



2024 Road to Recovery Plan Performance Report City of Chicago

STATE AND LOCAL FISCAL RECOVERY FUNDS



REINVIGORATING THE SOUL OF CHICAGO



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Executive Summary

Under Mayor Brandon Johnson, the City of Chicago is continuing its essential work to support residents and communities as they recover from the COVID-19 pandemic by implementing innovative programs with this one-time infusion of the Federal State and Local Fiscal Recovery Fund (SLFRF) dollars authorized by the American Rescue Plan Act (ARPA). When Mayor Brandon Johnson took office in May 2023, he made it a first-year in office priority to assess the progress of ARPA programs and leverage the one-time funding to **maximize direct benefit to communities**.

The Johnson Administration believes a strong Chicago is one where youth and their communities have access to the tools and resources necessary to thrive. Investing in youth and their communities promotes well-being during a crucial developmental period, thus equipping future generations to thrive. Youth-centered policy creates an avenue to rectify current racial disparities in youth opportunities and outcomes and build a more equitable future. The administration's mission is to transform systems and practices that create current and historic inequities, while also repairing past harms that have contributed to purposeful disinvestment and exclusion. Mayor Johnson's administration has organized these programs into six policy pillars:



Youth & Economy – focusing on programs that lead to increased opportunities for social and economic mobility;



Community Safety – focusing on programs that address the root causes of violence and create lasting, positive relationships in the community;



Mental Health & Wellness – focusing on investments in health and human services and in trauma-informed public health systems which will contribute to a more equitable city;



Housing & Homelessness Supports – focusing on investments in housing and neighborhoods which contribute to a more equitable city;



Human Rights, Arts & Culture – focusing on arts and culture investments which are fundamental components of healthy communities, providing social, educational, and economic benefits that shape people's lives and neighborhoods; and



Effective Governance – reflecting the administration's commitment to co-governance and collaboration.

These pillars work to underscore the City's commitment to maximizing its use of SLFRF dollars in a way that is **centered in transparency, continuous community engagement, and intentional investment in communities** where the effects of longstanding disinvestment were disproportionately exacerbated during the pandemic.



Chicago has 77 community areas that hold distinct histories and characteristics which help to form the soul of Chicago. Some of these community areas and neighborhoods have suffered from decades of disinvestment. The results of disinvestment are evident in stark disparities in community safety, healthcare, transportation, and life outcomes. As the City continues to implement ARPA-funded programs, it is clear how impactful the investments have been and will continue to be as the programs reach more residents, businesses, and nonprofit organizations. Programs targeted at helping communities recover have ranged from providing direct cash assistance to residents, to business assistance grants. Additionally, funds have been used for more varied purposes including investing in violence interruption and reduction efforts, providing support to artists and art organizations, resources for the survivors of gender-based violence, and supporting employment opportunities for youth. These investments reflect the administration's commitment to the theory of explicitly lifting up the needs of historically underserved communities. The belief is that an investment in one group can cascade out and up, becoming a substantial investment in the broader well-being of a city. Such policies and practices aim to create an equitable economy, a healthy community of opportunity, and a just society

To ensure continued program success under Mayor Johnson, the City has internally implemented additional governance. These structures to provide each program with the necessary resources and support to spend these funds and administer these programs for maximum impact. The Johnson Administration has also launched various transparency initiatives this year to allow the City's residents, partner organizations, and other stakeholders to provide input into and oversight of SLFRF program progress. This has resulted in monthly City Council reports and a public-facing dashboard set to launch in October 2024.

Additionally, the City conducted a comprehensive sustainability analysis of SLFRF-backed programs. This analysis involved comprehensively evaluating each initiative to assess the impact of associated SLFRF dollars across various community programs. This evaluation will help to inform future programming decisions as the 2026 SLFRF expenditure deadline approaches, requiring the City to decide which initiatives have the potential for long-term sustainability and should be prioritized for continued support once federal SLFRF funds are no longer available.





Uses of Funds

Through ARPA, the City of Chicago received a SLFRF allocation of approximately \$1.887 billion from the US Department of Treasury to support the City’s response to the COVID-19 pandemic and subsequent recovery efforts. These funds have been distributed across six policy pillars aligned with the Johnson Administration’s mission to ensure that its SLFRF allocation is administered through a community-centered lens that focuses on communities that have currently and historically faced disinvestment. The City leveraged \$1.3 billion for Essential City Services to cover lost revenues resulting from the negative economic impacts of the pandemic. The City is using the remainder of the funds, \$576 million, for short- and long-term strategic investments to respond to ***the most direct harms of the pandemic while investing in sustained change.***

Beginning in April 2024, Mayor Johnson’s administration began executing ARPA spending plan adjustments to ensure programs will successfully comply with upcoming obligation and expenditure Treasury deadlines, while maximizing investment into Chicago communities. These investments have allowed the City to rapidly serve the public by offering direct cash assistance to residents, increasing the reach of services, and ensuring that members of the public know what resources are available to them.



● The City of Chicago’s Road to Recovery

To support the successful administration of SLFRF-funded programs and ensure maximum impact for communities that have been hit hardest as a result of the pandemic, the City announced a comprehensive strategic plan in April of 2024—the City’s [Road to Recovery Plan](#)—directing the use of its remaining SLFRF dollars. This strategic plan centers on transparency, equity, and long-term impact, and continues to emphasize the importance of investing in communities where effects from longstanding disinvestment were disproportionately exacerbated during the pandemic.

This initiative has included adjustments to previous spending plans in an effort to maximize the use of this one-time infusion of ARPA funds. A significant portion of this strategy involved comprehensively evaluating each initiative to assess the impact of associated SLFRF dollars across various community programs. This evaluation will help to inform future programming decisions as the 2026 ARPA expenditure deadline approaches, requiring the City to decide which initiatives have the potential for long-term sustainability and should be prioritized for continued support once federal ARPA funds are no longer available.



To support the Road to Recovery Plan, the Mayor's Office launched a series of actions to strengthen the City's administration of ARPA dollars and ensure City departments are on track to deliver programs while meeting all federal grant deadlines. As part of these efforts, the Mayor's Office and the Office of Budget and Management (OBM) created a new governance structure for the administration of ARPA citywide and conducted a comprehensive assessment of all ARPA- funded programs and activities. The new governance structure establishes a more centralized approach to ARPA administration through key governance bodies, such as an **ARPA Steering Committee, and a revamped Project Management Office (PMO)**. These two bodies provide key support and strategic guidance to the City's portfolio of ARPA programs, the results of which will be leveraged to support quicker delivery of programs and compliant program administration by departments.

The core purpose of the City's ARPA Steering Committee is to oversee, support and guide the City's ARPA administration strategy, ensuring funding is maximized and driven by measurable goals, and to ensure that the City is set up for success in optimizing impact and recovery in Chicago's communities. Steering Committee members provide strategic advisory oversight for the City's ARPA grants portfolio, drawing expertise from across departments to ensure representation, cohesion, and buy-in for programming.

The Steering Committee includes representatives from the following City departments:

- Mayor's Office (Operations, Policy, Communications & Intergovernmental Affairs)
- Office of Budget & Management
- Department of Law
- Department of Technology & Innovation
- Department of Finance
- Department of Procurement Services

Guided by the Steering Committee, a comprehensive assessment of ARPA programs was conducted, which leveraged a multi-tiered, data- driven approach to evaluate progress toward obligation and spending deadlines for each program and identify any areas of risk. Each tier assessed a series of different indicators to create a comprehensive understanding of program status. Following this assessment of programs and with input from the City Council, the Johnson administration adjusted spending plans for the City's ARPA programs to ensure compliance with federally mandated requirements and minimize risk of unspent federal funding.

Going forward, the Mayor's Office and OBM are spearheading further actions to ensure obligation, support successful program implementation, and promote transparency in the use of federal dollars, all with the goal of maximizing recovery within Chicago communities. The City's PMO was reconstituted to provide oversight and support to the City's SLFRF pandemic recovery programs. This dual mission delivers accountability through fiscal oversight and support in the form of program execution assistance, process improvement, and resource centralization. To carry out its mandate of oversight and support, PMO responsibilities center on the following activities:

- Monitoring program activity status and milestones
- Identifying and supporting resolution of program challenges and pain points
- Serving as a central hub for resources, including standardized tools and templates
- Providing technical assistance and trainings to program management staff
- Developing new policies and procedure recommendations for grants administration for review and implementation by the Steering Committee

The PMO includes representatives from across key central administrative departments, bringing depth of experience and resources to ensure practical outputs geared towards accessible program management support. In doing so, the City's ARPA policy priorities are uplifted, and its communities are better served.



● Policy Pillars

The City of Chicago’s Road to Recovery strategically organized SLFRF-funded programs into six distinct policy pillars:

Youth & Economy – focusing on programs that lead to increased opportunities for social and economic mobility;

Community Safety – focusing on programs that address the root causes of violence and create lasting, positive relationships in the community;

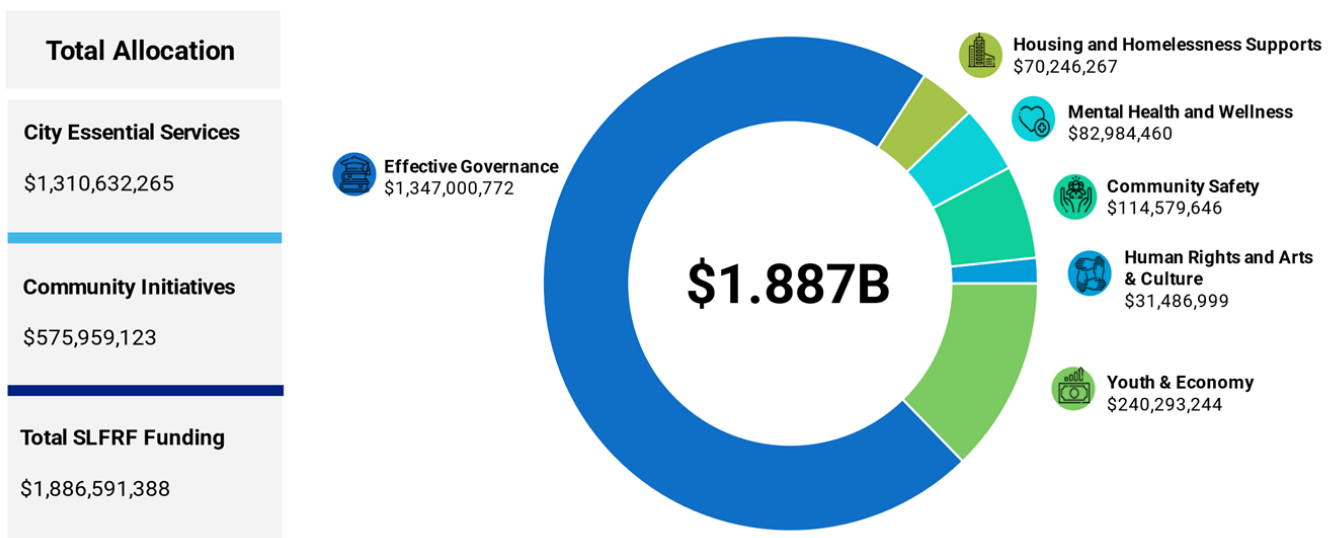
Mental Health & Wellness – focusing on investments in health and human services and in trauma-informed public health systems which will contribute to a more equitable city;

Housing & Homelessness Supports – focusing on investments in housing and neighborhoods which will contribute to a more equitable city;

Human Rights, Arts & Culture – focusing on arts and culture investments which are fundamental components of healthy communities, providing social, educational, and economic benefits that shape people’s lives and neighborhoods; and

Effective Governance – reflecting the administration’s commitment to co-governance and collaboration.

These policy pillars help to ensure the City adopts a comprehensive approach to recovery efforts and achieves an equitable allocation of resources to ensure that community members benefit from and feel the real-time results of these programs.



By staying aligned with these policy pillars, the City will ensure it directs its investments toward areas with the greatest need, and that recovery efforts are comprehensive and multi-faceted.



● Strategy and Goals by Treasury Expenditure Category

Public Health

The City of Chicago is investing nearly \$153M in programs falling under the Public Health eligible use category, aligning with the City's Mental Health & Wellness, Housing & Homelessness, and Community Safety policy pillars. These investments provide resources to residents to ensure that the City is building safe, thriving communities with a holistic approach to health. The programs funded under this expenditure category focus on the mental and physical health of our community members, and as such include solutions that mitigate violence and promote equitable health outcomes. Programs range from providing comprehensive support for families with newborns to supporting access to trauma-informed mental health services.

Project Spotlight: **Community Violence Intervention (414884)**



Community
Violence Intervention

As established in academic literature, the [Treasury's 2022 SLFRF Final Rule](#), and community reports and narratives, the COVID-19 pandemic's negative economic impacts have marked an increase in community violence—shooting incidents, theft, and homicides—creating a need for street outreach programming to interrupt this violence. **The City's Community Violence Intervention program focuses its support across 25 heavily impacted communities** to ensure that access to case management services, violence interruption efforts, staff deployments to hot spots, and diversion efforts are available to individuals at the highest risk of participation in violence. This program focuses on the communities with the most persistent levels of violence, and specifically aims to reduce incidents of gun violence.

Research shows that policies that focus on creating lasting, positive relationships in the community can address challenges such as unsafe neighborhoods or discrimination. Creating community spaces where Chicagoans across communities and identities can engage with each other is critical for community safety.

Project Spotlight: **Emergency Fund for Gender-Based Violence Survivors (504764)**



Emergency Fund for
Gender-Based
Violence Survivors

The Emergency Fund for Gender-Based Violence Survivors program aims to address the increase in violence, especially domestic violence, human trafficking and sexual violence, by providing emergency cash assistance to survivors. Specifically, this program provides a **one-time cash transfer of \$1,000** to support residents who fall below 225% of the Federal Poverty Line, have experienced sexual violence, and have a corresponding need to escape or to increase financial independence from a domestic partner. Gender-based violence (GBV) disproportionately impacts women of color, indigenous women, transgender individuals and LGBTQIA+ individuals, immigrants, and people with disabilities. It is a human rights violation and a public health crisis. The Johnson Administration explicitly lifts up and centers several marginalized communities with the idea of the curb-cut effect – from

Angela Glover Blackwell. The curb-cut effect, in its essence, asserts that an investment in one group can cascade out and up and be a substantial investment in the broader well-being of a nation – one whose policies and practices create an equitable economy, a healthy community of opportunity, and a just society.



Project Spotlight: Mental Health Equity Initiative (414780)



Mental Health
Equity

This investment has allowed for an expansion of mental health services across all of Chicago's **77 community areas**, establishing a robust continuum of mental health services that are responsive to the specific needs of residents. The services provided are trauma-informed and accessible to anyone that seeks support. The Chicago Department of Public Health will provide technical consultation and support to ensure that program administrators can build capacity and exchange learnings. Research shows that the prevalence of mental and behavioral health conditions, especially amongst marginalized communities, requires investment in trauma-informed public health systems. Based on the preliminary performance data provided by the pilot programs and to meet the ever-expanding need,

beginning in 2024, the administration will layer, expand, and reopen 3 mental health clinics in the West, Southwest, and South sides of Chicago.

Negative Economic Impacts

Under the expenditure category of Negative Economic Impacts, the City of Chicago has invested nearly \$371 million in SLFRF funds to support the recovery of residents, nonprofits, and small businesses impacted by the pandemic, in alignment with the City's Youth & Economy, Human Rights, Arts & Culture, and Housing & Homelessness policy pillars. These programs range from supporting the arts industry, small businesses and non-profits, to bolstering youth programming, to augmenting the City's homelessness support services. The Johnson Administration believes that policies should focus on creating strong community networks where youth can be supported and welcomed as valued stakeholders. There is research indicating that youth employment can result in some forms of crime reduction. Youth apprenticeships (ages 16-21) can build pathways to opportunities for many young people and can lead to structured job training, supplemental education, and mentorship, all while advancing students toward earning a competitive income.

Project Spotlight: Chicago Empowerment Fund (formerly known as Chicago Resilient Communities Pilot) (504787)



Chicago
Empowerment Fund

The City is investing nearly \$64 million of the SLFRF allocation to provide direct cash assistance to residents in the City. **Over 5,000 households** were selected through a lottery to participate in the program and **received \$500 each month** over a period of 12 months. While this program completed its first round of payments in August 2023, the Johnson Administration announced in May 2024 an additional \$32.5 million (totaling to \$64m) in funding to continue a second round of this pilot to an additional 5,000 households. This historic program continues to focus on giving residents agency and the opportunity to make their own decisions about their finances, founded on an existing body of research that demonstrates the success of guaranteed income programs. An evaluation of the program's

impact is being led by University of Chicago's Inclusive Economy Lab.



Project Spotlight: Youth Opportunity Programs (504893)



Youth Opportunity Programs

The City of Chicago has dedicated over \$66 million in SLFRF dollars to support our city's youth, preparing them to enter the workforce with strong leadership skills and practical experience in their area of interest. The program targets young people ages 14-15 through project-based learning and skill-building experiences, and targets youth ages 16-24 through summer employment and year-round leadership development and civic engagement opportunities.

This program expands existing City programming, which has ensured that the content is addressing the needs of the community with models that we know work. Youth employment opportunities not only support young people in feeling more equipped to enter the workforce, but can have other impacts on communities—including improvements to young people's well-being and positive long-term economic outcomes. This program lays the foundation for an equitable economic recovery that supports youth in their development for a brighter future.

Public Health-Negative Economic Impact: Public Sector Capacity

The City of Chicago recognizes that public sector capacity building is key to ensuring the services provided are accessible and meeting the needs of communities. The City is leveraging this category for activities that improve the delivery of programs by improving internal software that supports program implementation. Additionally, funds in this category provide logistical support for data collection and analysis with respect to air quality. These funds allow the City to provide more effective services and ensure that there is adequate support for critical programming.

Revenue Replacement

The City has allocated \$1.4 billion revenue replacement dollars towards 14 SLFRF projects including funding for a City Essential Services project and 12 community programs furthering the delivery of traditional City services. The community initiatives provide aid to impacted households, businesses, and industries negatively impacted by the COVID-19 pandemic.

Promoting Equitable Outcomes

The City of Chicago defines **equity as both an outcome and a process**.

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

As a process, equity requires a new way of doing business – one that (1) prioritizes access and opportunities for groups who have the greatest need; (2) methodically evaluates benefits and burdens produced by seemingly neutral systems and practices; and (3) engages those most impacted by the problems we seek to address as experts in their own experiences, strategists in co-creating solutions, and evaluators of success.



The City has leveraged the work of the Office of Equity and Racial Justice (OERJ) to ensure that the Johnson Administration’s Road to Recovery plan meets the stated goals of the grant and the plan’s underlying programs. This approach is designed to best meet the needs of communities most impacted by systemic inequities. OERJ led the Racial Equity Rapid Response Team, an emergency management team set up in April 2020 to address the racial disparities of the pandemic. Based on insights gleaned from this experience and the deep partnerships forged with community leaders, numerous SLFRF projects now have community co-designed structures. At varying levels, OERJ has also been involved in program development and support, working directly with departments to develop program design and goals to ensure equitable outcomes.

Office of Equity and Racial Justice Mission Statement

OERJ seeks to advance institutional change that results in an equitable transformation of how we do business across the City of Chicago enterprise. This includes the City’s service delivery, resource distribution, policy creation and decision-making. OERJ will do this by supporting City departments in normalizing concepts of racial equity, organizing staff to work together for transformational change, and operationalizing new practices, policies and procedures that result in more fair and just outcomes.

The City’s use of SLFRF builds on OERJ’s framework and existing methodology, as well as new metrics developed for the purpose of an equitable economic recovery from the pandemic. OERJ directly supported the implementation of the [Chicago COVID-19 Community Vulnerability Index \(CCVI\)](#), a metric that identifies communities that have been disproportionately affected by the pandemic, and the [Chicago Community Area Economic Hardship Index](#) to design SLFRF projects by providing the data needed to determine the communities that needed investments.

The City has leveraged SLFRF to close healthcare and economic gaps and focus programming on communities that were most deeply impacted. Through our program data collection, we have been able to document where programs are being implemented, and how this directly helps those most affected by the COVID-19 pandemic.





Community Engagement

The City of Chicago initially integrated the SLFRF project identification process with its 2022 budget appropriations process, which included community outreach and engagement to create a holistic approach to addressing the impacts from the pandemic and resident priorities. Now, the City continues to engage residents as programs are adjusted to meet the evolving needs of each unique community to ensure that the programs and services provided accurately reflect their needs throughout our recovery. The Mayor's Office of Community Engagement and Chicago's Office of Budget and Management worked together with the University of Illinois



at Chicago's Neighborhoods Initiative ("UICNI") at the Great Cities Institute to assist in designing the internal and external budget engagement activities as part of the 2022 budget engagement process. The process was designed to solicit engagement regarding the 2022 budget and initial deployment of SLFRF. Our community engagement efforts captured meaningful input from residents and other stakeholders. This input has informed a data-driven investment strategy to maximize the use of the City's remaining SLFRF allocation as the City transitions to longer-term recovery efforts and ensures that reallocation decisions are made with community-based feedback in mind.

Additionally, the City relies on its community advisory boards to help design its programs. These advisory boards, which are comprised largely of community advocates and members of community organizations or identity groups, provide guidance to City administrators on eligibility, outreach strategies, and more to ensure that programs are designed through a community-centered lens. One such example includes the City of Chicago's Guaranteed Income Advisory Group which was reconvened in May 2024 to provide direction on the next phase of the Chicago Empowerment Fund program.

Looking ahead, the City of Chicago is adopting a three-phased approach to community engagement for the 2025 budget and has already completed phases I and II. This approach centers participation, equity, education, transparency and accountability at its core:

- **Phase I:** The City conducted virtual meetings with existing engagement councils, advisory councils, and community groups to provide participants with visibility into the budget development process, and to hear from participants about service priorities in a variety of focus areas.
- **Phase II:** The City engaged with a diverse array of stakeholders to help collaboratively design key portions of the third phase of this engagement.
- **Phase III:** The City will host a series of events designed to bring key stakeholders together and provide a platform for in-depth conversations on priority programs and services across a variety of focus areas. This series of events is designed to allow residents to share feedback and ideas directly with City officials. At the conclusion of this process, the City, in collaboration with the Great Cities Institute and University of Illinois Chicago, will make available to the public a report detailing the findings and outcomes of this three-phase community engagement process, which will inform investment decisions for the 2025 budget.



The Johnson administration embraces the following values at all times: collaborative co-governance and effective governance; evidence-based, data-driven policymaking; and intersectional problem-solving inclusive of all classes, races, genders, and disabilities. These values will continue to be reflected in our work as we move forward. As the City of Chicago enters the longer-term phase of its recovery efforts, community input remains at the heart of evaluating programs for need, long-term sustainability, and continuity beyond ARPA. As the City continues to facilitate community engagement and solicit feedback each year, the City and program-administering departments will be able to leverage this feedback to improve programs and maximize their use of SLFRF dollars. City departments have also engaged a variety of stakeholder groups to provide continuous feedback on the programs and community needs. While a few examples are listed below, key stakeholders are highlighted for each project in the project inventory section.

● City Council Engagement

As of June 2024, teams administering SFLRF dollars have expanded transparency and engagement avenues with City Council. Multiple rounds of briefings with Alders occurred in Q1 and Q2 2024 to provide a current-state picture of the administration of the ARPA SLFRF grant and programs, and the development of the Road to Recovery Plan. Additionally, the Office of Budget and Management circulated a survey to members of City Council, asking them to identify programmatic priorities. In June 2024, the City Council Committee on Budget and Government Operations held a special hearing, where leadership from the Office of Budget and Management as well as departments that administer ARPA-funded programs gave presentations and responded to questions about their programs on the record. Starting in June 2024, the City began submitting monthly reports to City Council to promote transparency and information on expenditure progress. In addition to these actions, a public-facing ARPA website and dashboard is planned for launch in the fall of 2024.

Labor Practices

The City will pursue all projects with infrastructure components according to its existing labor agreements and practices that make Chicago a regional leader in strong employment opportunities and worker protections. Relevant City and state policies include the following:

- **City of Chicago Local Hiring Ordinance:** Chicago's Local Hiring Ordinance states that City construction projects over \$100,000 in contract value require at least 50 percent of project hours to be worked by City residents and at least 7.5 percent of project hours to be worked by Project Area residents.
- **State of Illinois Prevailing Wage Act:** Requires contractor and subcontractor to pay laborers, workers, and mechanics employed on public works projects, no less than the general prevailing rate of wages (consisting of hourly cash wages plus fringe benefits) for work of similar character in the locality where the work is performed.

The net effect of the above-mentioned city and state prevailing labor practices is to ensure that Chicago's infrastructure projects maximize their collective local impact by promoting strong employment opportunities for residents.

The City is dedicated to fostering a new generation of construction workers that is homegrown and diverse and to using City spending to create sustainable wealth building opportunities for historically disadvantaged residents. In order to do this, the City continues its work with key unions, contractors, training organizations, philanthropic organizations, and communities to build a comprehensive pipeline to employment that grows union membership and opens doors for historically disadvantaged people including those facing barriers to union participation and employment.



Use of Evidence

Each intervention funded by SLFRF utilizes both evidence and data to establish need and inform program design. The City examined assessments of impact based on available research and strategies from existing planning documents as part of the program proposal consideration process. This focus on research and impact enabled the City to effectively allocate SLFRF funds to evidence-based interventions. In the project inventory below, supporting evidence for program design is provided where appropriate.

In addition to consulting the existing body of evidence to inform program design, the City has also utilized program evaluations to examine the effectiveness of SLFRF-funded programs prioritized for their potential to yield important new insights. The City's SLFRF-funded programs constitute not just a transformational investment in the City's residents and communities, but also a unique opportunity to generate evidence that can guide future policymaking in Chicago and across the country.

Examples of the City's evaluation activities for programs receiving SLFRF funding are provided below:

- **Chicago Empowerment Fund (formerly the Chicago Resilient Communities Pilot):** This guaranteed income program centers the needs of residents, and various research has shown that when families receive flexible cash payments, they are able to fill in critical gaps in their finances and eliminate financial hardships from debt. The Inclusive Economy Lab at the University of Chicago conducted a process evaluation to capture practical lessons about program implementation, the results of which are publicly available at <https://urbanlabs.uchicago.edu/projects/guaranteed-income>. According to the [University of Chicago's Inclusive Economy Lab's initial insight](#) on the City's guaranteed income pilot, 70 percent of participants were Black, 72 percent were women and 14 percent were housing unstable. In addition, the Lab also conducted a randomized control trial studying the impact of the pilot on recipients' financial and overall well-being, the results of which are forthcoming.
- **Vacant Land Sales Program Evaluation:** The City is currently partnering with the Great Cities Institute at the University of Illinois at Chicago to examine program participation and evaluate the program's impacts on community safety and wealth-building.

Performance Report

Each program is required to have performance indicators identified by the program teams within departments, in addition to those required by the Treasury. These metrics are leveraged to demonstrate the progress and reach of the programs supported with SLFRF funds. Our departments have leveraged their experience, best practices, research and logic models to develop output and outcome measures. These metrics are detailed below in the project inventory. Program progress is tracked on a monthly or quarterly basis, depending on the monitoring necessary as determined by the teams administering the program.

The City also developed a data standard for SLFRF-funded programs to streamline data reporting across multiple City departments and dozens of individual program teams. The data standard established uniform geographic and demographic data categories for all SLFRF investments, enabling more robust data analysis and visualization, and improved coordination and performance management across the City's many SLFRF-funded programs. This data standard will also enable the City to enhance transparency and accountability for these programs, made available through a new website that will make program data accessible to residents and other stakeholders later this year.



Project Inventory

This inventory includes the City of Chicago's programs that are launching or expanding through leveraging these funds. Equitable design and community engagement have been at the forefront of program development and implementation, and the City of Chicago is proud to implement transformative programs that are responsive to our communities' needs, addressing the existing health, economic, and resource gaps that were exacerbated by the pandemic.

The projects included in this inventory have been allocated their budgets, although some projects are completing program scoping and development. These projects may still make adjustments to their budgets, although the program goals have been well established to address the harms our communities have faced. Each project includes the required information from Treasury including their unique identifier, expenditure category, funding amount, project overview, and other information regarding evidence and performance metrics where applicable.



YOUTH & ECONOMY



● Central City Recovery Program (704890)

Managing Department: Department of Business Affairs and Consumer Protection
 Total Project Budget: \$715,968.87
 Project Term: 2022 – 2023
 Expenditure Category: 2.35: Aid to Tourism, Travel, or Hospitality

Project Overview

As part of the Central City Recovery Program, the City of Chicago Department of Business Affairs and Consumer Protection (BACP) provided funding to local community organizations such as the chambers of commerce, Special Service Area providers, and other not-for-profit organizations (501c6 and 501c3) to develop and implement diverse programming, commercial corridor activations, and attractions to engage residents and tourists in Chicago’s Central City area, with the goal of addressing the impact resulting from the COVID-19 pandemic on small storefront businesses. The project created attractive activations to promote travel to the Central City area and lead to attendees patronizing small businesses that are located downtown. By increasing the volume of foot traffic to a near normal, businesses saw a benefit of increased revenues and increased foot traffic.

Methodology

BACP awarded six grants to delegate agencies who worked with businesses, artists, and vendors in designated commercial corridors to create activations and events. This project addressed negative economic harms experienced by retail, dining, and travel and tourism businesses that traditionally thrived on foot traffic to drive business revenue. Businesses in the central downtown Chicago area, specifically those in the travel, tourism, and hospitality industry, inclusive of dining and retail businesses. Businesses in proximity to "activations" funded by this program benefitted from an increase in customers drawn by the activations. This program design does not flow SLFRF dollars directly to beneficiaries, but rather invests in activities intended to draw a greater customer base to impacted businesses, resulting in a greater return to these businesses, as opposed to a direct funding model.

Key Partners

This program was developed and led by the Department of Business Affairs and Consumer Protection. The program is partnering with six subrecipient delegate agencies to deliver programming.

Use of Evidence

This project is designed to meet local jurisdictional needs. It is informed by numerous external sources and is not based on specific external evidence-based interventions or treatments.

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of activations/creative installations	40
Output	Number of targeted businesses	61
Output	Number of vendors/artists	342



● Chicago Empowerment Fund (formerly Chicago Resilient Communities Pilot 504787)

Managing Department: Department of Family and Support Services
Total Project Budget: \$63,994,940.73
Project Term: 2022 – 2025
Expenditure Category: 2.3: Household Assistance: Cash Transfers

Project Overview

This guaranteed income project aims to alleviate the adverse effects of the COVID-19 pandemic on residents and consists of two rounds. The first round supported residents from 2022 to 2023 through the Chicago Resilient Communities Pilot and focused on serving a broad group of residents facing immediate economic vulnerability as a result of the pandemic. A second round starting in Fall 2024 will support residents facing the residual impacts of the pandemic through the Chicago Empowerment Fund. The project's primary objective is to provide direct financial assistance to those in need, fostering resilience and stability within the community and enhancing the economic well-being and overall resilience of recipients facing hardships exacerbated by the pandemic. Individuals are selected through an inclusive application process and citywide lottery. Each selected participant receives \$500 monthly for a duration of 12 months. Performance is measured through various metrics, including improvements in financial stability, reduction in household debt, and increased access to essential resources such as food, housing, and healthcare.

Methodology

The City's guaranteed basic income pilots provide direct cash assistance via delegate agencies to increase economic stability and mobility. The goal is for 10,000 people across both rounds to receive \$500 per month in relief payments for 12 months. Recipients are selected through an open application and citywide lottery, and payments are provided by direct deposit or debit card.

Both rounds aim to economically support those most vulnerable to the pandemic. Benefits take the form of financial assistance to individuals who live in low-income households and communities. The project's eligibility criteria include City of Chicago residency, 18 years of age or older, experience of economic hardship related to the COVID-19 pandemic, and household income level at or below 250% of the Federal Poverty Level. Additional eligibility criteria for the second round is currently under development by the Advisory Council.

Key Partners

The Department of Family and Support Services has worked with an Advisory Council and community-based service providers, advocates, and alderpeople to support the pilot design and implementation strategy. This project works with seven delegate agencies including:

- Center For Changing Lives
- GiveDirectly, Inc.
- Phalanx Family Services
- Pui Tak Center
- Spanish Coalition for Housing
- United African Organization
- YWCA Metropolitan Chicago

Use of Evidence

Evidence-based Determination: Strong evidence base



Description	Type of Evidence	Evidence Link
This review aims to identify studies of basic income policy interventions and to consider what can be learned from them about the potential effects of such interventions on health and socioeconomic outcomes.	Non-Experimental	The Public Health Effects of Interventions Similar to Basic Income: A Scoping Review
This article provides evidence supporting the positive impact of cash assistance from multiple data sources. Despite the relatively small size of cash transfers, they improved households' financial health, investment in children's education, and psychological well-being during the COVID-19 pandemic. This article emphasizes the importance of providing cash assistance to vulnerable families.	Quasi-Experimental	New Data Confirms Cash Assistance Helps Lift Families from Poverty
This experimental study demonstrates that one-time cash transfers to families with children during the COVID-19 pandemic were most impactful in reducing material hardship for low-income recipients.	Experimental	The COVID Cash Transfer Study: The Impacts of an Unconditional Cash Transfer on the Wellbeing of Low-Income Families
In this review, we cover the evidence relevant to its potential impact in the US, and in developed countries more generally. Many studies find no statistically significant effect of an unconditional cash transfer on the probability of working. In addition, unconditional cash transfers improve health and education outcomes and decrease criminal activity among recipients.	Non-Experimental	No Strings Attached: The Behavioral Effects of U.S. Unconditional Cash Transfer Programs

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of households served	5,006
Output	Number of applications submitted	176,117
Output	Number of households selected to receive cash assistance	5,006
Output	Total cash assistance provided	\$29,990,500
Outcome	Increased financial stability (e.g., credit scores, CFPB Financial Wellbeing)	To be reported in future cycle
Outcome	Increased economic mobility (e.g., employment quality, participation in education & job training, quality of housing)	To be reported in future cycle
Outcome	Improved health (e.g., use of hospital & non-hospital care; self-reported physical & mental health)	To be reported in future cycle
Outcome	Reduced material hardship (e.g., food and housing security)	To be reported in future cycle
Outcome	Increased sense of agency & subjective well-being (e.g., life satisfaction, sense of control)	To be reported in future cycle



● Chicago Student Aid Program (054767)

Managing Department: Office of Budget and Management
Total Project Budget: \$3,918,119.00
Project Term: 2023 – 2024
Expenditure Category: 2.10: Assistance to Unemployed/Underemployed Workers

Project Overview

The Chicago Student Aid Program supports the creation of meaningful employment opportunities with the City of Chicago's sister agencies, both for the summer and year-round. Working in tandem with other ARPA-funded youth employment programs, Chicago Student Aid serves youth in Chicago and aims to provide young people with out-of-school opportunities that are both safe and productive, and that support their professional development. Through this program, the City's subrecipients offer paid internship positions to eligible youth participants. The primary outcomes are enrollment and retention of youth in internships.

The program milestones and activities include:

- May 2023 – Determined relevant agencies that could provide additional youth employment slots during the summer; contracted with those agencies (three were determined); completed the contracting request and executed contracts.
- June 2023 – Began program implementation.
- December 2023 – Finalized year-round program design.
- February 2024 – Amended contracts for year-round programming.
- June 2024 – Concluded year-round programming.
- Fall 2024 – Conclude summer programming.

Methodology

The Chicago Student Aid program addresses negative economic harms experienced by youth, whose economic prospects decreased due to pandemic effects, including increased levels of unemployment and limited job training opportunities. Individuals experiencing this harm include youth, both students and economically disadvantaged youth earning below 300% of Federal poverty limit, and who are unemployed or underemployed.

Chicago's youth population experienced increased levels of unemployment as a result of the pandemic. This program is designed to increase employment opportunities for youth in the City of Chicago. Youth apply for internship opportunities and are paired with one of the three selected sister agencies for either a summer or year-round internship. Delegates are responsible for administration and management of placing the youth in internships. They receive on-the-job training to ensure better future outcomes for employment. By providing meaningful opportunities to grow and develop their skills, this program ensures the safety of youth while not in school.

Key Partners

The Office of Budget and Management worked with the Mayor's Office, alongside the three delegate agencies (Chicago Public Schools, Chicago Park District, and City Colleges of Chicago) to ensure the successful delivery of the program.

Use of Evidence

Evidence-based Determination: Strong evidence base. No formal program evaluation is planned at this time, however, additional data collection beyond what is required by the US Treasury for the SLFRF program is ongoing.



Description	Type of Evidence	Evidence Link
<p>Paper presents a study conducted on the effectiveness of Chicago’s One Summer Chicago + Summer Youth Employment Program (SYEP) and Philadelphia’s WorkReady SYEP programs, which offer employment opportunities to low-income youth.</p> <p>Paper supports youth summer job programs, showing a reduction in criminal justice involvement in the first year after random assignment. Study also shows programming may have lasting effects.</p>	Experimental	When Scale and Replication Work: Learning from Summer Youth Employment Experiments
<p>Paper evaluates YouthBuild, an organization that attempts to improve outcomes for low-income and less educated youth through a mix of education, vocational training, counseling, leadership development, and community service.</p> <p>Paper offers evidence in support of programs that engage youth in community service and provide learning and leadership development environments.</p>	Experimental	Laying a Foundation: Four-Year Results from the National YouthBuild Evaluation

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of people participating in summer youth employment programs	1,091
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Output	Number of youth participating in academic year internship	62



● Community Development Program (554769)

Managing Department: Department of Planning and Development
Total Program Budget: \$6,246,669.00
Program Term: 2022 – 2024
Expenditure Category: 2.22: Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Program Overview

The Community Development Program, also known as the Public Outdoor Plaza (POP) program, transforms vacant lots in neighborhoods with limited outdoor gathering areas into temporary public gathering spaces. This program revitalizes vacant spaces and enhances community engagement by accommodating public art projects, temporary sports facilities, and pop-up commercial spaces.

There are six goals for the POP program:

1. Community Engagement
2. Health and Wellness
3. Community Satisfaction
4. Impact on Crime Reduction
5. Vacant Storefront Reduction
6. Small Business Support

Outputs and outcomes are measured through quarterly reports submitted by delegate agencies. The metrics that are measured for program success include the following:

1. Square footage activated
2. Number of Plazas constructed
3. Number of local businesses participating in events held in plazas
4. Community events held in the plazas
5. Number of attendees at community events held in plazas

Methodology

POP provides funding through grants to delegate agencies (community and economic development organizations, such as chambers of commerce, community development corporations, and other not-for-profit organizations (i.e., 501c3 and 501c6)) who manage and program the completed plazas.

Key Partners

This program has partnered with 10 delegate agencies for POP:

- Borderless Workshop, Inc.
- Greater Chatham Initiative
- IVYV Inc.
- Inner-City Muslim Action Network
- New Covenant CDC
- Teamwork Englewood
- The Far South Community Development Corporation
- Uptown United
- West Humboldt Park Family & Community Development Council
- Westside Health Authority



Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
The study’s objective was to examine the link between “place quality” and its beneficial impacts in creating healthy and socially rich communities.	Quasi-Experimental	Place Value: Place Quality and its Impact on Health, Social, Economic and Environmental Outcomes
This review article supports the idea that temporary, community-engaged uses of urban vacant land can be beneficial to social justice and community empowerment.	Non-Experimental	Rethinking Urban Transformation: Temporary Uses for Vacant Land
This review uses case studies of urban vacant land activation initiatives to demonstrate the positive impact of these community-centered projects.	Non-Experimental	Vacancy as a Laboratory: Design Criteria for Reimagining Social-Ecological Systems on Vacant Urban Lands

Performance Metrics

Metric Type	Metric	Data Actual
Output	Square footage activated	89,575
Output	Number of plazas constructed	9
Outcome	Number of local businesses participating in events held in Plazas	228
Outcome	Community events held in the plazas	168
Outcome	Number of attendees at community events held in Plazas	9,080



● Community Wealth Building: Start-ups (544976)

Managing Department: Department of Planning and Development
Total Program Budget: \$6,540,000.00
Program Term: 2023 – 2024
Expenditure Category: 2.32: Business Incubators and Startup or Expansion Assistance

Program Overview

Community Wealth Building (CWB) is an approach to economic development that promotes the local, democratic, and shared-ownership control of community assets. CWB exclusively focuses on shared-equity models, giving historically disinvested communities more accessible and sustainable pathways to building wealth by sharing in the purchase and ownership of businesses, housing, and land. Examples of CWB models include worker cooperatives, limited-equity housing cooperatives, community land trusts, and community investment vehicles in commercial real estate. The program has two major components:

1. Ecosystem development which provides free, highly specialized services such as legal, financial, business development, and community education to CWB models; and
2. Pre-development grants across Chicago, with a focus on CWB projects on the South and West sides.

Community Wealth Building: Start-ups focuses on the growth of entrepreneurs and their businesses in areas most impacted by the pandemic to help local communities invest in themselves. This program directly addresses harm by funding a more accessible and sustainable pathway for eligible individuals and organizations to build their wealth.

All delegate agencies (Phase 1) have received their executed contracts and have been providing workshops, one-on-one consultations, and support to cooperative start-up business projects in all 77 community areas of Chicago. This phase is halfway complete. For the pre-development phase (Phase 2), the City awarded pre-development grants to recipients in May 2023.

Methodology

The COVID-19 pandemic has exacerbated many previously existing economic disparities in Chicago, making it increasingly difficult for many individuals, small businesses, and non-profits in disproportionately impacted areas to recover. The pandemic has exposed how a lack of wealth, primarily in the form of stable asset-ownership, can lead to heightened economic insecurity and instability.

This program serves worker cooperatives and community investment vehicle models affected by the economic impact of the COVID-19 pandemic in disproportionately impacted areas such as Qualified Census Tracts (QCTs) and low-income communities.

In Phase 1, 13 delegate agencies provide professional and technical services to beneficiaries and CWB-modeled entities across Chicago. Services consist of legal advice, financial consulting, business development, assets and operation management, and research. In Phase 2, 14 direct beneficiaries have been awarded and are receiving direct grants to help move their start-up projects from pre-development to development. The Phase 2 beneficiaries receive technical services from the Phase 1 providers at no cost.

Key Partners

The Department of Planning and Development has leveraged the Mayor's Office, the Office of Equity & Racial Justice, and the Community Wealth Building Advisory Council to design this program. The program is working with 13 delegate agencies, including the University of Illinois at Chicago, Capital for Communities, Centro de Trabajadores Unidos United Workers Center, Democracy at Work Institute, Lawndale Christian Development Corp, Manufacturing Renaissance, Project Equity, The Center for



Changing Lives, The Working Word Inc., Trend Community Development Corporation, Upside Down Consulting LLC, and Urban Growers Collective.

Use of Evidence

Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
This Urban Institute paper on community wealth building models provides evidence on the benefits of expanding community ownership and investment in neighborhood assets. The paper examines several models of community wealth building, including Neighborhood Crowdfunding, Occupant Equity, Local Institutional Equity, and Neighborhood Nonprofit Trusts and Endowments.	Non-Experimental	Community Wealth-Building Models: Opportunities to Bolster Local Ownership
This program is an evaluation of the federal Growing America Through Entrepreneurship (GATE) program, implemented in Minnesota, demonstrates a causal link between program participation and resulting self-employment. This study suggests that technical assistance, workshops, and business advice provided to aspiring entrepreneurs may lead to later business success.	Experimental	From Unemployment to Self-Employment: The Role of Entrepreneurship Training

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of small businesses served	579
Output	Number of City of Chicago monthly Community WEB grantee meetings attended by delegate agency	8
Output	Number of one-on-one consulting services provided	1,145
Output	Number of group workshops provided (e.g. convenings, workshops, events, etc.)	469
Outcome	Number of CWB businesses preserved or developed	16



● Diverse Learners Recovery Fund (484979)

Managing Department: Mayor's Office for People with Disabilities
Total Project Budget: \$5,000,000.00
Project Term: 2023 – 2024
Expenditure Category: 2.3: Household Assistance: Cash Transfers

Project Overview

The Diverse Learners Recovery Fund is dedicated to offering unrestricted one-time cash assistance to low- and moderate-income students with diverse learning needs, particularly those with disabilities. This initiative prioritizes K-12 students who are residents of Chicago, aiming to provide crucial financial support to aid in their educational journey in the aftermath of the COVID-19 pandemic. The project's primary objective is to alleviate financial burdens for students with diverse learning needs, ensuring they have access to necessary resources and support to thrive academically. Specifically, the Diverse Learners Recovery Fund provides cash assistance that provides families with the flexibility to catch up on bills/debts and fund additional childcare, therapeutic services, and afterschool or summer programs for their child with disabilities. The desired outcome is to enhance educational equity and promote inclusivity within the Chicago educational landscape. Progress towards this goal is measured by tracking the distribution of one-time cash assistance to families of students with disabilities. Eligibility for the fund is determined based on students' residency in Chicago and their classification as low- or moderate-income individuals with diverse learning needs. This criterion ensures that those most in need of assistance receive support to overcome educational challenges exacerbated by the pandemic.

Methodology

Diverse Learners Recovery Fund addresses harms experienced by low- and moderate-income students with documented learning disabilities (e.g., IEP). These harms can include learning loss and disadvantaged status due to changes in learning environments during the pandemic (e.g., remote learning). Nationwide data has shown that students with disabilities suffered disproportionate learning losses during COVID-19 related school shutdowns and disruptions. The program aids students who are currently enrolled in a K-12 public or private school, live in Chicago, and have a household income less than or equal to 300% of the Federal Poverty Level.

The program's \$500 unrestricted cash assistance will provide financial relief to families. They will have the flexibility to catch up on bills and debts, and fund additional childcare, therapeutic services, and after school or summer programs for their children with disabilities.

Key Partners

The Mayor's Office for People with Disabilities has designed this program and used models from other departments such as the Department of Family and Support Services' cash assistance programs. The Mayor's Office is working with subawardee Ada S. McKinley Community Services to implement this program.

Use of Evidence

Evidence-based Determination: Moderate evidence base



Description	Type of Evidence	Evidence Link
<p>This document is intended to complement Volume 2 of the U.S Department of Education’s COVID-19 Handbook by focusing on strategies to support state and local efforts in effectively using SLFRF ESSER funds to address the impact of lost instructional time on underserved and disproportionately impacted students.</p> <p>Document supports strategies, including: 1. Reengaging students in their learning including by meeting the social, emotional, mental health, and academic needs of students and through such approaches as tutoring and creative staffing; 2. Providing information and assistance to families as they support students, including through home visits and information sharing; and 3. Using high-quality assessments to inform teaching and learning, including acceleration, and target resources and supports.</p>	Non-Experimental	Strategies for Using American Rescue Plan Funding to Address the Impact of Lost Instructional Time
<p>This Report tells part of a developing story by offering a series of snapshots from mid-March 2020, when many schools shifted abruptly to remote learning, to mid-April 2021.</p> <p>This report includes 11 observations about how widely—and inequitably—the pandemic appears to have impacted America’s students during this time and calls out negative impacts on students with disabilities.</p>	Non-Experimental	Education in a Pandemic: The Disparate Impacts of COVID-19 on America’s Students

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of households that submitted an application	6,770
Output	Number of attendees at outreach events	1,006
Output	Number of outreach events to students with disabilities (k-12) at various schools and communities, in-person and virtual	42
Output	Number of applications started	7,357
Output	Number of applications completed	3,652
Outcome	Number of finalized payments	12



● Gender-based Violence Prevention, Education, and Training (504799)

Managing Department: Department of Family and Support Services
Total Project Budget: \$1,225,000.00
Project Term: 2023 – 2025
Expenditure Category: 1.11: Community Violence Interventions

Project Overview

Economic and housing instability for survivor households of gender-based violence (GBV) has been exacerbated since the beginning of the pandemic. Access to basic needs and financial resources has been difficult for households impacted by violence especially survivors of domestic violence, human trafficking, and sexual violence. The Gender-Based Violence Prevention, Education, and Training program aims to educate both youth and caregivers about GBV, with the overarching goal of improving the current and future safety and stability of young individuals. Through comprehensive awareness education and provision of resources for further assistance, this initiative seeks to empower participants with the knowledge and tools necessary to recognize, prevent, and respond to instances of GBV.

The project's primary purpose is to enhance awareness and understanding of GBV among youth and caregivers, equipping them with the skills to identify and address potential risks effectively. The desired outcome is to create safer environments for young individuals by fostering a culture of respect, consent, and healthy relationships. The program will continue to support survivors through 2025.

Methodology

The program aims to raise awareness of the various forms of gender-based violence and human trafficking for better identification of it, which leads to better intervention and removal of stigma of reaching out for support when these forms of violence are witnessed or experienced. Trainings are always offered with easy-to-access resources like 24/7 hotlines for domestic violence, sexual assault, or human trafficking. Resources are distributed by delegate agencies through digital visuals and physical informational materials, allowing those who need the services to gauge which platform would work best regarding their situation.

Eligibility for participation in the program is open to both youth, caregivers, and community members who interact with youth, ensuring inclusivity and engagement across various demographics. By targeting these groups, the program aims to create a supportive network of individuals committed to preventing GBV and promoting the well-being of young people in their communities.

Key Partners

The program has partnered with four delegate agencies to provide services: The Salvation Army, Resilience, SGA Youth and Family Services, and YMCA Metropolitan Chicago.

Use of Evidence

Evidence-based Determination: Moderate evidence base



Description	Type of Evidence	Evidence Link
This article is a review of research analyzing the effective ways to increase justice and services for GBV survivors, as well as potential best practices for reducing levels of GBV.	Non-Experimental	Addressing Gender Based Violence: A Critical Review of Interventions
This article is a review of 58 evaluation studies of programs that center the gender socialization of boys and men and how they produce positive behavioral change results. The evidence indicates that programs that incorporate a gender-transformative approach and promote gender-equitable relationships between men and women are more effective in producing behavior change than narrowly focused interventions, as are programs which reach beyond the individual level to the social context.	Non-Experimental	Questioning Gender Norms with Men to Improve Health Outcomes: Evidence of Impact
The results of this study highlight the importance of using a gender-transformative approach in educational interventions to engage young people in critical thinking about hegemonic masculinity and to prevent GBV.	Non-Experimental	Positive Masculinities and Gender-Based Violence Educational Interventions Among Young People: A Systematic Review

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Number of participants served	1,115



● My CHI. My Future. (504795)

Managing Department: Department of Family and Support Services
Total Project Budget: \$14,246,981.27
Project Term: 2022 – 2026
Expenditure Category: 2.25: Addressing Educational Disparities: Academic, Social, and Emotional Services

Project Overview

My CHI. My Future (MCMF) is an initiative designed to connect every young person in Chicago with an out-of-school time program. The implementation of the MCMF community strategy at DFSS involves three new programs across 15 regions most impacted by the COVID-19 pandemic. The three programs include:

- **The Year-Round Safe Spaces for Youth Initiative**, which provides year-round programming for youth and families, and youth employment opportunities for youth ages 16 - 24.
- **The Community Anchor Organization Initiative**, which provides support for anchor organizations to convene community-based organizations with the goal of strengthening local, youth-serving opportunity ecosystems.
- **The Micro-Grant Program**, which provides funding for safe and engaging youth programs through small grants to community-based organizations. This program's outcomes are measured through enrollment and attendance data, survey data collected by delegate agencies from program participants, and survey data provided by delegate agencies and grant recipients.

This program builds on the success of the MCMF community strategy work that began in 2019. The DFSS implementation of this project expanded the Safe Spaces for Youth Program to a year-round initiative, scaled the number of Community Anchors to 15 regions and added a community planning component, and launched the micro-grant program. Overall, the MCMF community initiatives direct financial resources specifically for youth-serving programs and organizations into 15 regions identified by their ranking on the Chicago COVID-19 Community Vulnerability Index.

In 2025, scaled versions of the Safe Spaces for Youth and Community Anchor Organizations programs will be implemented using ARPA funding. Safe Spaces for Youth delegates will continue to employ youth year-round and host events during key out-of-school time periods. After an intensive community plan development phase between 2023 - 2024, Community Anchor Organization delegates will implement their community plans while continuing to host convenings of local, youth-serving stakeholders as well as community events.

Methodology

The implementation of the MCMF community strategy at DFSS involves three new programs (listed above) across 15 regions most impacted by the COVID-19 pandemic. The three major goals of this work are to: 1. activate and convene a network of caring adults; 2. strengthen opportunity ecosystems; and 3. center youth voice and choice.

Safe Space for Youth delegates hire and manage 15 year-round youth employment slots and work with youth employees to plan and host 11 youth-focused community events per year. Community Anchor Organization delegates build and manage a network of youth-serving organizations, caring adults, and youth. Anchor Organizations work with their networks to create a community plan identifying gaps in local youth opportunities and host a series of community events that address these gaps. The Micro-Grant delegate oversees the application, awarding, and reporting processes for \$600,000 in micro-grant funding.



DFSS works with all delegates to ensure programs build upon best practices in youth development and meet data-driven outputs and outcomes.

Key Partners

The RFPs for this program were developed through early collaborations with Mayor's Office staff. DFSS collaborates regularly with five sister agencies and eight City departments to provide support for the MCMF delegates. DFSS meets with the 23 MCMF delegates throughout the year to provide trainings for youth and staff. DFSS also hosts regular meetings that serve as a community of practice between all delegates so they can learn best practices from each other.

Use of Evidence

Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
A meta-analytic study conducted to assess the effect of 35 different out-of-school time (OST) programs on at-risk students' academic achievement in mathematics and reading show OST programs have a small but statistically significant positive impact on student performance in math and reading.	Quasi-Experimental	Out-of-School-Time Programs: A Meta-Analysis of Effects for At-Risk Students
This report describes the strong positive effects after-school programs can have, and the conditions needed to realize these benefits.	Quasi-Experimental	The Impact of After-School Programs that Promote Personal and Social Skills
An evaluation of YouthBuild, an organization that attempts to improve outcomes for low-income and less educated youth through a mix of education, vocational training, counseling, leadership development, and community service. This study offers evidence in support of programs that engage youth in community service and provide learning and leadership development environments.	Experimental	Laying a Foundation: Four-Year Results from the National YouthBuild Evaluation

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Number of Safe Spaces for Youth community events hosted annually	167 events were hosted in 2023
Output	Number of attendees at Safe Spaces for Youth Kickback events annually	26,470
Output	Number of Anchor Organization community convenings hosted annually	150



Metric Type	Metric	Data Actual
Output	Number of community stakeholders engaged in community convenings and community planning process	1,997 community stakeholders engaged across 69 meetings in 2023
Outcome	Percent of micro-grant funding distributed each year	To be reported in future cycle
Output	Percent of event attendees that report feeling safe at events	67%
Output	Percent of event attendees from the host agency's target strategy region	63% for 2023
Outcome	Percent of 15 Anchor Organizations that complete a community plan for their community strategy region	To be reported in future cycle
Output	Percent of youth hired through the My CHI. My Future. Safe Spaces program will feel a sense of connectedness and belonging within their community after their program experience	95%



● Re-Entry Workforce Development Program (504783)

Managing Department: Department of Family and Support Services
Total Project Budget: \$8,247,899.00
Project Term: 2023 – 2025
Expenditure Category: 2.10: Assistance to Unemployed or Underemployed Workers

Project Overview

One of the populations strongly impacted by the COVID-19 pandemic is returning citizens with a criminal record. Within the City of Chicago, deep racial inequities exist in those who experience incarceration. Having a record, regardless of having “served one’s sentence,” subjects people and families to a lifetime of hardship by systematically impeding access to housing and employment. Limited opportunities to earn an income and save money while incarcerated, coupled with employment barriers experienced upon release, means returning residents often need the most severely limited type of housing, i.e., affordable housing for those earning 30% or less of the area median income. Additionally, despite evidence demonstrating the importance of stable employment opportunities upon release, returning residents face barriers that limit access to affordable, transitional, and permanent jobs, which results in a greater likelihood of individuals cycling between the City’s emergency shelter system, hospitals, and Cook County Jail (CCJ).

The Re-Entry Workforce Development initiative supports residents returning to Chicago from Cook County Jail (CCJ) and the Illinois Department of Corrections (IDOC) in two ways:

- **The Selected Pre-Release for Intensive Navigation Supports Going Forward (SPRING Forward) Employment Navigation program** offers employment and re-entry services to individuals released from CCJ and the IDOC back to Chicago.
- **Five Community Service Re-Entry Centers (CRSCs)** serve as central hubs for re-entry navigation services to support and stabilize residents as they transition from IDOC or CCJ back into the community.

The goal is to empower individuals for successful completion of probation, parole, or electronic monitoring, ultimately reducing recidivism. Program outcomes focus on job placement and retention, and number of referrals to supportive services. DFSS is expanding the availability of re-entry navigation services to returning residents at its five CRSCs and through SPRING Forward through 2025 to create pathways to job training and opportunities. These job and career opportunities are available across various sectors with wages at or above the City’s minimum wage to increase income and improve quality of life.

Methodology

DFSS’ SPRING Forward Re-entry & Employment Navigation Program seeks to assist up to 400 Chicago residents with the highest risk of homelessness, unemployment insecurity, and recidivism by providing re-entry and employment services. The delegate agency provides job training and placements, including transitional jobs with ongoing wrap-around services and support, which helps residents access resources and employment opportunities.

The Community Re-entry Support Centers (CRSCs) act as a centralized hub, offering essential re-entry navigation services to individuals transitioning from the Cook County Department of Corrections and the Illinois Department of Corrections. Additionally, CRSCs assist recently released individuals and those with a criminal record who have not been incarcerated. Five centers are strategically located in four community areas with high concentrations of returning residents and unemployment, including Roseland, Englewood, Rogers Park, and North Lawndale. The program’s goal is to support 2,100 Chicago residents in their successful reintegration into the community. Benefits are provided in-house or through referrals.



Key Partners

The Department of Family and Support Services has worked with the Mayor’s Office, Illinois Department of Corrections (IDOC), and Cook County Jail (CCJ), and has leveraged the [Roadmap for a Second Chance City](#) to develop this program. The report was developed leveraging community engagement and the working group on returning residents. Re-entry Workforce Development program works with six delegate agencies including:

- Center for New Horizons
- Community Assistance Programs
- Howard Area Community Center
- Teamwork Englewood
- Safer Foundation
- The Cara Collective (SPRING Forward Employment Navigation)

Use of Evidence

Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
This report provides a review of policy efforts to improve employment outcomes for returning citizens. It specifically cites the importance of community workforce development programs and wrap-around services to equip individuals with necessary skills and encourage employment success.	Non-Experimental	Increasing Employment for Individuals with Criminal Records
This study explores the experiences of individuals re-entering their communities and outlines the challenges they face in accessing employment and social services. Through qualitative interviews, the authors identify economic insecurity and housing instability, among other hardships, as common challenges that returning individuals face.	Non-Experimental	Making Ends Meet After Prison: How Former Prisoners Use Employment, Social Support, Public Benefits, and Crime to Meet their Basic Material Needs
A report produced as part of the National Evaluation of Welfare-to-Work Strategies (NEWWS) provides highly scientific evidence on the effectiveness of employment-focused (EMP) and education-focused (EDP) workforce development programs. Synthesizes information from multiple states and communities to show positive impacts on employment, education, and position retention outcomes.	Experimental	How Effective Are Different Welfare-to-Work Approaches? Five-Year Adult and Child Impacts for Eleven Programs
This longitudinal study argues that legal, stable employment is a key factor in reducing recidivism. The authors demonstrate that lack of previous employment and/or appropriate skills are major barriers to stable employment, implying that workforce development programming can be an impactful intervention.	Quasi-Experimental	Employment After Prison: A Longitudinal Study of Releasees in Three States



Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	1,408
Treasury Required	Number of workers completing sectoral job training programs	692
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Number of residents served (CRSCs)	4,818
Output	Number of residents enrolled in a workforce training/work-based programs (CRSCs)	1,230
Output	Number of residents who completed workforce training/work-based programs (CRSCs)	346
Outcome	Number of participants in CRSC complete probation, parole and/or electronic monitoring requirements	108
Outcome	Number of participants in CRSC who avoid recidivism for 12 months or more	234
Outcome	Number of residents placed in employment at or above Chicago Minimum wage (CRSCs)	145
Outcome	Number of residents that retain employment for at least 30 days (CRSCs)	127
Outcome	Number of residents that retain employment for at least 60 days (CRSCs)	63
Outcome	Number of residents that retain employment for at least 90 days (CRSCs)	42
Output	Number of incoming calls to the Clearing House phone line (CRSCs)	8,305
Output	Number of participants who will successfully enroll and complete a workforce training/work-based learning program (SPRING Forward)	178
Output	Number of individuals enrolled in training will receive an industry recognized credential (SPRING Forward)	18
Outcome	Number of participants will be placed in permanent employment (SPRING Forward)	67
Outcome	Number of participants who meet the 30-, 60-, and 180-day retention benchmarks in unsubsidized employment prior to being placed in permanent employment. (SPRING Forward)	123
Outcome	Number of individuals earning wages at or above the Chicago minimum wage (SPRING Forward)	66
Output	Number of individuals to receive an annual assessment	409



● Resiliency Fund 2.0 (504758)

Managing Department: Department of Family and Support Services
 Total Project Budget: \$9,235,253.44
 Project Term: 2022 – 2024
 Expenditure Category: 6.1: Provision of Government Services

Project Overview

The COVID-19 pandemic has caused significant hardship for domestic workers across the country, including in Chicago. At the beginning of the pandemic, the National Domestic Workers Alliance (NDWA) reported that just over half of domestic workers surveyed had no job beginning the week of March 30, 2020, and within a week that number increased to 72%. While joblessness among domestic workers has decreased since the onset of the COVID-19 pandemic, a January 2024 [report](#) published by the NDWA highlights that joblessness among domestic workers remains higher than it was pre-pandemic.

The goal of this Resiliency Fund 2.0 was to provide one-time, \$500 relief payments to up to 25,500 low-income residents who have been negatively impacted by COVID-19 but faced barriers to qualifying for other financial relief. The programming to beneficiaries has concluded and issued its final payments in December 2023.

Methodology

The program awarded a one-time \$500 cash payment, providing a small stipend of cash relief for any wages lost or additional expenses due to COVID-19 to program participants. The program provided relief payments to 14,330 low-income residents who had been negatively impacted by COVID-19 but faced barriers to qualifying for other financial relief. The purpose of the Resiliency Fund 2.0 was to reach previously excluded residents and domestic workers.

The four focus populations were chosen due to having been omitted from the 1st and 2nd round of federal stimulus payments that began in 2020. Eligible applicants who fell within these four populations received a one-time \$500 cash payment; providing a small stipend of cash relief for any wages lost or additional expenses due to COVID-19. The beneficiary population is described as residents at or below 300% of the FPL who faced barriers to qualifying for other financial relief.

Key Partners

The Department of Family and Support Services' (DFSS) lead program administration delegate conducted user-testing with the relevant focus population before launching the application for the fund to ensure effective delivery of services. DFSS issued contracts to four delegate agencies:

- Association House of Chicago
- Chinese Mutual Aid Association, Inc.
- Heartland Human Care Services, Inc.
- YWCA Metropolitan Chicago

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of applications submitted	25,998
Output	Number of residents enrolled/paid	14,330



● Small Business Support Program (704769)

Managing Department: Department of Business Affairs and Consumer Protection
Total Project Budget: \$32,910,640.35
Project Term: 2022 – 2025
Expenditure Category: 6.1: Provision of Government Services

Project Overview

The Small Business Support Program targets small businesses and non-profits that were negatively impacted by decreased revenues and higher operating costs caused by the pandemic. The program is comprised of three key initiatives: the Storefront Activation Program, the Small Business & Nonprofit Grants Program, and the Capacity Building Program.

The Storefront Activation Program provides grants to local community and economic development organizations, who are responsible for developing, operating, and measuring the outcomes of small business activations on commercial corridor(s). Additionally, small businesses receive assistance with lease negotiations with landlords, launching activations, as well as ongoing support to ensure the success of these businesses. Funds will go towards storefront rent, utilities, insurance, pop-up licenses, program management and operations support, temporary cosmetic updates to spaces, and marketing expenses. Progress is measured by evaluating the success of activations, improvements in small business operations, and economic revitalization within commercial corridors.

The Small Business & Non-Profit Grants Program, that will be managed by a single grant administrator, will provide grants to eligible small businesses and non-profits located in Chicago to assist in stabilizing their operations, supporting their workforce, and mitigating the long-term impact of the pandemic. Beneficiary awards to small businesses and non-profits will vary in amount and will be based on organization size and economic injury. Award dollars must be used for necessary cost needs resulting from COVID-19-related negative economic harms.

The Capacity Building Program will award funding to two separate delegate agencies, one for small businesses and one for non-profit organizations that will provide highly customized coaching and technical assistance to each of these organization types. The selected delegate agencies will be expected to work with businesses and non-profits to identify gaps (in their systems, structures, skills, and resources) and provide assistance in addressing those needs.

Methodology

The Storefront Activation Program provides small businesses with low-or-no-cost pop-up opportunities in vacant storefronts. This program will both mitigate the higher costs facing businesses relating to rent, labor, and supplies/materials and create revenue-generating opportunities for businesses that they otherwise would not be able to access. Participating businesses receive ongoing technical assistance from the selected delegate agencies to ensure their success through the duration of the program. Examples of technical assistance include marketing, business development, strategic and operational planning, and fundraising. This program responds to negative economic harms experienced by small businesses and startups in the form of lost revenue and decreased customer traffic spurred by vacant storefronts contributing to a perception of degradation along major economic corridors. Beneficiaries include existing and new brick and mortar small businesses that have experienced negative economic harms in the form of revenue loss and increased operations costs.

The Small Business Support & Non-Profit Grants Administrator will work to identify eligible small businesses and nonprofit organizations that will be awarded funding. Since the goal is to stabilize operations for these organizations, selected awardees will be expected to use funding for such expenses



as covering program staffing costs, purchasing necessary supplies and materials, and expenses related to the marketing or promotion of their programs.

The Capacity Building Program will respond to the infrastructure gaps identified for small businesses that were unable to quickly pivot to alternative means of delivering goods or services as well as address the significant increase in demand for services that non-profits experienced. Both obstacles were greatly exacerbated by the pandemic. The selected delegate agency for nonprofit organizations will offer extensive capacity building services aimed at increasing their nonprofit revenue as well as putting them on a path to organizational sustainability. The selected delegate agency for small businesses will also offer capacity building through customized coaching and offer professional services for back-office functions, (like accounting, taxes, or legal advice) geared toward strengthening operations.

Key Partners

The Department of Business Affairs and Consumer Protection is working with the Department of Planning and Development on program development and implementation. The program is partnering with a total of 34 delegate agencies to implement programming.

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of small businesses supported	28
Output	2023-25 Storefront Program: Number of small businesses receiving technical assistance	28
Output	Number of activations	6



● Tourism and Hospitality Recovery (234781)

Managing Department: Department of Cultural Affairs and Special Events
 Total Project Budget: \$16,000,000.00
 Project Term: 2022 – 2025
 Expenditure Category: 6.1: Provision of Government Services

Project Overview

The Tourism and Hospitality Recovery initiative focuses on driving tourism, particularly business tourism, throughout the city, while providing direct assistance to hospitality, retail, and live events businesses affected by the pandemic.

The program supports public events, which reactivates vacant event spaces and associated hospitality businesses. Creating diverse events that appeal to many different industries encourages an influx of locals and visitors that will stimulate the still rebounding tourism and hospitality sectors. This program also supports the development and implementation of a comprehensive tourism marketing strategy that positions Chicago as a prime destination for residents and visitors alike.

This program’s success is measured by tracking online and print marketing efforts and engagement at activities and events throughout the city. Its initiatives align with the City's broader goals of economic recovery and the rebuilding of its vibrant tourism industry.

Methodology

The travel and tourism industries were hit hard by COVID-19 and are still recovering. This program responds to negative economic impacts, specifically, a decrease in tourism and hotel industry economic activity. Program beneficiaries are small Chicago businesses directly impacted by COVID-19, with a focus on those related to hospitality and events. The program offers opportunities to local businesses, which provides public exposure and exposes local vendors to future event opportunities.

This program also provides marketing services on behalf of neighborhoods and neighborhood stakeholders, including Chicago residents and Chicago-based businesses. The program supports community-identified initiatives through marketing services, the Chicago Resident Influencer Network (where residents highlight the neighborhoods and small businesses on social media), digital ad and high-quality video production, and professional photography, and it provides resources and structure to support small businesses that highlight their own communities.

Key Partners

This program has been developed by the Department of Cultural Affairs and Special Events (DCASE), with support from the Mayor’s Office on outreach and design. DCASE has engaged World Business Chicago and the Chicago Convention & Tourism Bureau as delegate agencies.

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of events supported	155
Output	Number of MWBE vendors engaged	455
Output	Number of small businesses featured	383
Outcome	Number of Chicago businesses engaged	5,511
Outcome	Number of event attendees	128,525
Outcome	Number of MWBE self-identified businesses featured	85



Metric Type	Metric	Data Actual
Outcome	Number of social media content pieces	315
Outcome	Number of organic social media impressions	3,427,188
Outcome	Number of clicks to neighborhood website pages	161,312
Outcome	Number of paid social media impressions	29,000,000
Outcome	Number of views produced via video episodes	140,000
Outcome	Number of community spaces activated via holiday activations	21
Outcome	Number of businesses that are provided photography and digital support services	32



● Workforce Development Program (504792)

Managing Department: Department of Family and Support Services
Total Project Budget: \$5,908,604.00
Project Term: 2022 – 2026
Expenditure Category: 2.10: Assistance to Unemployed or Underemployed Workers

Project Overview

The COVID-19 pandemic had a significant impact on households that experienced job loss and higher levels of unemployment. The Workforce Development program (a/k/a Career Grow Chicago (CGC)) aims to build stability, provide support, & empower our un/underemployed population with access to education & employment opportunities through defined pathways. Focusing on residents residing in high unemployment/poverty areas, CGC fosters collaboration with Community Based Organizations, Business Intermediaries, and Community Education Systems to provide comprehensive wraparound services to these priority areas. The program develops apprenticeships and work-based learning programs geared to provide career pathways and wraparound services to residents entering or re-entering the workforce.

The program focuses specifically on populations that are highly vulnerable to COVID-19 and individuals that are underemployed or unemployed, academically below college level and/or lacking high school equivalency or are eligible for other forms of federal assistance. The main program outcomes focus on job placement and retention reported by delegate agencies. The program will continue to provide support for participants through 2025.

Methodology

The program's objective is to provide job training services to disproportionately impacted households across the City's 15 targeted community areas that were deemed highly vulnerable by COVID-19 by providing supportive career pathway and navigation services, workforce coaching, job training and placement to affected individuals. Funding includes support services required to stabilize clients and help them to attain jobs in industry sectors with wages at or above the City's minimum wage as well as long-term career opportunities to increase income and improve quality of life.

Participants have opportunities to earn their high school equivalency, industry-recognized certifications, and stackable credentials, such as a Basic Certificate (BC) (up to 16 weeks), an Advanced Certificate (AC) (up to 32 weeks), and an associate degree (up to 64 weeks) in high demand industries such as health care, early childhood education, manufacturing, transportation, distribution, and logistics. Programs offer related technical classroom instruction for 8 to 32 hours per week and a paid on-the-job training experience upon completion of classroom instructional time. Hours spent completing on-the-job training vary by program and may range from 10 hours to 40 hours per week over the program. In addition to instruction and paid training opportunities, these workforce programs provide career coaching, mentorship, tutoring, professional development, and wraparound supports for program participants to increase retention and program completion.

Key Partners

The Department of Family and Support Services is working in close coordination with the Mayor's Office to leverage their knowledge and work with communities to ensure successful program implementation. Additionally, the program is partnering with Board of Trustees of Community College #508, Cook County, and the State of Illinois to coordinate service delivery. City Colleges of Chicago is partnering with local workforce service providers including the Community Based Organization (CBO) Collective, West Side United, Skills for Chicagoland's Future, and Hire 360 and has established employer connections with Rivian, Chicago Transit Authority, and Rush University Medical Center.

Use of Evidence



Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
Quasi-experimental impact study carried out by IMPAQ International estimates the effect of six programs – three in Ohio, three in Wisconsin – that provided industry specific and other services to individuals interested in obtaining jobs and advancing their careers in healthcare, advanced manufacturing, and construction. The study found that individuals receiving services from the Advanced Manufacturing Partnership were significantly more likely to be employed and earn more than individuals in the comparison group.	Quasi-Experimental	Quasi-experimental impact study of NFWS/SIF Workforce Partnership Programs evidence on the effectiveness of Workforce Partnership Programs in Ohio and Wisconsin
A report produced as part of the National Evaluation of Welfare-to-Work Strategies (NEWWS) provides highly scientific evidence on the effectiveness of employment-focused (EMP) and education-focused (EDP) workforce development programs. Synthesizes information from multiple states and communities to show positive impacts on employment, education, and position retention outcomes.	Experimental	How Effective Are Different Welfare-to-Work Approaches? Five-Year Adult and Child Impacts for Eleven Programs

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	1,992
Treasury Required	Number of workers completing sectoral job training programs	715
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Percent of students enrolled retained in the program	To be reported in future cycle
Output	Percent of retained students completed training	34.60%
Outcome	Percent of completers placed into job or post-secondary education	39%
Outcome	Percent of completers in jobs or secondary education retained for 30 days	To be reported in future cycle
Outcome	Percent of completers in jobs or secondary education retained for 60 days	To be reported in future cycle
Outcome	Percent of completers in jobs or secondary education retained for 90 days	To be reported in future cycle
Outcome	Percent of completers who obtained jobs earning \$15 or more	To be reported in future cycle



● Youth Opportunity Programs (504893)

Managing Department: Department of Family and Support Services
Total Project Budget: \$66,103,168.00
Project Term: 2022 – 2026
Expenditure Category: 2.10: Assistance to Unemployed or Underemployed Workers

Project Overview

The COVID-19 pandemic and the related mitigation efforts caused a sharp increase in unemployment as businesses closed or scaled back operations and travel was sharply reduced. Although the economy has exceeded its pre-pandemic size and unemployment has fallen, many Chicago residents remain underemployed and unemployed. The effects of this rise in unemployment were felt most acutely among Chicago's most vulnerable residents. Residents who already had difficulty securing employment at living wages were pushed even further from career opportunities, deepening the divide in young people's preparation for emerging adulthood and success in occupational settings. Research shows extended bouts of youth unemployment have adverse effects on adolescents later in life. Young people who are unemployed tend to earn lower wages in subsequent years of adulthood, impacting both their personal well-being and long-term economic prosperity. These outcomes only heighten the need for opportunities for early work experiences. The Youth Opportunity Programs include expanded funding for four youth employment program models, three of which fall under the umbrella of One Summer Chicago (OSC) and one of which is a year-round youth employment program:

- **Chicagobility** employs youth ages 14 - 15 through project-based learning and skill-building experiences.
- **Summer Youth Employment Program (SYEP)** employs youth ages 16 - 24 through job placement or training programs to provide work experience and develop skills for career pathways.
- **Chicago Youth Service Corps (CYSC)** employs youth ages 16 - 24 year-round through programming focused on leadership development and local civic engagement.
- **Year-Round Employment Program (YREP)** employs youth ages 16 - 24 throughout the academic year.

The Youth Opportunity Programs will continue to support youth through employment, training, and job placement through December 2025.

Methodology

The Youth Opportunity Programs include expanded funding for youth employment programs under the umbrella of One Summer Chicago and Year-Round Youth Employment. The Youth Opportunity Programs leverage sub-recipients to provide age-specific programming to develop their leadership skills and practical knowledge in areas of interest through the program models listed above. Youth can also access the One Summer Chicago application and directly apply to opportunities. The program prioritizes serving youth who identify with at least one underrepresented population: youth with a disability; youth who are English as a Second Language Learners (English Language Learners/English Learners); youth who are enrolled in Chicago Public Schools (CPS) Level 2, Level 3, or Option schools; youth who are experiencing homelessness or are unstably housed; youth in the foster care system and/or transitioning out of care; youth who are justice involved (e.g., parole, probation); and Opportunity Youth (ages 14 - 24 who are out of school and not working).

Key Partners

Department of Family and Support Services Youth Services Division partners with 50+ delegate agencies through the Youth Opportunity Programs and collaborates with 11 sister agencies.

Use of Evidence

Evidence-based Determination: Strong evidence base



Description	Type of Evidence	Evidence Link
Using results from studies conducted on the effectiveness of Chicago’s One Summer Chicago+ SYEP and Philadelphia’s WorkReady SYEP, the paper outlines how youth summer job placement programs consistently reduce criminal justice involvement in the first year after random assignment and may have lasting effects as well.	Experimental	When Scale and Replication Work: Learning from Summer Youth Employment Experiments
An evaluation of YouthBuild, an organization that attempts to improve outcomes for low-income and less educated youth through a mix of education, vocational training, counseling, leadership development, and community service. This study offers evidence in support of programs that engage youth in community service, and provide learning and leadership development environments.	Experimental	Laying a Foundation: Four-Year Results from the National YouthBuild Evaluation

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	4,449
Output	Percentage of Year-Round Employment Program (YREP) participants that identify with one or more of the target population groups	61.03%
Output	Percentage of Year-Round Employment Program (YREP) participants that complete at least 95% of available program hours	85.13%
Outcome	Percentage of Year-Round Employment Program (YREP) participants that demonstrate work readiness skills for continued employment	74.00%
Output	Percentage of Chicagobility participants that identify with one or more of the target population groups	63.95%
Output	Percentage of Chicagobility participants that completed at least 75% of available program hours	97.95%
Output	Percentage of Summer Youth Employment Program (SYEP) youth that completed at least 75% of available program hours	96.76%
Output	Percentage of Summer Youth Employment Program (SYEP) youth that identify with one or more of the target population groups	54.11%
Output	Percentage of Chicago Youth Services Corps (CYSC) participants who complete a capstone project annually	68%
Output	Percentage of Chicago Youth Services Corps (CYSC) participants who complete at least 95% of available program hours	68.30%
Outcome	Percentage of Chicago Youth Services Corps (CYSC) youth participants that report through a DFSS- designated tool growth in their personal and leadership development	90.10%



Metric Type	Metric	Data Actual
Outcome	Percentage of Chicago Youth Services Corps (CYSC) youth participants that report through a DFSS- designated tool growth in civic-minded attitudes and behaviors	86.10%
Outcome	Percentage of Summer Youth Employment Program (SYEP) youth participants that demonstrate work readiness skills for continued employment	81.37%



COMMUNITY SAFETY



● Community Safety Coordination Center (CSCC) (414784)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$18,534,845.83
Project Term: 2022 – 2026
Expenditure Category: 1.11: Community Violence Interventions

Project Overview

The CSCC is a multi-agency coordination center that utilizes the lessons learned from the City's coordinated response to the COVID-19 pandemic. During the pandemic, the City of Chicago saw a significant increase in crime. Longstanding structural inequities meant that low-income and working-class Chicagoans were more vulnerable.

To respond to this uptick in violent crime, the CSCC aims:

1. To ensure violence prevention and reduction is community-led with support from City staff and resources, which are identified by the community;
2. To create new collaboration opportunities amongst City staff, community organizations, and others with existing roles in the violence prevention and reduction space; and
3. To create the systems for data collection, analysis, and mapping needed to ensure a data-driven approach to violence prevention and reduction.

These efforts are designed to provide targeted support for the individuals most at risk of violence in the 15 priority communities in Chicago. Program activities include marketing for violence prevention and reduction, expansion of resources for violence intervention programming, and support for community safety initiatives. The CSCC's impact will be measured in the number of coordination efforts led by the CSCC and individuals in the targeted areas who engage with these programs.

Methodology

The gun violence epidemic was exacerbated by the COVID-19 pandemic, resulting in increases in the number of non-fatal shootings in all 77 neighborhoods. Longstanding structural inequities meant that low-income and working-class residents were more vulnerable to COVID-19, the associated economic hardships, and subsequent increase in homicides and shooting victimizations. The CSCC responds to these increases in homicide and gun violence in low-income community areas of the city, including Auburn Gresham, Austin, Chicago Lawn, Englewood, East Garfield Park, Greater Grand Crossing, Humboldt Park, New City, North Lawndale, Roseland, South Lawndale, South Shore, West Englewood, West Garfield Park, and West Pullman.

The CSCC aims to reduce rates of violent crime by increasing awareness of the root causes of violence and the solutions required to address them and engaging deeply with community partners to identify strategies needed to reduce violence at the block level. This intentional, data-driven, and hyper-local approach draws upon the assets of individuals and non-profits in the 15 priority communities and strives to fill in the gaps through the coordinated delivery of City resources. Further, the training of community workers who regularly interact with those at highest risk of violence in the 15 priority community areas will allow them to better identify trauma and connect those in need with mental health services.

Key Partners

This program has engaged a variety of City Department and community stakeholders in its development and implementation. Groups engaged include the Chicago Department of Public Health, Department of Family and Support Services, Chicago Police Department, Chicago Public Schools, Chicago Park District,



community-based organizations, faith-based organizations, and the Leadership Collective, which is a community-facing advisory group.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
<p>A systematic review of the impact of the Nation-wide, federally funded program Project Safe Neighborhood.</p> <p>This program works across local agencies and organizations to implement a violence intervention plan tailored to the needs of the community.</p>	Non-Experimental	A Systematic Review of Project Safe Neighborhoods Effects
<p>This article provides an analysis of Pittsburgh’s One Vision violence prevention program. One Vision coordinates with community-based organizations to disseminate information and share violence prevention strategies. Researchers conducted a quasi-experimental study and found that treatment communities – those that received One Vision interventions – experienced significant decreases in violent crime.</p>	Quasi-Experimental	Community-driven violence reduction programs: Examining Pittsburgh’s One Vision One Life

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Number of community stakeholder coordination efforts led or supported by CSCC regarding community safety	374
Output	Number of interdisciplinary coordination efforts led or supported by CSCC regarding community safety	79
Output	Number of urgent preventative or response efforts supported by CSCC	13
Output	Number of website views	544,440
Output	Number of social media followers	4,670
Output	Number of social media posts	394
Output	Number of press releases	18
Output	Number of media inquires	139
Output	Number of Community Activation Networks (CANs) held	61
Output	Number of unique community stakeholders attending CANs	147
Outcome	Number of people engaged through the Behavioral Change Campaign	633
Outcome	Number of paid media impressions	0
Outcome	Number of people engaged through the Awareness Campaign	To be reported in future cycle



● Community Violence Intervention (414884)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$22,819,350.00
Project Term: 2022 – 2026
Expenditure Category: 1.11: Community Violence Interventions

Project Overview

CDPH's Community Violence Intervention program, known as the Street Outreach initiative, supports and engages individuals (typically older youth and adults 18 - 34 years) who are at the highest risk of participation in community violence. Individuals' risk of involvement in violence is linked to a number of factors, including a history of past involvement in violence, incarceration, law enforcement encounters, exposure to violence and trauma, and possibly school and employment setbacks. The program supports 25 communities that are disproportionately impacted by violence where most suffered co-occurring negative COVID outcomes. The City's CVI programs work to ensure community facing access to violence prevention services, specifically street outreach (SO) to mediate and interrupt cycles of violence.

SO teams are trained and deployed to canvas and promote pro-social activities in the communities of focus. Hyper-local teams offer violence interruption services and case management engagement supports that are designed to connect high-need participants to unmet service needs including mental health, assistance with employment exploration, legal advocacy, and other wraparound services that steer individuals away from violence and toward positive outcomes. The desired outcomes for the program are to interrupt violent incidents that lead to violence and homicide, promote healing, and improve the trajectory of at-risk individuals in our most-impacted communities. Progress is measured by the rate of reduction in crisis incidents year over year.

Methodology

This program responds to a significant increase in shooting incidents, theft, and homicides across the City of Chicago, specifically in the 25 Community Areas with the highest amounts of serious victimizations (based on 2018 - 2020 averages).

SO programs engage persons at risk of involvement in gun-related violence by mediating conflicts. SO delegates, who are credible messengers in their community, work to build trust with individuals (typically 18 - 34 years). These individuals are at the highest risk of involvement in violence based on their past experiences and proximity to communities that lack housing, education, and employment resources. Through this program, SO workers build positive relationships with these individuals and facilitate their enrollment in SO and case management services. Services include critical incident response, conflict mediation, case management, high touch mentoring, and pro-social engagement to reduce the possibility of a participant's active involvement in a subsequent violent crime incident and the risk of retaliation on the individual or their family.

This program also aims to decrease the impact of violence on participant's families and communities. Because services offered are in the communities that have the highest burden of violence and homicide, the family members of the SO participant and the households that make up the community will experience parallel increases in safety and access to supports.

Key Partners

The Chicago Department of Public Health is partnering with the following organizations to deploy street outreach workers:

- Alliance of Local Service Organizations
- Community Safety Coordination Center



Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
A 2021 report by Northwestern’s Institute for Policy Research finds that participation in the CP4P street outreach program through community partnerships decreases arrests for violent crime and fatal and non-fatal gunshot injuries, among other key outcomes.	Quasi-Experimental	Communities Partnering 4 Peace (CP4P) Preliminary Individual Results
A 2021 report by Northwestern’s Institute for Policy Research finds that participation in CRED, a targeted program that provides counseling, life coaching, and other resources to individuals at risk of violent victimization, results in improved outcomes.	Quasi-Experimental	Reaching and Connecting: Preliminary Results from Chicago CRED’s Impact on Gun Violence Involvement

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Number of active outreach workers hired/active	57
Output	Number of communities where program is active	16
Output	Number of calls to CPIC* critical incidents	1,054
Output	Number of technical support hours provided	4,540
Output	Number sites supported for capacity building	18
Outcome	Number of responses to calls for CPIC* critical incident support	1,143
Outcome	Response rate to calls for critical incident support (completed/total CPIC* notifications)	101%
Outcome	Number of mediations and/or agreements	1,621
Outcome	Number persons who have successfully transitioned into services supported by the Program	970

*CPIC Notifications are email notifications sent by the Chicago Police Department (CPD) Crime and Prevention Information Center (CPIC)



● Emergency Fund for GBV Survivors (504764)

Managing Department: Department of Family and Support Services
 Total Project Budget: \$10,000,000.00
 Project Term: 2022 – 2025
 Expenditure Category: 1.11: Community Violence Interventions

Project Overview

Economic and housing instability for survivors of gender-based violence (GBV) has been exacerbated since the beginning of the pandemic. Access to basic needs and financial resources has been difficult for households impacted by violence especially survivors of domestic violence, human trafficking, and sexual violence. Further, the communities most impacted by the pandemic are also community areas that have experienced an increase in community and gender-based violence. In general, the total number of Chicago calls to the Illinois Domestic Violence Hotline has consistently increased year-over-year since 2020, and reached 16,123 calls in 2023, a 54% increase over pre-pandemic levels. Over 50% of those Chicago-based calls focused on shelter/housing, legal services, and counseling, with requests for shelter being the most common. Many survivors are seeking financial resources that enable them to flee or increase their financial independence from the person causing harm. The Emergency Assistance Fund for Gender-Based Violence Survivors aims to provide one-time financial support to survivors, empowering them to attain economic stability and enhance their safety and well-being. This initiative prioritizes addressing the urgent needs of individuals who have experienced gender-based violence, ensuring they receive crucial assistance during times of crisis.

The project's primary purpose is to alleviate financial hardships faced by survivors of gender-based violence, enabling them to access essential resources and rebuild their lives free from harm. The desired outcome is to support survivors in achieving economic security and enhancing their overall safety and well-being.

Methodology

This program provides emergency cash assistance to gender-based violence survivors. Specifically, a one-time cash transfer of \$1,000 is administered to individuals deemed to have experienced sexual violence and have a corresponding need to escape or increase financial independence from a domestic partner.

Eligibility for the fund is determined based on individuals' status as survivors of gender-based violence, ensuring that those who have experienced such trauma receive the support they need to rebuild their lives and move forward towards healing and recovery. Survivors of gender-based violence include survivors of domestic violence, human trafficking, or sexual violence.

Key Partners

The program's development was completed with insight from the Gender-Based Violence Strategic Plan Implementation Task Force and informed by best practices. The Network: Advocating Against Domestic Violence is currently partnering with 52 community-based organizations to conduct outreach to survivors and providers who work with survivors.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
The present study relies on the voices of survivors of past abuse describe the amount, type, and impact of	Quasi-Experimental	The Costs of Recovery: Intimate Partner



Description	Type of Evidence	Evidence Link
costs related to their experience of intimate partner violence.		Violence Survivors' Experiences of Financial Recovery From Abuse
This article presents qualitative findings of a study that examined the role of financial issues and economic factors in the lives of women who have experienced intimate partner violence.	Quasi-Experimental	Economic Abuse in the Lives of Women Abused by an Intimate Partner: A Qualitative Study
In this cross-sectional study, 173 adult, English-speaking women who had experienced police response to IPV completed a self-report questionnaire about their use of, interest in, and need for various social services and whether or not each type of service helped (or would help) them to feel safer.	Quasi-Experimental	Intimate Partner Violence Survivors' Unmet Social Service Needs
Found that 67 percent of survivors returned to an abusive relationship or stayed longer than they wanted due to financial concerns.	Non-Experimental	We Would Have Had to Stay: Survivors' Economic Security and Access to Public Benefits Programs
A larger NRC DV study shows overall, a majority of respondents said that TANF, SNAP, and UI are very critical resources for a significant number of domestic violence and sexual assault victims. Respondents shared that most victims rely on public benefits programs to help address their basic needs and to establish safety and stability.	Non-Experimental	The Difference Between Surviving and Not Surviving: Public Benefits Programs and Domestic and Sexual Violence Victims' Economic Security
Using data from waves 1 (1998-2000) through 4 (2007-2010) of the U.S.-based Fragile Families and Child Wellbeing (FFCW) birth cohort study. Estimate both the overall and race-specific effects of state-level economic policies on non-physical IPV and several intermediate outcomes	Quasi-Experimental	The impact of temporary assistance for needy families, minimum wage, and Earned Income Tax Credit on Women's well-being and intimate partner violence victimization
This review aims to identify studies of basic income policy interventions and to consider what can be learned from them about the potential effects of such interventions on health and socioeconomic outcomes. Little evidence exists of large reductions in employment, and some evidence suggests positive effects on some other outcomes, including health outcomes. Evidence for macro-level effects is scarce. Quasi-experimental and dynamic modelling approaches are well placed to investigate such effects.	Non-Experimental	The Public Health Benefits of Interventions Similar to Basic Income: A Scoping Review



Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Number of applications submitted	6,594
Output	Percentage and number of participants successfully enrolled receive their one-time payment	83% or 5,480
Output	Number of participants enrolled who receive benefit	5,480
Output	Number of survivors from CCVI Community Areas	3,671
Output	Black/African American applicants	3,125 Black/African American recipients



● Gender-Based Violence Victim Services to Young People (504796)

Managing Department: Department of Family and Support Services
 Total Project Budget: \$5,000,000.00
 Project Term: 2023 – 2025
 Expenditure Category: 1.11: Community Violence Interventions

Project Overview

The COVID-19 pandemic led to an overall increase of reported incidents of gender-based violence (GBV) and human trafficking (HT) during shelter-in-place orders, meaning that youth also are at increased risk of GBV and/or HT exposure within their own homes. Youth that have witnessed or experienced violence in the home or in their household have long-term negative behavioral and physical outcomes absent impactful intervention. When the adult household member and/or caregiver is the primary victim of the violence, the children or youth of the household often lack access to comprehensive services for their experiences or trauma.

The project's primary objective is to provide trauma-informed care and support to youth affected by GBV and/or HT, with the ultimate goal of promoting healing, resilience, and empowerment. The desired outcome is to improve the well-being and long-term prospects of participants by equipping them with the necessary resources and coping strategies to navigate their experiences and build a positive future.

Methodology

The Gender-Based Violence Victim Services to Young People program aims to deliver age-appropriate, culturally sensitive services to youth affected by GBV and/or HT in Chicago. Through a holistic approach encompassing ongoing comprehensive case management, clinical services, and counseling, this initiative seeks to address the unique needs of young individuals impacted by these forms of violence.

Eligibility for the program is based on youths' experiences of GBV and/or HT, ensuring that those most impacted by these forms of violence receive the support they need to recover and thrive. Additionally, the program is designed to be culturally appropriate, recognizing the importance of respecting and honoring participants' diverse backgrounds and identities in the healing process.

Key Partners

All five delegate agencies providing services have partnerships across school districts and community-based organizations. Delegate agencies include:

- Chicago Children's Advocacy Center
- Erie Neighborhood House
- Heartland Human Care Services
- Youth Guidance
- Howard Brown

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
This study examines service user and provider experiences of a trauma-informed, peer-facilitated group psychosocial intervention (Peer Education and Connection through Empowerment (PEACE)) targeting	Non-Experimental	Implementing a Trauma-Informed Intervention for Homeless Female



Description	Type of Evidence	Evidence Link
female identified youth experiencing homelessness and gender-based violence. The need for clear guidelines on the management of trauma disclosures in community settings and a systems-wide approach to service provider and administrator training in the effective integration of peer support services also emerged as important areas for future development. A group-based, trauma-informed and peer-supported psychosocial intervention was acceptable to service users and providers and successfully engaged female-identified survivors of gender-based violence who were also experiencing homelessness. Findings add to the scant knowledge base on interventions to support this population and identify important areas for future research.		Survivors of Gender-Based Violence: Lessons Learned in a Large Canadian Urban Centre
This article explored the roles and ethics of psychosocial support in integrated health services based on the research data from 11 in-depth interviews with the psychosocial support workers and desk reviews. The findings of this study indicated that the roles and ethics of psychosocial workers in addressing wartime sexual violence are limited by the lack of adequately trained staff members, low professional status, and complex ethical challenges. In this case, psychosocial support draws more from virtue ethics and moral constructivism and less from professional utilitarianism and deontology. While both approaches are integral to providing support services, combining them is necessary for the complementarity and consistency of therapeutic processes.	Non-Experimental	The Roles and Ethics of Psychosocial Support Workers in Integrated Health Services for Sexual and Gender-Based Violence Survivors

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Number of young people enrolled and served	591 youth
Output	Number of program participants (cumulative through Q2)	264
Output	Number of low-barrier drop-ins (Jan - March 2024)	329
Output	Number of youth connected to services as identified by their assessment	120
Outcome	Number of youth that show progress towards one goal in their service plan	23



Metric Type	Metric	Data Actual
Output	Number of community outreach, education or awareness events or workshops	76



● Place-Based Violence Interventions (414883)

Managing Department: Chicago Department of Public Health
 Total Project Budget: \$8,789,948.71
 Project Term: 2022 – 2026
 Expenditure Category: 1.11: Community Violence Interventions

Project Overview

As the pandemic struck in early 2020, the City of Chicago experienced a notable surge in shooting incidents, thefts, victimizations, and homicides. Longstanding structural inequities meant that low-income and working-class Chicagoans were more vulnerable both to the disease and to the impact of disease mitigation strategies (e.g., economic fallout of the shutdown). As a result, Chicago saw dramatic increases in incidents of violence after near-historic lows prior to the pandemic, disproportionately impacting areas historically burdened by community violence.

In response, the City's Place-Based Violence Prevention Strategy aims to coordinate community safety services and supports in the 15 priority communities most impacted by violence. This strategy involves addressing infrastructure needs, enhancing access to safe spaces, and implementing initiatives such as the Home and Business Protection Program, which equipped residents with security devices at no cost. The desired outcomes of these interventions include increased coordination of community safety resources through public safety planning tables, beautification of physical spaces to create safe environments, and enhancement of public safety perception through the provision of security devices. Ultimately, these efforts seek to improve public safety perception and reduce shooting victimizations within the prioritized communities.

Methodology

As the pandemic struck in early 2020, the City of Chicago experienced a notable surge in violence. This program responds to that increase in community violence, particularly gun violence and homicides, in communities most impacted by pandemic-driven spikes in violence.

Residents of the 15 target communities are the primary beneficiaries of the CDPH's coordinated efforts, receiving services such as expedited infrastructure requests, increased access and awareness to City resources, and overall strengthened trust between government and community. By coordinating resources across City departments and deploying them to the places and people most acutely impacted by violence in the 15-priority community areas, this program's objective is to increase public safety perception and decrease community violence.

Key Partners

The Chicago Department of Public Health has engaged Chicago Survivors, Department of Public Health, Illinois Department of Human Services, Chicago Police Department, Cook County Justice Advisory Council, Department of Streets and Sanitation, Department of Transportation, GreenCorps Chicago, Chicago Park District, and community-based organizations to develop and implement programming.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
This study estimated the impact of a citywide vacant lot greening program in Philadelphia on changes in crime over multiple years, and whether the effects were moderated by nearby land uses.	Quasi-Experimental	Reducing Crime by Remediating Vacant Lots: The Moderating



Description	Type of Evidence	Evidence Link
		Effect of Nearby Land Uses
The current study examines how the pandemic impacted the forms and functions of the Gang Reduction Initiative of Denver (GRID). While GRID coordinates many strategies and collaborates with government and community groups across Denver, its centerpiece intervention entails multidisciplinary teams and street outreach, the focus of this qualitative study.	Non-Experimental	Gang Intervention During COVID-19: A Qualitative Study of Multidisciplinary Teams and Street Outreach in Denver

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Number of safe space activations/events supported	146
Output	Number of HBPP rebate applications approved	5,323
Output	Number of HBPP rebate dollars disbursed	\$1,898,120.47
Output	Number of HBPP income-based applications approved	2,676
Output	Number of HBPP income-based security device packages distributed	620



● Street Ambassadors Program (544786)

Managing Department: Department of Planning and Development
Total Program Budget: \$12,332,985.41
Program Term: 2022 – 2024
Expenditure Category: 2.37: Economic Impact Assistance: Other

Program Overview

As a result of the pandemic, commercial corridors across the city have seen major reductions in economic activity along with increased public safety concerns. The goal of the Street Ambassador program is to create an equity-based community investment strategy to catalyze a sustainable and strong recovery in commercial corridors. To ensure a strong recovery in commercial corridors, the Department of Planning and Development provides funding to organizations to staff Street Ambassadors on major commercial corridors across the city.

Progress towards increased economic activity on commercial corridors served by the program is measured by pedestrian foot traffic, the sense of safety, and creation of a welcoming atmosphere.

This program supports organizations that work with the City to hire and train community members to serve as ambassadors. Street Ambassadors are stationed along key commercial corridors to provide a welcoming presence and greater sense of safety, with the intention of increasing customer foot traffic for surrounding businesses.

There are five program milestones:

- Contracts awarded by May 1, 2022;
- Ambassadors on Corridors by June 1, 2022;
- Second year awards made by May 1, 2023;
- Third year awards made by Spring 2024; and
- Program ends by December 31, 2024. To date, all contracts have been awarded and Street Ambassadors are actively working on the corridors.

Methodology

Street Ambassadors spend most of their time walking the commercial corridor actively engaging pedestrians and businesses. This includes greeting passers-by, providing directions, and providing escorts within the boundaries of the commercial corridor. Ambassadors will work with staff and managers of local businesses to address safety priorities, share information about programming and activities with visitors, and connect individuals to public safety resources, among other duties. Community members that are hired as Street Ambassadors receive workforce development training and acquire other skills while on the job.

Negative economic impacts have affected small businesses, including brick-and-mortar retail, bars, and restaurants. This harm is seen across several commercial activity metrics, including decreased foot traffic. Rather than measure for individual businesses, the harm for this program is observed among groups of small businesses along commercial corridors. Specific harms include decreases in revenue and clientele, as well as concerns over public safety.

This program is geared toward small businesses located along commercial corridors throughout the city, including in neighborhoods considered low- and moderate-income.

Key Partners

This program is partnering with 16 delegate agencies:



- Back of the Yards Neighborhood Council
- Bright Star Community Outreach Corporation
- Centers for New Horizons, Inc.
- Chicago Loop Alliance
- Coalition for a Better Chinese American Community
- Greater Chatham Initiative
- Greater Englewood Community Development Corporation
- Greater Southwest Development Corp
- Northwest Side CDC
- Northwest Side Housing Center
- Rogers Park Business Alliance
- The Catholic Bishop of Chicago – St. Sabina Church
- The Magnificent Mile Association
- The Puerto Rican Cultural Center
- Uptown United
- Westside Health Authority

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
This article analyzes the effectiveness of uniformed ambassadors who although are trained by the police are only intended to provide security on behalf of the police and benefit downtown business-oriented associations.	Non-Experimental	Downtown Ambassadors, Police Relations and 'Clean and Safe' Security
This report explores the operations of uniformed, mobile ambassadors in Canadian downtown cores.	Non-Experimental	Ambassadors, Business Improvement District Governance and Knowledge of the Urban
This paper argues the mobile ambassadors serve both a security function as well as a knowledge vessel to improve downtown consumption.		

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of business engagements	123,187
Output	Number of referrals to social services and engagements with individuals experiencing homelessness	24,587
Output	Number of health and wellness responses	38,115
Output	Number of incidents reported	1,610
Output	Number of 311 submissions (maintenance requests)	10,441
Output	Number of ambassadors	156
Output	Number of active corridors	13
Output	Number of directions provided	198,322
Output	Number of social service assistance provided	52,345



Metric Type	Metric	Data Actual
Outcome	Perception of corridor cleanliness	76% of respondents believe that the Corridor Ambassadors increased the cleanliness of the corridor
Outcome	Perception of sense of safety	76% of respondents believe that the Corridor Ambassadors increased the sense of safety on the corridor
Outcome	Perception of creating a welcoming atmosphere	81% of respondents agreed that the Corridor Ambassadors create a welcoming presence
Outcome	Perception of corridor foot traffic	71% of respondents believe foot traffic increased



● Victim Support Funding Program (414791)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$10,500,645.00
Project Term: 2023 – 2026
Expenditure Category: 1.11: Community Violence Interventions

Project Overview

The Victims Support Funding Program seeks to reduce the traumatizing impact of involvement in community violence and COVID-19 exposure on vulnerable individuals and families. The program will accomplish this objective by providing trauma-informed expedited support with emotional and practical supports to persons who are injured by community violence. Where warranted, this program will also provide financial assistance for basic needs expenses, funeral costs, and relocation expenses, directly to individuals or surviving family members.

The Victim Support Funding (VS) Program consists of four components of care – citywide and community based to victims and survivors of serious injury and homicide.

The Crisis Response and Recovery program is the citywide aspect of the VS portfolio where a CDPH delegate responds quickly and offers support to homicide incidents, citywide. Teams are deployed after receiving alerts from the Crime Prevention Information Center; engaging survivors typically in the first hours following the incident and providing support (navigating systems and application for funds for victims, connections to resources to assist with coping and reducing the threat of further destabilization and retaliation), on demand, for up to six months before transitioning survivors into a supportive peer-led community of persons with similar lived experience for ongoing support with memorials, life challenges and next steps.

The community-based aspect of the VS program works in 11 of the communities that have been prioritized for services based on history of violence and injury. Teams respond to critical incidents of community violence to support individuals who have survived serious injury or the homicide of a family member to reduce the likelihood of sustained stress, trauma, or retaliation. They offer immediate assistance with coping, case management referrals for other services including assistance with funds and resources for crime victims, and advocacy with legal and court proceedings. The community-based VS model also aims to stabilize families, improve emotional supports, and reduce the threat of retaliatory violence. The Emergency Supplemental Victims Funding is the third element of the VS program where victims of violent injury and survivors (of homicide) apply for and may receive expedited financial support with general and basic needs, relocation, and, where appropriate, funeral expenses in the aftermath of a homicide. This program is offered citywide to youth victims of homicide and to persons who are injured in or residents of (but victimized elsewhere in the city) the 15 communities that are prioritized by the Mayor’s Office based on the burden of violence and injury that occurs.

In addition to the community-focused and homicide specific work, CDPH provides specific Victims Support to individuals whose services initiate while they are being treated at the hospitals as result of involvement in community violence. The hospital-based violence intervention program identifies patients while they are in a hospital setting, who are at risk of repeat violent injury, and link them with hospital- and community-based resources in order to address underlying risk factors for future violence involvement and ongoing trauma.

Methodology

These programs are designed to assist victims of gun violence and their families bearing the impacts of increased violence during the pandemic. The programs expedite teams to accompany and assist



individuals and families who survive community violence and COVID-19 exposures in accessing COVID testing, vaccinations, food, housing, physical, behavioral health, and other stabilizing supports.

Delegate agencies respond to incident notifications (of injury and/or homicide related) from police and alternate community sources to identify persons (youth and adults) and households impacted by serious injury from community violence. These agencies are close partners and co-responders with the Street Outreach delegates to support incident risks while also prioritizing victims. VS providers offer support in coping with emotional impacts of these traumatizing events, and practical assistance in navigating systems of care and accessing resources to reduce the onset of trauma, disruption, and the risk of retaliation.

Delegates also assist victims in applying for the victim's resources including the city's Emergency Supplemental Victims Fund (ESVF). Citywide providers will navigate ESVF applications for the families of youth homicide victims (24 years and younger), while community-based providers can respond to Chicago residents who sustain serious (usually gun-related) injuries in the most-impacted communities.

Key Partners

The Victim Support Program's partner providers include:

- Breakthrough Urban Ministries, Inc.
- Chicago Survivors, Inc.
- Institute for Nonviolence Chicago
- Together Chicago
- Metropolitan Family Services

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
This report analyzes how well Maryland's Criminal Injuries Compensation Board (CICB) policies and operational procedures serve victims' and survivors' financial needs.	Non-Experimental	Crime Victims Compensation in Maryland: Accomplishments and Strategies for the Future
The purpose of the study was to assess the efficiency and effectiveness of victim compensation and VOCA assistance programs at helping to deliver a seamless web of support to assist victims in their struggle to recover from the financial, emotional, physical, and psychological effects of criminal victimization.	Quasi-Experimental	The National Evaluation of State Victims of Crime Act Assistance and Compensation Programs: Trends and Strategies for the Future

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of people participating in summer youth employment programs	0
Treasury Required	Number of workers completing sectoral job training programs	0



Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Output	Number of applications initiated for victims of crime (State and ESVF)	406
Output	Number of completed responses for calls to support critical incidents in funded communities	1,033
Output	Number of persons newly enrolled in services (case management and outreach)	834
Output	Number of referrals for services*	2,085
Output	Number staff hired in victim advocacy and case management roles	15
Outcome	Number of applicants who received ESVF disbursements	228

**Services include: behavioral health/counseling, case management, crisis services, education, employment, food assistance, funeral, housing, identification support, insurance, legal assistance, medical, substance use, and other referrals*



● Youth Intervention Programs (504793)

Managing Department: Department of Family and Support Services
Total Project Budget: \$14,427,226.27
Project Term: 2022 – 2026
Expenditure Category: 1.11: Community Violence Interventions

Project Overview

Violence increased due to the pandemic and disproportionately impacted low-income communities. Exposure to violence can create serious short-term and long-term harmful effects to health and development, and repeated exposure to violence may be connected to negative health outcomes for youth. Addressing community violence as a public health issue may help prevent and even reduce additional harm to individuals, households, and communities. Because of the multifaceted nature of the harm, a holistic approach to violence prevention that involves evidence-based practices and wraparound services is required. The Youth Intervention Programs provide services to meet the needs of young people with violence involvement, both victims and perpetrators, who are underserved by existing City programs. Youth Intervention Programs include two program models:

- **Mentoring Program** allows delegate agencies to implement in-school and out-of-school mentoring programs citywide for youth ages 12 - 24 with complex needs who are at risk of not transitioning successfully into adulthood.
- **Year-Round Employment Program (YREP)** is a career transition program that provides training, work readiness skills, and access to paid employment opportunities for 900 young Chicagoans each year. This program supports participants in growing their employment skills and helps them identify permanent career paths, educational opportunities, and apprenticeship programs. By the end of the program, participants should have identified a career pathway, which can include military or post-secondary education/trade.

Methodology

Youth enrolled in the Mentoring program are provided with cohort-based, trauma-informed mentoring for 45 hours annually. The program prioritizes serving youth who identify with at least one underrepresented population: youth with a disability; youth who are English as a Second Language Learners (English Language Learners/English Learners); youth who are enrolled in Chicago Public Schools (CPS) Option schools; youth who are experiencing homelessness or are unstably housed; youth in the foster care system and/or transitioning out of care; youth who are pregnant and/or parenting; youth who are justice involved (e.g., parole, probation); Opportunity Youth (ages 16 - 24 who are out of school and not working), and youth exposed to violence or trauma (victim or perpetrator).

In the Year-Round Employment Program, two community-based organizations provide career exploration, service-learning opportunities, paid employment, and specialized training programs to participants. The program prioritizes serving youth who identify with at least one underrepresented population: youth with a disability; youth who are English as a Second Language Learners (English Language Learners/English Learners); youth who are enrolled in Chicago Public Schools (CPS) Level 2, Level 3, or Option schools; youth who are experiencing homelessness or are unstably housed; youth in the foster care system and/or transitioning out of care; youth who are justice involved (e.g., parole, probation); Opportunity Youth (ages 16-24 who are out of school and not working).

Key Partners



The Department of Family and Support Services (DFSS) collaborates with approximately three youth delegate agencies in the recruitment, hiring, enrollment, and placement of young people, for mentoring and year-round employment opportunities.

DFSS collaborates with the Praxis Institute to gather feedback from both youth participants and staff at the end of each year. One survey is distributed to Mentoring participants and two surveys are distributed to YREP participants. Data is then analyzed, shared, and presented to all delegates for further improvements and future planning.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
Study analyzing the One Summer Chicago+ (OSC+) program found that the main effect of the program was a 45 percent drop in violent crime arrests primarily in the first year after the program ended.	Quasi-Experimental	The Effects of Summer Jobs on Youth Violence
A meta-analysis measuring the effect of mentoring interventions on delinquency, aggression, substance use, and academic achievement resulted in significant positive effects. For each outcome of interest there was substantial variation in effect size with the average effect on decreasing delinquency being the largest.	Quasi-Experimental	Mentoring Programs to Affect Delinquency and Associated Outcomes of Youth At-Risk: A Comprehensive Meta-Analytic Review

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Percent of Year-Round SYEP participants that complete ≥95% of available program hours	90.86%
Output	Percent of Year-Round SYEP participants that identify with one or more of the target population groups	70.90%
Output	Percent of Mentoring participants that identify with one or more of the at-risk target population groups	92.19%
Output	Percent of Mentoring participants that attend 45 hours of group mentoring annually	42.63%
Outcome	Percent of Year-Round SYEP participants that demonstrate work readiness skills for continued employment	To be reported in future cycle



● Youth Intervention Programs – Service Coordination and Navigation (SCaN) (504894)

Managing Department: Department of Family and Support Services
Total Project Budget: \$5,100,000.00
Project Term: 2022 – 2026
Expenditure Category: 1.11: Community Violence Interventions

Project Overview

This project addresses community violence as a public health issue to help prevent and even reduce additional harm to individuals, households, and communities. During the COVID-19 pandemic, Chicago experienced a staggering increase in violence. According to the City of Chicago’s Violence Reduction [Dashboard](#), Chicago experienced a 55% increase in shootings and a 56% increase in homicides from 2019 to 2020. Violence continued to rise in 2021, with a 67% increase in shootings and 61% increase in homicides compared to 2019. While rates of shootings and homicides have decreased since 2021, they still remain above pre-pandemic levels. 2023 data indicates that shootings were still 12% higher– and homicides were still 24% higher– than in 2019.

The Service Coordination and Navigation (SCaN) program aims to reduce youth involvement in violence and improve youth wellbeing by providing youth who are at the highest risk of violence involvement with services, stability, and a network of community support to guide them towards a successful transition to adulthood. Program outcome goals include increasing youth self-efficacy; ensuring youth have a network of supportive, caring adults; and supporting youth in meeting their needs and goals to build stability in their lives (i.e., re-engaging and maintaining engagement in school or work, obtaining safe and stable housing, reducing justice involvement, and reducing incidences of violent victimization). The overarching goals of the program are to contribute to an overall reduction in youth violence involvement and violence at the community level. A new cohort of providers began services in March 2024 and will provide services through 2025.

Methodology

SCaN provides intensive community-based case management services to youth 14 - 24 years old who live in 36 target community areas with the highest levels of violent crimes and who are at the highest risk of exposure to violence, violent victimization, and active involvement in violence. Youth are connected to a Navigator who serves as an advocate and provides intensive individualized service coordination. Service coordination allows youth to have access to ancillary supports from programming that include emergency rental supports, transportation supports (CTA, Lyft, and Ubers) for meetings, court dates and appointments; food supports; assistance with enrollment in benefits programs; clothing and work supports (uniforms, boots, fees); funeral expenses and supports; school admission fees and fines; support for IDs and birth certificates; laptops and technology as needed for school or work.

Key Partners

The Department of Family and Support Services (DFSS) partners with the Chicago Department of Public Health, Chicago Public Schools, Chicago Police Department, Cook County Juvenile Probation Officers, and others to support the successful inclusion of the most at-risk youth via DFSS’s referral process. DFSS partners with four delegate agencies to implement programs and five additional partners that provide referrals for participants.

Use of Evidence

Evidence-based Determination: Strong evidence base



Description	Type of Evidence	Evidence Link
Study concluded that a community-based, mentor-implemented program with assault-injured youth presenting to the Emergency Department trended in the direction of decreased violence with reduced misdemeanors and increased self-efficacy.	Experimental	Effectiveness of a Mentor-Implemented Violence Prevention Intervention for Assault-Injured Youth Presenting to the Emergency Department: Results of a Randomized Trial
This report includes two case studies from different jurisdictions. The authors provide recommendations for those in the criminal justice field.	Non-Experimental	Community-Based Responses to Justice-Involved Young Adults

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Percent of youth connected to additional supportive services	45.30%
Output	Percent of youth that complete at least one of their goals	34.45%
Output	Average number of service connections for each youth with successful service connection	3.48
Outcome	Percent of youth that experienced an increase in personal agency/efficacy	64.60%



● Youth Justice Diversion Program (504794)

Managing Department: Department of Family and Support Services
 Total Project Budget: \$7,074,644.63
 Project Term: 2023 – 2026
 Expenditure Category: 1.11: Community Violence Interventions

Project Overview

Spurred by increased youth arrests for low-level offenses during the COVID-19 pandemic, the Youth Justice Diversion Program or Youth Intervention Pathways (YIP) program funds agencies to engage with youth 10 - 17 years old who have contact with law enforcement and are eligible for diversion and deflection under the law.

With the support of DFSS, awarded agencies facilitate services through comprehensive, hyper-local community networks, and encourage CPD citywide to refer youth to services in lieu of continued action through the legal system. In addition, awarded agencies provide restorative justice opportunities to increase accountability for youth and increase public safety. The long-term goal is to limit youth interaction with law enforcement, increase youth access to services, increase youth sense of accountability and safety, and decrease their likelihood of continuing criminal activity. Project outcomes are measured through youth surveys.

Methodology

This project funds agencies to deliver evidence-based community violence intervention programs by engaging with youth 10 - 17 years old that have had contact with law enforcement. Youth are referred to the program by the Chicago Police Department (CPD) and then assessed for risk, needs, and strengths. Youth are then matched with appropriate supervision and intervention strategies based on their levels of risk, need and motivation, and are offered up to 90 days (about three months) of coordinated community services.

Key Partners

The Department of Family and Support Services works closely with the current Juvenile Diversion Advisory Council, which is comprised of community stakeholders, advocates, youth providers, court system staff (probation, detention centers, judges, Public Defenders and State Attorney staff). Youth and families are given a survey to share their insights into the services and programming. Additionally, the program has partnered with six delegate agencies to coordinate services across Chicago.

Use of Evidence

Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
The results of this meta-analysis indicated that diversion is more effective in reducing recidivism than conventional judicial interventions. Moderator analysis revealed that both study- and program-level variables influenced program effectiveness. Of particular note was the relationship between program-level variables (e.g., referral level) and the risk level targeted by programs (e.g., low or medium/high). Further research is required exploring the role of risk level on youth diversion effectiveness.	Non-Experimental	The Effect of Youth Diversion Programs on Recidivism: A Meta-Analytic Review



Description	Type of Evidence	Evidence Link
The Adolescent Diversion Project leveraged a randomized control trial for two intervention types, one with diversion and community-based services, and one without. Recidivism rates among the three groups were 22% for youth who received services, 32% among those who didn't receive services, and 34% among those traditionally processed through the court system. The results highlight the importance of the family, community, and juvenile justice contexts and their reactions to juvenile delinquency.	Experimental	The Adolescent Diversion Project: 25 Years of Research on an Ecological Model of Intervention
This analysis of three randomized controlled trials finds suggestive support for the hypothesis that the programs work by helping youth slow down and reflect on whether their automatic thoughts and behaviors are well suited to the situation they are in, or whether the situation could be construed differently.	Experimental	Thinking, Fast and Slow? Some Field Experiments to Reduce Crime and Dropout in Chicago

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Percent of enrolled youth that develop a youth-driven service plan	100%
Output	Percent of enrolled youth that successfully complete their service plan within 90 days	84%
Output	Percent of referred youth are contacted in 48 hours	76.87%
Output	Percent of enrolled youth will have completed needs assessment	79.21%
Output	Percent of enrolled youth will be connected to additional supportive services lasting beyond YIP engagement	80.28%
Outcome	Percent of youth that are able to identify a positive adult/mentor beyond their service coordinator	82.35%
Outcome	Percent of youth that report feeling more knowledgeable about and confident accessing resources and services available in their community	76.47%
Outcome	Percent of youth will demonstrate increases in social emotional skills as measured on the assessment tool	41.18%
Outcome	Percent of youth will engage in and sustain education supports if identified in their assessment as a targeted goal	62.16%
Outcome	Percent of youth will engage in and sustain employment or employment supports if identified as a targeted goal	82.61%
Outcome	Percent of enrolled youth will report feeling more optimistic about their future	88.24%



MENTAL HEALTH & WELLNESS



● 211 System (504766)

Managing Department: Department of Family and Support Services
 Total Project Budget: \$7,249,636.89
 Project Term: 2023 – 2025
 Expenditure Category: 3.4: Public Sector Capacity: Effective Service Delivery

Project Overview

The COVID-19 pandemic worsened long-standing health, social, and economic inequities in Chicago. In response, the City stood up a multitude of new programs and services to respond to the negative impacts of the pandemic. To help residents navigate these services, the City launched a robust health and human services helpline, 211, which facilitates direct communication for Chicago residents seeking information and referrals. 211 is a free and confidential helpline that offers 24/7 access to trained, local specialists who connect callers to food, housing, utility assistance, access to health care, and other vital resources. This innovative platform enables individuals to connect via calls, texts, or web chats with live agents, streamlining access to essential resources. By providing a centralized hub for navigating the intricate landscape of social services, 211 alleviates the burden on residents to get the resources they need and empowers residents to swiftly access the support they require to address the multifaceted challenges stemming from the pandemic's socio-economic and health impacts.

Methodology

The 211 System responds to the difficulty of navigating a complex system of health and human service providers to access needed resources. The 211 System call line, text line, and web chat provide speedy, reliable, and easy-to-access health and human service provider information. The 211 System offers competitively procured services to ensure cost reasonableness and access for residents. The service is available to all Chicago and Cook County residents because of the widespread harm of the pandemic.

Eligibility for assistance through this helpline is universal, ensuring equitable access for all residents in need across Chicago. Progress and effectiveness are measured through data tracking, gauging the frequency and nature of inquiries, user satisfaction surveys, as well as the successful outcomes achieved through referrals made via the helpline.

Key Partners

The United Way of Metropolitan Chicago is the primary partner in managing the 211 System. In addition, Cook County is a key strategic and funding partner in this project. The Department of Family and Support Services also coordinates services with sister agencies, city departments, and the Advisory Council consisting of community leaders on the continued development and delivery of the 211 system.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
A randomized study of 2-1-1 program's outcomes demonstrates how it successfully facilitated service uptake through referrals.	Quasi-Experimental	Getting Help from 2-1-1: A Statewide Study of Referral Outcomes
This study explores the benefits that users receive from 2-1-1 referral services that are distinct from the actual social assistance provided by various service agencies; what policymakers should consider when funding and implementing 2-1-1 services; and the operational	Quasi-Experimental	2-1-1 Information Services: Outcomes Assessment, Benefit-Cost Analysis, and Policy Issues



Description	Type of Evidence	Evidence Link
structure and interagency relationships that can maximize the benefit of the referral service to both individuals and existing social service agencies.		

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of requests answered	48,133
Output	Number of website hits	29,704
Output	Number of agencies in 211 database	3,232
Output	Average speed to answer a call	0:23 seconds
Output	Average call abandonment rate	3.30%
Output	Average call contact	7:03 minutes
Output	Number of unique service resources in 211 database	16,429
Output	Number of callers reporting they have received services	45
Output	Number of callers receiving a follow-up call from a 211 Resource Navigator	2,367
Output	Total contacts from residents annually	25,151
Outcome	Percent of surveyed 211 users who express satisfaction in the services they received	89%



● 911 Alternative Response Program (CARE) (414-765)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$7,930,109.40
Project Term: 2023 – 2025
Expenditure Category: 1.14: Other Public Health Services

Project Overview

The Crisis Assistance Response and Engagement (CARE) Program improves the City's response to 911 calls involving behavioral health crises by deploying specialized behavioral health teams to respond to individuals experiencing mental health crises. These specialized teams offer crisis de-escalation, mental health assessments, non-emergent transports, and mental health and social service referrals for individuals in crisis and their families. The program intends to send appropriate resources to those experiencing behavioral health crises and divert individuals from emergency and criminal justice systems to health and social services. Program progress is monitored through the number of 911 calls diverted to CARE and follow-up attempts. The program addresses the COVID-19 pandemic exacerbated mental health challenges of individuals, especially vulnerable populations who have behavioral health conditions unmet by existing systems.

Program goals include:

1. Improve outcomes for individuals experiencing a behavioral health crisis who require City services by providing a professional health response to facilitate safe de-escalation, assessment of needs, and implementation of a crisis care plan.
2. Divert individuals with mental health and substance use disorders away from the criminal court and emergency medical systems and into appropriate healthcare-based support services.
3. Expand the City's current strategies for responding to individuals in crisis by ensuring a coordinated and comprehensive crisis response to service calls identified as having a behavioral health component of varying levels of complexity and risk.
4. Close the gaps in unmet mental healthcare needs through unarmed alternative crisis response.

This Program dispatches alternate response teams to 911 calls (Monday - Friday 10:30 A.M. - 4 P.M.) with a mental health component in four pilot areas, to ensure that behavioral health crises are met with a health response that prevents future crises. When the CARE Team responds to an individual in crisis they offer de-escalation, mental health assessment, referrals to community services, and transport to community-based destinations as appropriate.

Project Milestones Include:

1. Geographical program expansion to additional districts by 2025.
2. Expand hours of operation and days per week by the end of 2025.
3. Create and hire an Associate Mental Health Crisis Clinician role in 2024 to bolster clinician numbers.
4. Hire enough additional crisis clinicians to fully staff existing teams in 2024 and expand the number of teams for additional districts and hours of operation in 2025.
5. Create and hire new EMT and EMS Supervisor positions in 2024.
6. Hire enough EMTs to take over existing Paramedic duties by the end of 2024 and maintain a 1:1 ratio of EMTs to clinicians moving forward in 2025 and beyond.
7. Create and hire Community Intervention Specialist roles to serve as case managers in 2024 for follow-up and continuum of care following a crisis incident.
8. Consolidate operations to a centralized HQ in a CDPH building by end of 2024.
9. Set up Behavioral Health dispatching in 2025.



10. Identify appropriate call types in conjunction with CESSA legislation/988 risk matrix (2025).

Methodology

Individuals and their families and/or households that call 911 for a mental health crisis directly benefit from the CARE pilot program. These individuals will receive a healthcare-based response in the form of alternate response teams that can de-escalate situations and connect individuals and their families to ongoing care and support in the community. For the connection to occur, CARE staff complete a mini biopsychosocial assessment along with a needs assessment to determine the client's level of care and social and emotional needs. Referrals to alternate services are given based on the outcome of these assessments to meet the behavioral and medical needs of individuals. The CARE Program works extensively with the families of people in mental health crisis to provide them with support on-scene and through follow-up encounters to help them provide appropriate support to their loved ones.

The CARE program is especially important due to the behavioral health crisis that coincided with the pandemic and resulting use of 911 services to respond to acute mental health crises. CARE aims to ensure that mental health crises receive an evidence-based behavioral health response that prevents future interactions with law enforcement and emergency medical services, particularly for the high proportion of people experiencing homelessness or unstable housing who may have unmet medical and social needs.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
The study presents evidence on the impact of an innovative “community response” pilot in Denver that directed targeted emergency calls to health care responders instead of the police. Presents evidence on the impact of an innovative “community response” pilot in Denver that directed targeted emergency calls to health care responders instead of the police.	Quasi-Experimental	A Community Response Approach to Mental Health and Substance Abuse Crises Reduced Crime

Performance Metrics

Metric Type	Metric	Data Actual
Output	Percent of mental health calls diverted from other resources to CARE	13%
Output	Count of total emergency responses conducted	1,453
Output	Count of post-emergency follow-up mental health service attempts conducted	998
Output	Percent of calls resulting in an individual receiving CARE services in community (no transport)	26%
Output	Percent of calls resulting in an individual receiving CARE services and transport by CARE team	17%
Output	Percent of calls resulting in an individual receiving CARE services and transport/transfer to other emergency services	11%
Output	Percent of calls resulting in an individual who refused CARE assessment	9%
Output	Percent of calls that were resolved by another unit before CARE team arrived	8%
Output	Number of individuals receiving follow-up/outreach health and social services	998



Metric Type	Metric	Data Actual
Outcome	Improvements in distress for individuals in acute behavioral health crisis (SUD score)	To be reported in future cycle
Outcome	Clinician safety survey rating	To be reported in future cycle
Outcome	Client satisfaction survey rating given at the time of follow-up	To be reported in future cycle
Output	Number of calls diverted to 988	To be reported in future cycle



● Community Resource Navigators (414766)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$9,541,896.19
Project Term: 2022 – 2026
Expenditure Category: 2.19: Social Determinants of Health: Community Health Workers or Benefits Navigators

Project Overview

The Chicago Department of Public Health’s (CDPH) Community Resource Navigators program connects residents on the South and West sides of Chicago to social services and disseminates healthcare information to the community with the goal of improving residents’ overall health. Community health workers are hired from neighborhoods affected by COVID-19, violence, and economic hardships to be trained for public health outreach, education, and resource navigation. This team of community health workers leverages the expertise and network CDPH and its partners built for the COVID-19 emergency response, such as the Community Health Response Corps, to focus on promoting overall health resilience and well-being. The Response Corps expanded its scope to address chronic diseases to help residents access reliable information and recovery support: e.g., economic and social programs and services and specific health resources.

Project Milestones include:

- The development of the new Community Health Response Corps which included the selection and staffing of resource navigators (community health workers) at selected community-based organizations. (Q4 2022)
- Onboard and train 10 community-based organizations to perform response corps activities. (Q4 2022)
- Plan and coordinate a summit highlighting program activities and community health worker’s impact on public health initiatives. (Q1 2024)

Methodology

This program identified a gap in health and social services worsened by the COVID-19 pandemic, particularly its impact on people with underlying chronic diseases. The [Healthy Chicago 2025](#) report indicated an 8.8-year life-expectancy gap between a White Chicagoan and a Black Chicagoan. Chronic disease was the largest contributor to this gap, accounting for 4.3 years of the gap.

The program conducts direct outreach and provides services with direct outreach within these communities with canvassing, events, and other hyper local engagements. In addition, the program has an inbound and outbound call center that provides referrals to services residents are requesting. Residents receive tailored navigation to services and education about why services matter. In recognition of the health disparities that existed before the pandemic and continue to exist today, the Response Corps serves to close this racial life expectancy gap.

Key Partners

The Chicago Department of Public Health is leveraging the knowledge and experience of Chicago-Cook Workforce Partnership to administer this program.

Use of Evidence

Evidence-based Determination: Moderate evidence base



Description	Type of Evidence	Evidence Link
We performed a systematic review to synthesize evidence concerning the types of community-based health workers (CBHW) interventions, the qualification, and characteristics of CBHWs, and patient outcomes and cost-effectiveness of such interventions in vulnerable populations with chronic, noncommunicable conditions. Interventions by CBHWs appear to be effective when compared with alternatives and also cost-effective for certain health conditions, particularly when partnering with low-income, underserved, and racial and ethnic minority communities.	Non-Experimental	Effects of Community Based Health Worker Interventions to improve Chronic Disease Management and Care Among Vulnerable Populations: A Systematic Review
This review article examines studies of the effectiveness of community health workers in improving outcomes for communities with high levels of hypertension. Authors find that the majority of studies demonstrate improvements in hypertension control as a result of community health worker interventions.	Non-Experimental	Effectiveness of Community Health Workers in the Care of People with Hypertension

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of funded CBOs	10
Output	Number of residents who received services via call center	4,624
Output	Number of Response Corp Members / Community Resource Navigators	89
Outcome	Number of referrals made to resources (disaggregated by resource type)	687
Outcome	Number of residents engaged at events	165,304
Outcome	Number of events (in-person engagement; canvassing, community event CBO event, city organized)	2,554



● COVID-19 Emergency Response (21A004)

Managing Department:	Office of Budget and Management, Department of Assets, Information and Services, City Council
Total Project Budget:	\$468,537.44
Project Term:	2021 – 2023
Expenditure Category:	1.14: Other Public Health Services

Project Overview

The goal of the program was for the entire City's residents to have access to PPE and virtual information sessions about how to stop the spread of the virus. Funds were also directed to clean public places. This program used ward offices to coordinate the delivery of PPE to prevent the spread of the virus. The goal of the program was to provide community members with information and resources to protect themselves from COVID-19 and support residents throughout the public health emergency. Because the people being served were members of the general public and health information is private, the program did not measure how impactful the dissemination of information and PPE was.

This program handled costs related to COVID-19 mitigation and prevention, such as PPE, disinfection, and other protective measures. Each Alderman was given a budget to spend on virtual events, PPE, and mass communications, to be used based on their community's needs. They ordered supplies to be approved and reimbursed through the COVID-19 Emergency Response funds, which they then distributed using their ward office, email lists, constituent addresses, and social media.

Program milestones are included below:

- March 2021 - Launched the PPE program, begin virtual programming/townhalls.
- March 2022 - Supported the expanded public space cleanings conducted via DTI.
- July 2022 - Concluded expanded cleanings to public spaces.
- February 2023 - Placed final orders for PPE programs.
- May 2023 - Processed final invoices for program closeout.

Methodology

The COVID-19 Emergency Response program responded to public health harms, specifically lack of access by the general public to PPE, local healthcare communications, and information about COVID-19 vaccine access.

This program addressed costs related to COVID-19 mitigation and prevention, such as PPE, disinfection, and other protective measures. Additionally, the program responded to public health harms, specifically lack of access by the general public to PPE, local healthcare communications, and information about COVID-19 vaccine access. This program was intended to serve all residents of Chicago. PPE & information were distributed via aldermanic offices, who organized supply orders and distributed them. They also oversaw organizing panels with trusted experts.

Key Partners

While this program was administered through the Office of Budget and Management, a majority of the activities were conducted through City Council, building on their relationship with community organizations and leaders to garner engagement from the public.

Use of Evidence

Evidence-based Determination: Strong evidence base



Description	Type of Evidence	Evidence Link
Medically significant illness, death, and health care system strain can be reduced through vaccination and therapeutics to prevent severe illness, complemented by use of multiple prevention methods to reduce exposure risk and an emphasis on protecting persons at high risk for severe illness.	Non-Experimental	Summary of Guidance for Minimizing the Impact of COVID-19 on Individual Persons, Communities, and Health Care Systems
Public health interventions and non-pharmaceutical measurements were effective in decreasing the transmission of COVID-19. The included studies showed that travel restrictions, borders measures, quarantine of travelers arriving from affected countries, city lockdown, restrictions of mass gathering, isolation and quarantine of confirmed cases and close contacts, social distancing measures, compulsory mask wearing, contact tracing and testing, school closures and personal protective equipment use among health workers were effective in mitigating the spread of COVID-19.	Non-Experimental	Effective Public Health Measures to Mitigate the Spread of COVID-19: A Systematic Review
This science brief from the CDC describes well-designed experimental studies demonstrating the effectiveness of mask-wearing to prevent spread of COVID-19 and other respiratory illnesses.	Experimental	Science Brief: Community Use of Masks to Control the Spread of SARS-CoV-2



● COVID-19 Vaccinations (414882)

Managing Department: Chicago Department of Public Health
 Total Project Budget: \$995,000.00
 Project Term: 2023-2024
 Expenditure Category: 1.1: COVID-19 Vaccination

Project Overview

The COVID-19 Vaccination Program provides COVID-19 vaccines to everyone aged six months and older in Chicago, regardless of insurance status or residency, especially those experiencing homelessness and at increased risk of infection. The program improves the COVID-19 vaccination rate in Chicago, promoting public health and mitigating the health impact of the COVID-19 pandemic.

This program fills a critical gap by providing COVID-19 vaccines at no cost to all individuals in Chicago, especially since vaccines are now on the commercial market and no longer free for all. ARPA funding will be used to purchase vaccines for people that attend CDPH led vaccination events. Additionally, the program will aim to protect vulnerable populations via vaccination events for under or uninsured persons, such as those experiencing homelessness, and homebound Chicagoans.

Methodology

The COVID-19 Vaccination program aims to serve everyone in Chicago aged six months and older. Regardless of insurance status, all individuals are eligible for vaccination to best mitigate the harms of severe COVID-19 infection, hospitalization, and death.

Each beneficiary will receive the appropriate number of updated 2023 - 2024 COVID-19 vaccine doses they are eligible for. In most cases, this means one dose, unless the individual is immunocompromised, elderly, or under the age of five.

Key Partners

The program coordinates vaccine event planning with several key partners, with the goal of reaching every community area. These partners include:

- City Council
- Department of Family and Support Services - Senior Centers
- Chicago Fire Department
- Chicago Police Department
- Faith-Based leaders
- City Colleges of Chicago
- Jewel-Osco
- Walgreens
- Chicago Cook Workforce Partnership
- EverThrive Illinois

Use of Evidence

Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
There are currently eight vaccines against SARS-CoV-2 that have received Emergency Use Authorization by the WHO that can offer some protection to the world's population during the COVID-19 pandemic. Though	Non-Experimental	Safety & Effectiveness of COVID-19 Vaccines: A Narrative Review



Description	Type of Evidence	Evidence Link
<p>research is being published all over the world, public health officials, policymakers and governments are collecting evidence-based information to establish the public health policies. Unfortunately, continued international travel, violations of lockdowns and social distancing, the lack of mask use, the emergence of mutant strains of the virus and lower adherence by a sector of the global population that remains skeptical of the protection offered by vaccines, or about any risks associated with vaccines, hamper these efforts. Here, we examine the literature on the efficacy and safety of COVID-19 vaccines, with an emphasis on select categories of individuals and against new SARS-CoV-2 strains. The literature shows that these eight vaccines are highly effective in protecting the population from severe disease and death, but there are some issues concerning safety and adverse effects. Further, booster shots and variant-specific vaccines would also be required.</p>		
<p>With the surge of new SARS-CoV-2 variants, countries have begun offering COVID-19 vaccine booster doses to high-risk groups and, more recently, to the adult population in general. However, uncertainty remains over how long primary vaccination series remain effective, the ideal timing for booster doses, and the safety of heterologous booster regimens. We aimed to investigate COVID-19 primary vaccine series effectiveness and its waning, and the safety and effectiveness of booster doses, in a UK community setting.</p>	Quasi-Experimental	COVID-19 Vaccine Waning and Effectiveness and Side-Effects of Boosters: A Prospective Community Study
<p>This article critically evaluates the randomized controlled trials conducted on the Pfizer and Moderna vaccines and concludes that both trials were conducted safely and according to standard research protocols. This analysis bolsters the results of the trials, which show that both vaccines are safe for recipients and highly effective at preventing and/or reducing severe symptoms of COVID-19.</p>	Experimental	Methodological Analysis: Randomized Controlled Trials from Pfizer and Moderna COVID-19 Vaccines

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of doses administered with ARPA funds	7,500



● EJ Seed Grants (414897)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$1,051,345.00
Project Term: 2023 – 2026
Expenditure Category: 6.1: Provision of Government Services

Project Overview

The EJ Seed Grants Program provides funding support for community-based organizations (CBOs) in Chicago's Environmental Justice communities, disproportionately affected by poor air quality, to serve on the Chicago Air Monitoring Network Community Governance Board. The Governance Board, together with the City of Chicago, will co-design, implement, and jointly manage City-owned air sensors in the air monitoring network planning and implementation that has been outlined in the City's Cumulative Impact Assessment's Environmental Justice Action Plan.

Project Milestones include:

- Collaborate with Healthy Chicago Equity Zones (HCEZ) to develop a kickoff meeting with delegate agencies. (Q3 2024)
- Execute partnerships with community-based organization delegate agencies to accomplish program goals. (Q3 2024)
- Establish a community governance board for Chicago's air monitoring network. (Q4 2024)

Methodology

This program serves all City of Chicago residents, with a focus on those who live in communities with greater environmental, health and social stressors that exacerbated COVID-19 and other respiratory virus effects in residents. EJ Seed Grants for an Air Monitoring Governance Board will help communities and CDPH better understand and address community exposure to air pollution harms and risks. The program will provide a community-driven Governance Board and an air data comprehension component that will serve as an oversight of the City's community air monitoring network. The Governance Board aims to serve as a collaborative structure for HCEZ's regional and community partners and the City of Chicago to co-design for a robust citywide network of community air sensors and with a focus and super-saturation in communities that are most burdened by and are vulnerable to air pollution. Creation of a Governance Board will ensure that the expansion of the citywide air monitoring network is conducted in a way that reflects community goals and the lived experience of people most affected by poor air quality as well as educating the public and ensuring it's sustainability. A comprehensive network of community air sensors will have a variety of applications, including efforts to:

- Determine 'hot spots' for future regulatory monitor placement, public education, outreach, and advocacy efforts;
- Assess cumulative impact of air pollutants in a citywide analysis;
- Improve the prioritization and allocation of inspections and enforcement activities;
- Develop new policies and evaluate the effectiveness of existing policies to improve air quality;
- Create models to predict emission sources and facilitate response to resident inquiries; and
- Validate/calibrate air quality sensor and modeling data.

Key Partners

The EJ Seed Grants program has designated six delegate agencies to assist with program implementation.



Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of individual grants disbursed	To be reported in future reporting cycle
Output	Total dollar amounts of grants disbursed	To be reported in future reporting cycle



● Environmental Hazard Reduction Program (414772)

Managing Department: Chicago Department of Public Health
 Total Project Budget: \$2,076,776.26
 Project Term: 2022 – 2024
 Expenditure Category: 6.1: Provision of Government Services

Project Overview

The City of Chicago and Chicago Department of Public Health (CDPH) are committed to promoting environmental justice (EJ), particularly for communities that experience the greatest environmental, health, and social stressors, as defined by the City's Cumulative Impact Assessment. The Environmental Hazard Reduction Program aims to create more capacity for engaging the community regarding environmental concerns, enforcing laws, and better understanding environmental pollutants to develop new policies and procedures that ensure the long-term health and safety of Chicago residents.

Project Milestones include:

- Hiring and onboarding additional personnel in the Office of Environmental Permitting and Inspection. (2024)
- Relaunch CDPH Environmental website, set public engagement guidelines and create an email-based notification system. (2022)
- Produce and publish information materials surrounding environmental issues in Chicago. (2022)

Methodology

This project builds on previous work and current capacities, utilizing evidence-based practices and best practices to serve all City of Chicago residents, especially residents that are facing elevated environmental risks. CDPH inspectors are continuing their inspections and enforcement in the field addressing complaints, concerns, and permit requests. The program also leverages its website and alerts to improve awareness of environmental hazards. The website presents general information on CDPH's Environmental Permitting and Inspections operations, updates on environmental matters and opportunities for public engagement. Alerts are sent out regarding environmental matters.

Key Partners

The Chicago Department of Public Health is working with Jasculca Terman Strategic Communications to increase CDPH's public information materials around environmental issues. In addition, CDPH has leveraged the firm AgileOne to support hiring of key environmental and public health personnel.

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of Environmental News Alerts sent to the public	63
Outcome	Average response time to complaints received via 311	0.61 days
Outcome	Number of registrations for Environmental Alerts email list	310
Output	Number of Outreach Engagements for Environmental Projects	37
Output	Number of Inspections by location	To be reported in future reporting cycle
Outcome	Number of violations by location	To be reported in future reporting cycle



● Family Connects Program (414775)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$24,297,288.00
Project Term: 2022 – 2026
Expenditure Category: 2.12: Healthy Childhood Environments: Home Visiting

Project Overview

Family Connects is an evidence-based universal home visiting service for families with newborns. A registered nurse schedules an in-home or virtual visit within weeks of delivery to assess the health of the newborn and birthing person and identify the family's needs for support. During the visit, the nurse conducts a physical assessment, provides education, identifies risks and needed services, and connects the family to community resources to address the identified needs. This universal approach can provide better reach to populations not connected to services. As part of [Healthy Chicago 2025](#) (Chicago's five-year community health improvement plan that focuses on racial and health equity to meet our goal of reducing the Black-White life expectancy gap), Family Connects was started as a pilot program in 2019 to address infant mortality, one of the top five drivers of this life expectancy gap. As part of the City's Road to Recovery Plan, the Family Connects program was selected as an initiative to be scaled citywide. Aside from being in line with the continued work of the Healthy Chicago 2025 initiative, this expansion directly speaks to the documented negative impacts of the public health emergency generated by the COVID-19 pandemic on maternal and perinatal health, both in terms of the direct impact of severity of symptoms for pregnant individuals who contract COVID-19 as well as indirect impacts due to changes in the healthcare and economic systems.

Project Milestones Include:

1. Expansion of the program to all 14 birthing hospitals. Each hospital will have a team of nurses providing home visits within two to five weeks post-partum to Chicago families delivering at the hospital.
2. Expansion of the regional system of community alignment to all six regions in Chicago. Delegate agencies selected will organize and lead regional community alignment boards consisting of community members and health and social service providers. The boards, using data from the home visits about the needs of families with newborns in their regions, will identify and coordinate resources to meet those needs.

Methodology

The program operates through three core components: community alignment, nurse home visiting, and data monitoring. Program staff collaborate with community agencies to support all families during the birthing process and facilitate equitable access to community resources. Registered nurses reach out to families giving birth within a participating birthing hospital. They conduct health assessments for both the mother and the infant, identify specific needs of each family, and connect them with appropriate community resources. Visits conducted by registered nurses are documented in the family's medical record, ensuring comprehensive and quality assurance measures. During these home visits, nurses inquire about social determinants of health, including but not limited to issues such as food insecurity, healthcare access, and housing. If a family expresses a need or would benefit from accessing services, the nurses utilize a resource finder that contains a comprehensive list of organizations offering support to families in Chicago. Working closely with the family, nurses identify accessible organizations and facilitate connections to ensure the family receives the necessary services based on the needs identified during the visit. The Family Connects model relies heavily on community alignment to function optimally. Community alignment is the process whereby local knowledge and expertise feeds into the universal referral system and increased



coordination of resources is achieved. The community alignment functions include enhancing access to services for needs identified during home visits, improving family connections with providers, identifying system-level issues, and elevating policy issues. Chicago has adapted the model to address the city’s scale and diversity of communities by organizing the city into six regions, each of which has a unique community alignment board. These boards consist of health and social service providers, early childhood care providers, individual community members, advocates, and other maternal child health stakeholders. Their role is to interpret the data from the home visits about the needs of families in their communities, identify community resources and services to meet those needs, inform the program about ways to improve reach of the service, and advocate for resources to address gaps.

By assessing families' needs and connecting them with appropriate resources, Family Connects Chicago aims to navigate the complex healthcare system and facilitate access to vital resources such as healthcare connections, housing, and food assistance. This comprehensive approach helps families navigate these complex systems and ensures that they receive the support and assistance they require.

Key Partners

The Chicago Department of Public Health engages several key partners including Family Connects International, a Citywide Advisory Council (comprised of public agency partners, City departments, and others), Healthcare Provider Council, Regional Community Alignment Boards (CABs), the Illinois Department of Public Health and the Illinois Department of Human Services.

Delegate agencies engaged to provide services using ARPA funds include:

- EverThrive Illinois
- Mount Sinai Hospital
- Rush University Medical Center
- St. Anthony Hospital
- Swedish Covenant Health
- University of Chicago Medical Center
- Metropolitan Family Services
- Sinai Community Health Institute
- Sinai Health Systems

Delegate agencies engage to provide service using other funds:

- Ascension St. Mary’s Hospital, Resurrection Medical, and St. Joseph Hospital
- Humboldt Park Health
- Stroger Hospital
- Advocate Trinity Hospital and Illinois Masonic

Use of Evidence

Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
<p>This study tested program effectiveness of the Durham Connects program.</p> <p>Relevant findings include reducing infant emergency medical care between birth and age 12 months.</p>	<p>Experimental</p>	<p>Randomized Controlled Trial of Universal Postnatal Nurse Home Visiting: Impact on Emergency Care</p>



Description	Type of Evidence	Evidence Link
<p>The objective of this study is to test the implementation and impact of the Family Connects (FC) program when administered by a community agency.</p> <p>The primary outcome was child protective services investigations for maltreatment. Secondary outcomes were the number of sustained community connections, maternal mental health, parenting behavior, infant well-child care visits, and maternal postpartum care compliance, and emergency health care utilization.</p>	Experimental	Effect of a Community Agency-Administered Nurse Home Visitation Program on Program Use and Maternal and Infant Health Outcomes: A Randomized Clinical Trial

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of families served by home visiting	4,354
Output	Number of families receiving at least one referral	3,319
Outcome	Percent of eligible families completing home visit	39%
Outcome	Referral connection rate	75%
Outcome	Visit satisfaction rate	98%
Outcome	Number of birthing hospitals providing FCC services through expansion	10
Treasury Required	Number of children served by childcare and early learning services (pre-school/pre-K/ages 3-5)	0
Output	Number of eligible families identified to receive a home visit	10,298



● Good Food Fund/Incubator (704776)

Managing Department: Department of Business Affairs and Consumer Protection
 Total Project Budget: \$9,561,949.00
 Project Term: 2023 - 2024
 Expenditure Category: 6.1: Provision of Government Services

Project Overview

This program will support small businesses that produce, convert, and deliver food, which were adversely impacted by COVID-19, by providing those small businesses with capital and technical assistance to start or expand their business. The intended outcomes of this program are to for Chicagoans to have increased access to culturally relevant and nourishing food on the South and West sides; increased business ownership and jobs in the food industry; stronger and more sustainable local food economies; increased local sourcing and supply of locally grown and regionally produced foods; and catalyze additional investment from private and philanthropic sector.

Program goals are achieved by:

- Creating an equitable Good Food Fund application in March 2024
- Selecting 50 to 100 Good Food Fund awardees by December 2024
- First round of grants disbursed in June 2024
- Second round of grants disbursed in November 2024
- Conducting over 60 workshops
- Creating shared kitchen opportunities
- Launching 50 to 65 new food businesses
- Providing over 2000 hours of 1:1 Coaching
- Creating over 90 jobs

Methodology

This Good Food Fund will provide capital grants for food businesses that produce, convert, and deliver food. Grants will range from \$10,000 up to \$100,000 and will be distributed by delegate agency partners to eligible businesses. As part of this project, the Early-Stage Food Incubator Program will award four to six delegate agencies to design custom programs that offer a range of technical assistance and capacity building support, from the use of physical space for one-on-one support and mentorship programs.

Key Partners

The program is partnering with eight delegate agencies to administer programming, including Allies For Community Business, BUILD Incorporated, Chicago's Sunshine Enterprise, Dish Roulette Kitchen, E.G. Woode, Good Food Catalyst (formerly FamilyFarmed Org), Food Hero, and the Greater Chatham Initiative.

Performance Metrics

Metric Type	Metric	Data Actual
Output	Total number of businesses to receive technical support	370
Output	Total number of new businesses launched	0
Output	Total number of professional coaching activities completed	183
Output	Total number of training workshops provided to food entrepreneurs	0
Output	Total number of jobs generated	0
Output	Amount of grants disbursed to food businesses	\$2,385,099



Metric Type	Metric	Data Actual
Output	Amount of low-interest loans secured by food businesses participating in the program from nonprofit lenders	\$278,000



● Mental Health Equity Initiative (414780)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$19,811,922.00
Project Term: 2022 – 2025
Expenditure Category: 1.12: Mental Health Services

Project Overview

The Mental Health Equity Initiative (MHEI) in Chicago aims to enhance access to mental health services to Chicago residents, particularly populations disproportionately impacted by the COVID-19 pandemic, systemic racism, and disinvestment in communities of color. The initiative expands the number of Trauma-Informed Centers of Care (TICC) established to serve all 77 Chicago community areas. Each TICC provides free and accessible crisis intervention, behavioral health, psychiatric, and social services. The program addresses the COVID-19 exacerbated mental health challenges of individuals, especially vulnerable populations who have behavioral health conditions unmet by existing systems. The program monitors the number of individuals served and the expansion of service types to track progress.

This program is administered through contracts with community mental health providers to provide mental health services to residents impacted by the COVID-19 pandemic. The MHEI provides the following services: Behavioral health counseling, Outpatient Psychotherapy, Psychiatric Evaluation, Psychiatric Medication Monitoring, Psychiatric Testing, Mental Health Intensive Outpatient, Mobile Behavioral Health Services, Peer Services, and Community Health Worker Services.

Since 2022, the Chicago Department of Public Health (CDPH) increased its number of partner organizations to expand program coverage to all 77 Chicago community areas. Additionally, CDPH supported projects that increased capacity within organizations to deliver specialized mental health services to children, youth, and young adults, older adults, individuals with intellectual disabilities, non-native English-speaking individuals, immigrant and refugee populations, survivors of Gender-Based Violence, and LGBTQIA+ Individuals.

CDPH's MHEI continues to evolve and support Chicago's needs, including utilizing funds to support service expansion and co-location in Chicago's New Arrival shelters to ensure that asylum seekers have access to mental health services during their resettlement process. TICC providers have designed expansion to integrate more bilingual mental health professionals to allow mental health services to be accessible to asylum seekers.

Methodology

The mental health impacts of the pandemic are well-documented, and the SLFRF 2022 Final Rule as issued by the Treasury recognizes that the pandemic has broadly impacted behavioral health and recipients, and a number of enumerated eligible uses are indicated in guidance to support the general public in response. Mental health access was strained during the pandemic, with increased rates of mental health incidences for City of Chicago residents.

This program provides services to beneficiaries that have experienced disproportionate increases in mental health challenges during the pandemic, especially:

- Children, Adolescents, and Young Adults (ages 0 - 24)
- Older Adults (ages 60+)
- Non-Native English-Speaking Individuals, Immigrants, and Refugees
- Individuals with Intellectual and Developmental Disabilities
- Individuals who identify as LGBTQIA+



- Survivors of Gender-Based Violence

Investing in mental health services has a direct and widespread impact on the well-being of both individuals and the broader community. By implementing enhanced public health measures to specifically target mental health issues, MHEI aims to make a significant reduction in the overall burden of illness within the population. This, in turn, will not only foster improved public health but also play a pivotal role in promoting economic development and fostering health equity across diverse demographics. The benefits of these investments will therefore be distributed widely, positively influencing both individual lives and the collective health and prosperity of the community.

Key Partners

The Chicago Department of Public Health is partnering with the following mental health providers to deliver services:

- Access Community Health Network
- Ada S. McKinley Community Services, Inc
- Asian Human Service Family Health Center
- Trellus
- Board Of Trustees of The University of Illinois: UIC Miles Square
- Carolina Therapeutic Services, Inc
- Chicago Family Health
- Chinese American Service League, Inc
- Envision Unlimited
- Erie Neighborhood House
- Esperanza Health Center
- Friend Family Health Center
- Gads Hill Center
- Habilitative Systems, Inc. (HSI)
- Infant Welfare Society of Chicago
- Inner-City Muslim Action
- Lutheran Social Services of Illinois
- Metropolitan Family Service
- Nourishing Hope
- Pilsen-Little Village Community Mental Health Center
- Saint Anthony Hospital

Use of Evidence

Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
<p>Study examining New York City’s C2C care network intervention, which provides screening and service for mental health.</p> <p>New York City’s C2C care network experienced 1. an increased identification of mental health issues, 2. reduced barriers to mental health services, 3. increased referrals to mental health services, and 4. improved knowledge, attitudes, and behaviors toward mental health among CBO staff. Additionally, C2C has demonstrated an increase in system capacity through the first phase of TICC.</p>	<p>Experimental</p>	<p>Mental Health Task-Shifting in Community-Based Organizations: Implementation, Impact, and Cost-Evaluation of the Connections to Care Program</p>



Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of unduplicated individuals who receive mental health services	28,888
Output	Number of unduplicated youth who receive mental health services (ages 0 - 17)	8,835
Output	Number of unduplicated young adults who receive mental health services (ages 18 - 24)	1,963
Output	Number of unduplicated adults who receive mental health services (ages 25+)	18,090
Output	Number of Trauma-Informed Centers of Care funded	21
Outcome	Number of service units provided to individuals	90,992



HOUSING & HOMELESSNESS SUPPORTS



● Community Wealth Building: Housing (544770)

Managing Department: Department of Planning and Development
Total Program Budget: \$2,500,000.00
Program Term: 2023 – 2024
Expenditure Category: 2.18: Housing Support: Other Housing Assistance

Program Overview

Community Wealth Building (CWB) is an approach to economic development that promotes the local democratic and shared-ownership control of community assets. CWB exclusively focuses on shared-equity models, giving historically disinvested communities more accessible and sustainable pathways to building wealth by sharing in the purchase and ownership of businesses, housing, and land. Examples of CWB models include worker cooperatives, limited-equity housing cooperatives, community land trusts, and community investment vehicles in commercial real estate. The program has two major components:

1. Ecosystem development which provides free, highly specialized services such as legal, financial, business development, and community education to CWB models; and
2. Pre-development grants across Chicago, with a focus on CWB projects on the South and West sides.

Community Wealth Building: Housing supports the development of equitable housing that was disproportionately impacted by the pandemic to help local communities invest in themselves. This program directly addresses harm by funding a more accessible and sustainable pathway for eligible individuals and organizations to build their wealth.

All delegate agencies (Phase 1) have received their executed contracts and have been providing workshops, one-on-one consultations, and support to cooperative housing projects in all 77 community areas of Chicago. This phase is halfway complete. For the pre-development phase (Phase 2) the City awarded pre-development grants to recipients in May 2023.

Methodology

The COVID-19 pandemic has exacerbated many previously existing economic disparities in Chicago, making it increasingly difficult for many individuals in disproportionately impacted areas to recover. The pandemic has exposed how a lack of wealth, primarily in the form of stable asset-ownership, can lead to heightened economic insecurity and instability.

This program serves limited-equity housing cooperatives and community land trusts affected by the economic impact of COVID-19 pandemic in disproportionately impacted areas such as Qualified Census Tracts (QCTs) and low-income communities.

In Phase 1, three delegate agencies provide services to beneficiaries and CWB-modeled entities across Chicago. Services consist of legal advice, financial consulting, business development, assets and operation management, and research. In Phase 2, 11 grantees receive direct grants and, if needed, technical services from the Phase 1 providers, to help support project development.

Key Partner

The Department of Planning and Development has leveraged the Mayor's Office, the Office of Equity & Racial Justice, and the Community Wealth Building Advisory Council to design this program. The Council engages 20 community leaders, who were an integral part of the program design and implementation. The program is working with three delegate agencies including The Resurrection Project, Chicago Community Loan Fund, and Urban Homesteading Assistance, Inc.



Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
Shared equity homeownership programs facilitate broader access to affordable, low-risk homeownership opportunities for low-income families.	Quasi-Experimental	Shared Equity Models Offer Sustainable Homeownership
There is momentum for new and creative mechanisms to expand community ownership, enable community-led investment decisions, and generate revenues from community-based assets that can further local ownership and both individual and community wealth building.	Non-Experimental	Community Wealth-Building Models: Opportunities to Bolster Local Ownership

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of affordable housing units preserved or developed	9
Output	Number of City of Chicago monthly Community WEB grantee meetings attended by delegate agency	8
Output	Number of curriculum materials created (e.g., workshop presentations; videos; legal documents etc.)	39
Output	Number of one-on-one consulting services provided	66
Output	Number of group workshops provided (e.g., convenings, workshops, events, etc.)	32
Outcome	Number of homeowners created	5
Outcome	Number of total housing units preserved or created	9



● Equitable Transit-Oriented Development (ETOD) Program (544773)

Managing Department: Department of Planning and Development
 Total Program Budget: \$2,275,000.00
 Program Term: 2023 – 2024
 Expenditure Category: 6.1: Provision of Government Services

Program Overview

The ETOD program advances the City’s vision that every Chicagoan should be able to live in a healthy, walkable, vibrant community connected to transit and all its benefits. The program provides pre-development funding to community-led projects. The program also provides technical assistance and concierge-type services to these community projects to support them in navigating City processes, accessing other funding or grant program opportunities, community engagement and marketing efforts, and more. Available grant funding consists of equity-focused grants to be awarded over the course of three years and matched with technical assistance.

This program has laid out the following milestones:

- 09/06/2022 - Program staffing and design started.
- 11/16/2022 - 12/9/2022 RFP for technical assistance.
- 01/27/2023 - 03/15/2023 - Pre-development open application round.
- 04/01/2023 - 12/31/2024 - Contract for Center of Neighborhood Technology technical assistant for program grantees.
- 05/02/2023 - Pre-development finalist announcements.
- 05/02/2023 - 11/02/2023 - Grantee contracting.
- 11/02/2023 - 12/31/2024 - Grantee project management.

Methodology

ETOD Pre-Development grant recipients receive funds (up to \$150k) to support the pre-development costs (architectural designs, closing costs, legal costs, project management, etc.) that may be needed before construction. These projects were selected through an open application process and a multi-stage review scorecard. Review committee members include program staff, planners, and DOH partners. The ETOD delegate agency (Center for Neighborhood Technology) provides technical assistance to support pre-development grantees.

Key Partners

This program is partnering with the Center for Neighborhood Technology.

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of ETOD projects funded	5
Output	Number of ETOD commercial units created	To be reported in future reporting cycle
Output	Number of ETOD commercial/retail projects	4
Outcome	Number of ETOD market rate housing units supported	To be reported in future reporting cycle



Metric Type	Metric	Data Actual
Outcome	Number of ETOD affordable housing units supported	94
Outcome	Number of businesses and organizations supported with new space	0



● Neighborhood Broadband Connectivity (054779)

Managing Department: Office of Budget and Management
 Total Project Budget: \$8,999,206.00
 Project Term: 2022 – 2026
 Expenditure Category: 6.1: Provision of Government Services

Project Overview

The Neighborhood Broadband Connectivity program will increase broadband affordability and accessibility in Chicago communities with the lowest rates of home internet connection by funding neighborhood-scale broadband service. With as many as 223,000 families lacking home internet and over 128,500 without devices, access to essential services like healthcare and job opportunities were severely limited during the pandemic.

The program will fund Chicago Connected, a groundbreaking first-of-its-kind initiative that provides no-cost, high-speed internet service to eligible Chicago Public Schools students and their families. Chicago Connected is expected to serve approximately 25,000 students in the 2024 - 2025 school year.

Additionally, the program will support a series of Neighborhood Connectivity Initiatives designed to increase the number of households connected to home broadband. Low-income households were disproportionately impacted by the pandemic due to the digital divide, and this program seeks to bridge the divide. The City will fund broadband projects that create equitable, affordable, and quality broadband service in target neighborhoods, paired with community-based outreach, adoption, and digital literacy activities to ensure service take up and utilization.

Methodology

The Neighborhood Broadband Connectivity program responds to the harm of limited or no access to internet at home, including devices such as computers, laptops, or smartphones, for individuals who require broadband access for basic activities. It will service communities defined as low-income, with high rate of poverty and unemployment, specifically individuals with no or limited access to broadband internet.

Beneficiaries of this program are generally households in community areas that are either low- or moderate-income, were disproportionately impacted by the pandemic due to the digital divide, and/or are within the top community areas or Qualified Census Tracts with a low rate of home internet connection, according to 2017 - 2021 American Community Survey estimates.

Key Partners

This initiative is informed by feedback from the Digital Equity community engagement process, documented in the [Chicago Digital Equity Plan](#), as well as the knowledge of the Office of Equity and Racial Justice. The Digital Equity Coalition, comprised of over 50 organizations, serves as an important partner in understanding the needs of the communities most impacted by the digital divide.

The program is also expected to partner and provide subawards to multiple delegate agencies.

Use of Evidence

Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
This article assesses how digital literacy programming leads to higher levels of competence with technology, more confidence in supporting children’s education, and higher levels of employment.	Non-Experimental	DC’s Adult Learners During the Pandemic: Results From a Fall 2020 Survey



Research and a survey of more than 1,500 people who have used programs staffed by digital navigators, found that over 65% of survey respondents reported that they were able to obtain internet access or a computer or tablet at home; more than 85% said they now use the internet more.	Non-Experimental	How to Close the Digital Divide with a Human Approach
This paper investigates how access to the Internet significantly improves the average health condition and alleviates health inequality. Internet access significantly facilitates healthcare access and mitigates the negative impact of income inequality on healthcare access.	Non-Experimental	Impacts of the Internet on Health Inequality and Healthcare Access: A Cross-Country Study
This article shows that there are large differences in employment rates between those who have a computer with internet access and those who do not. Those who have a computer at home with internet access have a job finding rate some nine percentage points larger than those who do not.	Quasi-Experimental	Does the Internet Increase the Job Finding Rate? Evidence From a Period of Expansion in Internet Use
This study supports the idea that increasing access to the Internet and technology will help eliminate education inequality.	Quasi-Experimental	Internet Access and Its Role on Educational Inequality During the COVID-19 Pandemic
This report outlines the need for digital skills in the workforce. A study was conducted across various industries, and it was determined that Illinois mirrors national trends – that 90% or more posted positions definitely or likely require digital skills.	Non-Experimental	Closing the Digital Skill Divide: The Payoff for Workers, Business, and The Economy Appendix: Illinois State Profile

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of households served (by program if recipient establishes multiple separate household assistance programs)	To be reported in future report
Outcome	Number of households connected to the Internet via Neighborhood Broadband Initiatives	To be reported in future report
Outcome	Number of Chicago Public Schools students connected to the Internet via Chicago Connected	To be reported in future report



● Rapid Rehousing Program (504782)

Managing Department:	Department of Family and Support Services
Total Project Budget:	\$32,327,226.00
Project Term:	2022 – 2025
Expenditure Category:	2.17: Housing Support: Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities

Project Overview

The COVID-19 pandemic disproportionately impacted people experiencing homelessness, who are both more likely to live in congregate settings where risk of transmission is higher and are more likely to have underlying health conditions that put them at increased risk of severe disease. This project is a continued investment in expanded rapid rehousing services for households experiencing homelessness in Chicago to support their rapid exit from homeless shelters or unsheltered locations and maintain stable housing. The Rapid Rehousing (RRH) ARPA Initiative expands upon the successful Expedited Housing Initiative, which was initially funded with \$35 million from the Coronavirus Aid, Relief, and Economic Security (CARES) Act. The Expedited Housing Initiative aimed to swiftly provide housing for Chicagoans experiencing homelessness, mitigating the health risks associated with COVID-19. Continuing this investment, the Rapid Rehousing ARPA Initiative aims to further enhance rapid rehousing services for households experiencing homelessness in Chicago. The primary objective is to facilitate quick transitions from homeless shelters or unsheltered locations to stable housing.

The Rapid Rehousing Program supports households in moving from shelter or unsheltered locations into stable housing, enabling them to achieve housing with case management. This is a low-barrier, crisis intervention program, that provides autonomy to participants to be the authors of their housing stability plans. Services are short to mid-term and allow recipients to begin to think about longer-term goals such as healthcare needs, employment, education, and income. With ARPA funds, about 750 households housed through the Expedited Housing Initiative were able to maintain their housing past October 2022. Additionally, almost 800 new households were housed through ARPA funds from October 2022 through March of 2024. With the remaining SLFRF funding, this program will provide permanent housing and case management support for an additional 167 new households throughout 2025.

Methodology

Rapid Rehousing (RRH) is an evidence-based service model that couples rental assistance with case management services. Eligible participants are enrolled in the program, assigned a case manager, and will develop a housing plan. From there, the case manager helps participants locate a rental unit in Chicago that meets their individual needs. Once a unit has been selected, the case manager authorizes payments to the landlord for security deposits and rent. RRH funds these expenses as well as furniture, household supplies, and utilities. Services are short to mid-term, designed to help the household stabilize to a place where, with their case manager's assistance, they can begin to think about longer-term goals such as healthcare needs (non-immediate), employment, education, and income.

Eligibility for the program is determined based on individuals' experiences of homelessness in Chicago, ensuring that those most in need of rapid rehousing services receive timely and effective assistance to secure stable housing.

Key Partners

This project builds on the Expedited Housing Initiative (EHI) which was developed in collaboration with the Chicago Continuum of Care (CoC) and advocates like the Chicago Coalition for the Homeless. Senior leaders from the Department of Family & Support Services, Department of Public Health, Department of Housing, and the Mayor's Office serve on the CoC Board of Directors and supported policies that paved the



way for the EHI. Additionally, this program partners with All Chicago Making Homelessness History to coordinate services.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
This study is concerned with homeless families that returned to the shelter and qualified to participate in the Rapid Rehousing Program (RRHP) again.	Quasi-Experimental	"Many of Us Have Been Previously Evicted": Exploring the Relationship Between Homelessness and Evictions Among Families Participating in the Rapid Rehousing Program in Salt Lake County, Utah
The present study examined demographic and program related predictors of permanent housing upon program exit among two groups of adults enrolled in HPRP in Indianapolis, IN: Homelessness Prevention (HP) recipients (n = 219) and Rapid Re-housing (RRH) recipients (n = 296). Results revealed that 76.3% of HP and 68.8% of RRH recipients were living in permanent housing when they exited HPRP.	Quasi-Experimental	Housing Status Among Single Adults Following Homelessness Prevention and Rapid Re-housing Program Participation in Indianapolis
The study's objective was to examine the impact of Los Angeles' Homeless Opportunity Providing Employment (HOPE) program on employment, housing, and income.	Quasi-Experimental	Evaluation of LA's HOPE: Ending Chronic Homelessness Through Employment and Housing

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of households receiving eviction prevention services (including legal representation)	0
Treasury Required	Number of affordable housing units preserved or developed	0
Outcome	Number of new households housed	1,632
Output	Number of households engaged at Accelerated Moving Events (AMEs)	1,300
Output	Number of Accelerated Moving events held	58
Outcome	Number of new households with children housed with RRH	216
Outcome	Number of new households without children housed with RRH	1,416
Outcome	Number of households who exited RRH	813



Metric Type	Metric	Data Actual
Outcome	Percent of households exiting rapid rehousing to a permanent housing destination	65% of 813 households who exited RRH
Output	Average length of time from housing match to move-in	36 days



● Rapid Rehousing Services for Gender-Based Violence Survivors (504798)

Managing Department: Department of Family and Support Services
 Total Project Budget: \$4,638,000.00
 Project Term: 2023 – 2026
 Expenditure Category: 2.17: Housing Support: Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities

Project Overview

Housing is a critical resource for gender-based violence (GBV) survivors fleeing their abuser. The Illinois Domestic Violence Hotline received over 16,000 calls from Chicago survivors in 2023, approximately 36% of which were from callers seeking shelter or emergency housing. Housing assistance is the top service request from callers statewide and has increased during the pandemic overall. The Rapid Rehousing Services for Gender-Based Violence Survivors initiative aims to remove barriers to swift entry into permanent housing, particularly for survivors of gender-based violence. By employing a housing-first approach, the program prioritizes securing stable housing for individuals and families affected by GBV while providing trauma-informed comprehensive services to enhance their safety and well-being.

Methodology

This program aims to prevent shelter stays, future instability, and violence for Gender Based Violence survivors as they need the ongoing supportive services to foster independence and financial security. Program staff coordinate housing portfolio management, financial assistance, and services for GBV and human trafficking survivors.

Rapid Rehousing Services for GBV Survivors supports households in moving into stable housing. The program broadens rapid rehousing resources through the following services: 1. Housing identification services: Experienced housing locators collaborate with clients to identify suitable housing options tailored to their needs and preferences. 2. Rental and move-in assistance: Financial support is provided to ensure clients can afford initial rental costs and facilitate a smooth transition into their new homes. 3. Case management and supportive services: Comprehensive case management includes counseling, safety planning, and workforce assistance to empower individuals and families to maintain stable housing and address any challenges they may encounter. The program will continue to support survivors through 2025.

Eligibility for the program is open to survivors of domestic violence, sexual assault, human trafficking, and/or stalking who have been referred to the GBV Coordinated Entry System as well as those who have received an Emergency Housing Voucher from the Chicago Housing Authority. The program is designed to offer tailored support to individuals and families navigating the complex challenges of homelessness and GBV, ensuring they receive the necessary resources to achieve and maintain stable housing and safety.

Key Partners

The Department of Family and Support Services leverages feedback from survivors throughout the implementation of the program. Additionally, this program partners with All Chicago Making Homelessness History to coordinate service delivery, and subcontracts with seven GBV service providers to increase access to rapid rehousing.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
This study uses an exploratory approach to understand the needs and experiences of 31 survivors using	Non-Experimental	"I Felt Better When I Moved Into My Own



Description	Type of Evidence	Evidence Link
vouchers facilitated by an IPV program in the U.S. Southwest. Thematic analysis of structured interviews resulted in four summary themes: getting to housing, managing multiple needs, accessing support, and facing barriers. Practice and evaluation implications are discussed.		Place": Needs and Experiences of Intimate Partner Violence Survivors in Rapid Rehousing
House of Ruth Maryland is a comprehensive intimate partner violence (IPV) service provider. Our academic-practitioner partnership conducted a prospective, quasi experimental evaluation (n = 70) of on-site transitional housing and community-based rapid rehousing to meet the safety and stability needs of individuals made homeless because of IPV.	Quasi-Experimental	Safe and Stable Housing for Intimate Partner Violence Survivors, Maryland, 2019-2020
This review has highlighted the need for service and health care providers to work together and collaborate effectively with the woman experiencing and escaping domestic violence. This means giving women access to the most suitable educational resources and services that are appropriate for their unique situation. Tailoring support for women is crucial to enable women to achieve safe housing and to be able to live a safe life with their children, away from the perpetrator of the domestic violence.	Quasi-Experimental	Women Escaping Domestic Violence to Achieve Safe Housing: An Integrative Review

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of households receiving eviction prevention services (including legal representation)	0
Treasury Required	Number of affordable housing units preserved or developed	0
Output	Number of survivors provided case management	233
Output	Number of survivors served	233
Output	Number of GBV survivors placed into RRH unit	148
Outcome	Percent of GBV survivors surveyed that agree that they were supported by services	100%
Outcome	Number of GBV survivors that exit the program into an independent stable housing unit	22
Output	Number of GBV survivors who receive comprehensive specialized services that enhance safety and well-being	233



● Re-Entry Housing Navigation Pilot (504978)

Managing Department: Department of Family and Support Services
Total Project Budget: \$4,898,000.00
Project Term: 2023 – 2025
Expenditure Category: 2.18: Housing Support: Other Housing Assistance

Project Overview

One of the populations strongly impacted by the COVID-19 pandemic is returning citizens. Within the City of Chicago, there are deep racial inequities in those who experience incarceration. Having a record, regardless of having “served one’s sentence,” subjects people and families to a lifetime of hardship by systematically impeding access to housing and employment. Limited opportunities to earn an income and save money while incarcerated, coupled with employment barriers experienced upon release, means returning residents often need the most severely limited type of housing, i.e., affordable housing for those earning 30% or less of the area median income. Additionally, despite evidence demonstrating the importance of access to safe, affordable re-entry housing upon release, returning residents face barriers that limit access to affordable housing that meets their needs, such as transitional housing, permanent housing, subsidized housing, supportive housing, and family-sized housing, which results in a greater likelihood of individuals cycling between the City’s emergency shelter system, hospitals, Cook County Jail (CCJ), and the Illinois Department of Corrections (IDOC).

The overarching goal of the Re-entry Housing Navigation Pilot (aka, the Selected Pre-Release for Intensive Navigation Supports Going Forward (SPRING Forward) Housing Pilot) is to build a network for re-entry housing that is designed to connect individuals released from Cook County Jail (CCJ) and the Illinois Department of Corrections (IDOC) to permanent housing and housing supportive services. Qualified housing and social service providers work to identify a supply of housing that meets applicable housing, health, and safety codes and serves individuals exiting the jail and prison system. The program aims to serve returning residents through 2025 with case support and rental subsidies.

Methodology

Lawndale Christian Legal Center (LCLC) works to identify a supply of housing that meets applicable housing, health, and safety codes and can serve individuals exiting the jail and prison system. The pilot is designed to provide a “unit-based” subsidy supported by the respondent and an approved property owner or landlord willing to make the unit available to eligible tenants. The SPRING Forward Housing Navigation Pilot Program provides the following to participants: security deposit payments, 12-month rental subsidy payments, Minimum Habitability Standards inspection (MHS), a furniture bank allowance, housing navigator wages, and program supplies. Delegate agencies build relationships with landlords and manage a streamlined housing application process. Participants receive assistance with the housing application process, rental fees, and subsidy processing. The program serves Chicagoans at the highest risk of homelessness, housing insecurity, and recidivism.

Key Partners

The Department of Family and Support Services has leveraged the [Roadmap for a Second Chance City](#) to develop this program. The report was developed leveraging community engagement and a working group on returning residents. The Re-Housing Navigation Pilot is partnering with Lawndale Christian Legal Center to deliver services and includes collaborations with the Cook County Department of Corrections and the Illinois Department of Corrections.



Use of Evidence

Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
<p>In this policy analysis, we review the data on incarceration, its impact on those incarcerated, and the challenges of re-entry. We suggest methods for coping with this emerging social problem. Paramount will be the challenge to many social service systems to develop comprehensive sets of services such as independent housing and jobs alongside counseling and rehabilitation.</p>	Non-Experimental	Ex-Prisoners' Re-Entry: An Emerging Frontier and a Social Work Challenge
<p>The U.S. Department of Housing and Urban Development undertook the Family Options Study to gather evidence about which types of housing and services programs work best for homeless families. The study examines the effects of three types of programs—permanent housing subsidies, community-based rapid re-housing, and project-based transitional housing—compared with one another and with the usual care available to homeless families. The three types of programs are distinguished from one another by the duration of housing assistance and the type and intensity of social services provided to families. Usual care consists of emergency shelter and housing or services that families can access without immediate referral to a program that would provide them with a place to live. The study finds support for long-term housing subsidies as a remedy to homelessness caused by housing unaffordability.</p>	Experimental	The Family Options Study
<p>While individuals returning from prison face many barriers to successful re-entry, among the most serious are the challenges they face in securing housing. Housing has long been recognized as a prerequisite for stable employment, access to social services, and other aspects of individual and family functioning. The formerly incarcerated face several administrative and de facto restrictions on their housing options; however, little is known about the unique instabilities that they face. We use a longitudinal survey of urban families to examine housing insecurity among nearly 3,000 urban men, including over 1,000 with incarceration histories. We find that men recently incarcerated face greater housing insecurity, including both serious hardships such as homelessness, and precursors to homelessness such as residential turnover and relying on others for housing expenses. Their increased risk is tied both to diminished annual earnings and other factors, including, potentially, evictions from public housing supported by Federal “one-strike” policies.</p>	Quasi-Experimental	A Sort of Homecoming: Incarceration and The Housing Security of Urban Men



Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of households receiving eviction prevention services (including legal representation)	0
Treasury Required	Number of affordable housing units preserved or developed	0
Output	Number of participants will receive rental assistance subsidies and housing navigation wrap-around support services annually (total of 200 for the duration of the two-year contract).	199
Outcome	Number of individuals who are stably housed at least 30 days without being re-incarcerated	141 (out of 199 clients enrolled 30 or more days ago)
Outcome	Number of individuals who remain stably housed at 3 months	101 (out of 151 clients enrolled 3 or more months ago)
Outcome	Number of individuals who remain stably housed at 6 months	24 (out of 75 clients enrolled 6 or more months ago)
Outcome	Number of individuals who remain stably housed at 9 months	To be reported in future cycle
Outcome	Number of individuals who remain stably housed 6 months after subsidy has ended	To be reported in future cycle
Output	Number of individuals will receive a housing assessment annually (total of 400 for the duration of the two-year contract)	212



● Stabilization Housing (414886)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$10,000,000.00
Project Term: 2023 – 2026
Expenditure Category: 1.14: Other Public Health Services

Project Overview

The Stabilization Housing Program provides housing and medical-behavioral health services to individuals with untreated serious mental illness, substance use disorders, and co-occurring conditions who frequently experience homelessness or cycle through emergency rooms, jails, and shelters. The program focuses on reducing reliance on emergency services, diverting individuals from the criminal justice system, and achieving medical and social stabilization through intensive case management, trauma-informed wellness support, and on-site healthcare. The program monitors progress by tracking the number of persons 1. experiencing homelessness and severe mental illnesses engaged in the program, 2. linked to other supportive housing after stabilization, and 3. initiating mental health, substance use, and/or primary care health services. The program addresses the COVID-19 pandemic exacerbated mental health challenges of individuals, especially vulnerable populations who have behavioral health conditions unmet by existing systems.

This program provides three to six months of stabilization housing with on-site medical and behavioral health services for people experiencing homelessness with complex mental health and substance use conditions. The program provides 40 beds in non-congregate settings, access to medical staff, mental health, and social services, and assistance with locating short- and long-term housing placement.

Project Milestones include:

- Partner with a delegate agency, Fall 2023
- Zoning Board of Appeals Process, February 2024

Methodology

There has been a disproportionate impact of COVID-19 on people experiencing homelessness in the Chicago area who need medical, social stability, and short-term housing. The program is open to residents that meet the program criteria: individuals that are unhoused, needing integrated physical and behavioral healthcare services, and high utilizers of emergency department, 911, police, EMS, and homelessness shelter services.

This initiative creates up to 40 beds for “high service utilizers” in a non-congregate setting with the goal of achieving medical and social stabilization. The space will be fully staffed with medical, mental health, and social service providers to appropriately meet patients’ needs. Behavioral health and social services professionals partner with patients to achieve stability and work towards more permanent housing placement.

Key Partners

The Chicago Department of Public Health (CDPH) is working with the Department of Housing, the Department Facilities & Fleet Management, the Chicago Police Department, and the 40th Ward Aldermanic Office to develop the program. CDPH has designated Volunteers of America of IL as a delegate agency.

Use of Evidence

Evidence-based Determination: Moderate evidence base



Description	Type of Evidence	Evidence Link
This study used a mixed methods approach to understand the effects and outcomes on individuals who were moved to non-congregate hotel settings, and the research team worked closely with provider agencies to complete the study. The findings establish an evidence base to help inform future strategic responses to homelessness and public health crises in King County as well as to contribute to the broader policy conversations on these topics.	Quasi-Experimental	Impact of Hotels as Non-Congregate Emergency Shelters
This final report examines the impact of supportive housing on housing stability and shelter use; interactions with the criminal justice system, including arrests and returns to jail; and the use of emergency detoxification services.	Quasi-Experimental	Breaking the Homelessness-Jail Cycle with Housing First

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of persons experiencing homelessness engaged in stabilization housing program	To be reported in future reporting cycle
Output	Number of persons experiencing homelessness linked to supportive housing after achieving stabilization	To be reported in future reporting cycle
Outcome	Number of persons experiencing homelessness initiating mental health, substance use, and primary care health services	To be reported in future reporting cycle



● Vacant Lot Reduction Strategy (544790)

Managing Department: Department of Planning and Development
 Total Program Budget: \$4,608,835.50
 Program Term: 2022 – 2025
 Expenditure Category: 2.23: Strong Healthy Communities: Demolition and Rehabilitation of Property

Program Overview

The Vacant Lot Reduction program aims to put City-owned vacant land to productive use, primarily focusing on 15 community areas situated on the South and West sides. These areas have long endured historic disinvestment, resulting in challenges such as poverty, lack of affordable housing, violence, limited access to greenspace, and a proliferation of vacant land, with over 1,000 lots being City-owned.

The program's primary objective is to facilitate the sale of vacant lots for the redevelopment of vacant land. By doing so, the program aims to contribute to the enhancement of community well-being, wealth creation, safety, and stability in these areas. Progress is measured by tracking the number of vacant lots that are able to be marketed for sale, sold, and redeveloped back into productive use, which will in the long-term benefit residents residing in the targeted community areas.

Additionally, the program intends to give neighbors greater control over vacant land in their neighborhood, return City-owned land to productive use, evaluate the environmental conditions of all of the City's vacant land, and create efficiencies in the land sale process and efficiently sell City-owned land at scale.

Methodology

This program responds to harms of vacant and abandoned properties, which have a compounding effect on a range of pandemic-related harms, from increased criminal activity to substance use congregation. The communities primarily effected are low-income communities on the South and West sides of Chicago, including neighborhoods marked by Qualified Census Tracts.

The pandemic has led to negative health outcomes and exacerbated existing health conditions. Studies have shown that nearby greenspace leads to more positive mental health outcomes. The program is responsive to the harms of vacant and abandoned properties, which have a compounding effect on a range of pandemic-related harms, from increased criminal activity to substance use congregation, and violence.

Key Partners

The Department of Planning and Development has leveraged community engagement as a tool to better implement this program. They conducted a land use survey with over 1,800 responses, designated focus groups with trained facilitators, established working groups with members of City Council, and provided space for presentations and discussions with existing City "coordination tables" for existing initiatives to maximize impact.

This program also partners with CBRE for various appraisal and brokerage needs.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
Study documents the costs and harms of unmitigated vacant land, including for housing access and economic vitality, concentrating on land in the vicinity of public transit hubs.	Non-Experimental	Data Highlighting the ETOD Implications of Vacant Land Near Transit



Description	Type of Evidence	Evidence Link
Research paper exploring the relationship between place and community within the context of resident-led beautification of vacant lots, and the benefits from improvements documented from the Chicago Large Lot program in 2015.	Quasi-Experimental	Resident-Led Beautification of Vacant Lots That Connects Place to Community

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of lots marked for sale	2,512
Output	Time from application to sale closing	6 months to 2 years
Output	Demographics of vacant land buyers	40% Black and 60% Latinx
Output	Number of ChiBlockBuilder hits on SLFRF vacant lots	To be reported in the next reporting cycle
Output	Percent of inventory assessed (change assessed to "with market values provided and/or updated")	25% of all City lots have market valuations
Output	Number of vacant lots cleared for sale	85% of all City lots have environmental clearance for sale
Output	Number of vacant lots remediated	To be reported in future reporting cycle
Output	Number of vacant lots assessed	2,512
Outcome	Number of vacant lots sold	30



HUMAN RIGHTS, ARTS & CULTURE



● Artist Relief and Works Fund (234768)

Managing Department: Department of Cultural Affairs and Special Events (DCASE)
Total Project Budget: \$11,299,999.29
Project Term: 2023 – 2025
Expenditure Category: 6.1: Provision of Government Services

Project Overview

The Artist Relief and Works Fund’s purpose is to support the arts and culture sector’s recovery from the COVID-19 pandemic via the administration of targeted financial relief for individual artists, creative workers, and cultural organizations with a focus on those not eligible for other federal relief programs. Funds are administered through grants, technical assistance support, and creative workforce development programs. Recipients must be artists or arts organizations to be eligible for project participation and funding.

The program currently includes three initiatives: the Chicago Arts Recovery Program, Chicago Arts and Health Pilot, and CityArts Program. The Chicago Arts Recovery Program focuses on large-scale project grants to nonprofit arts organizations and grantee learning cohorts developed alongside each focus area to share results, best practices, and models that can impact the field broadly. The CityArts program provides general operating grants to organizations that demonstrate income loss due to the pandemic. The Chicago Arts and Health Pilot strengthens justification for arts and creativity as community wellness strategies, increases career pathways for creative workers concerned with public health (building a pipeline to job opportunities), and builds greater community trust and investment in neighborhood health care resources by increasing participation and access at public health clinics. Project outcomes are measured by the total number of artists, arts organizations, and community members engaged in arts-based activities and interventions connected to project goals.

Methodology

This program targets local artists and arts organizations, with a focus on those not eligible for other federal relief programs, and supports their involvement with programming to mitigate economic harm stemming from the pandemic. The Artist Relief and Works Fund supports arts organizations (both non-profits and for-profits) and young adult artists, including revenue loss support (organizations) and employment and job training options for emerging and midcareer artists.

DCASE distributes grant funds directly to beneficiary non-profits through the Chicago Arts Recovery Program and CityArts Program. Chicago Arts Recovery Program grants support projects to help grantees address ongoing challenges from the pandemic, and CityArts grants provide general operating support.

Chicago Arts and Health Pilot artists are awarded a base salary of \$46,000 with additional private donor funding supporting benefits. The award is commensurate with City Colleges’ requirements for full-time sponsored apprenticeships with local healthcare organizations and companies (2000-hour commitment at \$20 per hour minimum) and includes an additional credential recognized by potential employers as an Illinois Department of Labor registered apprenticeship program. Artist apprentices also receive a fully funded tuition package from City Colleges, including tuition, books, and stipends, as well as a materials and supplies budget (\$10,000) to support their arts services at mental health clinics.

Key Partners

The Department of Cultural Affairs and Special Events has engaged two delegate agencies, Illinois Humanities and Duo Development, to fulfill program administration. Additional core partners for the Chicago Arts and Health Pilot include Chicago Department of Public Health and City Colleges of Chicago as well as a national partner, One Nation One Project.



Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of artists and arts organizations receiving funding	120
Output	Number of activities, events, and/or projects completed	19,401
Output	Number of audience members/participants/people served through projects	1,502,065
Output	Number of artists paid	4,137



● Community Justice Initiative (504892)

Managing Department: Department of Family and Support Services
Total Project Budget: \$4,500,000.00
Project Term: 2022 – 2025
Expenditure Category: 6.1: Provision of Government Services

Project Overview

The rise in crime during the pandemic has led to a higher chance of some Chicago residents encountering the criminal justice system, either as suspects or victims. If these interactions result in having a criminal record, it can be one of the biggest barriers to advancement that many people face. This harm has disproportionately impacted low-income communities which historically have experienced disinvestment, and these communities continue to experience high rates of incarceration and contact with the Chicago Police Department.

The Community Justice Initiative (CJI) delivers impactful legal education workshops covering crucial topics such as the school-to-prison pipeline, understanding rights when interacting with law enforcement, and employment, school, and housing rights. In 2024, a new expanded program model will increase access to serve a larger population across 24 targeted community areas, and will focus on education, record sealing, and expungement of records, as well as providing other legal services. This initiative aims to empower residents with knowledge and legal assistance, fostering a more just and informed community. Program outcomes focus on the number of residents receiving legal consultation and having records successfully expunged or sealed, both of which will be reported by the delegate agencies providing those legal services.

Methodology

The Community Justice Initiative supports vulnerable populations facing negative economic impacts due to COVID-19 by providing civil legal services, record sealing and expungement services, and community education workshops. Participants living in 24 eligible wards and community areas can attend workshops being offered in their respective areas. At these training courses, participants learn about the legal partners involved in the project (Cabrini Green Legal Aid and Legal Aid Chicago) and are therefore able to be referred to those legal partners for additional legal assistance if needed. In addition, the CJI program and services are advertised in these areas through poster and flyer distribution.

Key Partners

This program leverages aldermanic ward offices to provide a hyper-local approach to this program and integrate community engagement into their program design. Lead delegate agencies include:

- Chicago Urban League
- First Defense Legal and Civil Rights Program Trust
- Phalanx Family Services
- Westside Health Authority

The delegates are charged with outreach to residents living in each respective area through door-to-door canvassing, attending community-based activities, and connecting the aldermanic offices, local churches, and local businesses. The lead delegate agencies for this project meet monthly with the subcontractors in each ward.



Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of outreach events held	1,460
Output	Number of referrals made to legal service providers	2,344
Output	Number of residents reached in outreach events	41,786
Outcome	Percent of eligible juvenile records expunged	To be reported in future cycle
Outcome	Percent of eligible adult cases resolved (e.g., ending in sealing or expungement of records)	To be reported in future cycle
Outcome	Number of records expunged or sealed	To be reported in future cycle
Output	Number of residents receiving legal consultation or representation (cases)	8,338



● Legal Protection Fund (504760)

Managing Department:	Department of Family and Support Services
Total Project Budget:	\$4,500,000.00
Project Term:	2022 – 2025
Expenditure Category:	6.1: Provision of Government Services

Project Overview

In light of the changes in immigration policies amidst the pandemic, the City of Chicago has seen a rising need for legal services, immigrant education, advocacy, and support to accompany immigrants and refugees settling in the area. The Legal Protection Fund addresses this need by providing free advocacy and legal services, particularly to vulnerable populations such as unaccompanied children. These services include assistance with immigration status applications, accessing legal protections, ensuring due process, and representation in court. Additionally, the program funds community navigators who actively engage with immigrant populations, reaching out to connect them with legal services and other pertinent programs.

The primary objective is to ensure that individuals and families have access to educational resources and legal assistance that are seamlessly integrated with a range of holistic programs and services. Through the support of Community Navigators, valuable information about legal resources, training opportunities, and supportive services is made available to undocumented residents, refugees, and asylum seekers. This knowledge equips these communities to make informed decisions, enabling them to lead fulfilling and healthy lives by understanding the various governmental social services they can access and exploring their employment options.

Methodology

The program addresses pre-pandemic issues, including the lack of knowledge of individual legal rights among newly arrived immigrants and unaccompanied minors, which were exacerbated by the changes in immigration policies and patterns during the pandemic. The program mainly serves clients living in Chicago that migrated from Central and South American countries, and the lead agency collaborates with multiple community-based organizations to ensure that services are accessible to residents from other regions of the world as well.

The legal services providers involved in this program are expected to handle complex cases that require significant relationship-building in order to establish trust with the client. Similarly, the community outreach and education providers are expected to offer community navigation assistance to help residents overcome any barriers to accessing the available resources. This service delivery model aligns with the Department of Family and Support Services' mission to work with community partners to ensure that clients have meaningful access to resources that promote stability, support well-being, and empower them to thrive.

Key Partners

The program has important partnerships with the Mayor's Office of Immigrant, Migrant and Refugee Rights, the Chicago Is With You Task Force, as well as various community advocates and organizers who have been invited to contribute to the program's design. Additionally, the Legal Protection Fund collaborates with two delegate agencies: The Resurrection Project and National Immigrant Justice Center.

Performance Metrics:



Metric Type	Metric	Data Actual
Output	Number of outreach events held	1,930
Output	Number of referrals made to legal service providers	614
Outcome	Number of clients under representation	876
Output	Number of immigrants reached by outreach events	To be reported in future cycle
Outcome	Number of referrals and accompaniments	4,080



● Legal Services for Gender-Based Violence Survivors (504797)

Managing Department: Department of Family and Support Services
Total Project Budget: \$4,137,000.00
Project Term: 2022 – 2025
Expenditure Category: 1.11: Community Violence Interventions

Project Overview

Access to legal interventions for gender-based violence survivors was limited during the pandemic with the closing of the Cook County Domestic Violence Courthouse and virtual court proceedings. Further, the communities most impacted by the pandemic are also community areas that have experienced an increase in community and gender-based violence. In general, the total number of Chicago calls to the Illinois Domestic Violence Hotline has consistently increased year-over-year since 2020, and reached 16,123 calls in 2023, a 54% increase over pre-pandemic levels. One of the top services requested through the hotline is for legal assistance. The Legal Services for Gender-Based Violence Survivors program aims to bolster the safety and stability of survivors by pursuing legal remedies in various systems, including criminal court, civil court, immigration, housing, and others, in a trauma-informed and culturally specific manner. This initiative is geared towards providing survivors with comprehensive legal support tailored to their unique needs and experiences.

The primary purpose of the program is to empower survivors by advocating for their rights and seeking justice through legal avenues. By offering trauma-informed and culturally specific assistance, the program aims to address the complex legal challenges faced by survivors and ensure their voices are heard and respected throughout the legal process. The desired outcome is to enhance the safety and stability of survivors by securing legal remedies that address their immediate needs and promote long-term healing and recovery.

Methodology

Legal services are provided to participants, which includes legal representation in court, mediation, and counseling of rights, in addition to safety planning and crisis intervention.

Eligibility for the program is open to survivors of gender-based violence and human trafficking. The program is designed to be culturally specific, acknowledging and respecting the unique backgrounds and identities of survivors and tailoring legal advocacy efforts to meet their specific needs and preferences.

Key Partners

This program was developed in collaboration with the Gender-Based Violence Strategic Plan Implementation Task Force. Additionally, this program partners with four delegate agencies to coordinate service delivery, including:

- Ascend Justice
- Chicago Alliance Against Sexual Exploitation
- Life-Span
- Metropolitan Family Services

Use of Evidence

Evidence-based Determination: Moderate evidence base



Description	Type of Evidence	Evidence Link
Study examines contributing factors to declining rates of domestic abuse; it documents how higher availability of legal services lowers the likelihood of intimate partner abuse.	Quasi-Experimental	Explaining the Recent Decline in Domestic Violence
Report shows studies that providing civil counsel in divorce, custody, and protective order proceedings can significantly improve outcomes for domestic violence and intimate partner violence victims and their children as well as serve as a cost-effective strategy for reducing violence and generating positive social norms.	Non-Experimental	Key Studies and Data About How Legal Aid Assists Domestic Violence Survivors

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Number of participants enrolled	617
Output	Number of participants who discuss safety options	617
Output	Number of participants who receive and explanation of their rights under all GBV/HT laws, regulations and policies	617
Output	Number of participants receiving assistance with legal resolutions other than Orders of Protection	694
Output	Number of participants assisted with family law and parenting cases	164
Output	Number of community education/awareness workshops presented by delegates that educate attendees about the dynamics of DV and highlight available resources	49
Output	Number of participants who are receiving assistance with immigration status	200



● Together We Heal (234788)

Managing Department: Department of Cultural Affairs and Special Events (DCASE)
 Total Project Budget: \$7,050,000.00
 Project Term: 2022 – 2024
 Expenditure Category: 6.1: Provision of Government Services

Project Overview

Together We Heal distributes grants to artists and community-based organizations for medium and large-scale creative placemaking projects in low- and moderate-income Chicago neighborhoods, in alignment with the Year of Healing pillars: Reflect on Our Past, Reclaim Our Present, Reimagine Our Future. These priorities aid the multi-year projects that promote dialogue and connection; activate shared spaces; beautify communities; and celebrate local cultural richness.

Projects encompass various artistic disciplines, including architecture, culinary arts, dance, design, film, literary arts, media arts, music, photography, theater, and visual arts. They aim to engage the public, inviting interaction through dialogue, activation, and creative problem-solving. Examples of projects include physical improvements, cultural planning processes, storytelling initiatives, cross-sector collaborations, and preservation efforts of local cultural assets and heritage.

The program's success is measured by the number of grants awarded, the completion of funded projects, and the amount of community engagement in activities and events. Funded projects align with the program's objectives to foster inclusive and dynamic public spaces that reflect the diverse identities and histories of Chicago's neighborhoods.

Methodology

The program supports artists and arts organizations working at the community level to provide financial and technical support and resources to the creative industry which has been impacted by the pandemic. This support promotes healthier living environments and socialization to mitigate the spread of COVID-19.

The 47 selected grantee projects represent a range of creative placemaking projects engaged in a variety of activities that work to support neighborhood healing and positive engagement including creating updated or new community gathering spaces, renovating spaces for community access and use, and enlisting arts making and engagement for community healing and revitalization. Projects focus on supporting artists and arts organizations working at the community level to provide financial and technical support and resources to the creative industry, an industry acutely impacted by the pandemic.

Key Partners

The Department of Cultural Affairs and Special Events has provided delegate awards to Public Communications, Inc., Greater Good Studio, Bustling Spaces, LLC, Latent Design Corporation, and Kay Allegra, LLC.

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of applications	187
Output	Number of occurrences, sessions, or events	1,923
Output	Number of creatives/artists involved in the project	1,737



Metric Type	Metric	Data Actual
Output	Number of audience members/participants/people served through projects	74,664



EFFECTIVE GOVERNANCE



● City Digital Services (384789)

Managing Department: Department of Technology and Innovation (formerly AIS)
Total Project Budget: \$347,830.74
Project Term: 2022 – 2023
Expenditure Category: 3.4: Public Sector Capacity: Effective Service Delivery

Project Overview

The City Digital Services initiative sought to deliver more accessible city services for residents, business, and other constituents. The program provided more efficient IT systems, enhancing the effectiveness of the City's program management and oversight activities for relief and support programs addressing negative economic impacts exacerbated by the pandemic.

Methodology

The City engaged contractors and purchased software to support the delivery of services through this program.

Key Partners

The Department of Technology and Innovation (formerly the Department of Assets, Information and Services) worked with the Mayor's Office to better understand where these funds can best support the City's ongoing efforts to better deliver services and information to the public during and after the pandemic.

Performance Metrics

These administrative costs supported contracting and improving the City's program management software necessary to carry out pandemic-recovery programs. This is an operational program; therefore, performance reports were not collected.



● Enhanced Data Collection and Analysis (414898)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$2,992,915.00
Project Term: 2023 – 2026
Expenditure Category: 3.4: Public Sector Capacity: Effective Service Delivery

Project Overview

The Enhanced Data Collection and Analysis program aims to increase the City's capacity to analyze and understand the environmental harms that exacerbated COVID-19 impacts. With this capacity, the City will be able to understand the distribution of pollutants and relative vulnerability of different Chicago neighborhoods, thus creating the evidence needed to better target communities for permitting and inspections.

Project Milestones include:

- The release of the Cumulative Impact Assessment (CIA) Summary Report including an Initial Community Input Summary, Community Input Provided During Assessment report, Chicago EJ Index and map, EJ Action Plan and EJ & Cumulative Impacts Policy recommendations. (September 2023)
- Publication of the Chicago EJ Index technical documentation. (Q4 2024)
- Release of the Chicago EJ Index Data Dashboard. (Q4 2024)
- Integrate and automate 311's salesforce system with the environmental inspector's system ISP-11 to resolve environmental complaints faster. (Q4 2024)
- Introduction and passage of the EJ & Cumulative Impacts Ordinance for Chicago City Council. (Q4 2024)
- Rulemaking related to the EJ & Cumulative Impact ordinance will follow ordinance passage. (2025)
- Development of a framework for ground-truthing of quantitative data and ongoing collection of qualitative data via community engagement. (2025)

Methodology

This program serves all City of Chicago residents, with a focus on those who live in communities with greater environmental, health, and social stressors that exacerbated COVID-19 and other respiratory virus effects in residents. This project will assist in the expansion of the local air monitoring network with additional community-based sensors to better capture local air quality conditions not being monitored in real-time by federal monitors. In addition, the Chicago Department of Public Health (CDPH) will utilize advanced software, Envirosuite, to better understand the distribution of pollutants at a hyper-local level and develop tools to visualize air monitoring data.

In collaboration with the Department of Environment, this program also conducted a CIA to assess the cumulative impacts of environmental, health, and social stressors in each neighborhood and provide data on how these burdens are distributed across the city with the development of the Chicago EJ Index, a score based on census tracts and environmental, health, and socioeconomic indicators. The Chicago EJ Index Data Dashboard will be an interactive online tool to visualize the Chicago EJ Index, its components, and individual indicators as well as other environmental, health and socioeconomic data measures.

The CIA will provide data on how environmental burdens and other stressors vary in impact across the city and include a publicly accessible dashboard. The Chicago EJ Index Data Dashboard will be an interactive, online tool to visualize the Chicago EJ Index, its components, and individual indicators as well as other environmental, health and socioeconomic data measures.

Key Partners

The Chicago Department of Public Health is working with the Environmental Equity Working Group, the



Department of Environment, Illinois Public Health Institute, Tetra Tech and the Interdepartmental Environmental Justice Working Group. The department is also engaging local organizations such as the Little Village Environmental Justice Organization, UIC School of Public Health, and the Center for Neighborhood Technology.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
The ambient air quality monitoring system is a national asset that provides standardized information for implementing the Clean Air Act and protecting public health.	Quasi-Experimental	Opportunities to Better Sustain and Modernize the National Air Quality Monitoring System
Exposure to air pollution has a detrimental effect on health and disproportionately affects people living in socio-economically disadvantaged areas. Engaging with communities to identify concerns and solutions could support organizations responsible for air quality control, improve environmental decision-making, and widen understanding of air quality issues associated with health. This scoping review aimed to provide an overview of approaches used to engage communities in addressing air quality and identify the outcomes that have been achieved.	Non-Experimental	Engaging Communities in Addressing Air Quality: A Scoping Review

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of staff trained on data tool (Envirosuite)	15
Output	Number of air monitoring devices installed and transmitting data into Envirosuite data system	45
Outcome	Number of CIA webpage views	4,760
Outcome	Number of unique visitors to the public data platform	To be reported in future reporting cycle



● Nonprofit Relief and Capacity Building (704787)

Managing Department:	Department of Business Affairs and Consumer Protection
Total Project Budget:	\$1,078,278.88
Project Term:	2022 – 2024
Expenditure Category:	2.34: Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)

Project Overview

The Nonprofit Relief and Capacity Building program provides technical assistance and grants to community-based nonprofit organizations in Qualified Census Tracts (QCTs) and low-income areas to recover from the pandemic, improve their ability to pursue and manage government funding, and serve the communities. This program responds to the negative economic impacts, such as reduced revenues coupled with an increased demand for services experienced by non-profits due to the pandemic. The goal is to invest significant resources in non-profits to prepare and position them to deepen their impact in the community and sustain themselves as a part of their neighborhood and sector infrastructure. The desired outcomes for participating nonprofit organizations include increased revenue and improved financial standing of non-profits, sustained activity in their communities, and increased number of delegate agency contracts.

Program administrators lead capacity building workshops, coaching, and marketing for nonprofit organizations to help them immediately stabilize with the funding and to build their capacity in the short and long-term. This program hopes to build upon existing nonprofit assets and strengthen organizations where they have gaps in their systems, skills, and resources. The goal is to invest resources and position them to deepen their impact in community and sustain themselves as a part of their neighborhood.

Methodology

The program provides technical assistance, administered by selected delegate agencies, in the form of workshops, webinars, and individual coaching sessions for non-profits. This initiative responds to loss of revenue in non-profits, particularly those located in and serving low- to moderate-income communities. Harms include loss of revenue, as well as increased demand for services from impacted populations who experienced pandemic harms. Negative economic impacts, including lost revenue, increased service demands, and staffing turnover experienced by non-profits located in QCTs. The initiative serves nonprofit organizations, primarily those serving low- to moderate-income communities. Beneficiaries for this program are also located in QCTs.

This project provides technical assistance targeted at non-profits in low- to moderate-income communities, to help them immediately stabilize with the funding and to build their capacity in the short and long-term.

Key Partners

The Department of Business Affairs and Consumer Protection is working with the Department of Family and Support Services, the Department of Planning and Development, and the Department of Housing, among others to design and implement this project.

Delegate Agencies for this program include Austin Chamber of Commerce, Board of Trustees of The University of Illinois, Greater Auburn Gresham Development Corporation, InUrban Strategies, Lakeview Roscoe Village Chamber of Commerce, New Life Centers of Chicagoland, North Branch Works, Touch Gift Foundation, and Women's Business Development Center.

Use of Evidence

Evidence-based Determination: Moderate Evidence



Description	Type of Evidence	Evidence Link
The Compassion Capital Fund (CCF), administered via the US Department of Health and Human Services, provides grants to help nonprofit organizations (NPOs) increase their organizational effectiveness, enhance the quality and volume of services delivered, diversify their funding sources, and create collaborations to better serve those in need. This study demonstrates improved outcomes in both organizational capacity and service delivery capacity as a result of these investments.	Quasi-Experimental	Assessing Changes in Nonprofit Capacity—Outcome Study of the Compassion Capital Fund Demonstration Program
This paper from Urban Institute details frameworks for building nonprofit capacity, including Sustainable Development strategies and other frameworks, informed by best practices from national philanthropic organizations.	Non-Experimental	Building Capacity in Nonprofit Organizations

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of non-profits served	1,128
Output	Number of one-on-one technical consultation hours provided to nonprofit leaders	157
Output	Number of nonprofit leaders who attended workshops/webinars/summits	1,926
Output	Number of technical assistance workshops/webinars/summits	122



● Essential City Services (P00520106515)

Managing Department: Office of Budget and Management
Total Project Budget: \$1,310,632,264.56
Project Term: 2021 – 2024
Expenditure Category: 6.1: Provision of Government Services

Project Overview

The City has calculated its revenue loss in accordance with Final Rule Guidance and allocated revenue replacement funding to fund essential government services, including public health, and public safety related payroll expenditures, as well as services in support of migrants newly arrived to the city from the border.



● Management and Administration (21A018 & 21A019)

Total Project Budget:	\$31,949,482.34
Project Term:	2022 – 2026
Expenditure Category:	6.1: Provision of Government Services

Project Overview

Management and Administration (MA) serves all Chicago residents by providing administrative support to SLFRF-funded programs to ensure successful and compliant use of SLFRF funds. These activities are carried out across several departments and led by the Office of Budget and Management, which provides centralized support and oversight for all SLFRF-funded activities, ensuring compliance with program design, data collection, reporting, and other grant requirements. MA staff also provide direct guidance and support to departmental staff on critical grant activities such as hiring, subrecipient monitoring, and financial management.

In accordance with Treasury Compliance and Reporting Guidance, costs associated with satisfying the administrative and legal requirements of the federal award after 2024 will be reported as of the July 2024 reporting cycle in Expenditure Category 7.3, established as new project 21A019 in the Q2 2024 Quarterly Project and Expenditure Report.



MAYOR BRANDON JOHNSON
ROAD TO RECOVERY PLAN
CITY OF CHICAGO