EDUCATION (CTE)

### DESCRIPTION

The Chicago Roadmap is an unprecedented partnership between CPS and City Colleges of Chicago (CCC) to support students along a seamless path to and through college on the way to their chosen careers. Through the Roadmap, CPS and CCC are transforming their relationship from a successful collaboration to convergence, with alignment at every level of both organizations. By providing access to high-quality programs, advising and supports, career exploration and preparedness, the Roadmap strives to dramatically and equitably increase student outcomes in college enrollment, college degree attainment, and employment.

### GOALS & DESIRED OUTCOMES

- **Comprehensive Career Pathway Maps:** CPS is co-designing career pathways that backward map from high-wage, high-skill, in-demand careers and allow students to take tailored courses and earn postsecondary certifications and credit. Work-based learning undergirds all pathways to pair classroom learning with authentic experience and professional networking.
- **Career Counseling and Advising:** CPS is working to skill up all adults who are working with students to build expertise in career counseling.
- **Industry Advisory Council Collaboration:** CPS is currently meeting with industry partners to understand workforce trends and needs, with the goal of validating programming and certifications within programs.
- **Green Sector and Future Workforce Development:** Postsecondary and industry partners are collaborating with CPS to expand opportunities for teachers and students to gain skills in green sector jobs – one of the fastest growing sectors of the economy.

### STRATEGY

CPS is currently working on establishing universal standards of excellence to ensure access to high quality programs and choice for all students throughout the city. The District is in the process of identifying programs already meeting the standard. In addition, CPS is identifying areas of opportunity to strengthen strategic investment and grow program quality to meet these new standards.

### CURRENT STATUS

Current state of Career Technical Education (CTE) in the District:

- Presently offering Standards of High-Quality CTE programming, CPS' Roadmap Model Pathways align early college credit with career programming and work-based learning. Working to expand the Roadmap with the University of Chicago.
- Career Spotlight Days, CTE Summer Camps, CTE School Visits, Skills Fair, and Career Fairs have increased career awareness at the Middle School level.
- Industry-Recognized Certifications approved by Industry Advisory Councils - Certification List.
- Expansion of work-based learning for middle school students

### KEY STAKEHOLDERS/PARTNERSHIPS

- City of Chicago Departments/Sister Agencies: City Colleges of Chicago, Chicago Park District, Department of Family Support Services, Chicago Public Library, Chicago Police Department and Chicago Fire Department
- Chicago Cook County WorkForce Partnership
- World Business Chicago
- Workforce Development Partners: CISCO, Hire360
- Industry Partner Councils
- Trades Unions

**CRITICAL NEXT STEPS****EQUITABLE AND FISCALLY RESPONSIBLE RESOURCE PLAN****DESCRIPTION**

The Operational Excellence section of the CPS' Three-Year Blueprint includes a commitment to ensuring that all students feel supported inside and outside the classroom with high-quality services, and that resources are distributed equitably to eliminate opportunity gaps across the District. CPS will work with school leaders to fully invest in the District's instructional priorities and shift resources to support the core student experience.

**STRATEGY**

Everyone benefits when all students succeed, and everyone loses when students are left behind. An equitable school district provides all students with the appropriate resources, supports, and opportunities to meet students' different needs and aspirations; and celebrates and embraces the individual cultures, talents, abilities, languages, and interests of each student. The CPS Opportunity Index is an analytical tool used to align how opportunity is measured at CPS so the District can most equitably support communities most impacted by inequity and structural disinvestment with the resources and decision-making power in the District's locus of control. The Opportunity Index is an advocacy tool for inter-institutional alignment to advance resource equity.

**CURRENT STATUS**

CPS is facing key structural challenges:

- **Inadequacy and Inequity:** In FY23, CPS will receive only 75% of what the state's Evidence-Based Funding (EBF) formula says CPS needs to be "adequately" funded. This leaves CPS over \$1.4 billion short of resources that could support schools and students.
- **Enrollment Challenges:** From fall 2019 to fall 2022, CPS enrollment decreased by over 33,000 students (9%), with varying impacts on schools citywide.
- **COVID-19 Funds:** CPS has already spent more than \$1.7B on COVID-19 operational needs and other academic and non-academic supports. All funds will be fully allocated through FY25.

After allocating fixed costs, 69% (\$6.5 billion) of CPS' total budget is available to support classroom spending. Remaining funds cover teacher pension costs, debt service payments on bonds used for capital investments, capital funding, and central/network offices costs.

Statewide inequities drive long-term financial challenges:

- CPS is the only district in the state that is required to fund its own teacher pensions. The state covers teacher pension costs for every other district in the state, while providing only 36% of CPS' total cost. The remaining 64% is covered by Chicago taxpayers, a burden no other district incurs.
- Teacher pension contributions will grow and represent the district's largest cost increase in FY2024.
- CPS also pays \$175 million to the city to support normal cost and unfunded liability for non-teacher pensions, a cost the district has taken on without supporting revenue and a cost that will continue to grow.
- Unlike every other district in the state, CPS has limited access to alternative revenue sources to fund capital projects. Because of this, CPS must use over \$540 million of Evidence-Based Funding and other unrestricted funds to make debt service payments. These dollars would be otherwise eligible for everyday classroom expenses. The cost of CPS' debt service will continue to rise as the District makes needed capital investments in its school buildings.

CPS will face a substantial budget gap once temporary federal COVID relief expires. Projections show CPS faces projected budget deficits north of \$600 million beginning in FY2026. The most significant factors driving these projected deficits include: payments to city to cover CPS' non-teacher pensions (normal cost and unfunded liability), lower EBF revenues, and growth in the wage base and benefits contributions. Resolving inequities between CPS and other districts in whole or in

part would allow CPS to close the projected gap and maintain existing investments made possible by COVID relief funding. Federal relief funding has allowed CPS to continue to advance important priorities. FY2024 school resourcing will maintain and augment FY2023 investments focused on resourcing the instructional core.

FY2024 budgeting is in process and will add new resources on top of FY2023 investments:

- At least \$60M in additional teacher and aide support for Diverse Learners
- Dedicated funding and increased support for newcomer students and English learners
- Continued expansion of access to free Pre-K across the city
- Budget increases to cover contractual cost-of-living adjustments
- Additional funding to advance resource equity using the district’s Opportunity Index
- Additional funding to provide year-over-year stability amid shifting enrollment trends
- Additional resources for mental health

### **KEY STAKEHOLDERS & PARTNERSHIPS**

- Families and communities
- School administrators, teachers, and staff
- Local, state, and federal elected officials

### **CRITICAL NEXT STEPS**



## FAMILY AND COMMUNITY ENGAGEMENT

### DESCRIPTION

The CPS Office of Family and Community Engagement (FACE) partners with parents/guardians, educators, local businesses, churches, community organizations, and other stakeholders to strengthen the connections between CPS schools and the communities and improve educational outcomes for all students. FACE empowers parents/guardians to be active stewards of their child's educational process and facilitates family and community participation in their school community through outreach, events, educational opportunities, and community and faith-based partnerships.

### GOALS & DESIRED OUTCOMES

- Increasing student achievement
- Building partnerships with parents and community
- Effectively communicating district initiatives
- Empowering families and community
- Closing the communication gap between families and the communities
- Establishing a pipeline to resources/services

### STRATEGY

- **FACE managers** focus on training and empowering parents and community stakeholders to become participants and leaders within their schools and community. They also provide training and facilitate engagement through community forums and events, including the Chicago Board of Education meetings.
- **Volunteer Programs:** CPS welcomes parents and community stakeholders who wish to contribute their valuable time and talents to enriching the academic experience of CPS students.
- **FACE engages parents through a variety of programs** including Parent Leadership Institute (PLI), a 10-week leadership development program; monthly parent collaborative meetings for parents and community members from Title 1 schools; Parent Advisory Councils (PACs) at schools that receive Title 1 funding; Parent University (PU), which provides parents, guardians, and community members with free learning and training programs on a broad array of topics at CPS school sites.
- **Local School Councils (LSCs):** LSCs are made up of parents, community residents, school staff, and principals and serve as the policy-making body of the school. LSCs are an important vehicle for participatory democracy, allowing not only educators but parents the opportunity to make important decisions about how their children will be educated.
- **Community Action Council (CACs):** Community Action Councils (CACs) bring together families, school administrators, teachers, staff, and community stakeholders to support the improvement of local education.
- **Office of Faith-Based Initiatives:** This office is committed and dedicated to bridging the gaps between Chicago Public Schools and the faith-based communities of Chicago. Its mission is to establish effective partnerships with faith-based institutions city-wide.
- **Safe Haven Programs:** The Office of Faith-Based Initiatives partners with faith-based and nonprofit organizations to host the Safe Haven program across the city. All CPS students can participate in after-school, spring break, and summer break programming at Safe Haven sites at no charge.

### CURRENT STATUS

Current status for family and community engagement:

- Title I parental involvement is at a district high; with more than 85% of schools reaching Title I compliance; the next phase of this work is supporting schools with spending their Title I parental involvement dollars.
- **Local School Councils:** Currently, there are 1,254 LSC vacancies, down from 1,500 at the beginning of the year. LSC Specialists continue to provide support to councils on how to fill midterm vacancies. The Office of Local School Council Relations (OLSCR) has begun the planning for the upcoming LSC SY24 Elections.
- **Parent Programming:** 80% of CPS' PU sites are offering City Colleges programming with additional sites being added in the coming months.



- **Faith-Based Partnerships:** CPS held its first inter-faith leaders meeting the first week of March, with over 90 participants. Networks 2, 4, 5, and 10 have been identified as priority areas to expand faith-based partnerships for the remainder of the year. The District also has 22 Safe Haven sites that will be servicing students during Spring Break.
- **Back-to-School Planning:** This summer, CPS will be hosting 13 Back to School Bashes across the city. In addition to the bashes, FACE staff will be participating in summer events that promote back to school including Fiesta del Sol and the Bud Billiken Parade.
- **The CACs** are currently working on various educational initiatives, including, for example, quality of life plans that focus on improving the educational experiences for students, student enrichment activities, and student safety initiatives.
- **The Volunteers Unit** continues to process thousands of volunteers on a monthly basis.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Parents and caregivers
- Community leaders, faith leaders, executives from nonprofit organizations
- School administrators
- City of Chicago departments
- Regional planning experts
- District partners

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

**TIME SENSITIVE ISSUES**

- [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]



BUDGET

**CPS FY23 Revenues - Expenditures**

		General Operating Funds	Debt-Service Funds	Capital Funds	FY 2023 Proposed Budget
<b>Revenue</b>	Local	4,273,078,346	232,803,154	59,500,000	4,565,381,500
	State	1,920,504,134	502,062,961	28,272,000	2,450,839,095
	Federal	1,800,100,022	24,594,009		1,824,694,030
	Other Financing Sources			450,000,000	450,000,000
<b>Revenue Total</b>		<b>7,993,682,503</b>	<b>759,460,123</b>	<b>537,772,000</b>	<b>9,290,914,626</b>
<b>Expenditures</b>	Salary	3,283,802,400		1,454,252	3,285,256,652
	Benefits	1,869,852,343		325,183	1,870,177,526
	Contracts	1,516,736,261	23,000,000		1,539,736,261
	Commodities	362,170,132			362,170,132
	Equipment	13,175,896		642,742,200	655,918,095
	Transportation	119,468,610			119,468,610
	Contingencies	828,476,860			828,476,860
	Debt		746,395,726		746,395,726
<b>Expenditures Total</b>		<b>7,993,682,502</b>	<b>769,395,726</b>	<b>644,521,635</b>	<b>9,407,599,863</b>

**CPS FY23 Budget by Unit**

Unit	Unit Name	FY 2022 Adopted Budget	FY 2022 Ending Budget	FY 2022 Projected Expenditures	FY 2023 Proposed Budget
U10110	Board of Trustees	1,378,906	1,378,066	1,216,848	1,552,584
U10402	Executive Office Total	1,502,953	1,527,998	1,348,166	1,449,153
U10800	Chief Education Office Total	706,585,424	879,399,746	777,242,020	790,000,965
U10500	Communications Office Total	1,672,144	1,675,944	1,566,772	2,411,524
U10430	Office of Internal Audit and Compliance	2,441,576	2,503,130	1,860,202	2,448,262
U10320	Inspector General	6,542,957	6,542,957	5,905,301	7,179,547
U10200	Law Office Total	16,962,456	19,776,134	16,612,898	18,965,443
U00180	Pensions and District-Wide Set-Asides Total	1,670,065,760	1,018,116,436	717,664,138	1,470,215,683
U02005	School Networks Total	4,362,252,783	4,643,199,298	4,790,840,229	4,603,994,433
U11000	Talent Office Total	47,539,863	71,885,272	70,556,688	53,473,857
U10406	Freedom of Information Act Office	396,563	396,563	379,460	405,268
U10465	Chief Equity Office	1,840,845	1,798,109	1,437,791	1,821,875
U10470	Finance Total	78,772,140	115,524,198	42,658,481	85,040,140
U10760	Office of Student Protections & Title IX	4,859,175	4,843,941	3,908,009	5,264,068
U11700	Chief Operating Officer Total	902,205,621	1,036,728,303	975,735,596	932,768,193
U13600	Portfolio Office Total	16,585,762	19,927,368	17,537,681	16,691,506
<b>Grand Total</b>		<b>7,821,604,927</b>	<b>7,825,223,460</b>	<b>7,426,470,280</b>	<b>7,993,682,502</b>

## CHICAGO TRANSIT AUTHORITY

### *DORVAL CARTER, PRESIDENT*

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

The Chicago Transit Authority (CTA) is the nation's second-largest public transit agency, carrying more than 750,000 customers on an average weekday, and more than 240 million in 2022. CTA serves the entire city of Chicago and 35 surrounding suburbs, providing bus and rail service seven days a week. The CTA has eight rail lines with 145 stations, covering more than 224 miles; and 128 bus routes serving nearly 11,000 bus stops.

CTA provides more than 80 percent of the public-transit trips in the six-county metropolitan area, and works closely with the other two regional transit service boards, Metra and Pace, to coordinate service, fare payment and connections.

For more than 75 years, the CTA has been woven into the fabric of the city, providing quality, affordable transit service that links people, jobs, and communities. The CTA is the backbone of the region's transit system, providing the most convenient and affordable transportation option for more than a quarter-million residents every day. But CTA is about more than just getting from point A to point B: The CTA promotes jobs and contracting opportunities, and CTA investment fosters economic development and opportunities in communities across the region.

The CTA's mission statement is: "We deliver quality, affordable transit service that link people, jobs and communities."

### JURISDICTION & SCOPE

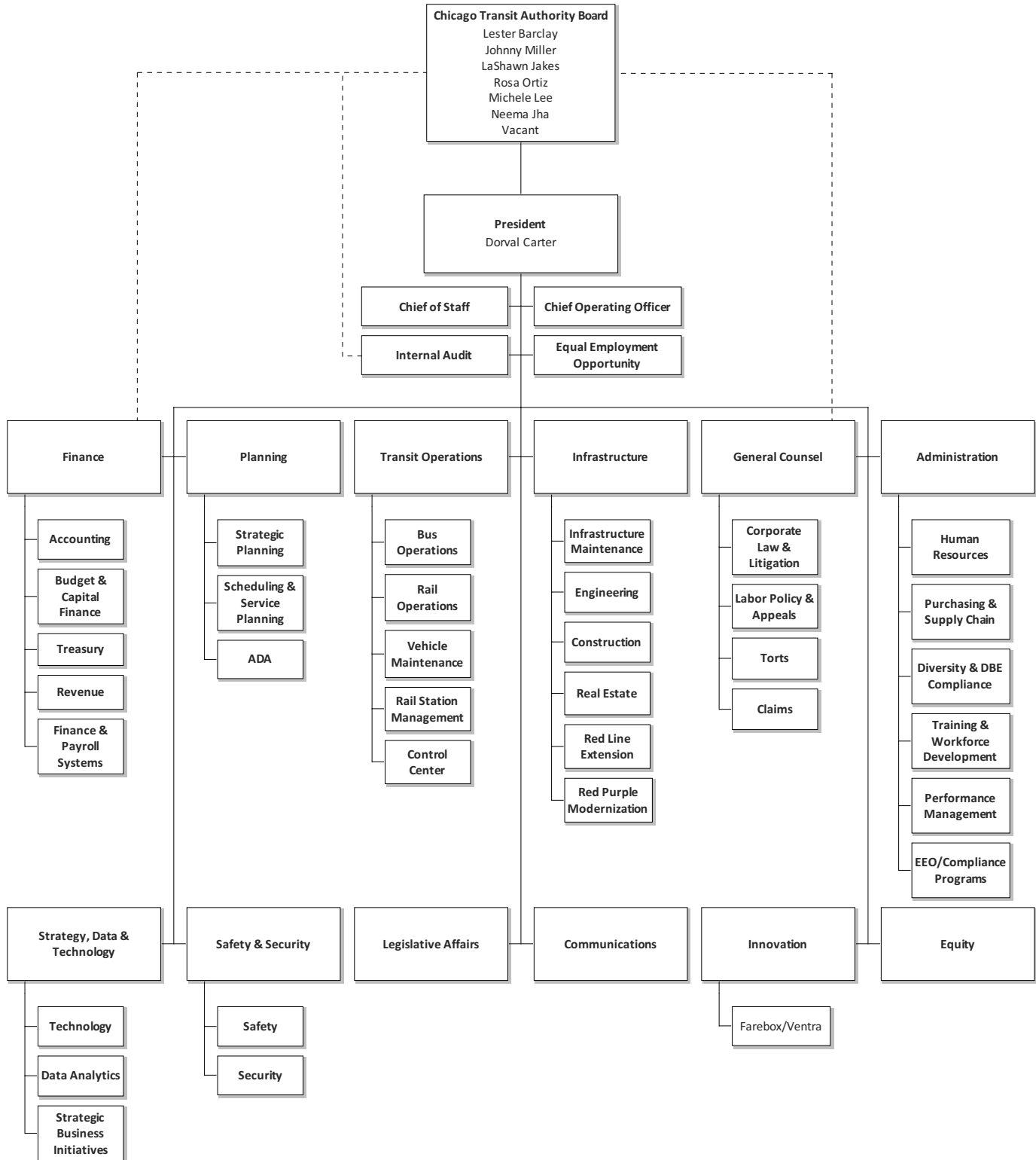
The governing arm of the CTA is the Chicago Transit Board. The Board consists of seven members, with four appointed by the Mayor of Chicago and three appointed by the Governor of Illinois.

CTA generates revenue through two main sources: System-generated revenues and public funding. System-generated revenue includes fares and passes; advertising; concessions and charters; state-subsidized free- and reduced-fare rides; investment income; annual statutorily required contributions from the City of Chicago (\$3M) and Cook County (\$2M); and miscellaneous revenues. CTA's public funding is established and approved by the Regional Transportation Authority, and comprises three sources: sales-tax revenue, public transportation funds (PTF) and the Real Estate Transfer Tax.

The CTA currently carries more than 750,000 daily riders. Ridership has been growing steadily since the outset of the pandemic in March 2020, with CTA currently carrying about 58 percent of its pre-pandemic ridership, one of the more robust recoveries among major U.S. transit industries. CTA ridership in 2022 was up 24 percent over 2021, adding more than 47 million riders to reach 243.5 million in 2022.

The transit industry has faced myriad challenges throughout the pandemic, including an unprecedented shortage of transit workers. Like agencies across the country, the CTA has continued to develop agile, creative solutions to these challenges, including an aggressive, comprehensive recruitment/hiring effort and service schedules designed to provide as much consistent, reliable service as possible. CTA's efforts were recognized in 2021, when the American Public Transportation Association—representing more than 1,500 public- and private-sector organizations in North America—presented CTA with the Outstanding Public Transit System Award, and CTA President Dorval R. Carter, Jr. with the Outstanding Public Transportation Manager Award. Both awards recognized CTA's investment in modernization and service improvements, and exceptional performance during the pandemic.

ORGANIZATIONAL CHART & STRUCTURE



## KEY INITIATIVES/PRIORITIES

### ENHANCED CUSTOMER EXPERIENCE

#### DESCRIPTION

CTA is committed to providing its customers with reliable, fast service in a safe and clean environment that utilizes the latest technologies to provide them with a world class transit experience. Currently, CTA and transit agencies across the country are facing challenges related to a sharp, unprecedented reduction in its workforce, largely due to the impacts of the Great Resignation, competition in recruitment from other industries, and growing bus and rail operator attrition. This reduction in employees—especially among bus operators, rail operators and bus mechanics—severely impacted CTA’s ability to provide the reliable service its customers rely upon.

In response, last summer President Carter unveiled the “Meeting the Moment: Transforming CTA’s Post-Pandemic Future” Action Plan, which aims to address these challenges in the near-term, while also laying the foundation for a long-term transformation of the agency. The goal of the plan is to align CTA service with emerging ridership trends and ensure that CTA is a first choice of travel for many riders in the region.

This customer-focused action plan is grounded in five key pillars:

- Deliver reliable and consistent service
- Enhance safety and security for CTA riders
- Improve the customer experience at CTA facilities
- Upgrade CTA’s digital tools to improve rider communication
- Invest in CTA employees

These pillars are central to the CTA rider experience and are reinforced by near-term strategic investments, initiatives, and tools. Soon after unveiling the “Meeting the Moment” Action Plan, CTA was already announcing new initiatives and deliverables in support of the Plan, such as the launch of a fully redesigned Bus Tracker website and the roll-out of the “Ask CTA” customer engagement and feedback program. Simultaneously, CTA’s hiring and recruitment efforts reached unprecedented levels of engagement and outreach. Several job fairs at CTA’s Headquarters and City Colleges have broken attendance records. Additionally, CTA began offering one of the most attractive incentive packages in the industry, which resulted in CTA hiring operators at a faster rate than pre-pandemic, making headway towards the goal of hiring 700 bus operators and 100 rail operators this year.

Over the past several months, CTA has rolled out new rail and bus schedules. These steps have allowed CTA to align bus and rail schedules with existing workforce levels, which are currently below pre-COVID levels, in an effort to provide a more reliable travel experience for customers. And each month, CTA publishes an interactive scorecard that informs the public about details regarding service delivery and customer experience initiatives, so that riders know the status of work in goal attainment.

The safety and security of customers and employees is the top priority for the CTA. The Chicago Police Department (CPD) provides law enforcement for the CTA through a dedicated group of officers who are part of CPD’s Public Transportation Section, as well as with the support of district police. CPD works in close coordination with CTA’s Security Department each day using both historical and real-time information in directing patrols and resources to address the issue of crime on and near the system. Their efforts are supported by private security guards, as well as a network of more than 33,000 security cameras, the largest network of any U.S. transit agency. Additionally, CPD has also announced the strategic deployment of additional police resources across CTA, as needed.

To further supplement the resources provided by CPD Public Transportation Unit, in 2022, CTA extended its agreement with CPD for volunteer, off-duty officers to patrol CTA properties. Under the new three-year agreement, CTA will be provided additional sworn police officers who volunteer to police the CTA system on their days off and who will be supervised by full-time, dedicated CPD supervisors. Through this extension, CTA increased pay for volunteer officers, who will be paid at a rate of one-and-half times the officer’s regular hourly rate.

Last year, CTA maintenance and cleaning crews made significant station improvements and investments under the agency’s

Refresh & Renew program. Refresh & Renew does far more than just beautify stations—it provides improved lighting, surface repairs and replacement of outdated or damaged signage, allows for cleaner stations with fresh paint and graffiti removed, and makes the CTA travel experience more pleasant and attractive. It is a comprehensive improvement program that produces the types of results that encourage ridership and contribute towards making customers and employees safer. Staff completed work at nearly 30 rail stations that were scheduled to receive extensive improvements, and more than 90 stations slated to receive painting and lighting improvements this year. In total, CTA invested approximately \$3.5 million in Refresh & Renew investments in 2022.

These facility upgrades are in addition to CTA’s enhanced vehicle and facility cleaning efforts, which will be a focus of an upcoming “Spring Cleaning” campaign reminding customers of CTA work to clean vehicles, wash windows, power wash stations, and remove debris.

While the service optimization efforts to align bus and rail schedules with the current, available workforce have the largest impact on improve bus and train trackers, CTA has taken multiple steps to update the tracker tools and improve the prediction algorithms powering these critical tools. Just a few of the recent bus and train tracker improvements include: major upgrade to bus tracker system and transition to mobile-responsive webpage, configuration changes to bus and train tracker algorithms to improve arrival predictions, extending real time prediction window for trains, enhancing digital screens at rail station platforms to show more helpful schedule information, and many more. CTA is also piloting new communication efforts to the ADA community through its tactile bus sign pilot program.

Additionally, as part of the agency’s continuing efforts to provide service to best meet customer demand and ridership patterns, the CTA has embarked on a long-term Bus Vision study. The study—the first holistic look at the entire bus network since the late 1990s—is assessing all current bus routes, including: the start/endpoints as well as the specific street route; the frequency and span of service; the multiple stops along the route; and the connectivity to other transit and transportation services. A key component of this initiative is determining the best ways to provide equitable, accessible service to all parts of the city.

## GOALS & DESIRED OUTCOMES

CTA’s goals for customer experience are rooted in the desire to create a more reliable travel experience for customers and update customer tools to better communicate when we are meeting ride expectations. CTA will continue to focus on the five pillars of the Meeting the Moment Action Plan, described above, to improve every facet of the CTA customer experience.

## STRATEGY

CTA’s strategy is guided by the plans and initiatives being executed under the Meeting the Moment Action Plan. Rider feedback will be solicited through quarterly customer surveys. CTA will also continue to work closely with the CPD to improve and direct resources to improved safety and security measures.

## FUNDING

CTA utilizes a combination of operating and capital funding to address customer experience initiatives.

## CURRENT STATUS

CTA publishes a monthly scorecard, available on CTA’s website, that show over a year of service reliability and ridership information as well as progress on other Meeting the Moment initiatives. This scorecard shows steady progress towards improved service reliability as a result of its service optimization efforts and success in hiring and training of new employees.

## KEY STAKEHOLDERS & PARTNERSHIPS

Chicago Police Department, Amalgamated Transit Unions 241 and 308

## CRITICAL NEXT STEPS

**ADVOCATING FOR CTA FUNDING TO ADDRESS THE FISCAL CLIFF****DESCRIPTION**

- The Regional Transit Authority (RTA) and its three service boards (CTA, Metra & Pace) have identified a regional budget gap of \$730M in 2026, once Federal Relief Funds are exhausted.
  - CTA's portion of the regional budget gap is \$400M.
  - Due to the size of the gaps and feedback from customers, the RTA concluded in its "Transit is the Answer" strategic plan that the service boards cannot cut their way out of the problem nor raise fares.
  - As such, additional public funding is needed to close future budget gaps.
- CTA's 2023 Operating Budget is \$1.8B of which 70% is labor and 90% of labor is union.
- CTA received \$2.2B in Federal emergency relief funding to close projected budget gaps through 2025.
  - Other transit agencies surveyed nationally are expected to exhaust Federal funds in 2024 and 2025.
- Prior to the pandemic and today, the CTA is both underfunded in public funding and more efficient compared to peer agencies nationally and the regional service boards.
  - CTA has historically generated ~50% of its operating funding from system generated revenues (e.g., farebox, advertising, concessions, parking), which is exceptionally high compared to most other transit agencies.
    - Historically, the State requires the region's service boards to collectively meet a 50% recovery ratio to release public funding.
  - Additionally, the CTA needs substantial and continued capital funding to maintain a 100-year-old system.
- Despite its importance and performance, the CTA and the region faces an uncertain future due to the ridership and revenue impacts of the COVID-19 pandemic.

**GOALS & DESIRED OUTCOMES**

- Secure increased public funding for transit operations by developing a funding structure that is less reliant on rider fares.
  - RTA and the service boards will also need to determine how the new funding will be split.
  - Historically, the CTA has received ~45% of regional operating funding despite providing over 80% of all regional transit rides.
- Obtain continued recovery ratio relief from the Illinois legislature while developing permanent funding structural reform.
  - RTA and the service boards currently have legislative relief through 2023.

**STRATEGY**

- Build a coalition to promote the value transit brings to the Chicago region (e.g., economic, environmental, equity).
- Engage with communities in an inclusive and transparent way about how transit dollars are spent, including the allocation splits among the three service boards, in the Chicago region.
- The State tasked the Chicago Metropolitan Agency for Planning (CMAP) to develop a report, "Plan of Action for Regional Transit" (PART), that builds on the RTA strategic plan and is due to the State legislature by January 1, 2024.
  - The outcome will be a set of state legislative recommendations that ensure the long-term financial viability of a comprehensive and coordinated regional public transportation system.
- In addition to the region's pursuit of additional state funding, President Carter, in his role as APTA Chairman, is leading the effort to secure additional funding at the federal level.

## FUNDING

- Various funding solutions were identified in the RTA's "Transit is the Answer" strategic plan, but no single source is large enough to cover the entire regional gap.
- Revenue ideas can be bucketed into four distinct groups:
  - Sales Tax (e.g., expand base and/or increase rate)
  - Congestion Charges
  - Various Taxes and Fees (e.g., increase MFT, RPTT, PTF, implement VMT)
  - Federal Funding
- RTA and the service boards are agnostic as to the source of funding.

## CURRENT STATUS

- RTA board approved its strategic plan in February 2023.
- RTA and the service boards met with the Senate Transportation Committee on March 14, 2023 to outline the scope of the fiscal cliff and the need for additional funding. After the release of CMAP's PART report, additional legislative efforts will be needed to draft and lobby for additional funding.

## KEY STAKEHOLDERS & PARTNERSHIPS

- RTA and the service boards (CTA, Metra & Pace)
- CMAP
- Riders
- Taxpayers
- Transit advocates
- Business community
- Elected officials

## CRITICAL NEXT STEPS

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



## MODERNIZATION AND INNOVATION

### DESCRIPTION

Each year, CTA makes significant investments into modernizing its bus and rail system, from its bus fleet and rolling stock to its capital infrastructure to the technology its customers rely upon. CTA remains committed to ensure that it improves, updates and, when necessary, reinvents itself to better serve customers.

### Innovation

CTA established its first-ever department dedicated to innovation. The Innovation Department is focused on identifying new, innovative solutions to improve the customer experience, which includes: leading the development and implementation of a new, modern fare collection system, bringing together internal stakeholders to update and improve the transit tracker tools, working to identify new customer communication tools, piloting a predictive bus crowding project, and developing new multi-modal integrations (e.g. Divvy). The Innovation Department also works directly with other departments to provide policy leadership, research, and project management resources for innovative pilots, proof of concepts, and solution implementations. The Innovation Department stays abreast of mobility solutions like connected vehicles, micro-mobility services, multi-modal integration, and what they mean for CTA, public transit, and, most importantly, riders.

CTA's award-winning Ventra fare payment system was a first-of-its-kind technological tool when it was introduced in 2013 and has continued to serve CTA customers with new features and tools to support fare payment and service communication. In fact, it represents the future of fare payment and integration. Today, staff are working to fully update the ten-year old system, further integrate with Divvy bikeshare, build on the successful Ventra Card in Apple Pay and Google Pay Program – which is the largest virtual transit card program in the U.S.– and enhance the Ventra mobile app experience. CTA has been a leader in fare technology and will continue to be a leader with planned systemwide updates in the next year.

Beyond Ventra, CTA recognizes that the ability to quickly, nimbly, and substantively update and upgrade tools to benefit customers is key. As a result, the agency is always working on ways to improve its transit tools for customers, including Bus and Rail Trackers. In fact, CTA is investing in its digital infrastructure as much as it is upgrading its stations and fleet. CTA is making continued enhancements to its bus and rail tracker feeds to improve its communications and reduce the instances of “ghost” buses and trains. It is also making other enhancements to the tracker themselves to assist in providing customers with accurate wait times and fleet locations. CTA also recently launched an updated bus tracker mobile responsive website and enhanced rail tracker information to tackle service issues and is continuing to enhance predictions for more accurate information.

CTA is also working on an initiative to pilot a “Chat with CTA” ChatBot feature to provide riders with more real-time information and ability to easily report quality of life issues to CTA, e.g. cleanliness issues.

### Capital Investments

CTA is also focused on improving its infrastructure with some of the largest projects in its history, including the \$3.6B Red Line Extension (RLE), the \$2.1B Phase One of the Red and Purple Modernization Project and the capital improvements related to the All Stations Accessibility Program (ASAP). Each of these monumental initiatives were spearheaded by President Carter over the last several years, resulting in an unrivaled era of transformative capital investment in CTA that is focused on equity and accessibility.

The planned RLE project will extend the Red Line from the existing southern terminal at 95th Street to 130th Street. As part of this project, four new accessible rail stations will be added, plus a new a modern, efficient railcar storage yard and maintenance facility that will benefit users of the entire Red Line. The 5.6-mile rail line extension will provide long-awaited and much needed connection to jobs, education, commerce, and opportunity, while also serving as a catalyst for economic development that benefits the entire City of Chicago.

Last December, a new Transit Tax Increment Financing (TIF) district was approved by City Council that will provide financial support for RLE. The adopted Transit TIF legislation includes measures that will generate up to \$959 million in local funds for eligible costs involving RLE construction and administration. The creation of the Transit TIF will allow the City to leverage up to \$2.2 billion in Federal Transit Administration funding for the RLE. The project has already received \$30 million through the U.S. Department of Transportation, and the CTA is pursuing additional federal, state, county, and Regional Transportation Authority financial support.



CTA also continues to move forward with the historic, award-winning \$2.1 billion Red and Purple Modernization (RPM) Phase One Project, which recently received the Innovative Transportation Solutions Award from the Women’s Transportation Seminar (WTS) Greater Chicago Chapter, highlighting an innovative transportation project led by female project management.

**RPM Phase One Project includes three major components:**

- Reconstruction of the Lawrence, Argyle, Berwyn, and Bryn Mawr Red Line stations into larger, fully ADA accessible stations; and replacement of track structure totaling six track-miles that is a century old;
- New Red-Purple Bypass construction (completed in 2021); followed by the reconstruction of Red and Purple Line track structure between Belmont and Newport/Cornelia; and
- Installation of a new signal system on 23 track miles between Howard and Belmont that, similar to roadway traffic signals, will improve train flow and service reliability.

In 2018, President Carter released the ASAP Strategic Plan, which serves as a blueprint for making all rail stations fully accessible to people with mobility disabilities by 2038. Currently 103 of CTA’s 145 rail stations (70%) are ADA accessible.

As part of the ASAP plan, CTA will soon begin a major renovation of the Racine Blue Line station, which includes the addition of an elevator and other improvements to make the station fully accessible—making it the latest project to advance as part of the CTA’s ASAP initiative. Funding for this critical infrastructure project was sourced through Governor Pritzker’s Rebuild Illinois Capital Plan.

Another modernization priority for CTA is the full electrification of its bus fleet, facilities and supporting infrastructure by the year 2040. Replacing CTA’s current fleet of 1,800 buses with an all-electric bus fleet of this size is a complex and challenging undertaking, but CTA is committed to making the vital upgrades and capital investments, including facilities and other supporting infrastructure (e.g., charging equipment), to support and maintain these vehicles. Last year, CTA published “Charging Forward”, a detailed roadmap for making CTA’s fleet all-electric by 2040.

## GOALS & DESIRED OUTCOMES

**CTA’s modernization and innovation goals include:**

- A comprehensive, multi-year upgrade of the Ventra system to lay foundation for future integration opportunities with other mobility providers or technology companies
- Identify and launch multiple digital tools and features to better manage service disruptions and improve communication with customers
- Transition more applications and technology systems to the cloud
- Complete electrification of CTA bus fleet by 2040
- Successful completion of the RLE and RPM projects, as well as those associated with the ASAP program

## STRATEGY

**CTA is undertaking an array of steps to strategically move forward, especially with an eye towards improved technology, including:**

- Looking beyond just KPIs for measuring how something went wrong by focusing on predictive/proactive data-driven decisions
- Focusing CTA’s metrics on the customers, in recognition of the need to better measure customer satisfaction/customer journey
- Utilizing more managed service contracts for technology infrastructure
- Focusing on customer engagement and customer communication tools
- Continued identification and procurement of federal and state funding to complete future, additional capital infrastructure improvements

## FUNDING

CTA's innovation initiatives are funded with CTA's operating budget and capital funds. Infrastructure investments are funded with capital funding.

## CURRENT STATUS

CTA's modernization and innovation initiatives and projects are in various stages of completion and progress.

Similarly, upgrades to existing technology, like Ventra and CTA's transit trackers are ongoing. Newer tools and improvements, however, are in various stages of planning and execution.

## KEY STAKEHOLDERS & PARTNERSHIPS

Continued outreach by CTA's Government and Community Relations staff to the communities and customers affected by the projects mentioned herein is key to CTA's continued success.

In addition, companies like Cubic Corporation, which worked with CTA to develop and launch Ventra, will be key to ongoing technological improvements.

## CRITICAL NEXT STEPS



## INVESTING IN CTA'S EMPLOYEES

### DESCRIPTION

CTA values its nearly 10,000 employees and their professionalism and dedication to serving the 800,000-plus riders we currently serve each day. In recognition of their importance to the organization's success, CTA seeks to ensure that all workers are provided with a supportive environment in which they feel empowered by the agency. To provide each member of the CTA family of employees with the training, resources and support they need, CTA is deeply committed to investing in existing workforce and also attracting new employees in this competitive market.

To assist with the effort to attract new employees, last December, CTA implemented new financial incentives for both new hires and existing employees. These incentives included:

- A \$1,000 hiring bonus for all new bus operators, bus mechanics and rail car repairers hired in 2022 and 2023;
- A new retention incentive for eligible employees that they receive after every six-month period worked, though December 2023; and
- An increased starting rate for bus and rail operators, mechanics and car repairers.
- Beyond financial incentives, CTA is also investing in security measures to protect our frontline workers. In late 2022, CTA completed installation of 173 new security camera monitors in customer assistant kiosks across all 146 rail stations. This allows our personnel to better monitor activity at rail stations taking place in the station. These employees can now make faster, better informed, real-time decisions when disturbances of any sort occur at their work location.

CTA is also upgrading driver barriers – shields that create a see-through barrier between bus operators and the public – which help provide bus operators with a safer work environment. Most CTA buses are equipped with a driver barrier shield made of Lexan, a stronger and more resilient version of Plexiglas that is able to withstand cracking and shattering from continuous or forceful impacts. CTA has already begun to upgrade the barriers, retrofitting the existing fleet with new, better barriers that are sturdier and longer in length to provide improved coverage. More than one-third of CTA's bus fleet is now equipped with the new and improved barriers, with plans for in-house resources to retrofit the remaining portion. All new manufactured buses will come equipped with the new barriers.

CTA is also increasing its employee recognition activities. For example, last fall, outstanding Bus and Rail Operators were recognized by the CTA Board for their professional excellence during the worst of the COVID-19 pandemic, as reported in customer commendations submitted to CTA. During the recognition ceremony, the honorees were recognized individually and provided certificates in recognition of their professional excellence. CTA will host similar recognition activities as part of this ongoing initiatives.

CTA also provides targeted programs that build internal talent and address future succession planning needs. As part of its annual learner engagement plan, CTA offers employees opportunities to participate in workshops, career coaching, developmental programs and more. Those developmental programs include Foundations for Management—an interactive 12-week program that offers training to entry-level employees in brand development, career planning, effective communication, resume writing, interviewing and more—and the Leadership Development Program, a 10-month program designed to assist a select group of high-performing managers to enhance their development of key leadership perspectives, strategies and skills.

Another unique employee investment that CTA is making is its Second Chance program—a nationally recognized initiative that is not only one of the largest of its kind in the country, but a model in the public transit industry for preparing individuals that are re-entering the workforce, including returning citizens and others with barriers to employment. This life-changing, holistic program provides training, educational opportunities, and support that helps participants gain valuable work experience and get back on their feet. The CTA recruits participants directly and also partners with various social services agencies to identify candidates. Individuals who join Second Chance are provided with a wide array of in-class education, hands-on training, and networking opportunities to further develop their skill set and enhance their future job prospects.

To date, more than 1,700 people have participated in this invaluable program and more than 500 program participants have secured permanent employment with the CTA, with several later promoted to management-level positions. Many others have secured permanent jobs elsewhere because of their successful experience at the CTA.

CTA also provides career development opportunities through its multiple internship programs, including its year-round and highly competitive college internship program. The program attracts hundreds of applicants from across the country seeking opportunities for career development in a variety of fields, including bus and rail operations, engineering, safety and security, training and workforce development, diversity, and more. Last year, the college internship program had 79 undergraduate- and graduate-level interns representing approximately three dozen colleges and universities. Of the 61 interns that participated in the 2022 Summer Term, 70.5 percent were minority, identifying as African American, Hispanic, Asian, or with two or more ethnic backgrounds.

## GOALS & DESIRED OUTCOMES

CTA continues to take steps to attract and train new hires, and to retain existing employees, to result in better, more reliable service for its customers, which is its most desired outcome. CTA also seeks to continue to explore and implement additional training, instruction, and skill development opportunities for its workforce—across all departments—to improve overall organizational performance, empower employees and, ultimately, bolster worker morale.

## STRATEGY

Across CTA departments, especially those charged with training, professional development, and human resource matters, staff will continue to investigate, evaluate and, where possible, implement new employee training, perks and benefits, and professional development opportunities. Staff will also work to engage with current and future employee resource groups, like its existing veteran-focused group, along with others, in an effort to gather employees' thoughts and views on what new investments they may suggest. This is in addition to large scale and targeted employee surveys designed to solicit feedback from employees.

## FUNDING

Investments in employees are currently funded with operating funds in CTA's budget.

## CURRENT STATUS

CTA's employee investment initiatives are generally ongoing, expect those that have been successfully completed, like the installation of video screens in rail kiosks, as mentioned above.

## KEY STAKEHOLDERS & PARTNERSHIPS

CTA partners with local and nationwide organizations - inclusive of colleges and universities - to offer customized training opportunities for personnel. External learning opportunities are also offered to employees, including participation in the American Public Transportation Association (APTA) Emerging Leaders Program and the APTA Leadership Program, local leadership development initiatives like the Civic Leadership Academy, participation in industry conferences, and individualized courses based on employees' professional development goals.

There are several partnerships supporting CTA's hiring efforts. CTA is working closely with its bus and rail employee unions—Amalgamated Transit Union, Locals 241 and 308, respectively—to help increase hiring outreach and employee retention. CTA has also successfully partnered with Olive-Harvey College to offer a free Commercial Learner's Permit (CLP) preparatory course to assist bus operator job candidates with getting their CLP. CTA covers the cost of the permit exam, making it free for jobseekers.

CTA also partners with a large number of social service agencies, like Cara Collective and the Safer Foundation, to assist with identifying potential Second Chance program participants.

## CRITICAL NEXT STEPS



## PROMOTING DIVERSITY, EQUITY AND INCLUSION

### DESCRIPTION

As the nation's second-largest provider of public transit services, the Chicago Transit Authority (CTA) views diversity, equity and inclusion (DEI) as comprehensive and vital cornerstones of its customer experience and organizational culture. Across every level of the agency, from senior leadership to frontline, essential workers, CTA is committed to ensuring that its programs, policies, and services give paramount consideration to the needs of—and impacts upon—its most transit-reliant customers and Small- and Disadvantaged Business Enterprises (SBEs/DBEs).

CTA is currently working in collaboration with its equity partners—the Center for Neighborhood Technology (CNT) and TransitCenter—as part of ongoing, extensive work being done to develop a comprehensive DEI framework for the agency. The work being done by this group will result in the creation of an equity working group and the development of guiding equity principles.

CTA is also focused on ensuring that its workforce understands and embraces its commitment to the organization's core DEI values. This includes its Diversity and Inclusion Task Force, which creates educational, recognition, and celebratory events and opportunities to observe and honor the diversity of CTA employees. It also presents "Common Grounds"—a very successful, ongoing diversity dialogue and educational series for staff, created by CTA's Equal Employment Opportunity section, that provides informative and interactive learning opportunities on topics related to DEI, belonging and accessibility in the workplace.

CTA is also a recognized national leader in the development of a wide array of programs and resources to assist SBEs and DBEs and employs a proactive and innovative approach to maximize opportunities for those companies, including:

- Evaluating all contracts for DBE opportunities and establishes DBE goals based on the availability of DBEs and the scope of the contract to ensure a minimum level of participation from DBE firms;
- Providing programs, educational events, and resources for SBEs and DBEs to increase their chances of participation in CTA contracts; and offering in-person and virtual outreach programming regarding contract opportunities and educational/technical assistance sessions, including those that connect potential prime contractors and DBE firms to upcoming contract opportunities.

CTA's various efforts to increase opportunities for DBEs resulted in prime and subcontracting awards to DBEs of more than \$79 million in 2021 in prime, all of them minority- or women- owned businesses.

CTA also offers an SBE program that sets aside numerous contracts for which only SBE-certified businesses can compete. This program is part of CTA's approach to creating more prime contracting opportunities for SBEs. In fact, in 2021 alone, the CTA awarded more than \$22.8 million in prime contracts to SBE or DBE firms. Last year, under the SBE program, the CTA awarded Maintenance-Level Construction (MAINCON) Program contracts totaling \$8 million to a pool of certified small businesses. In addition, under President Carter's direction, CTA put in place the U.S. Employment Plan (USEP) on both its bus and rail vehicle purchases creating additional employment opportunities and investment in U.S. manufacturing facilities, such as the rail car production facility on Chicago's Southeast Side.

CTA partners also approaches its hiring and recruitment efforts through a DEI lens, including outreach to a variety of non-profit and professional organizations from various communities to recruit more applicants for CTA jobs from under-represented communities. In recognition of its efforts, last year, the Hispanic/Latino Professionals Association (HLPAs) called CTA one of America's Best Places to Work for Latinos and was recognized as a Top Diversity Employer by DiversityJobs.

As a national public transit leader, CTA was among five initial public transportation agency signatories—known as “First Movers”—to join the Equity in Infrastructure Project (EIP), a national initiative in which participating public transportation agencies commit to helping to advance the organization's mission to build generational wealth and reduce the racial wealth gap by creating more prime, joint venture and equity contracting opportunities for Historically Underutilized Businesses, or HUBs. This year, CTA and Philadelphia's transit system (SEPTA) entered into a reciprocity agreement memorializing EIP's first official project—the creation of a joint SBE certification program based on CTA's model that will allow HUBs to compete for contracts with both agencies, upon completion.

This year, CTA also became a founding signatory to the American Public Transportation Association's (APTA) Racial Equity Commitment Pilot Program. This two-year initiative seeks to provide member organizations, including CTA, with “a tangible roadmap for advancing racial equity within their organizations as part of a comprehensive DEI framework.”

President Carter has emerged as a national thought leader and speaker on topics of diversity and equity in public transit, including headlining equity-focused engagements as a part of his role as Chairman of the American Public Transportation Association. These include the Thomas B. Deen Lectureship, Lyft's Black History Month speaker series, a special address on equity in transit to the University of California at Berkeley, a keynote address before the Shared Use Mobility Center's 2022 National Shared Mobility Summit, and other equity-related engagements. President Carter's influence on diversity, equity, and inclusion initiatives was a critical component of his recognition by APTA as the industry's top executive as well as the agency's recognition as top transit agency.

## GOALS & DESIRED OUTCOMES

CTA's DEI goals and desired DEI outcomes for the near- and long-term include:

- Establishment of CTA's equity principles and Equity Working Group;
- Continued expansion of SBE and DBE support, assistance and educational programs;
- Continued involvement with the EIP program, including successful completion of the partnership with SEPTA and future involvement with similar initiatives; and
- Establishment of a new DEI executive management role at CTA that will report directly to the President to guide and provide direction for future DEI programming and initiatives (see discussion below).

## STRATEGY

In 2019, the Chicago Transit Board approved the Contracting Careers Opportunity Policy, which amended the CTA's existing purchasing policies and procedures to cement the practice of creating job opportunities through CTA contracts. This practice began in 2013, on the \$425 million Red Line South Reconstruction project, with CTA requiring that a minimum percentage of the workforce on the project be disadvantaged/dislocated workers.

CTA now regularly adds workforce goals for disadvantaged/dislocated workers and union apprentices on all its major construction contracts. And, beginning with the RPM Phase One design-build contract, a goal for workers from economically disadvantaged communities was also added.

In 2019, the CTA also partnered with the Chicago Cook Workforce Partnership and HIRE360 to further strengthen the participation of under-represented and disadvantaged populations in CTA's RPM Phase One workforce through outreach, training, and placement. Through these ongoing partnerships, there remains a targeted focus to ensure that CTA's investments create job opportunities and career paths in construction for all the communities served by CTA. Following the success of RPM, CTA will expand this program to the rest of the capital projects in 2023.

## FUNDING

CTA's DEI initiatives are funded in the existing FY2023 budget.

**CURRENT STATUS**

CTA's DEI efforts are ongoing, across the agency.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Center for Neighborhood Technology (CNT), TransitCenter

**CRITICAL NEXT STEPS**



## BUDGET

## CTA FY23 BUDGET

*(In Thousands)*

	<b>Proposed 2023 Budget</b>
<b><u>Operating Expenses</u></b>	
Labor	\$ 1,284,453
Material	114,673
Fuel	51,736
Power	32,517
Provision for Injuries and Damages	20,200
Purchase of Security Services	41,150
Other Expenses	
Pension Obligation Bonds (Net)	101,242
Contractual Services	152,153
Utilities, Non-Capital Grant, Travel, Leases, Other	22,502
Other Debt Service	6,923
Other Expenses Total	282,821
<b>Total Operating Expenses</b>	<b>\$ 1,827,550</b>
<b><u>System-Generated Revenue</u></b>	
Fare and Passes	\$ 315,552
Reduced Fare Subsidy	14,606
Advertising, Charter & Concessions	32,825
Investment Income	2,500
Statutory Required Contributions	5,000
Other Revenue	23,092
<b>System-Generated Revenue</b>	<b>\$ 393,576</b>
<b><u>Public Funding</u></b>	
Sales Tax I	\$ 478,429
Sales Tax II	67,338
PTF II	88,686
RETT	81,783
PTF II on RETT	20,416
Non-Statutory Funding - PTF I	283,968
Non-Statutory Funding - Sales Tax I	23,400
ICE	-
<b>Public Funding</b>	<b>\$ 1,044,020</b>
<b>Federal Relief Funds</b>	<b>\$ 389,954</b>
<b>Total Operating Revenue</b>	<b>\$ 1,827,550</b>
<b>Short-term Borrowing</b>	<b>\$ -</b>
<b>Balance</b>	<b>\$ -</b>



## CHICAGO HOUSING AUTHORITY

### TRACEY SCOTT, CHIEF EXECUTIVE OFFICER

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

CHA's mission is to create and sustain strong communities where seniors thrive and everyone can unlock their economic power. We envision a city where every neighborhood has quality affordable housing and everyone feels welcome.

CHA is committed to a thoughtful and balanced approach to affordable housing development and believes that strong communities are made up of more than just housing – they also need quality public schools, green space and outdoor recreation, jobs and career opportunities, healthcare access, grocery stores, public transportation, and more.

### JURISDICTION & SCOPE

CHA is the primary municipal agency responsible for providing federally funded housing assistance to low-income families and individuals in Chicago, including the elderly, veterans and those in need of supportive housing. CHA is the third-largest Public Housing Authority in the country and 95 percent CHA's funding is federal. CHA has annual budget of \$1.2 billion for fiscal year 2023.

CHA serves almost 64,000 low-income households and 132,000 individual residents through the Public Housing, Housing Choice Voucher, and Project Based Voucher programs with housing options in every community area of Chicago. CHA is the largest rental housing owner in the city. Throughout the city, approximately 1 in every 22 Chicagoans receives CHA support.

As a Public Housing Authority, CHA is authorized to engage or assist in developing or operating low-income housing under the U.S. Housing Act of 1937. CHA provides that assistance through several U.S. Department of Housing and Urban Development (HUD) subsidized housing programs.

HUD is CHA's regulator and primary funder, providing 95 percent of funding. Individual real estate projects may include tax credits, TIF, and financing from the City of Chicago, the State of Illinois, foundations, banks, and the private sector.

With private partners, CHA develops mixed-income housing on CHA land and continues to identify new opportunities to preserve and create housing for low-income families in diverse communities across Chicago. CHA has focused on CHA-owned public housing sites such as Cabrini (now known as various names, including Parkside), Horner (now Westhaven), Ickes (now Southbridge), Lathrop, LeClaire, Madden (now Oakwood Shores), Stateway (now Park Boulevard), and ABLA (including Roosevelt Square). In addition, CHA is investing in development in communities that lack significant affordable housing options, such as Lincoln Park, Logan Square, and Rogers Park.

In 2000, CHA was designated as a Moving to Work (MTW) Agency by HUD. Participation in the MTW program gives CHA funding and operational flexibility to create innovative programs designed to expand housing options for residents and provide residents with opportunities to grow and achieve while promoting efficiency and cost savings in CHA's operations. CHA incorporates available MTW flexibilities throughout its entire organization, including 28 specific activities designed to meet these objectives.

CHA is also committed to ensuring that its housing stock is maintained to the highest standards. In 2022, CHA spent \$72 million on capital investments at its properties, including major rehabilitation work at CHA's senior and scattered site properties.

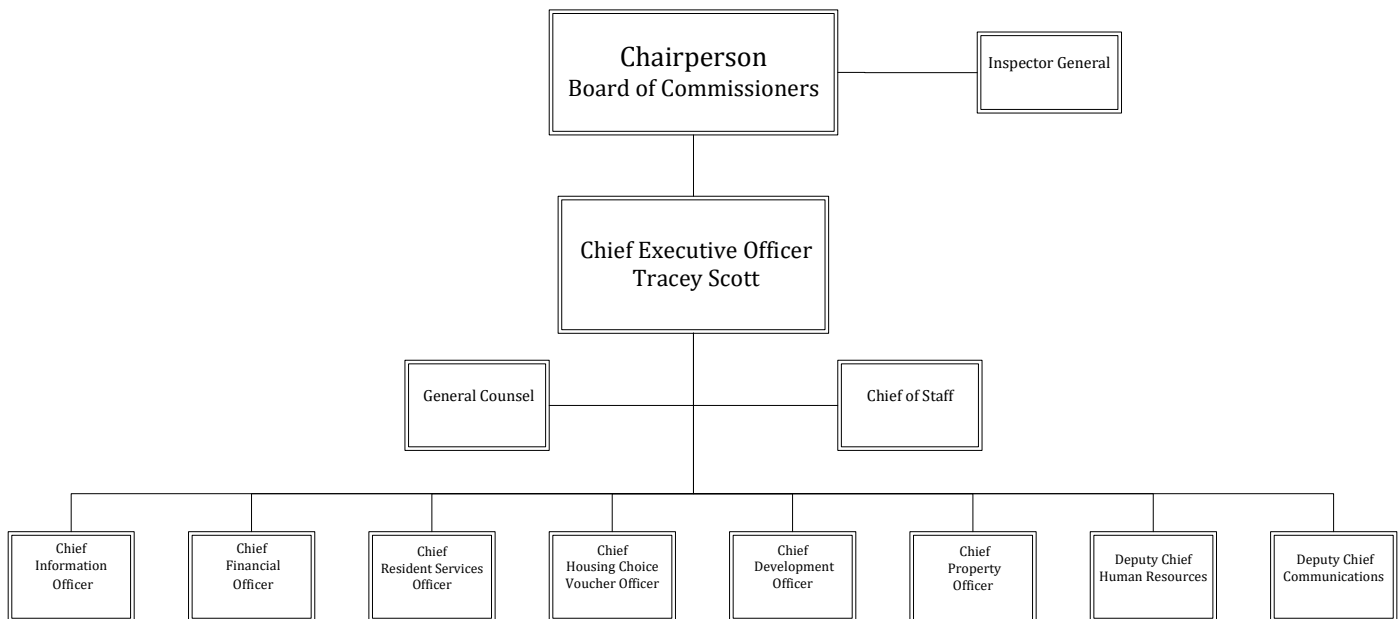
### SERVICES AND PROGRAMS

- **Housing Choice Vouchers:** CHA administers more than 41,000 Housing Choice Vouchers (HCVs) that allows participants to choose a private rental unit in the community of their choice. The rental assistance provided is based on a combination of factors including family size and income. The program includes nearly 13,000 property owners offering rental units to voucher holders. The HCV program accounts for \$500 million, which is nearly half of CHA's annual budget.



- **Project Based Vouchers:** CHA administers more than 5,000 Project Based Vouchers (PBVs) that provide long-term subsidies for units in privately-owned rental properties, including more than 2,000 supportive housing units (i.e., housing plus wraparound services). PBVs ensure additional subsidized rental units are available in privately-owned and operated buildings. CHA makes contract commitments for subsidy for up to 40 years (i.e., rental cash flow for the property owner), which assist developers in securing financing for affordable housing in more community areas.
- **Public Housing:** CHA owns and manages more than 17,000 Public Housing units for families and seniors. This includes Public Housing properties that were converted through HUD’s Rental Assistance Demonstration that are still owned and managed by CHA.
- **Rental Assistance Demonstration:** Since 2013, CHA has been using HUD’s Rental Assistance Demonstration (RAD) program, a HUD program to change rental subsidies from Public Housing to Project Based Vouchers, which allows for a more consistent subsidy to support long-term operations as well as allowing CHA to leverage our assets to pay for capital improvement work. Throughout the portfolio, RAD projects help preserve and add units for low-income families and seniors with renovations and redevelopment activities.
- **Resident Services:** Because of CHA’s status as an MTW agency (with one of three goals to increase self-sufficiency), CHA has developed a variety of resident services programs to support resident economic power, including (but not limited to) the Choose to Own Homeownership program; the Family Self-Sufficiency program; Family Centered Coaching for public housing families; college scholarships; job training and placement; development and support for resident owned and small businesses, digital inclusion, educational and recreational and paid learning opportunities for youth; and care coordination, wellness and social activities for senior residents.
- **Homelessness Response and Supportive Housing:** CHA coordinates with City agencies, non-profit partners, including Continuum of Care providers, and developers to participate in a “whole of government” approach to support people experiencing homelessness. CHA also has supportive housing vouchers that target people experiencing homelessness. CHA currently has 5,300 project and tenant-based vouchers for people experiencing homelessness or at risk of becoming homeless. These tools include Supportive Housing Project Based Vouchers, Veterans Administration Supportive Housing Vouchers, Emergency Housing Vouchers, Family Unification Program Vouchers, and Foster Youth to Independence Vouchers. CHA is provided a limited quantity of these resources by HUD and regularly requests more.

## ORGANIZATIONAL CHART & STRUCTURE



## KEY INITIATIVES/PRIORITIES

### **CABRINI DEVELOPMENT INITIATIVES: VISIONING PLAN AND PENDING CLOSINGS OF MIXED-INCOME DEVELOPMENTS**

#### **DESCRIPTION**

CHA continues ongoing and large-scale development activity in the Cabrini-Green area, having completed 3,500 units. CHA is undertaking several efforts concurrently to advance development on CHA land. These include an urban planning study, the Cabrini Visioning Plan, and two mixed-income housing developments that will deliver CHA units along with affordable and market-rate homes.

- The Cabrini Visioning Plan – CHA is leveraging the City of Chicago’s Department of Planning and Development’s (DPD) prequalified pool of urban planners and methodology for future phases of Cabrini development. DPD has committed to provide \$500,000 in Near North TIF funds to assist CHA in visioning and planning work to inform future RFPs of CHA-owned vacant land and the row homes in the Cabrini Green development area. CHA plans to announce this initiative in late March and will work with DPD on its RFP in April. The final product will allow CHA to update development plans throughout the Cabrini area and reflect the modern elements of the neighborhood.
- Oak and Larrabee and Parkside V – CHA and its development partners have delivered more than 3,500 mixed-income homes to the former Cabrini Green sites throughout the Near North neighborhood, and these efforts continue. The next phases include two pending development projects, Oak and Larrabee and Parkside V, slated to close in late 2023 or early 2024. The units will be a mix of CHA, affordable, and market-rate units.

#### **GOALS & DESIRED OUTCOMES**

The Cabrini Visioning Plan – With an external urban planner, CHA can update plans for vacant parcels and row home improvements and redevelopment. The findings from the visioning plan will modernize past studies and inform coming RFPs for development activities at CHA sites in the area.

Oak and Larrabee and Parkside V – CHA plans to close the two mixed-income housing sites at Oak and Larrabee and Parkside V in late 2023.

#### **STRATEGY**

For the Cabrini Visioning Plan, once a vendor is selected from DPD’s prequalified pool of urban planning firms, CHA can begin to engage Near North stakeholders like area CHA residents and community groups like Near North Unity Program.

#### **FUNDING**

Funding for the Cabrini Visioning Plan includes \$500,000 in Near North TIF.

On Parkside V and Oak and Larrabee, CHA and development partners (Brinshore Michaels and Holstein, respectively) are leveraging CHA land, CHA capital funds, LIHTC, DOH Home Funds, and TIF.

#### **CURRENT STATUS**

DPD will issue RFP for the visioning plan in April.

CHA is working with development partners on Oak and Larrabee and Parkside V to close these deals and begin construction in late 2023 or early 2024.

#### **KEY STAKEHOLDERS & PARTNERSHIPS**

Alderman Walter Burnett, DPD, CHA resident groups, Cabrini Working Group, and Near North Unity Program.

Brinshore Michaels (Oak and Larrabee) and Holstein (Parkside V) are CHA’s development partners on these two projects.

**CRITICAL NEXT STEPS**  
[REDACTED]**LATHROP HOMES****DESCRIPTION**

CHA and our development partner Lathrop Community Partners (Related Midwest, Bickerdike, and Heartland), continue making significant progress at Lathrop to convert the historic site into high-quality housing in a revitalized mixed-income community. Phase 1A was completed in 2019, and we recently completed Phase 1B, which includes two additional buildings and 74 units. In all, about 500 new or rehabilitated units have been delivered to Lathrop, with hundreds more planned over the next three years, ensuring that quality, affordable housing continues to be available in the area.

The next phase is Lathrop 1C, and CHA aims to close by late 2023 or early 2024. Presently our development partners, Lathrop Community Partners, are working to finalize a plan that preserves many existing buildings, which will maximize historic tax credits. A few new construction buildings will be part of the project and help deliver more accessible units.

**GOALS & DESIRED OUTCOMES**

CHA is working with partners to secure the maximum amount of LIHTC and historic tax credit financing and meet a targeted closing date for the next phase in late 2023 or early 2024.

**STRATEGY**

CHA is working with partners to secure the maximum amount of LIHTC and historic tax credit financing and meet a targeted closing date for the next phase in late 2023 or early 2024.

**FUNDING**

CHA and development partners are leveraging CHA land/buildings, CHA capital funds, LIHTC, DOH Home Funds, and TIF. In addition to securing tax credits, the project requires the City of Chicago to extend the length of the TIF for the overall project.

**CURRENT STATUS**

CHA and Lathrop Community Partners are finalizing a plan for 1C.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Congressman Mike Quigley, Alderman Scott Waguespack, Alderman Daniel La Spata, DOH, CDOT, Lathrop Community Partners (Related Midwest, Bickerdike, and Heartland), Lathrop Working Group, and CHA resident groups.

**CRITICAL NEXT STEPS**  
[REDACTED]**SOUTHBRIDGE****DESCRIPTION**

The Southbridge development on the Near South Side along State Street is already returning affordable housing to the former Harold Ickes Homes sites and surrounding area. Southbridge has multiple phases and will ultimately include 877 total units, including 244 for CHA families. Two buildings were completed in 2022, and CHA plans to close Phase 1C this year. Phase 1C will include one medium-sized elevator building on State Street and a walk-up building nearby on Dearborn.

**GOALS & DESIRED OUTCOMES**

CHA plans to close Phase 1C in late 2023.

**STRATEGY**

To continue the momentum from Phases 1A and 1B, CHA aims to close Phase 1C in late 2023.

**FUNDING**

CHA and development partners are leveraging CHA land, CHA capital funds, LIHTC, DOH Home Funds, and TIF.

**CURRENT STATUS**

Finalizing financing and underwriting the development deal.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Alderman Pat Dowell, The Community Builders, Harold Ickes Working Group, and CHA resident groups.

**CRITICAL NEXT STEPS**

[REDACTED]

**LECLAIRE****DESCRIPTION**

CHA is working with a development team of Cabrera Capital and The Habitat Company on plans to redevelop the site of the former LeClaire Courts, an approximately 40-acre site roughly bounded by the Stevenson Expressway (I-55) to the north, 45th Street to the south, Lavergne Avenue to the west, and Cicero Avenue to the east. The project comprises three development zones, including mixed-income housing, retail, and commercial components. CHA has contributed CHA-owned land and funding for a minimum of 183 CHA units at the site.

**GOALS & DESIRED OUTCOMES**

The City of Chicago, CHA, and development partners aim to deliver the infrastructure required for residential and commercial development by adding streets and utilities to the site. The CHA land in the area remains disconnected from city infrastructure resources.

**STRATEGY**

Complete all infrastructure required to support the mixed-use development.

**FUNDING**

CHA is advocating for various funding sources for this project to supplement the low-income housing tax credit awards received at this point. CHA has committed to funding at least 183 units for families from our waitlist.

**CURRENT STATUS**

A plot of subdivision is recorded with the City of Chicago, which prepares the site for coming development. The subdivision is designed to maximize the usage of parcels of land.

**KEY STAKEHOLDERS & PARTNERSHIPS**

Alderman Mike Rodriguez, Congressman Chuy Garcia, Gateway to Midway, LeClaire Working Group.

**CRITICAL NEXT STEPS**

[REDACTED]

## TIME SENSITIVE ISSUES

PROJECTS CURRENTLY UNDER CONSTRUCTION				
Project Name	Total Units	CHA Units	Affordable	Market Rate
BJ Wright Preservation	272	82	169	21
North Park Village	180	81	99	0
Lawrence and Ravenswood	170	17	0	153
Sheffield Residences	80	50	10	20
Covent House	30	30	0	0
Lawson House	408	100	308	0
Chicago Lighthouse	45	19	26	0
Englewood Family Homes	13	7	6	0
1203 N California	64	32	32	0
Roosevelt NPHM	15	5	10	0
Park Boulevard 3B	80	36	32	12
Oakwood Shores 3-1	51	19	15	17
Ogden Commons A1	92	37	46	9
Roosevelt Square 3B	207	75	40	92
<b>Total</b>	<b>1,707</b>	<b>590</b>	<b>793</b>	<b>324</b>

PROJECTS THAT WILL CLOSE/BE UNDER CONSTRUCTION LATER THIS YEAR				
Project Name	Total Units	CHA Units	Affordable	Market Rate
1237 N California	40	18	22	0
Lakeview Landing/Over the Rainbow	37	37	0	0
Sarah's Lakeside	24	24	0	0
Teacher's Village	102	27	25	50
Westhaven 2D	96	38	25	33
Encuentro Square	98	55	43	0
Grace Manor	64	19	45	0
Oak and Larrabee	78	30	13	35
Legends South A3	61	24	25	12
<b>Total</b>	<b>600</b>	<b>272</b>	<b>198</b>	<b>130</b>

**Note:** These tables include general unit counts which are subject to change and some of which are still under negotiation with developers.

## BUDGET

<b>CHA FY2023 Budget (\$ in millions)</b>	
<b>Revenue</b>	
Housing Choice Voucher Program	\$ 699
Public Housing operating subsidy	\$ 165
Capital Grant	\$ 60
Tenant Rent	\$ 57
RAD Program	\$ 71
Other Funding	\$ 23
Funds from prior years	\$ 119
<b>TOTAL REVENUES</b>	<b>\$ 1,195</b>
<b>Expenses</b>	
Housing Choice Voucher Program	\$ 626
Property Operations	\$ 241
Resident Services	\$ 30
Central Office	\$ 108
Capital Projects	\$ 160
Debt Service	\$ 30
<b>TOTAL EXPENSES</b>	<b>\$ 1,195</b>

## CHICAGO PARK DISTRICT

### ROSA ESCAREÑO, SUPERINTENDENT AND CEO

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

The Chicago Park District’s vision is to program, sustain, maintain, and create world-class parks and open spaces connected to residents and visitors.

The **mission** is to:

- Enhance the quality of life in Chicago by being the leading provider of recreation and leisure opportunities.
- Provide safe, inviting, sustainable, and beautifully maintained parks and facilities.
- Create a customer-focused and responsive park system that prioritizes the needs of children and families.

The **core values** are:

- Children First
- Best Deal in Town
- Build to Last
- Extra Effort

### JURISDICTION & SCOPE

Incorporated in 1934 through the consolidation of the City’s 22 independent park organizations, the Chicago Park District (the “Park District”) is a non-home rule unit of local government, created by the Chicago Park District Act (70 ILCS 1505/1 et seq) and governed by a seven-member Board of Commissioners appointed by the Mayor of the City of Chicago with the approval of the Chicago City Council. The Park District’s 2023 \$545.4 million budget allows it to deliver high-quality, year-round programming and continuously improve and maintain beautiful recreation space throughout the city.

As the green backdrop of the city, the Park District plays a prominent role in the Chicago experience. The Park District is the third largest urban park system in the nation, owning nearly 9,000 acres of green space and offering a vast array of facilities and amenities for all ages and interests, including: parks, playgrounds, lakefront beaches, pools, cultural centers, fitness centers, golf courses, museums, and harbors.

The Park District’s role includes providing:

- **Recreational and Cultural Offerings** – The Park District offers affordable, reliable, and accessible recreational programs and cultural offerings across the city. In 2022, the Park District served 500,000 residents from all 77 community areas.
- **Land Management and Conservation** – Included within the 9,000 acres the Park District manages across the city are: 126 natural areas, 90 community gardens, 27 beaches across 26 miles of lakefront, and 7 golf courses.

The Park District is a driving economic force in the City of Chicago with an estimated annual economic impact from events, assets, and tourism of \$1.2 to \$1.4 billion. The Park District is the largest provider of recreational programming in the country with more than 630,000 program registrations from Chicagoans of all ages. In a typical year, the Park District employs over 6,700 employees and pays over \$170 million in wages and compensation. About half of these positions are summer employment opportunities that set the stage for personal and professional development, allowing young adults to reinvest in their communities and positively impact the local economy.

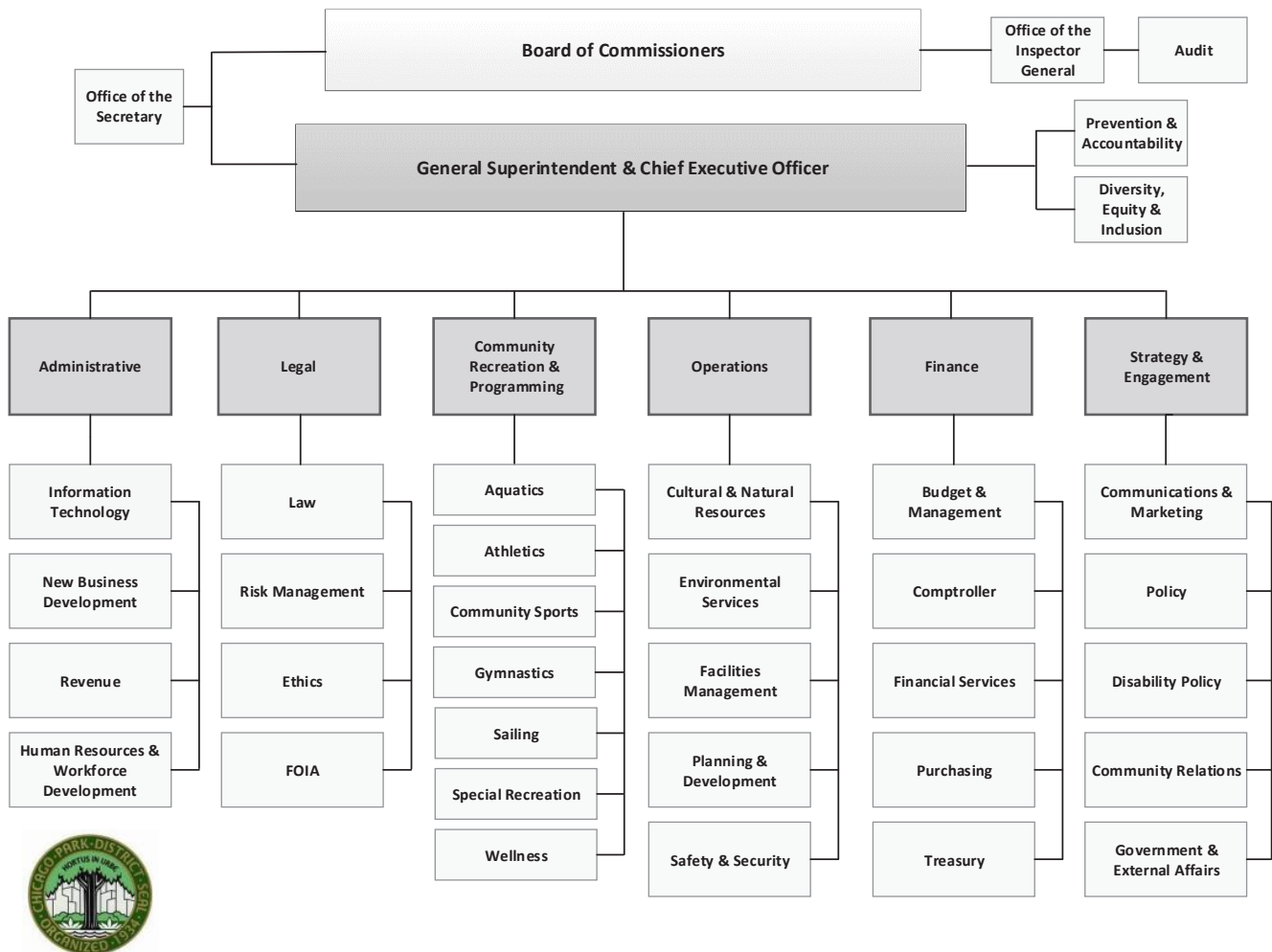
The Park District owns an extensive inventory including:

- Parks: 614
- Playgrounds: 518
- Fieldhouses: 250
  - Boat Houses: 5

- Beach Houses: 12
- Joint: 10
- Museums: 11 independently operated museums located on Park District land
  - John G. Shedd Aquarium, Adler Planetarium, The Art Institute of Chicago, Chicago History Museum, DuSable Museum of African American History, The Field Museum, Museum of Contemporary Art, Museum of Science and Industry, National Museum of Mexican Art, Peggy Notebaert Nature Museum and Institute of Puerto Rican Arts and Culture.
- Harbors: 11
- Golf Courses: 7
- Sports Centers: 4
- Conservatories: 2
- Amusement/Sports Stadium: 1
- Zoo: 1

The Park District works collaboratively with many City departments and the Mayor’s Office on interdepartmental initiatives including INVEST South/West, homelessness encampment response, local artist supports, out-of-school time programming for young people, and gender-based violence prevention.

## ORGANIZATIONAL CHART & STRUCTURE





## Board of Commissioners

The Park District is governed by a board of seven non-salaried Commissioners who are appointed by the Mayor of the City of Chicago with the approval of the Chicago City Council. Under the Chicago Park District Code, the Commissioners have a fiduciary duty to act, vote on matters, and govern in the best interest of the Park District.

## Office of Inspector General

The Office of Inspector General is an independent oversight office, reporting to the Board of Commissioners, that investigates allegations of fraud, waste, abuse, and misconduct pertaining to employees and officers, board members, contractors, subcontractors, vendors, agents, and volunteers. It also oversees internal audits.

## Executive Office

The General Superintendent and Chief Executive Officer leads the Executive Office, which is responsible for the overall management and direction of the Park District and oversees all other departments.

## Office of Prevention & Accountability

Established in 2022, the Office of Prevention and Accountability ensures that the Park District provides an equitable, inclusive, safe, and respectful work and recreation environment. It is empowered to prevent misconduct and hold wrongdoers accountable through fair, independent, and thorough investigations into allegations of misconduct. In order to ensure the highest level of transparency and independence, the Office is required to submit quarterly public reports to the Superintendent and the Board of Commissioners.

## Administration

The Administrative department provides general management and administrative services. It oversees information technology, new business development, revenue, human resources, and workforce development.

## Legal

The legal department manages issues related to law, risk management, ethics, and the Freedom of Information Act.

## Community Recreation & Programming

The Community Recreation and Programming Department supervises and implements high-quality recreation and programming opportunities at park fieldhouses, beaches, pools, open spaces, and athletic fields. Programs include Aquatics, Athletics, Community Sports, Gymnastics, Sailing, Special Olympics, Special Recreation, and Wellness. Management is organized across three regions:

- The Central Region offices manage 214 parks located within 26 of the city's 77 community areas. The boundaries run from North Ave to 51st Street, east and west from the Lake to city limits.
- The North Region is responsible for overseeing 212 parks and playgrounds for diverse communities from Rogers Park to Norwood Park as well as from North Ave Beach to Belmont/Cragin neighborhood.
- The South Region oversees more than 200 parks and playgrounds within the boundaries of 51st Street on the North end to 138th Street on the South end, and from East to West of the city limits.

## Operations

The Operations Department is responsible for the management of day-to-day Park District operations and oversees facilities management; capital construction; planning and development; security; natural resources; culture, arts and nature; and outdoor and environmental education.

## Finance

The Finance Department is responsible for ensuring the fiscal well-being of the Park District and establishing overall guidelines and policies for financial decisions relating to investments, budgeting, accounting, and cash management. The Finance Department manages activities related to the budget, Comptroller, purchasing, treasury, and other financial services.

## Strategy & Engagement

The Strategy and Engagement Department provides strategic guidance for external and internal district initiatives and manages communications and marketing, districtwide policy and disability policy, community relations, and government and external affairs.

## KEY INITIATIVES/PRIORITIES

### CREATE NEW CHICAGO PARK DISTRICT STRATEGIC PLAN

#### DESCRIPTION

The Park District is in the process of moving its headquarters from its downtown location at 541 N. Fairbanks in Streeterville to 4830 S. Western Avenue in the Brighton Park community in a new state-of-the-art combined campus of headquarters and community park and field house. This new administrative office space and park will contribute to a positive presence in a community area that was previously deemed “under greened.” The community will benefit from a 17-acre new park facility with two artificial turf soccer fields, a large water feature, playground, and natural area.

#### GOALS & DESIRED OUTCOMES

- Host ongoing community engagement meetings in Brighton Park
- Successfully transition systems and 200 staff to new headquarters by June 2023
- Hire staff and operate new community park field house with full programming

#### STRATEGY

- Fully transition headquarters operations including district-wide financial, human resources, and payroll systems
- Relocation of 200 headquarter staff as well as proper document retention management from current location into new headquarters
- Establish a new park field house including: hiring staff, setting up programming, and registration systems
- Develop robust outreach and engagement strategies with the local community to ensure a warm welcome and park/ownership activation

#### FUNDING

- The \$69M project is funded through \$59M Park District funds and \$10M TIF.

#### CURRENT STATUS

- The project is over 90% complete.

#### KEY STAKEHOLDERS & PARTNERSHIPS

- Park District Staff
- Community Residents
- Stakeholders/Community Groups

#### CRITICAL NEXT STEPS

- [REDACTED]
- [REDACTED]
- [REDACTED]

## WORKFORCE RETENTION AND RECRUITMENT STRATEGY

### DESCRIPTION

Chicago taxpayers rely on the Park District to deliver quality and robust programs and services throughout the 77 community areas. The disruption in the labor force following the pandemic created a more competitive marketplace. In order to carry out these important services, the Park District must continuously attract new talent and retain employees. To remain a competitive, attractive workplace, the Park District introduced new a benefits package in 2022.

### GOALS & DESIRED OUTCOMES

- Attract top talent
- Reduce employee departures
- Evaluation of current workforce structure
- Park District talent meets the needs of park users and allows for staff to carry out the mission and goals of the Park District

### STRATEGY

In early 2023, the Park District introduced new benefits for its non-bargained employees. These include adding Juneteenth as a paid holiday, creating an eight-week paid parental leave policy, allowing probationary employees to use sick pay within their first six months of employment, and allowing employees to work remotely two days a week with supervisor approval.

### FUNDING

Annual Budget

### CURRENT STATUS

For non-bargaining employees:

- New paid parental leave currently enacted
- New employees are now able to use sick pay during their new employee probation period rather than having to wait six months
- Juneteenth added to 2023 Park District holiday schedule

The Park District expects to negotiate with the bargaining units to allow for the extension of similar benefits to additional employees.

### KEY STAKEHOLDERS & PARTNERSHIPS

- Park District Staff

### CRITICAL NEXT STEPS

- [REDACTED]
- [REDACTED]
- [REDACTED]

**MEET 2023 BUDGET PROGRAMMING GOALS AND COMMUNITY DEMANDS****DESCRIPTION**

Support park patrons by assessing Park District program offerings to meet community demands, needs, and interests by enhancing the Aquatics program culture, expanding the gymnastics program, creating teen-focused programming, hiring a teen-focused staff dedicated to leading teen programming, and increasing programming at cultural centers.

**GOALS & DESIRED OUTCOMES**

- Open two new gymnastic sites at Lindblom Park and Harris Park, providing program equity
- Create a Manager of Aquatics in each region (North, South, Central) and develop an employee recognition program
- Create new Teen Unit bringing together all teen programs and initiatives
- Active construction/renovation of five Cultural Centers

**STRATEGY**

- Expand gymnastics equitably into two new parks on the near west- and near south-side to bring highly sought programming to communities
- Increase focus of teen programming by hiring a Teen Engagement Manager; align all teen programs under one unit to help assess existing programming and expand new programming
- Activate/expand cultural programming by making capital investments to improve unique and versatile cultural centers
- Assess Aquatics operational structure, add supervision, and launch pilot this summer

**FUNDING**

Appropriations made in the 2023 Budget.

**CURRENT STATUS**

- Aquatics: Additional supervisory positions created in the budget
- Gymnastics: Equipment is in process of being purchased
- Teen Unit: A Teen Engagement Manager has been hired; additional staff positions have been posted
- Cultural centers: Four locations are under construction with one location about to go to bid; additional locations are starting design phase

**KEY STAKEHOLDERS & PARTNERSHIPS**

- Park District Staff

**CRITICAL NEXT STEPS**

█ ██████████

## EXPAND THE PARK DISTRICT'S ECONOMIC IMPACT ON THE CITY OF CHICAGO

### DESCRIPTION

The Park District is a crucial economic driver for the City of Chicago and adds to the city's vibrancy with its large-scale events, museums, and arts and cultural programs.

- Soldier Field is an economic driver throughout the entire calendar year and serves as the largest non-tax revenue source for the Park District. In 2022, Soldier Field hosted numerous exciting events, including major musical acts such as Coldplay, The Weeknd, Elton John, Red Hot Chili Peppers, Bad Bunny, and Rammstein. For 2023, net revenue is expected to be \$16.7 million, as the stadium will host Taylor Swift and Beyoncé concerts and others, in addition to 17 Chicago Fire matches and 10 Chicago Bears games.
- Large festivals and permitted events in parks contribute to the mix of revenue that the Park District depends upon to offer city-wide programming at affordable prices to residents. Additionally, such events drive broader positive economic activity.
  - Economic impact study released by NASCAR in the fall of 2022 prepared by CSL, a Minneapolis-based sports consulting firm, reports that the NASCAR event will generate \$113.8 million in direct and indirect spending, creating the equivalent of 850 full-time jobs and producing \$8.9 million in tax revenue to the City, State, and County.
  - The annual Lollapalooza Music Festival also continues to contribute significantly to Chicago's economy. Lollapalooza 2022 is reported to have contributed \$335.4 million to the Chicago economy, which is the equivalent of 2,547 full-time jobs. The 2022 festival generated \$4.2 million in amusement tax revenue for the Chicago economy. Since 2010, Lollapalooza has generated over \$2 billion for the Chicago economy.

### GOALS & DESIRED OUTCOMES

- Host successful large-scale festivals, including Lollapalooza, the Sueños music festival, and the NASCAR first-ever Cup Series street race.

### STRATEGY

- Continue to elevate the city's profile by hosting large-scale revenue-generating events at Soldier Field.
- Work with critical stakeholders, including event organizers, to enhance community engagement, garner feedback, identify needs and ensure community benefits are outlined and communicated.
- Continue to implement new Community Engagement Plan requirements for multi-day events with 10,000 attendees or more.
- Improve process transparency by communicating community benefits at community engagement and board meetings.

### FUNDING

In fiscal year 2023, permit revenue is projected to generate just over \$20 million. This critical revenue source allows the Park District to keep program fees affordable or free and avoid increases in the property tax levy.

### CURRENT STATUS

- Continuing to engage event organizers; ensure they are meeting permit requirements.

### KEY STAKEHOLDERS & PARTNERSHIPS

- The City of Chicago has been a critical partner in ensuring the implementation of the large-scale events.
- Choose Chicago and the Chicago Sports Commission have been instrumental in drawing large events to the City and Park District parks.
- The Park District continues to work with community organizations and community members and remains committed to balancing the needs and interests of all park users.

### CRITICAL NEXT STEPS

- [REDACTED]
- [REDACTED]

## PROMOTE HEALTH, WELLNESS AND SUSTAINABILITY IN NEIGHBORHOODS

### DESCRIPTION

The Park District is committed to expanding its green footprint, expanding other critical offerings to improve the wellbeing of Chicagoans, and increasing sustainability efforts equitably throughout communities. The infusion of funding from the Chicago Recovery Plan (CRP) fund has been critical in helping the Park District meet these goals.

### GOALS & DESIRED OUTCOMES

- Expand trails, natural areas, and nature spaces
- Expand CPD's "green footprint" by planting 3,000 trees on park grounds
- Transform vacant lots into green spaces
- Create 50 new spray features (splash pads)
- Create 5 new artificial turf fields for youth football and soccer
- Construct 50 new pickleball courts
- Implement public Wi-Fi in 60 park fieldhouse buildings and outdoor park spaces

### STRATEGY

#### Citywide Broadband & Digital Equity Initiative

Thanks to an \$8 million investment from the CRP, the Park District is enhancing parks to reach more residents. This includes implementing public Wi-Fi in 60 park fieldhouse buildings and outdoor park spaces with a focus on areas of need for broadband infrastructure. The new indoor and outdoor free Wi-Fi is expected to provide new free access to both park patrons and the immediate local community.

#### Chicago Splash!

The Park District is in the process of creating 50 new splash pads through the "Chicago Splash" project. The Park District is currently finalizing the program's next 10 locations based off of INVEST South/West and community demand. In addition to constructing new water play features, the project will also replace any lead water lines and update drinking fountain fixtures. This project is being funded by \$10 million in CRP funds.

#### Vacant lots

Park District is working alongside the City to assess and acquire viable vacant lots in community areas with the most open space needs based on census data to transform them into pocket parks with fencing, lighting, benches and landscape. The Park District will be developing park programs with local community stakeholders. This project is being funded by \$5 million in CRP funds.

#### Youth sports turf fields

Based on local demand, the Park District is constructing five new artificial turf football/soccer or baseball fields in parks across the city to enhance program offerings to local youth. Turf fields are increasingly popular as they expand program time on fields otherwise closed due to wet conditions. This project is being funded by \$10 million in CRP funds.

#### Pickleball Mania

To match the fervor for the fast-growing sport, the Park District is adding new pickleball courts and refurbishing existing pickleball courts throughout the city. With the goal to expand opportunities and bring players from different neighborhoods together, the Park District plans to construct 50 new pickle ball courts throughout the city by 2025, adding to the 80 existing pickleball courts currently located in parks. The new locations are being driven by community demand. This project is being funded by \$2.6 million in CRP funds.

### FUNDING

The Park District received \$36.5 million from the Chicago Recovery Plan and is directing these funds towards capital projects based on community demand and need. Additional funding is from the Park District operating fund, capital program, and grants.



- [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]



## PUBLIC BUILDING COMMISSION OF CHICAGO

### CARINA E. SÁNCHEZ, EXECUTIVE DIRECTOR

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

Created in 1956 by State legislation, the Public Building Commission (PBC) is a uniquely structured, full-service public developer designed to deliver improvements to both capital and infrastructure projects for entities across the Chicago metropolitan area. Through the PBC's statutory authority, coupled with its governance and staff structure, the PBC is enabled to provide alternatives and assistance to its clients in all phases of capital development, from financing through long term facilities operations and maintenance. The PBC can provide its clients with total development program services and therefore, eliminates the need for any duplicate services. In addition to managing all phases of construction projects on behalf of its clients, the PBC also serves as the owner and operates the Richard J. Daley Center (Daley Center), including Daley Plaza and the public sculpture located in its center. Most importantly, as a public developer, the PBC understands the importance of being a responsible steward of public tax dollars. That is why the PBC prioritizes the enhancement of the economic opportunity and human sustainability components of its projects. By implementing contract provisions such as MBE/WBE participation goals, the PBC makes its projects more accessible to minority, woman, small businesses. The PBC holds its contractors to these provisions through a strong Compliance department that ensures that these goals are not only met, but exceeded, and the PBC has done so every year.

### JURISDICTION & SCOPE

As a full-service public developer with its wide-range of services, the PBC is the “one-stop shop” for all capital projects. The PBC can manage every aspect of project development, from land acquisition through planning, design, and construction. It can also manage facilities and infrastructure for Cook County, the City of Chicago, its sister agencies, and other municipalities. The Commission is proud to call the following public agencies partners:

- City of Chicago
  - Chicago Public Library (CPL)
  - Department of Assets, Information and Services (AIS)
  - Department of Family and Support Services
  - Department of Finance
  - Department of Planning and Development
  - Office of Emergency Management and Communications
  - Chicago Police Department (CPD)
  - Chicago Fire Department (CFD)
  - The Mayor's Office of People with Disabilities (MOPD)
- Chicago Public Schools (CPS)
- Chicago Park District
- City Colleges of Chicago
- Chicago Transit Authority
- Cook County
- Forest Preserve District of Cook County
- Metropolitan Water Reclamation District of Greater Chicago

Below is a list of areas for which the PBC can provide in-house services and programs for clients:

**FINANCE:** Capital Planning; Bond Authority; Project Accounting, Accounts Payable; Auditing; Web Based Invoice and Payment Systems.

**LAND ACQUISITION:** Site Evaluation and Designation; Zoning, Entitlement, and Surveys; Ownership Transfer; Abatement, Demolition and Fencing; Property Management

**PLANNING:** Capital Program Development; Project Feasibility Analysis; Project Scope, Schedule and Budget Development; Conceptual Design Development; Building Assessment Services

**PROJECT RESOURCES:** Public Right of Way Amendments, Code Compliance and Permitting Support; Rezoning; Utility Coordination; Sustainable Design and Commissioning Authority Management; Environmental Remediation and Compliance Coordination; Facility Licensing Support; Grant Management

**DESIGN MANAGEMENT:** Professional Service Coordination; Program Confirmation; Design Development; Construction Document Development; Technical Resources

**CONSTRUCTION MANAGEMENT:** Delivery Analyses and Recommendations; Pre-Construction Services; General Contractor Prequalification; Site Management and Logistics; Contract Administration; Change Management; Quality Assurance and Safety; Commissioning and Closeout

**SITE PREPARATION AND REMEDIATION:** Environmental and Geotechnical Analyses; Remedial Action Plan Development; Regulatory Compliance Oversight

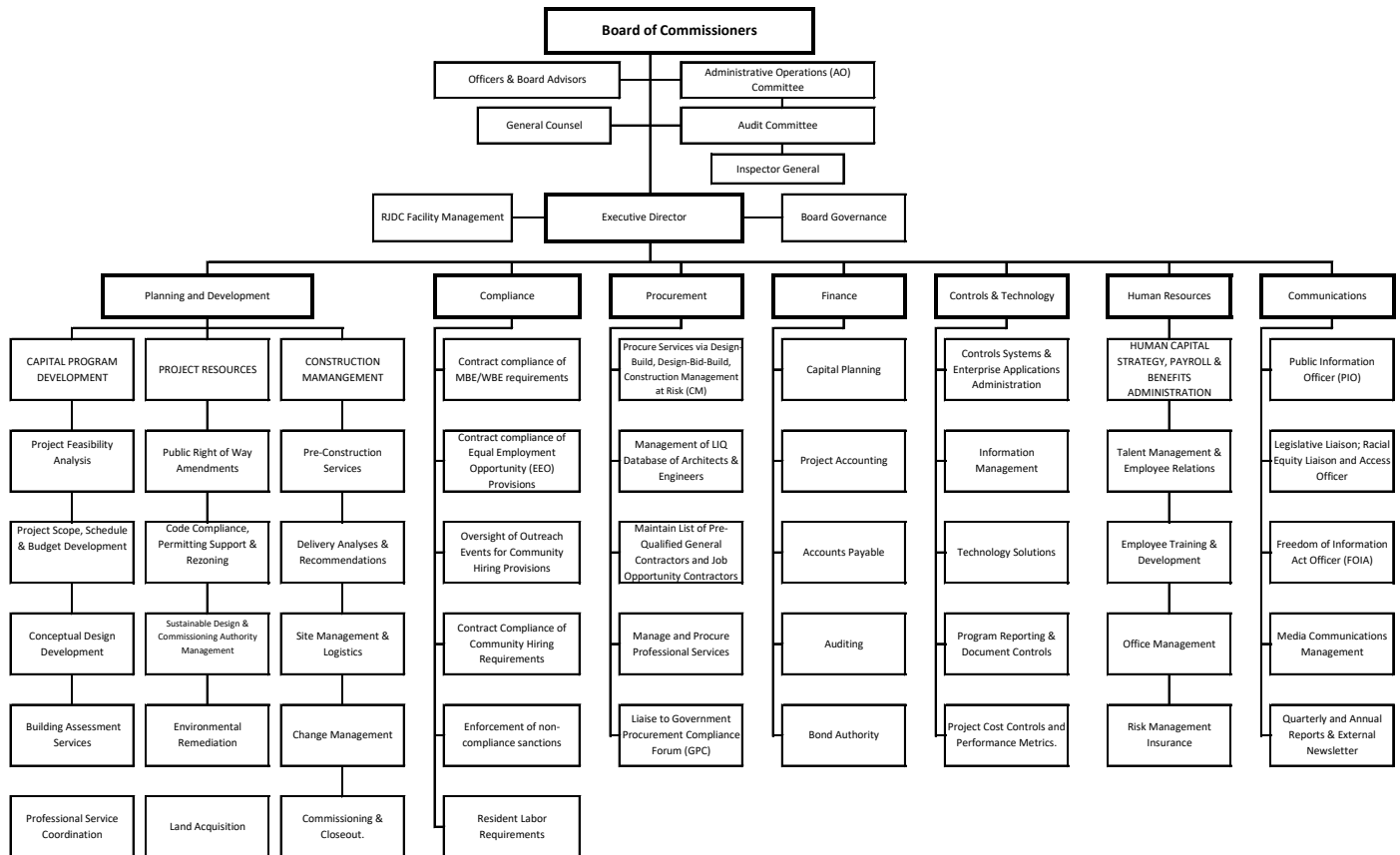
**PROCUREMENT:** Professional Service Agreements; Construction Contracting; Furniture and Equipment Purchase; Bulk Purchasing Coordination

**COMPLIANCE:** Public Liability Insurance; Community Hiring Provisions and Compliance; Minority/Women Business Requirements and Compliance; Equal Employment Opportunity Provisions and Compliance; Local Business Provisions and Compliance; Resident Labor Requirements and Compliance

**CONTROLS:** Collaborative Project Management Systems; Estimating and Budgeting; Cost and Schedule Management; Document Management

**INFRASTRUCTURE AND SPECIAL PROJECTS:** Surveillance and Communications; Energy Performance Contracting; Facility Assessments; Building Stabilization

ORGANIZATIONAL CHART & STRUCTURE



Board of Commissioners: The PBC is a non-taxing, independent agency formed in 1956 to oversee the construction and renovation of municipal buildings, facilities, and infrastructure. Its structure is one with a Board of Commissioners, whom the Executive Director reports to, and Commission employees who report to the Executive Director. The Mayor of the City of Chicago serves as Chairman of the Board of Commissioners. Of the ten commissioners, one each is appointed by the Chicago Board of Education, the Chicago Park District, the Cook County Board of Commissioners, the Forest Preserve District of Cook County, and the Metropolitan Water Reclamation District of Greater Chicago. The Chairman, with the advice and consent of the City Council, appoints the remaining board members who represent labor, commerce, clergy, and the community. Board members are appointed for a five-year term or until a successor is named.

	Board of Commissioners 5-year terms	Municipality	Original Appointment Date	Term End Date (or when a successor is appointed)
1	Chairman - Mayor	City of Chicago	06/19/2019	09/30/2026
2	Samuel Wm. Sax Chairman Financial Relations, Inc.	City of Chicago	04/27/1971	09/30/2021
3	Toni Preckwinkle President, Cook County Board of Commissioners	Cook County	1/11/2011	09/30/2025
4	Arnold Randall General Superintendent Forest Preserves of Cook County	Forest Preserves of Cook County	03/08/2011	09/30/2027
5	Jose Maldonado, Jr. Business Rep/Organizer Chicago Regional Council of Carpenters	City of Chicago	11/12/2013	09/30/2024
6	David T. Whittley Pastor, Corinthian Temple Church of God in Christ	City of Chicago	07/12/2016	09/30/2024
7	James F. Ellis Jr. Business Manager Laborers' Local 1001 (Retired 2021)	City of Chicago	11/14/2017	09/30/2022
8	Kimberly DuBuclet Commissioner MWRD	Metropolitan Water Reclamation District of Greater Chicago	10/06/2021	09/30/2026
9	Myetie H. Hamilton President Chicago Park District	Chicago Park District	08/01/2022	09/30/2023
10	Joyce Chapman Member Chicago Board of Education	Board of Education	09/13/2022	09/30/2023
11	Vacant	City of Chicago	---	09/30/2025

**AO Committee:** The Administrative Operations Committee provides guidance to the PBC Executive Director with respect to the management and administration of the affairs of the Commission. These affairs include, but are not limited to, professional service agreements for architects, engineers and other construction and design experts; employment and personnel matters; compensation; pension and employment benefits.

PBC Audit Committee: Appointed by the Chairman for two (2) year terms	Original Appointment Date	Term end date (or when a successor is appointed)
Chairman David Todd Whittley	04/18/2017	09/30/2023
Member Arnold Randall	10/01/2015	09/30/2023
Member Samuel Wm. Sax	11/13/2012	09/30/2023

**Audit Committee:** The Audit Committee meets with the Commission’s independent auditors regularly; reviews the Commission’s financial statements and the scope and results of the Commission’s audits; recommends the appointment of the Commission’s independent auditors annually; monitors the internal controls and practices of the Commission and reviews the Commission’s annual report.

<b>PBC Administrative Operations (AO) Committee:</b> Appointed by the Chairman for two (2) year terms	<b>Original Appointment Date</b>	<b>Term end date</b> (or when a successor is appointed)
Chairman Jose Maldonado, Jr.	10/01/2014	09/30/2023
Member Arnold Randall	03/08/2011	09/30/2023
Vacant	Vacant	Vacant

## KEY INITIATIVES/PRIORITIES

### ASSETS, INFORMATION AND SERVICES (AIS) CAPITAL IMPROVEMENT (CIP) AND PUBLIC SAFETY TRAINING CENTER PROGRAM

#### DESCRIPTION

Partnership with AIS on the Development of various CIP Projects, including pre-construction assessments, planning, design and/or construction for existing facilities, including police, fire, libraries, and other City-owned facilities. Additionally, the PBC is working with AIS, CPD, CFD on the Public Safety Training Center which includes: Phase 1A (Outlot Area which includes restaurants Culvers and Peaches), Phase 2 (Outdoor Tactical Training Village), and an Emergency Medical Services (EMS) Addition.

#### GOALS & DESIRED OUTCOMES

- CIP
  - Identify various deferred maintenance needs that require immediate attention
  - Working with stakeholders to develop scope, budget and schedule and delivery method to target renovations and repairs.
- Public Safety Training Center
  - Phase 1A provides for two restaurants on site to be completed by Q2 2023
  - Phase 2 provides for an Outdoor Tactical Training Village that allows cadets to train with real-life scenarios, to be fully completed by Q2 2023
  - The EMS Addition is always underway with the appointment of the design team.

#### STRATEGY

Depending on the assessment of needs of each individual project under the AIS CIP Program, the proper delivery method is chosen (Construction Manager at Risk, JOC, Design Bid Build) depending on the project, budget, and procurement goals. Phase 1A and Phase 2 used the Design Build methodology.

#### FUNDING

AIS/OBM is providing the funding for these various projects. The current CIP program budget is \$90,229,998. Initial Formulation Services for the AIS Program commenced in March 2021 with work anticipated through 2024. The combined program budget for the Public Safety Training Center is \$85,750,000 over a period of several years. Additional funding will be needed to complete CIP and Public Safety Training Center.

#### CURRENT STATUS

Ongoing. Some of the projects are in planning, design, or construction phases of the work.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

AIS, CPD, CFD, MOPD, and CPL

### **CRITICAL NEXT STEPS**

[REDACTED]

## **CHICAGO DEPARTMENT OF TRANSPORTATION (CDOT) CAPITAL IMPROVEMENT (CIP) PROGRAM**

### **DESCRIPTION**

Partnership with CDOT on the Development of various infrastructure projects, including street restoration, shoreline repair, and recreational spaces.

### **GOALS & DESIRED OUTCOMES**

Assist on the design, planning, and development of various infrastructure Projects. These projects include viaduct stabilization, Works Progress Administration (WPA) Street Improvements (streets without curbs and gutters or a concrete base that were originally built under the Federal Works Progress Administration), and revetment reconstruction along the Morgan Shoal shoreline.

### **STRATEGY**

Varied procurement methods are being used depending on project. For some projects, assisted with design of project and prepare documents for procurement, for others, assessing best delivery method (JOC, Design Bid Build) depending on the goals of the project.

### **FUNDING**

CDOT/OBM is providing the funding for these various projects. The combined program budget is \$8,794,148. The current budget is only based on current authority to date. It does not represent the total value of "Initial Projects" included in the CDOT IGA (all of which have not transferred) and the required Construction funding for Morgan Shoal.

### **CURRENT STATUS**

Ongoing. Some of the projects are in planning, design, or construction phases of the work. Additional funding will be needed for CDOT projects.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

CDOT and Chicago Park District for the Morgan Shoal project

### **CRITICAL NEXT STEPS**

[REDACTED]

**CHICAGO PUBLIC SCHOOLS (CPS) FISCAL YEAR 2022/2023 (FY22/FY23) CAPITAL IMPROVEMENT (CIP) PROGRAM**

**DESCRIPTION**

Partnership with CPS on various FY22/FY23 Capital Improvement Projects which include Sauganash Annex II, Kenwood High School Link, Dett Elementary School Annex and Renovations, and the New Near South High School.

**GOALS & DESIRED OUTCOMES**

Ensure efficiencies and project success on the development of existing school renovations additions, energy efficiency retrofits (including approximately 50 facilities), and new construction projects.

**STRATEGY**

Provide guidance on various delivery/procurement (Design-Build; Design, Bid, Build; Energy Performance Analysis and Contracting Services) strategies to be proposed based on each individual projects

**FUNDING**

Chicago Public Schools is proving funding. Current budget for this program is \$43,530,000 based on PBC's current phase. Additional funding will be provided at an upcoming BOE Board meeting.

**CURRENT STATUS**

Ongoing. Some of the projects are in planning, design, or construction phases of the work.

**KEY STAKEHOLDERS & PARTNERSHIPS**

CPS and elected officials in the community areas

**CRITICAL NEXT STEPS**

[REDACTED]

**TIME SENSITIVE ISSUES**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

BUDGET

Public Building Commission of Chicago  
2023 General Administrative Budget

10/05/2022 version

	Approved 2019 Budget	Approved 2020 Budget	Approved 2021 Budget	Approved 2022 Budget	Proposed 2023 Budget	Increase/ (Decrease) 2022 to 2023
<b>Personnel Services</b>						
Salaries	\$ 4,163,027	\$ 4,093,127	\$ 3,211,946	\$ 3,377,169	\$ 3,185,798	\$ (191,371)
Payroll Taxes	\$ 243,926	\$ 240,609	\$ 189,092	\$ 198,958	\$ 197,519	\$ (1,439)
Medical Insurance	\$ 974,250	\$ 1,020,300	\$ 1,166,250	\$ 1,196,875	\$ 1,196,875	\$ -
Severance Plan	\$ 65,443	\$ 65,443	\$ 65,443	\$ 49,433	\$ 49,433	\$ -
Retirement Contributions - PBC 401(a)	\$ 280,000	\$ 240,000	\$ 180,000	\$ 230,000	\$ 150,000	\$ (80,000)
Retirement Contributions - Mun. Employees	\$ 130,000	\$ 198,918	\$ 183,475	\$ 176,800	\$ 180,000	\$ 3,200
<b>Total Personnel Services</b>	\$ 5,856,646	\$ 5,858,397	\$ 4,996,206	\$ 5,229,235	\$ 4,959,625	\$ (269,610)
<b>Insurance</b>						
Daley Center	\$ 575,000	\$ 612,000	\$ 602,000	\$ 687,000	\$ 735,788	\$ 48,788
General Insurance	\$ 57,000	\$ 45,000	\$ 60,000	\$ 60,000	\$ 72,000	\$ 12,000
<b>Total Insurance</b>	\$ 632,000	\$ 657,000	\$ 662,000	\$ 747,000	\$ 807,788	\$ 60,788
<b>Legal Fees</b>	\$ 385,000	\$ 341,000	\$ 256,000	\$ 188,000	\$ 182,000	\$ (6,000)
<b>Inspector General Legal Fees</b>	\$ 267,057	\$ 215,040	\$ 208,502	\$ 207,307	\$ 202,400	\$ (4,907)
<b>Professional Services Fees</b>	\$ 420,000	\$ 437,000	\$ 349,000	\$ 338,000	\$ 342,000	\$ 4,000
<b>Rent/Leasehold Improvements</b>	\$ 778,279	\$ 808,718	\$ 822,064	\$ 712,427	\$ 707,268	\$ (5,159)
<b>Office and Other Admin Expenses</b>	\$ 246,000	\$ 268,000	\$ 233,500	\$ 211,800	\$ 203,750	\$ (8,050)
<b>Computer Maintenance, Equipment &amp; Software</b>	\$ 531,810	\$ 535,332	\$ 470,000	\$ 428,480	\$ 452,683	\$ 24,203
<b>Contingency/Business Development</b>	\$ 500,000	\$ 500,000	\$ 500,000	\$ 400,000	\$ 400,000	\$ -
<b>Total Budget</b>	\$ 9,616,792	\$ 9,620,487	\$ 8,497,272	\$ 8,462,249	\$ 8,257,514	\$ (204,735)

PUBLIC BUILDING COMMISSION OF CHICAGO



## WORLD BUSINESS CHICAGO

### MICHAEL FASSNACHT, PRESIDENT & CEO

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

The mission of World Business Chicago (WBC) is to drive equitable economic growth and job creation, support businesses, and promote Chicago as a leading global hub for business.

WBC's vision is to become the world's leading economic development agency and see Chicago recognized as a leading global city with a diverse economy and accelerated growth in legacy industries, innovative businesses, and emerging ecosystems.

### JURISDICTION & SCOPE

WBC is a highly effective organization chaired by the mayor of the City of Chicago, a vice chair, president and chief executive officer, an active membership board of 104 top C-suite executives, and a staff of 40. In 2024, WBC will celebrate 25 years of impact. The organization provides a forum for the mayor to meet with the city's business community in private gatherings, and the mayor presides over regular and special board of director meetings.

WBC's effectiveness is due in part to close partnerships with the mayor, Mayor's Press Office, City departments and agencies, priority industries and sectors, and the industry and business community at large throughout the greater Chicagoland region. WBC conducts proactive outreach with business leaders, venture capitalists, startups, university leaders, real estate professionals, and others near and far to promote Chicago as a strong business location to influence company location decisions.

The size and diversity of the greater Chicagoland region's economy are its greatest asset. The region is home to one of the largest workforces in the world, as well as innovative and powerful companies, academic and research institutions, and cultural and philanthropic organizations. These attributes attract diverse and skilled talent, innovative companies, and startups, making it a top destination for those looking to build their companies, careers, and lives.

Chicago remains the most diverse economy within the U.S. with no one sector representing more than 14 percent of the economy. WBC prioritized industries of manufacturing, food and agriculture, innovation and technology, life sciences and health care, finance and fintech, and business and professional services, are supported, convened, and engaged through the following agency initiatives:

- Business Development
- Innovation & Venture
- Global Strategic Initiatives
- Community Impact
- Research
- Public Sector Strategy
- Large Experiences

As of January 2023, WBC leads the Greater Chicagoland Economic Partnership (GCEP) among the City of Chicago, Cook County, and six regional partners, driving economic growth in the greater Chicagoland region, the region's new competitive advantage. This is a three-year partnership with annual reviews.

WBC's Global Strategic team oversees Chicago Sister Cities International (CSCI) and its 29 sister city relationships and serves as the mayor's liaison to the diplomatic community, Chicago Consular Corps, and other official government and civic connections throughout the world. This work helps to further the city's global and diplomatic relations in the U.S., North America, and beyond.

ORGANIZATIONAL CHART & STRUCTURE



FUNDING

WBC relies mostly on private funding, which includes annual contributions from board members (average of \$50,000) and fundraising from the annual gala. The organization also receives grants from the City of Chicago to support core operations, large events/strategic business development, and CSCI. In total, WBC’s annual core revenues are approximately \$9 million.

## KEY INITIATIVES/PRIORITIES

### BUSINESS DEVELOPMENT

#### DESCRIPTION

Strengthen Chicago's economy by retaining and attracting jobs and investment by focusing on priority industries and key sectors, working with city, state, and regional participants in the Greater Chicagoland Economic Partnership.

#### GOALS & DESIRED OUTCOMES

WBC's economic development efforts are led with a commitment to equity and inclusivity that creates opportunities for all Chicagoans. WBC is focused on prospecting businesses and companies throughout North America and overseas to relocate, expand, and grow in Chicago.

A primary KPI is "pro-Chicago decisions," defined as a business relocation, expansion, or new market entrant, including corporate offices and headquarters, growth-stage start-ups, and other companies in priority industries and emerging ecosystems. In 2022, 180 companies made pro-Chicago decisions, 44 opened new locations, and 136 businesses expanded, including 28 on the South and West sides.

#### STRATEGY

- **Sector Focus and Convenings:** Business Development applies a sector-based approach to support, promote and grow the economy through priority, inclusive industries:
  - Transportation, Distribution, and Logistics
  - Manufacturing
  - Food and Agriculture
  - Healthcare and Life Sciences
  - Financial Services and Technologies
  - Creative Economies

This work centralizes around regular convenings of the individual industries, targeted outreach to businesses in these sectors, and proactive outreach to out-of-market companies. Over the last two years, this sector-focused strategy has produced 350 plus expansions and new company openings in Chicago.

- **Greater Chicagoland Economic Partnership (GCEP):** Launched in January 2023, the GCEP connects WBC and the City of Chicago with seven surrounding counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will County for shared economic development based on lead generation, research, federal funding opportunities, and expansion of innovation programming. To date, the GCEP has produced 16 leads with three wins, including retaining a division of S&C Electric, the region's largest homegrown manufacturer, saving some 300+ Chicagoland jobs.
- **Lead Domestic Marketing Trips:** To attract businesses and investors, WBC organizes and hosts domestic marketing/mission trips that include roundtables, one-on-one meetings with executives, and facility tours. During a recent trip in January 2023, WBC met with 51 unique companies in just 18 hours, showcasing Chicago's key industries and strengths.
- **Foreign Direct Investment:** WBC actively promotes Chicago as the ideal market for foreign companies looking to expand their North American operations. WBC's foreign direct investment efforts have accounted for over 10 percent of the total new investment into Chicago in 2022. Working with an expansive network that includes consulates, foreign trade offices, and numerous service providers, WBC promotes Chicago as a top destination for international investment. WBC will continue to prioritize these efforts in the coming years to continue and grow the local economy and create jobs.

#### FUNDING

Please refer to the WBC financial report in advance of Q2 WBC board of director meeting.

#### CURRENT STATUS

Deployment of above strategies.

## KEY STAKEHOLDERS & PARTNERSHIPS

- Existing Chicago-based companies: Business Development (BD) engages regularly with local companies to attract new businesses and understand their concerns about doing business in Chicago.
- Real Estate Industry: BD has strong relationships with local and national real estate industry leaders to source leads and support the opening of new operations.
- International Economic Development Agreements: BD oversees several international agreements, including priority partnerships with the Chinese Ministry of Commerce, the City of London, the UK, and the Dutch Consulate in Chicago.
- Community-Based Organizations: BD maintains strong working relationships with community-based organizations like the Greater Chatham Initiative and the Calumet Area Industrial Commission to ensure the WBC's work is inclusive of all 77 community areas of the city. These partnerships have been key to securing catalytic investments like Discover Financial Services by helping corporations understand less familiar parts of the city.

## CRITICAL NEXT STEPS



## INNOVATION & VENTURE

### DESCRIPTION

WBC's Innovation & Venture program drives inclusive growth and opportunity for Chicago's technology, innovation, and startup ecosystem. Supported by a council of over 300 local leaders, the program includes a portfolio of initiatives designed to foster entrepreneurship and innovation:

- **Chicago Venture Summit:** The flagship startup and venture capital conference in the region that brings together leading innovators and investors from around the world to connect and collaborate.
- **Startup Chicago:** A startup growth and venture capital attraction program that connects Chicagoland startups with venture capitalists and growth capital firms.
- **Venture Engine:** A corporate-startup program that connects early-stage startup entrepreneurs with the region's world-class Fortune 500 and corporate innovation ecosystem in partnership with the Illinois Science & Technology Coalition (ISTC).
- **ThinkChicago:** A talent attraction and retention program that connects local STEM talent with career opportunities in the region's tech and innovation economy, in collaboration with anchor partners City Colleges of Chicago and the University of Illinois System.

Together, these initiatives drive innovation, entrepreneurship, and economic growth in Chicago, creating new opportunities for the city's residents and businesses.

### GOALS & DESIRED OUTCOMES

Focused on driving inclusive growth and opportunity for Chicago's technology, innovation, and startup ecosystem, flagship and key initiatives, and goals including:

- Chicago Venture Summit:
  - In 2022, the summit hosted 1500 plus founders, innovators, and investors with two sector-specific events, focused on the Future of Food and the Future of Logistics.
  - In 2023, WBC aims to increase the global brand of the Chicago Venture Summit with two sector-specific events and a focus on attracting venture capital firms and investors outside of the Midwest.
- Startup Chicago:
  - In 2021 and 2022, Startup Chicago led 25-plus founder showcases attended by over 300 unique VC and investment firms from across the country.
  - In 2023, WBC aims to engage more diverse and emerging fund managers through new partnerships with BLCK VC, VCFamilia, LatinxVC, StartOut (LGBTQ+), and All Raise.

- Venture Engine:
  - In 2022, Venture Engine had over 185 participating startups and 35 participating corporates.
  - In 2023, WBC aims to drive stronger investment of the local corporate community in the startup ecosystem with a diverse founder's series in partnership with Microsoft, connecting founders of color and female founders with Fortune 500 executives to serve as mentors for early-stage startups.
- ThinkChicago:
  - In 2022, ThinkChicago distributed the resume books of Chicagoland students to 108 local companies and startups who are actively hiring.
  - In 2023, the WBC aims to increase company participation to 50 percent of Chicagoland's startup universe (200+ startups) and provide more STEM talent immersion experiences at corporate HQs (John Deere, BP, etc.).
  - Through these initiatives, WBC aims to foster entrepreneurship and innovation and position Chicago as a top destination for startups, investors, and talent.

## STRATEGY

- Attract growth capital for Chicagoland startups: One key strategy is attracting growth capital for Chicagoland startups, which is accomplished by building relationships with emerging and diverse fund managers. In 2022, these efforts helped over 500 startups in the region receive growth capital funding, a significant milestone. WBC is particularly focused on supporting Black, Brown, and female-led venture capital firms and will continue to cultivate these relationships to attract more capital to the region. The aim is to provide more startups with the funding needed to grow and succeed while fostering innovation and entrepreneurship in the city.
- Attract STEM talent for innovative Chicagoland companies & startups: WBC's innovation and venture team is committed to attracting STEM talent for innovative Chicagoland companies and startups. WBC recognizes that beyond traditional career opportunities, STEM immersion and work-based learning opportunities represent the future of early-career programming. To achieve this strategy, WBC works directly with diverse female student organizations to connect them with innovative companies that are hiring locally. In 2022, over 500 local startups were funded, and almost all of these companies have long-term talent needs that can be sourced by local universities and students. By fostering these connections and promoting STEM opportunities, WBC aims to attract and retain top talent in the region, support local startups in their growth, and promote Chicago as a hub of innovation and entrepreneurship.
- Grow innovation economy with corporate, university, and national lab investments: Chicago is well positioned to lead as a global destination for industry innovation. To achieve this strategy, WBC is working to connect startups with industry, universities, and national laboratories, facilitating investments and partnerships that can drive innovation and growth. By bringing together diverse stakeholders and promoting collaboration, WBC has created a vibrant ecosystem that supports new venture creation and promotes the growth of innovative companies.

## FUNDING

Please refer to the WBC financial report in advance of Q2 WBC board of director meeting.

## CURRENT STATUS

Deploying various strategies identified above.

## KEY STAKEHOLDERS & PARTNERSHIPS

WBC Innovation & Venture strives to build diverse relationships across the entire tech, innovation, and startup ecosystem. Priority relationships focus on:

- Growth capital ecosystem: the most active venture capital firms based in Chicagoland, private equity firms, and angel investor collectives.
- Corporate innovation ecosystem: Fortune 500 innovation teams, corporate research & development centers, and corporate venture arms.
- University & national laboratory ecosystem: university entrepreneurship centers, relevant colleges aligned with WBC priority sectors (engineering, healthcare, etc.), Argonne National Laboratory, and Fermi National Laboratory.

## CRITICAL NEXT STEPS

- I [REDACTED]
- I [REDACTED]
- I [REDACTED]
- I [REDACTED]

## GLOBAL STRATEGIC INITIATIVES

### DESCRIPTION

As a global city, Chicago attracts international tourists, students, and business and government officials. The Global Strategic Initiatives (GSI) team leads WBC's international strategy, manages international relations for the Mayor's Office and oversees the city's flagship international program, Chicago Sister Cities International (CSCI).

The GSI team promotes Chicago as a global city, develops partnerships and networks, and executes outgoing business international delegations. It is responsible for prioritizing international community and delegation requests to the mayor, hosting high-level delegations for mayors, ambassadors, ministers, heads of state, and business delegations, and serving as the City's liaison for the Chicago Consular Corps and international organizations based in Chicago.

CSCI is the largest and most active sister city program in the country with 29 sister cities across the world and over 600 volunteers in Chicago who serve on 35 committees. Through citizen diplomacy, these volunteers promote understanding and cooperation between Chicago and its sister cities, helping to build stronger connections and foster international collaboration.

### GOALS & DESIRED OUTCOMES

Promote Chicago as a global city and deepen Chicago's relationship with key nations and its 29 sister cities to foster economic, cultural, and educational interconnectivity.

### STRATEGY

- Support Sister City Committees: CSCI volunteer committees organize numerous exchanges and events throughout the year to promote business, culture, education, and professional best practices exchanges and to host international delegations.
- Promote Chicago through International Trips: The GSI team organizes and executes international mission trips to exchange innovative best practices with leading global cities and promote Chicago as a global destination. In 2022, WBC led successful business delegations, led by the mayor, to London, Paris and Mexico City. In 2023, the team will lead delegations to Monterrey, Mexico; Toronto, Canada; Kyiv, Ukraine; London, UK; Germany (Berlin, Hamburg); Israel (Tel Aviv); and Japan.
- Manage Relationships with the Chicago Consular Corps: The team manages relationships with more than 90 Consular Corps members to promote Chicago's international interests and foster stronger global connections.
- Strengthen Chicago's International Leadership: The GSI team participates in global networks to promote Chicago's innovative policies and strengthen its international leadership.
- Host Large-Scale Events: The GSI team organizes large-scale events including the CSCI Global Youth Ambassadors Leadership Summit (July), the CSCI International Festival on Daley Plaza (August), and the CSCI/WBC International Gala. These events showcase Chicago's diverse cultural offerings, innovative economy, and commitment to international cooperation.

## FUNDING

Please refer to the WBC financial report in advance of Q2 WBC board of director meeting.

## CURRENT STATUS

Currently organizing a small mission trip to Kyiv, Ukraine in May/June that will serve to inform the Chicago business community about how it can participate in opportunities to take part in rebuilding Ukraine.

## KEY STAKEHOLDERS & PARTNERSHIPS

GSI cultivates strategic, collaborative partnerships with public and private partners, including:

- 600 Volunteers of CSCI: volunteers are leaders in their communities and are strong resources both in Chicago's neighborhoods and to international stakeholders.
- Chicago Consular Corps: Chicago is home to 90+ members of the diplomatic community, composed of both career consulates general and honorary consuls in Illinois, most of which are physically located within Chicago. The consulates promote cultural and economic relations between the City of Chicago and their respective countries.
- Universities: GSI works with universities to partner with and uplift their international partnerships and networks.
- International and local/community-based organizations with global missions (e.g., Chicago Council on Global Affairs)
- US Department of State, Chicago's Office of Foreign Missions and US embassies and consulates abroad.
- Mayor's offices in global cities.

## CRITICAL NEXT STEPS

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

## COMMUNITY IMPACT

### DESCRIPTION

The Community Impact team focuses on promoting inclusive economic growth and job creation on Chicago's South and West sides, with three key areas of focus: developing necessary commercial space in these regions, attracting large employers to invest in these areas, and strengthening the capacity of established Black and Brown businesses to achieve scalability.

### GOALS & DESIRED OUTCOMES

More jobs and amenities brought to the South and West sides of Chicago.

### STRATEGY

- Building for the Future: WBC works closely with developers to build the commercial spaces that local communities and businesses need. The team manages the \$2.2 billion INVEST South/West's (ISW) initiative and regularly hosts roundtable discussions with developers to ensure the needs of the community are being met.
- Attracting Top Employers: WBC is committed to bringing large employers and national retailers to the South and West sides of the city. The team pitches to national retailers and hosts two bus tours annually to showcase the potential of the area. WBC also attends key conferences to connect with large corporate employers.



- **Empowering Black & Brown Businesses:** The team runs targeted programs to support the growth and scaling of small, minority-owned businesses, including through events like the Black & Latino Excellence Investment Summit, Small Business Tech Symposium, How to Scale Series, and MBE Business Guides. WBC connects businesses to the resources and knowledge they need to succeed.

## FUNDING

Please refer to the WBC financial report in advance of Q2 WBC board of director meeting.

## CURRENT STATUS

Continued deployment of the above strategies

## KEY STAKEHOLDERS & PARTNERSHIPS

- Neighborhood Commercial Real Estate Developers
- Neighborhood and Affinity Group Economic Development Organizations
- Large Employers
- Scalable Black & Brown Small Businesses

## CRITICAL NEXT STEPS



## RESEARCH

### DESCRIPTION

The WBC Research Center serves as a leading economic development research body for Chicago and the region, providing data-driven insights to key stakeholders throughout Chicagoland. The WBC Research Center analyzes trends at the micro (neighborhood), macro, and global levels and focuses on accessing data that reflects activity within innovation ecosystems, private and public investments, workforce, academic and research institutions, and business sectors. The research team's key functions include building the business case for investing in Chicago and the entire metro area, analyzing and providing insights on business, innovation, workforce, and investment trends, and leading research for public and private partners on equitable economic development in Chicagoland.

### GOALS & DESIRED OUTCOMES

Enhance and improve the narrative around Chicago's economic landscape by positioning it as the premier location for business activity, neighborhood development, innovation and research facilities, and foreign direct investment.

### STRATEGY

The WBC Research Center publishes analysis through multiple channels that include digital and print publications, blog posts, recorded presentations and video presentations.

The WBC Research Center products are for public and internal use and include the following:

1. **Economic Dashboard:** This weekly digital report offers a comprehensive overview of employment, businesses, and consumer behavior to better understand the strengths and challenges of Chicagoland.
2. **Chicago Business Bulletin:** This print/PDF publication is released every six weeks and offers a deeper dive into emerging trends within Chicago industries and factors driving economic growth.
3. **Informational Briefs:** These industry snapshots are shared at WBC and partner events, such as business roundtable discussions, BD, and Innovation and Venture programs.
4. **Pro Chicago Decisions:** This primary performance indicator tracks business activity throughout the year, enabling Chicago to remain competitive in the U.S. and on the world stage.
5. **Economic Impact Analysis:** The WBC Research Center collaborates with the city and external organizations to conduct research that supports economic, strategic planning and to understand trends and significant impacts on the economy,



such as the COVID-19 pandemic. For instance, the Research Center supported the development of the [Regional Task Force](#), as well as the City’s [Change Study](#).

**FUNDING**

Please refer to the WBC financial report in advance of Q2 WBC board of director meeting.

**CURRENT STATUS**

Deployment of the above strategies.

**KEY STAKEHOLDERS & PARTNERSHIPS**

The WBC Research Center collaborates with a variety of stakeholders and partners to share its research findings and provide research services. These include:

- Consulting and collaborating with advisory committees of national and local economic development organizations and local partners to share WBC research findings.
- Consult and collaborate with university researchers and centers to highlight the innovation and research activities within the Chicagoland region.
- Provide research services to GCEP partners, local and regional government officials, and community economic development organizations to share data and/or capabilities for complex research projects.
- In partnership with local and regional governments, the WBC Research Center provides information on the current status of the regional economy and provides research services for all members of the Greater Chicagoland Economic Partnership.

**CRITICAL NEXT STEPS**

- | [REDACTED]
- | [REDACTED]
- | [REDACTED]
- | [REDACTED]

**PUBLIC SECTOR INVESTMENT STRATEGY**

**DESCRIPTION**

The Public Sector Investment Strategy Team’s primary objective is to secure and manage federal funding for economic development in Chicago. The team also works closely with local public funds for the INVEST South/West (ISW) program.

**GOALS & DESIRED OUTCOMES**

Overall:

- Attract and Deploy Investment in Chicago: Collaborate with the private sector and City departments to secure grant funding opportunities and manage WBC-related American Rescue Plan Act (ARPA) funding and ISW funding.
- Promote Success: Increase awareness of the team’s work and highlight Chicago’s success stories. Establish the WBC Public Sector Investment Strategy team in the surrounding ecosystem.

ARPA:

- Revenue generation for small businesses participating in the showcase program.
- Increased foot traffic in vacant spaces. The 2023 goal is to exceed 2022-foot traffic totals.

- Boost vibrancy along commercial corridors.
- Diversify vendors and surpass 2022 totals for primary beneficiaries.

#### Federal Grants:

- ARPA-H in Chicago.
- Chicago located Regional Tech Hub.
- NSF Engine located in Chicago.

#### Secure wins on as many of the following as possible:

- Hydrogen Hubs
- SMART Grant – Illinois Port District
- PIDP – Illinois Port District
- EDA Build to Scale Challenge (anticipated in spring)
- MDBA grant for Venture Engine (in partnership with ISTC)
- NSF Regional Engines
- Chicago Quantum Exchange: Quantum Commercialization
- UIUC: Ag Tech
- UChicago/UMN: Polymers
- Current Water: Great Lakes Innovation and Resilience
- Discovery Partners Institute: Manufacturing Equipment Connect Platform
- Additional support of applications as opportunities arise.

## STRATEGY

- Attract federal funding to the city.
- Build coalitions between City departments and private sector institutions seeking federal funding.
- Three tiers of support: quarterbacking applications, advising on applications, and providing only letters of support for applications.
- Brief key stakeholders on federal updates including recent legislation, major funding opportunities, and provide updates on the federal landscape more broadly.
- Advocate for Chicago with legislators, including federal agencies, the Illinois Congressional delegation, and the White House. Work in coordination with the mayor’s federal affairs contacts in DC.
- Manage federal grant funding awarded to WBC and all associated programming with its ARPA grant for COVID recovery. The ARPA grant includes managing events designed to support impacted hospitality businesses.

## FUNDING

Please refer to the WBC financial report in advance of Q2 WBC board of director meeting.

## CURRENT STATUS

Deployment of the above strategies.

## KEY STAKEHOLDERS & PARTNERSHIPS

- Participating businesses in Showcase
- Chicago Consular Corps
- The Magnificent Mile Association
- Loop Alliance
- Internal

- DCASE
- ARPA Hospitality Vendors
- R1 Universities
- City Colleges
- Broader Illinois community
- CDPH
- Life Sciences Industry in Chicagoland
- United States Senator Tammy Duckworth
- United States Senator Richard J. Durbin
- mHUB
- The University of Chicago
- Invenergy
- Greater Englewood Chamber
- Northwestern University
- Southern Illinois University
- Argonne National Laboratory
- Industry partners across WBC's key sectors

**CRITICAL NEXT STEPS**

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

**LARGE EXPERIENCES**

**DESCRIPTION**

The Large Experiences portfolio is centered on increasing the number of large experiences and events in the City of Chicago in a sustainable and thoughtful manner to enrich the lives of Chicagoans and tourists. Additionally, this office serves as an account manager and conduit to assist event producers. Lastly, this office works to standardize intake procedures for future large experiences and events.

**GOALS & DESIRED OUTCOMES**

The goals of the Large Experience portfolio are to increase the number of large experiences and events that occur within the City of Chicago. The aim is to increase the breadth and number of events in order to bring strong economic growth to Chicago. While increasing the amount and diversifying the types of experiences, the team also works to maintain existing events and relationships that have already decided to call Chicago home. This team is working to create a standard intake procedure for future large events to ensure that all incoming events are treated equally and properly vetted to guarantee they are in the public's best interest.

**STRATEGY**

- Increase economic impact through new large-scale events and experiences. Work with event production companies to

bring new concepts to Chicago. Recruit existing experiences to relocate and/or expand to Chicago.

- Build and strengthen existing relationships with event producers to ensure they remain in Chicago.
- Liaise and interview all related City Departments and Sister Agencies to create a uniform and transparent intake and review process to help event producers know what to expect and what is needed from the City of Chicago.

**FUNDING**

NA

**CURRENT STATUS**

Deployment of the above strategies.

**KEY STAKEHOLDERS & PARTNERSHIPS**

- City Department and Sister Agencies
- Large event producers (40,000+ attendees)

**CRITICAL NEXT STEPS**

[REDACTED]

**TIME SENSITIVE ISSUES**

[REDACTED]

[REDACTED]

## BUDGET

# World Business Chicago 2023 Budget

World Business Chicago (WBC) is funded by corporate donations, corporate & foundation grants, and grants from the City of Chicago. WBC's 2023 budget is summarized below.

<u>Revenue:</u>		<u>Expenses:</u>	
Corporate Contributions:	\$ 4,185,000	Labor:	\$ 5,242,097
City Grants:	2,600,000	Marketing & Advertising:	784,000
Annual Gala:	950,000	Office & Licenses:	500,317
Events:	875,000	Legal & Professional:	581,450
Other Grants/Revenue:	800,000	Travel & Professional Dev:	172,200
		Events & Delegations:	847,000
<b>TOTAL:</b>	<b>\$ 9,410,000</b>	Gala:	310,000
		Occupancy:	468,378
		External Grants:	360,000
		Depreciation:	30,000
		<b>TOTAL:</b>	<b>\$ 9,295,442</b>

In 2022 WBC was granted ARPA funds by the City of Chicago in the amount of \$10.5mm over three years (5-1-22 through 12-31-24) to leverage its existing programming and partner relationships to hold events and convenings that (1) focus on the recovery of business tourism and (2) use small Chicago-based hospitality businesses in order to assist these entities with post-pandemic economic recovery. WBCs 2023 ARPA budget is summarized below.

**2023 Budget Federal Pass-Through ARPA:**

**Revenue:** \$4,000,000

**Expense:** \$4,000,000

+Third Party Costs: \$3,077,000

+Labor & Overhead: \$923,000



## CHICAGO COOK WORKFORCE PARTNERSHIP

### PATRICK COMBS, INTERIM CEO

## ORGANIZATIONAL BACKGROUND

### MISSION/VISION

Mission: To create, promote, and effectively manage a network of workforce development organizations that:

- Design innovative solutions to address business needs; and,
- Prepare individuals for and connect them to career opportunities.

Vision: Every person has the opportunity to build a career; every business has the talent to grow and compete in a global economy.

### JURISDICTION & SCOPE

The Chicago Cook Workforce Partnership (The Partnership) is the non-profit umbrella organization that operates the largest public workforce system in the country. The Partnership's jurisdiction covers the City of Chicago and all of Cook County including more than 130 suburban municipalities.

As the designated administrator of federal workforce development funding for Chicago and Cook County, The Partnership oversees a network of more than 90 community-based organizations, American Job Centers, satellite sites, and sector-driven centers, serving more than 140,000 people annually.

The Partnership is a 501(c)(3) non-profit corporation in good standing in the State of Illinois, that serves as the designated administrator of the public workforce system for the City of Chicago and Cook County. As such, the organization is subject to Federal and State oversight and is led by a nonprofit Board of Directors and a Local Workforce Innovation Board appointed by the Mayor and the President of Cook County. Below follows additional information about each level of oversight.

**Federal Oversight:** The U.S. Department of Labor (USDOL) administers and maintains oversight of programs funded pursuant to the Workforce Innovation and Opportunity Act (WIOA), which was enacted July 22, 2014. WIOA builds upon prior federal legislation governing the dual client public workforce system which offers free services to jobseekers and employers through a network of Local Workforce Investment Areas (LWIAs), one-stop career centers (known as American Job Centers), and a host of training and employment services. WIOA expands the strategic role of local workforce development boards, positioning them to meet the needs of local employers through the leadership of private sector members. The USDOL provides funding to states for WIOA programming through a complex formula which considers population, reductions in force, business closures, and unemployment rates. Accordingly, these dollars are commonly known as formula funds. WIOA requires the coordination of employment and training programs to ensure integrated services for job seekers and employers. WIOA requires states to coordinate six core programs, including the U.S. Department of Labor Adult Services, Dislocated Workers, Youth Services and Wagner-Peyser programs as well as the U.S. Department of Education's Division of Adult Education and Literacy and its rehabilitation services program. USDOL's Region V is seated in Chicago and oversees the Midwest. Region V audits The Partnership at least every three years for WIOA formula programs. USDOL also oversees competitively procured grant programs and monitors them with varying frequency. In any given year it may opt to audit both WIOA titles and other grant initiatives.

**State Oversight:** The Illinois Department of Commerce and Economic Opportunity (DCEO) is the state's designated administrator of WIOA funding and programming. Pursuant to WIOA, like the local areas, the State is governed by a Workforce Investment Board (WIB) which sets policies, funding levels, performance targets and issues guidance to the 22 LWIAs in Illinois. The WIB is also responsible for the development and implementation of a statewide plan for comprehensive service delivery to both job seekers and employers. DCEO performs annual fiscal and program audits of all LWIAs but especially of The Partnership as it comprises 60% of the State's WIOA funding and thus drive the State's overall performance outcomes.

**Local Workforce Innovation Board Oversight:** The Local Workforce Innovation Board (LWIB) has ultimate authority and responsibility for proper program and fiscal stewardship of WIOA funds. As staff to the Chicago Cook Workforce Innovation Board, The Partnership is accountable to the Board, the City, the County, the State, and the federal government (USDOL) as well. The LWIB is statutorily responsible for ensuring local policy creation and adherence as WIOA empowers local elected

officials and local, private sector-led Workforce Investment Boards in each area with the responsibility to set local policy, develop budgets, and oversee WIOA-funded programs based upon local market drivers.

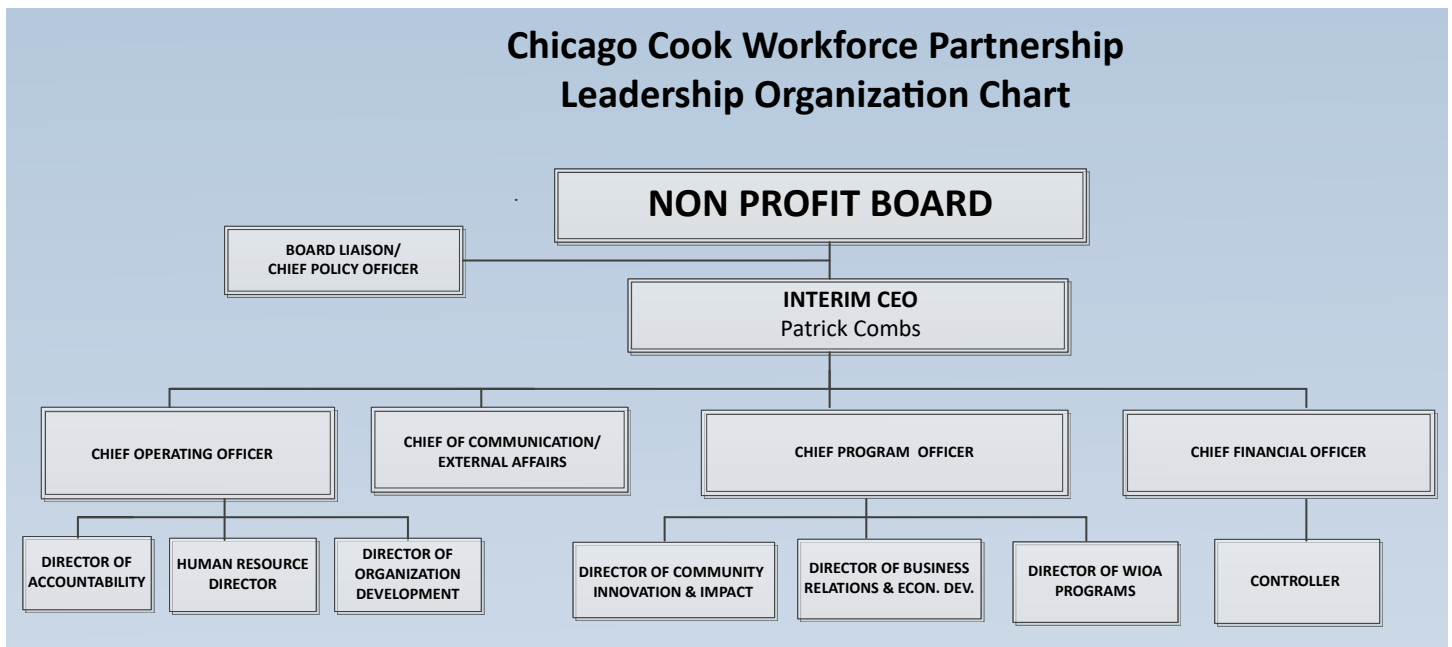
As set forth in an intergovernmental agreement, the Mayor of the City of Chicago and the President of Cook County Board of Commissioners act as Co-Chief Local Elected Officials, and each have the authority to appoint half of the LWIB members. The Chief Local Elected Officials appoint LWIB members based on federal criteria as follows:

- Business/Private Sector (at least 51% of membership)
- Representatives of the workforce (at least 20%) including:
  - Labor organizations
  - Joint labor-management or registered apprenticeship programs
  - Community-based organizations that address the employment, training, or educational needs of individuals with barriers to employment and/or youth.
- WIOA mandated partners, including vocational rehabilitation (Illinois Department of Human Services – Division of Rehabilitation Services) and employment service (Illinois Department of Employment Security)
- Other:
  - Adult education and literacy
  - Higher education, including community colleges
  - Economic and community development entities
  - Others as appropriate including representatives of transportation, housing, public assistance, etc.

**Non-Profit Board Governance:** The Partnership, like LWIB staff in other parts of the country, is a non-profit organization with its own governing board. The Executive Committee of the Chicago Cook Workforce Innovation Board (the LWIB) also serves as the non-profit Board of The Partnership. Pursuant to WIOA requirements and the LWIB’s by-laws, all Executive Committee members must represent the private sector.

In sum, The Partnership is subject to numerous levels of oversight and governance from federal to state regulatory agencies, to the local workforce board and its non-profit board. In addition, The Partnership undergoes regular financial and programmatic audits of its various funding streams and initiatives. It is worth noting that the majority of The Partnership’s funds are restricted for purposes and thus subject to unique rules, regulations, and analyses as well.

**ORGANIZATIONAL CHART & STRUCTURE**

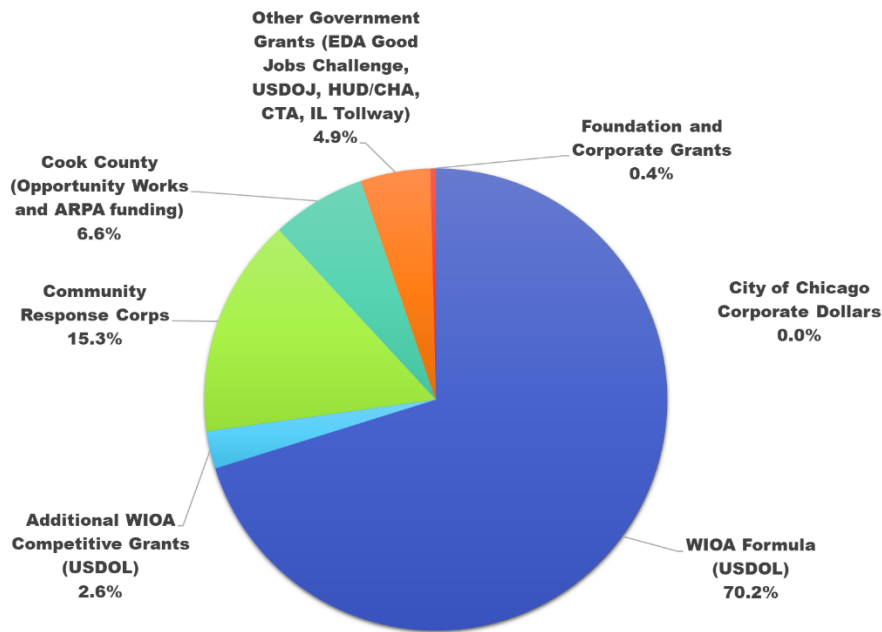


- Operations: This team is comprised of the Human Resources, Legal, Contracts, Compliance, and IT functions.
- Communications and External Affairs: This team handles all marketing and communications functions, including

internal and external e-newsletters, media relations, website content, special event production and promotion, program materials and flyers, social media and more.

- **Programs:** This team manages all Workforce Innovations and Opportunity Act (WIOA) programming, all employer facing services and sector-based initiatives, and community-level work including City Community Response Corps management.
- **Fiscal:** This team manages The Partnership’s \$99+ million annual budget and facilitates payments to more than 90 contracted community-based service providers.
- **Policy:** This team reviews research and data to inform program and service models, monitors state and federal legislation affecting The Partnership’s work, and manages relationships and service integration with mandated partner agencies at the State and Local levels.

**2023 BUDGET: \$99,120,655**



## KEY INITIATIVES/PRIORITIES

### WORKFORCE INNOVATION AND OPPORTUNITY ACT

#### DESCRIPTION

The Partnership is the designated administrator of the federal Workforce Innovation and Opportunity Act (WIOA) Investment funding for the City of Chicago and each of the 132 municipalities within Cook County. Over the past program year, The Partnership invested more than \$52 million dollars of WIOA funding into comprehensive workforce development services for more than 9,700 participants. These funds provided basic and individualized career services, including occupational training, to eligible Adults, Dislocated Workers (adults who have lost their jobs), and Youth both in and out of school (ages 16-24). The Partnership met or exceeded performance expectations in serving these customers, by helping them gain new skills and secure long-term employment with good wages.



## GOALS & DESIRED OUTCOMES

WIOA Outcomes from the last complete program year are as follows:

WIOA Performance Measure	Adult	Dislocated	Youth
Employment in 2nd Qtr. after Exit*	66.49% (984/1480) Met	75.32% (1184/1571) Met	70.48% (771/1094) Met
Median Qtr. 2 Earnings*	\$9,052 Exceeded	\$12,428 Exceeded	\$4,790 Exceeded
Employment in 4th Qtr. after Exit**	64.41% (950/1475) Met	74.88% (963/1286) Met	66.94% (733/1095) Met
Credential Rate**	68.71% (696/1013) Met	73.71% (586/795) Exceeded	68.18% (376/577) Exceeded
Measurable Skills Gain***	54.6% (1085/1987) Exceeded	56.17% (874/1556) Exceeded	50.59% (517/1022) Exceeded

\*Outcomes based on exit cohort from 7/1/20-6/30/21

\*\*Outcomes based on exit cohort from 1/1/20-12/31/20

\*\*\*Outcomes based on enrollment anniversaries from 7/1/2021-6/30/2022

Pursuant to WIOA, occupational training is provided free of charge through Individual Training Accounts (ITAs). ITAs serve as tuition vouchers that can be used to cover the cost of training resulting in industry-recognized credentials, certifications, or degrees obtained from approved training providers. In Program Year 2021, The Partnership issued 2,487 ITAs valued at more than \$14 million. During the past program year, 80% of those who attended training through the ITA program successfully completed training and 74% of those individuals became employed.

## STRATEGY

The Partnership's strategy is to continue to refine its WIOA program model and portfolio of funded agencies to serve the highest need residents and communities in Chicago and Cook County, and to leverage additional (more flexible) funding streams to allow for innovation in service delivery.

## FUNDING

For the current program year, The Partnership has \$69,558,996 in WIOA formula funding and \$2,603,852 in additional WIOA competitive grant awards from the US Department of Labor.

## CURRENT STATUS

As the designated WIOA administrator for Chicago and Cook County, The Partnership's status as the WIOA Administrator is a continuous function. Reauthorization of WIOA is being considered at the federal level but at this time no action is imminent.

## KEY STAKEHOLDERS & PARTNERSHIPS

The Partnership oversees a network of more than 90 community-based organizations made up of American Job Centers, satellite sites, and sector-driven centers. The ten American Job Centers (AJCs), with five in suburban Cook County and five in Chicago, offer a range of employment services for adults, out-of-school youth, job seekers, incumbent workers, and businesses by 16 different Core partner agencies and programs.

## CRITICAL NEXT STEPS

There are no critical next steps at this time.

## WORKFORCE DEVELOPMENT PROGRAMS THAT ENGAGE YOUNG ADULTS AND RETURNING RESIDENTS

### DESCRIPTION

**Young Adults:** Even before the global health pandemic, the world faced an unemployment pandemic among people between the ages of 16 and 24, which yielded nearly 90,000 Opportunity Youth in Cook County—young people both out of school and out of work. The Partnership has prioritized raising funds and developing programs to serve this growing group, and to reconnect young people with school and/or a job.

**Returning Residents:** Roughly 10% of the people The Partnership serves through federally funded jobs programs self-identify as having had prior justice system involvement. The Partnership's Reentry Navigation Initiative, The Road Home, is a 34-month demonstration project, intended to address people's holistic needs upon returning to Cook County from incarceration in Illinois' penal institutions. This initiative includes an emphasis on workforce development, occupational training, and permanent, unsubsidized job placement. Launched in early 2022, The Road Home initiative offers 150 eligible participants enrollment into a comprehensive reentry program beginning pre-release that addresses the barriers to successfully return to the community.

### GOALS & DESIRED OUTCOMES

**Youth:** The Partnership and the Youth Committee of the WIB envision a system where all young adults in the region can easily access a comprehensive and integrated set of education and training supports that increase the number of young adults productively engaged in the workforce, thereby increasing self-sufficiency, and reducing poverty. The Partnership seeks to:

- Align youth-serving institutions to ease access, reduce duplication, close service gaps, and promote collaboration; and
- Connect young adults to the labor market, career pathways, education, and/or paid work experience; and
- Improve outcomes for young adults through placement in employment or education, attainment of industry-recognized degrees or certificates, and achievement of literacy and numeracy gains.
- **Returning Residents:** Within the last Program Year, The Partnership's network served 600 returning residents. Of those 600 served, 214 were placed into employment in a variety of industries, with more than half of those 214 working in the manufacturing and transportation sectors. Returning residents earned an average of \$23.88 per hour. The Partnership continues to work with the remaining individuals to find employment opportunities.

### STRATEGY

**Youth:** To address the dire need for opportunities, the Workforce Innovation and Opportunity Act specifically mandated that at least 75% of all youth funding be directed to services for Opportunity Youth. The Partnership, in alignment with local needs, directs 85% of its federal youth funds to this population, with the balance of funding serving high school students. Over the past program year, The Partnership continued to focus on youth programming, utilizing trauma-informed tools that recognize and respond to signs, symptoms, and risks of trauma to better support the needs of youth who have experienced trauma related to COVID-19.

**Returning Residents:** The Partnership is providing pre-release navigation services for incarcerated individuals, coordinating available services for returning residents to provide seamless reentry back to community.

### FUNDING

The Partnership invests:

- \$2 million to serve youth in school
- \$11.7 million to serve youth out-of-school
- \$2.8 million in Individual Training Accounts (ITAs) to give youth access to training in high-demand, high-growth industries.

**Returning Residents:** While The Partnership's Department of Justice grant that jump started this work is nearing its end, Cook County's investment of \$500,000 ARPA (American Rescue Plan Act) funds will allow the program to expand, serving those who have returned to the community but continue to face barriers to employment. The Partnership is also preparing a response to the Federal Pathways Home request for proposals to secure additional funding to serve returning residents.

## CURRENT STATUS

The Partnership is in the process of reprocurng our out-of-school youth network of providers with new awards set to begin July 1, 2023. Returning resident work is ongoing.

## KEY STAKEHOLDERS & PARTNERSHIPS

Youth: The Partnership oversees 42 community-based organizations in our network that offer young adults experiences and skills to connect them with fulfilling career opportunities with family-sustaining wages.

Returning Residents: Illinois Department of Correction, Cook County Sheriff's Department, Cook County Justice Advisory Council, DePaul University.

## CRITICAL NEXT STEPS



## COMMUNITY HEALTH RESPONSE CORPS

### DESCRIPTION

As outlined in Healthy Chicago 2025, their citywide community health improvement plan, the Chicago Department of Public Health (CDPH) is focused on closing the racial life expectancy gap in Chicago by addressing the root causes of health, including access to care and services. To meet these needs, CDPH requires a public health workforce to conduct community health outreach, education, and support in navigating to recovery and health-promoting resources. The intensity and immediate life-and-death impact of health disparities during the COVID-19 crisis called for an urgent and forceful response. Over two years, the City invested deeply in community health outreach in high-risk communities, by charging The Partnership with the creation of a COVID-19 Contact Tracing Corps (also known as the Chicago COVID-19 Community Response Corps in its extensions). Community-based organizations hired and deployed local response workers to engage residents with public health guidance, support vaccine outreach, and link people affected by COVID-19 to supportive resources.

In 2022, CDPH and The Partnership collaborated to sustain community outreach and public health workforce development through a Chicago Community Health Response Corps ("Response Corps") that supports residents in priority community areas most affected by the pandemic. The Response Corps leverages the expertise and infrastructure of the CDPH, and its partners built for the COVID-19 emergency response – now with a focus on promoting overall health, resilience, and well-being. The Response Corps has an expanded scope to help residents access reliable information, recovery support (e.g., economic, and social programs and services), and specific health resources.

### GOALS & DESIRED OUTCOMES

The Partnership has partnered with 10 Community-Based Organizations to hire, manage, and train a 130-member Community Health Response Corps across prioritized communities. The goals of this Response Corps are to:

- Create public health workforce employment and training opportunities for people who live in communities that are most affected by health and economic inequities.
- Increase community members' connections to and utilization of resources to mitigate the social, economic, and health impacts of the pandemic.
- Equip Chicagoans with health knowledge and resources to achieve their desired health outcomes.
- Continue efforts to promote resilience against COVID-19 and other public health threats in high-risk communities.

### STRATEGY

Despite the City's equity-focused response, COVID-19 disease and pandemic impacts have expanded the racial life expectancy gap in Chicago and deepened underlying inequities. There is more work to do to build a healthier and more equitable city. The Response Corps is cultivating a public health workforce to tackle the drivers of disparity between predominantly White communities compared to predominantly Black and Hispanic/Latinx communities, with a major focus on chronic disease and communicable disease including COVID-19, and additional efforts on other drivers of the life expectancy gap (infant mortality, violence, and opioid overdose). This strategy unites CDPH's commitment to improving public health with the

City's commitment to racial and economic equity across neighborhoods. The Response Corps is a crucial step toward achieving the vision of Healthy Chicago 2025: Creating a city where all people and all communities are empowered, free from oppression, and strengthened by equitable access to resources, opportunities, and environments and opportunities that promote optimal health and well-being.

### **FUNDING**

\$15.2 Million for the current program year from the Chicago Department of Public Health.

### **CURRENT STATUS**

The work is ongoing.

### **KEY STAKEHOLDERS & PARTNERSHIPS**

- Chicago Department of Public Health
- Sinai Urban Health Institute
- University of Illinois at Chicago School of Public Health
- 10 Community Based Organizations
- Malcolm X College of the City Colleges of Chicago (MXC)
- The Illinois Community Health Workers Association (ILCHWA)

### **CRITICAL NEXT STEPS**

There are no critical next steps at this time.

## **SECTOR DRIVEN EMPLOYER FACING INITIATIVES AND GOOD JOBS CHICAGO**

### **DESCRIPTION**

The Partnership takes an industry-centered, demand-driven approach to workforce development rooted in the region's seven high-growth, high-demand sectors:

- Business and Professional Services
- Manufacturing
- Healthcare
- Transportation, Distribution and Logistics
- Information Technology
- Construction/ Skilled Trades
- Retail, Culinary and Hospitality & Tourism.

To further support the region's employers, The Partnership offers a suite of employer facing programs and services.

The Partnership created four industry Sector Centers to meet employer needs through access to federally funded resources. The sectors include Healthcare, Hospitality and Tourism, Information Technology and Transportation, and Distribution and Logistics. The Sector Centers deliver recruitment and retention services to employers. These services include but are not limited to:

- Coordinating recruitment events for large or small hiring needs.
- Promoting work-based learning, such as apprenticeship programs that provide new skills to entry-level employees to increase employee retention.
- Providing applicant pre-screening services to ensure a business is presented with a qualified talent pool from which to choose potential employees.
- Implementing train-to-hire initiatives to create a pipeline of pre-trained new hires who are ready to "hit the ground running" and enhance employer services.

- Working with employers to create customized training plans and develop innovative programs for current employees and new hires.
- Connecting employers to tax incentives and training reimbursement grants to create cost savings that can be reinvested in a business.

The Partnership leverages WIOA funding to implement employer driven training offerings, providing a variety of resources to support employers and prospective employees alike and helping employers train and retain staff so they can remain competitive and avoid unnecessary layoffs. These tools promote professional development, job retention, and career advancement through a variety of occupational training models including Employer-Driven Training and On-the-Job Training (OJT).

OJT reimburses up to 50% of new employee training wages and costs for the first six months or 1,040 hours of employment. The trainee participant is an employee of the company actively engaged in “hands-on” experiential learning, acquiring the technical skills necessary for success in the new role. The OJT is provided by the employer. During Program Year 2021, participating employers were reimbursed more than \$1.5 million for nearly 140 On-the-Job participants; 139 adults; 164 dislocated workers; and 8 youth members.

Incumbent Worker Training (IWT) reimburses an employer for job-specific skills training provided to its existing employees. Funded training must positively and substantively affect the qualifications of the employee for advancement in their field. The goal is to grow the skilled labor pool for the entire economic region, as well as to open entry-level opportunities left vacant by the advancement of trainees. During Program Year 2021, the Partnership approved \$533,755 for IWT projects. This represents 230 employees trained for 18 separate training projects in the manufacturing, IT, and Healthcare sectors.

April 2022 saw the return of Hospitality Hires Chicago (HHC), an in-person hiring event that focuses on the hospitality industry. The Partnership partnered with Choose Chicago, The Magnificent Mile Association, Illinois Restaurant Association, Illinois Hotel and Lodging Association, Chicago Loop Alliance, Near South Planning Board, World Business Chicago, and Cook County to host the 5th annual event at Palmer House, a Hilton Hotel. It included 60 employers with open positions who were ready to interview and hire the region’s diverse, work-ready, and skilled job seekers; 376 Job Seekers pre-registered and 134 attended the event. Nearly 40% of attendees reported having a graduate degree or higher and more than 20% reported having a bachelor’s degree. HHC includes employers from Chicago-area hospitality, tourism, food services, retail, and related sectors who are committed to hiring hundreds of job seekers. Jobseeker and employer enrollment for the April 2023 HHC is underway.

The Partnership works with the Illinois State Toll Highway Authority (The Tollway), the Chicago Transit Authority (CTA), Chicago Department of Transportation (CDOT), and the City of Chicago to recruit and place individuals in the construction sector. Since 2018, The Partnership has served more than 2,300 candidates for apprenticeship programs and private contractors working on projects in the state combined. The Partnership works to ensure that women and people of color, have access to careers in this sector, as they have traditionally been excluded from these unionized career opportunities with family-sustaining wages.

In 2022, The Partnership was one of 32 awardees out of 509 applicants for the US Department of Commerce’s Good Jobs Challenge Initiative. The award, totaling \$18.5M, has created Good Jobs Chicago (GJC) is an employer-led, community driven initiative to promote economic resiliency and growth for Chicago and Cook County.

## GOALS & DESIRED OUTCOMES

Over the past year,

- The Healthcare Sector Center recruited over 250 job openings and placed 160 individuals into healthcare employment.
- The IT sector center recruited for 285 job openings.
- The Hospitality and Tourism Sector Center assisted 251 businesses, supported hiring for over 1,500 positions, and placed over 246 job seekers into employment over the last program year.
- The TDL Sector Center recruited 460 positions over the last program year and provided services to over 30 new businesses.
- The Partnership approved \$533,755 for Incumbent Worker Training projects. This represents 230 employees who trained for 18 separate training projects in Manufacturing, IT, and Healthcare sector companies.

- 74% of the Hospitality Hires job seekers moved forward, meaning they received a second interview or conditional offer. Since its inception, HHC has helped approximately 900 people obtain employment and/or conditional job offers.

Good Jobs Chicago will offer occupational skills training, credential programs, on the job training, apprenticeships and incumbent worker training initiatives that focus on 16 high demand, high growth occupations across the four target sectors, with a total of 2,000 individuals trained and 1,800 placed over the three-year life of the grant.

## STRATEGY

Chicagoland is blessed with proven and ready-to-scale sector partnerships for healthcare, information technology (IT), manufacturing, transportation/distribution/logistics (TDL) and other key industries. The Partnership's Sector Driven Employer Facing Initiatives and Good Jobs Chicago Initiative are creating durable, resilient talent pipelines through to mid-level jobs, linking Chicago's un/underemployed residents into jobs that pay family wealth-building wages. This portfolio of services is focused on meeting the needs of communities suffering from intergenerational poverty exacerbated by the pandemic, particularly on Chicagoland's South and West sides.

## FUNDING

Good Jobs Chicago is supported by \$18.5M from the Economic Development Administration at the federal Department of Commerce.

## CURRENT STATUS

Good Jobs Chicago is currently in phase I of the grant. This phase allows for system development. As the system lead entity, The Partnership is working with its four contracted backbone organizations and cross sector partners to stan-up, enhance, or augment each sector partnership. WIOA funded sector work is currently ongoing.

## KEY STAKEHOLDERS & PARTNERSHIPS

- World Business Chicago
- City Colleges of Chicago
- P33
- Discovery Partners Institute
- OAI
- Cook County Bureau of Economic Development
- YWCA
- Health and Medicine Policy and Research Group
- The Chicagoland Workforce Funders Alliance
- Women Employed
- LISC
- Pyramid Partners
- Choose Chicago
- Illinois Hospitality Association
- Illinois Manufacturing Excellence Center
- National Able

## CRITICAL NEXT STEPS

BUDGET

The Chicago Cook Workforce Partnership’s (The Partnership’s) budget for Fiscal Year 2023 (July 1, 2022 – June 30, 2023) is **\$99,120,655**, all of which is grant funding. The balance of The Partnership’s funding from other sources (Corporate Fund, Special Revenue Fund, Pension Fund, Debt Service Funds, and Enterprise Funds) is \$0.

	Corporate Fund	Special Revenue Fund	Pension Fund	Debt Service Funds	Enterprise Funds	Grant Funds	Total Budget
Chicago Cook Workforce Partnership	--	--	--	--	--	\$99,120,655	\$99,120,655

Most of The Partnership’s grant funding (70.2%) is Federal Workforce Innovation and Opportunity Act (WIOA) formula dollars from the US Department of Labor. USDOL grants WIOA funding to states through a complex formula which considers population, reductions in force, business closures, and unemployment rates. The Illinois Department of Commerce and Economic Opportunity (DCEO) is Illinois’ designated administrator of WIOA funding and programming and distributes this funding directly to the state’s 22 Local Workforce Investment Areas (LWIAs) including LWIA 7, which covers Cook County inclusive of Chicago. An additional 2.6% of The Partnership’s budget is made up of WIOA dollars that are awarded to local areas via competitive procurement.

Other government grants make up 26.8% of The Partnership’s budget, including grants from the Economic Development Administration, The Department of Housing and Urban Development via Chicago Housing Authority, the Chicago Department of Public Health, the Illinois Tollway Authority, the American Rescue Plan Act, among others. The last 0.4% of The Partnership’s budget is made up of philanthropic grants.

