



2025 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 federal State and Local Fiscal Recovery Funds (SLFRF) dollars authorized by the American Rescue Plan Act (ARPA). When Mayor Brandon Johnson took office in May 2023, he made it a priority to ensure that these federal resources would be directed toward the communities most affected by the pandemic to drive long-term, transformative change for Chicagoans.

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. Mayor Johnson's administration has organized these programs into six policy pillars:



Youth & Economy – Every Chicagoan—young and old—deserves access to entrepreneurship, career opportunities, and the ability to build community wealth. This policy pillar supports youth, families, small businesses, students, and others to reduce economic disparities and ensure that all Chicagoans can earn a living wage.



Community Safety – Every Chicagoan deserves to live in a safe, thriving community. This policy pillar addresses issues around community-based violence, gender-based violence, and holistic supports to address the root causes of violence.



Mental Health & Wellness – Every Chicagoan deserves access to healthcare and healthy communities. This policy pillar supports mental and postnatal healthcare, provides access to good food, and helps residents navigate resources.



Housing & Homelessness Supports – Every Chicagoan deserves access to affordable, quality housing that has easy access to transportation, parks, libraries, broadband, and other infrastructure.



Human Rights, Arts & Culture – Every Chicagoan deserves to have their human rights supported and protected as well as access to a thriving arts and culture community. This policy pillar provides legal education and services to gender-based violence survivors and other justice-involved residents. It also provides grants and other support to artists, cultural organizations, and other nonprofits to increase access to the arts in neighborhoods across Chicago.



Effective Governance – Every Chicagoan deserves a city government that responsibly manages funds and maintains essential city services. This policy pillar supports critical government services, COVID-19 resources, and revenue replacement due to the economic impact of the pandemic.

These pillars reflect the City's commitment to using recovery dollars strategically, transparently, and with a focus on community engagement. Our goal is to invest in the neighborhoods disproportionately impacted by the pandemic, ensuring that the funds are used in ways that bring about long-term change and impact the lives of Chicagoans.

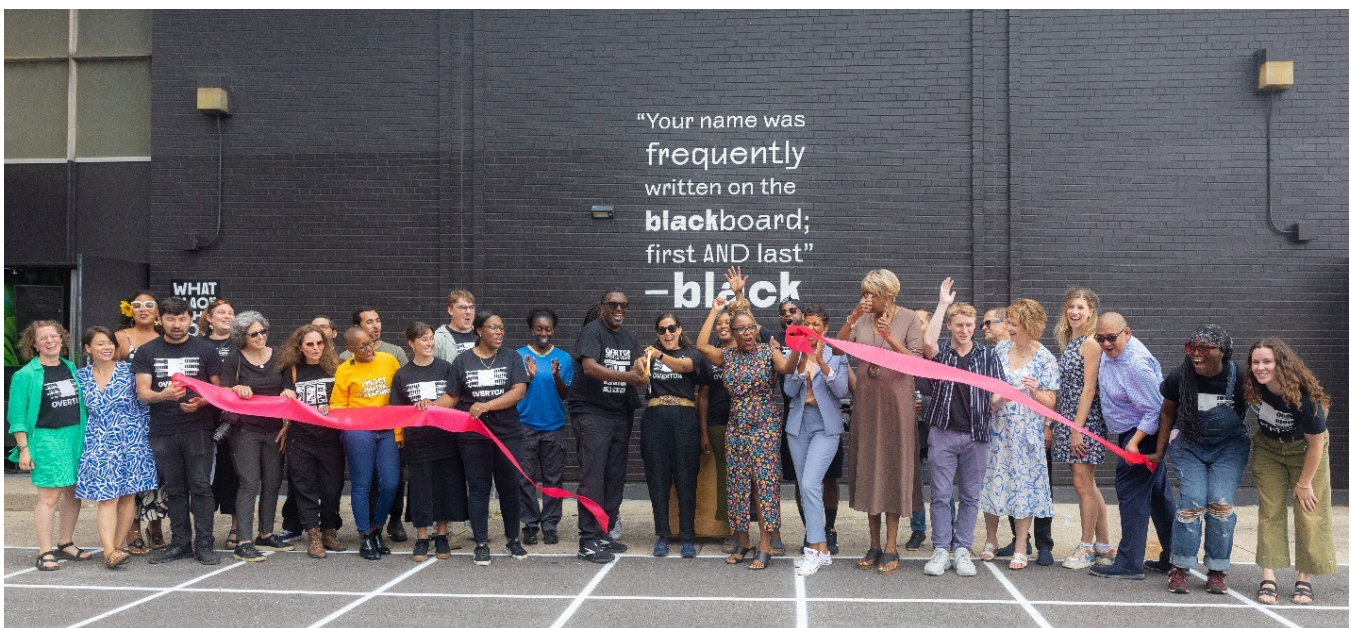


Chicago has 77 community areas that hold distinct histories and characteristics which help to form the soul of Chicago. Some of these community areas and neighborhoods have suffered from decades of disinvestment. The results of disinvestment are evident in stark disparities in community safety, healthcare, 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 assistance to residents to help them stay in their homes, to businesses to help them keep doors open, to more varied uses including investing in violence interruption and reduction efforts, providing support to artists and art organizations, and resources for the survivors of gender-based violence, and supporting employment opportunities for youth. These investments reflect the administration's commitment to lifting up the needs of underserved communities with the belief that an investment in one group can cascade out and up and be a substantial investment in the broader well-being of a city.

Over the past two years under the Johnson Administration, significant progress has been made in advancing program activities and public investments supported by ARPA funds. By the end of 2024, the City had fully obligated its federal funds with programs continuing to deliver services and make a tangible impact in communities across Chicago. To ensure continued program success under Mayor Johnson, the City has taken internal steps to equip each program with the resources and support needed to effectively spend ARPA funds and deliver results by the 2026 expenditure deadline.

In 2024, the Johnson Administration introduced a series of transparency initiatives to engage residents, partner organizations, and other stakeholders in tracking the progress of ARPA programs. These efforts included monthly City Council reports and a public-facing dashboard, which launched on the [City of Chicago ARPA Information Hub](#) in October 2024. Reinforcing the City's commitment to transparent federal grant spending, the [ARPA Program Impact Dashboard](#)—highlighting the community-level outcomes of ARPA-funded initiatives—was added to the Hub in May 2025.

Additionally, the City continued its 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 the American Rescue Plan Act (ARPA), the City of Chicago received a State and Local Fiscal Recovery Fund (SLFRF) allocation of approximately \$1.886 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 final SLFRF allocations are administered through a community-centered lens that focuses on underserved communities. The City leveraged \$1.4 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, \$479 million, for short- and long-term strategic investments to respond to ***the most direct harms of the pandemic while investing in sustained change.***





● The City of Chicago's Road to Recovery

In 2024, the City launched the [Road to Recovery Plan](#) to guide the use of remaining SLFRF funds, with a focus on transparency and long-term impact—particularly in communities disproportionately affected by the pandemic.

To support this strategy, the City revised earlier spending plans and conducted a comprehensive evaluation of all SLFRF-funded programs. This assessment helped identify areas of risk, measure progress, and inform decisions about which initiatives should be sustained beyond the 2026 expenditure deadline.

To strengthen program delivery and ensure compliance, the Mayor's Office and the Office of Budget and Management (OBM) established a centralized governance structure. This included the formation of an ARPA Steering Committee and a restructured Project Management Office (PMO). These bodies provided strategic oversight and operational support to departments to meet federal requirements.

The Steering Committee — composed of representatives from key departments, offered cross-functional guidance to align programs with City priorities and ensure funding was used effectively. Under its direction, the City completed a data-driven review of all ARPA programs, leading to targeted adjustments that minimized risk and maximized impact.

By the end of 2024, the City had fully obligated its SLFRF funds in compliance with federal deadlines. In 2025, the Mayor's Office and OBM continue to focus on implementation, transparency, and full expenditure of funds. The PMO plays a key role in this effort by tracking program milestones, resolving challenges, centralizing resources, and providing technical assistance to departments.

Together, these efforts ensure that SLFRF investments are delivering meaningful results for Chicago communities and positioning the City for long-term recovery and resilience.



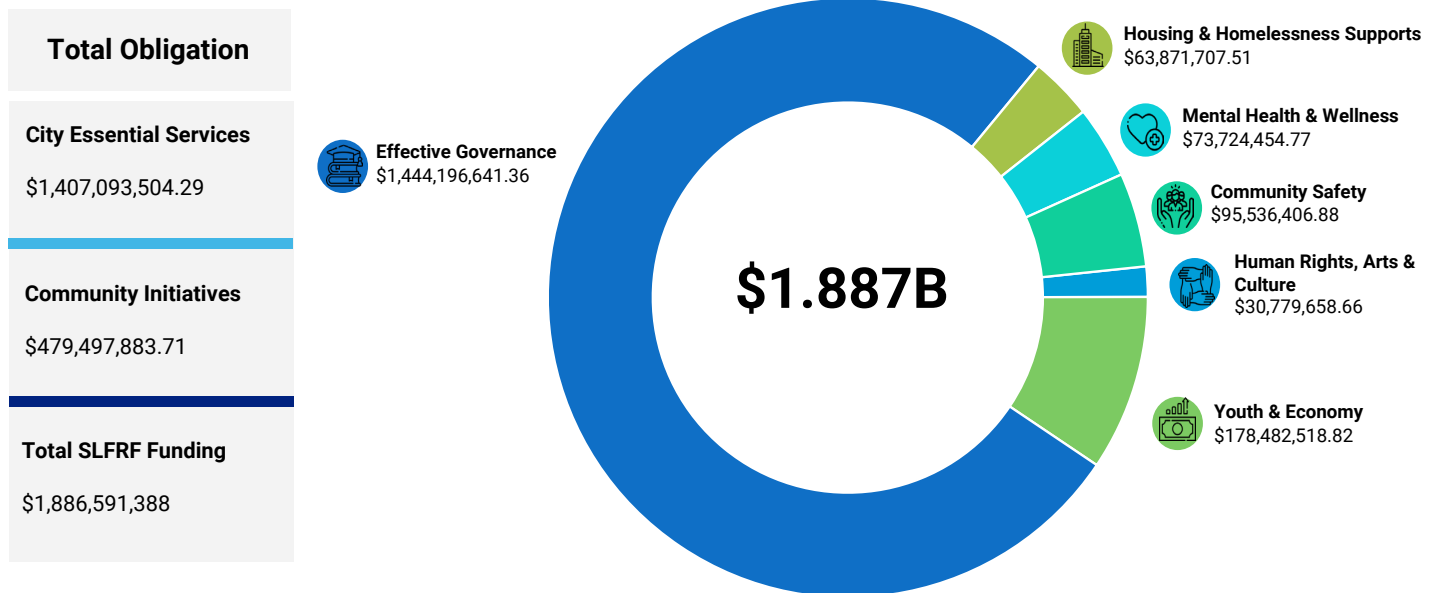


● Policy Pillars

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

- Youth & Economy
- Community Safety
- Mental Health & Wellness
- Housing & Homelessness Supports
- Human Rights, Arts & Culture
- Effective Governance

These policy pillars ensure the City takes a comprehensive approach to recovery efforts, addressing the most direct harms of the pandemic while also investing in long-term, transformative change.



The graphic above highlights total obligation by each policy pillar of the Road to Recovery Plan.



● Strategy and Goals by Treasury Expenditure Category

Public Health

The City of Chicago is investing nearly \$102M 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 positive health outcomes. Programs range from providing comprehensive support for families with newborns to supporting access to trauma-informed mental health services.

Mental Health Initiative (414780)

Project Spotlight:



Mental Health Initiative

This investment allows 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 provides 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 and that is why the Johnson administration has chosen to invest here. To meet the ever-expanding need, the administration began layering, expanding, and reopening 3 mental health clinics in the West, Southwest, and South sides of Chicago.

911 Alternative Response Program (CARE) (414675)

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 and to ensure that behavioral health crises are met with a healthy response that prevents future crises. This program employs CARE Teams to respond to an individual in crisis by offering de-escalation support, mental health assessments, referrals to community services, transport to community-based destinations as appropriate, and follow-up services days after the crisis event. 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.

Project Spotlight:



911 Alternative Response Program (CARE)



Negative Economic Impacts

Under the expenditure category of Negative Economic Impacts, the City of Chicago has invested nearly \$233 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.

Youth Opportunity Programs (504893)

The City of Chicago has dedicated over \$65 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 economic recovery that supports youth in their development for a brighter future.

Project Spotlight:



Youth Opportunity Programs

Re-Entry Workforce Development Program (504783)

Project Spotlight:



Re-Entry Workforce Development Program

One of the populations strongly impacted by the COVID-19 pandemic is returning citizens with a criminal record. 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. The Re-Entry Workforce Development initiative supports residents returning to Chicago from Cook County Jail (CCJ) and the Illinois Department of Corrections (IDOC) and serves all 77 community areas. Funding helps provide support services required to stabilize clients and help them attain jobs in industry sectors with wages at or above the City's minimum wage, as well as aligning long-term career opportunities to increase their income and improve their quality of life.



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 better 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 revenue replacement funds to support 16 SLFRF projects, including funding for City Essential Services, Management and Administration, and 14 community programs furthering the delivery of traditional City services including aid to impacted households, businesses, and industries negatively impacted by the COVID-19 pandemic.



Community Engagement



The City of Chicago initially integrated the State and Local Fiscal Recovery Funds (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. The Mayor's Office of Community Engagement and Chicago's Office of Budget and Management worked 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 deployment of SLFRF. Our community engagement efforts have captured meaningful input from residents and other stakeholders who informed a data-driven investment strategy to maximize the use of the City's remaining SLFRF allocation. Now in the implementation phase of ARPA, the City continues to engage residents so they can easily track programming progress in communities by utilizing public facing financial and impact dashboards.

Each year during its annual budgeting process, the City of Chicago adopts a three-phased approach to community engagement. This approach centers participation, education, and transparency & accountability at its core:

- **Phase I:** The City conducts 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 engages with a diverse array of stakeholders to help collaboratively design key portions of the third phase of this engagement.
- **Phase III:** The City hosts 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 are designed to allow residents to share feedback and ideas directly with City officials. At the conclusion of this process the City 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 year's budget.



The City of Chicago is entering a new phase of its recovery, where transparency and the measurement of ARPA fund impacts remain central to the administration's mission. Ensuring long-term sustainability and continuity beyond the American Rescue Plan Act (ARPA) is a key priority. The sections following demonstrate examples of the City's ongoing commitment to transparency, accountability, and effective governance.

● City Council Engagement

Multiple rounds of briefings and surveys with Alders occurred in 2024 to provide a current-state picture of the administration of the ARPA SLFRF grant and programs, programmatic priorities, and the development of the Road to Recovery Plan. 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. The City also submits monthly reports to City Council to promote transparency and share information on expenditure progress. These reports have been made public on the [City of Chicago ARPA Information Hub](#).

● ARPA's Impact in Chicago's Communities

As a testament to the Johnson administration's balanced fiscal stewardship and commitment to transparency, [City of Chicago ARPA Information Hub](#) launched in fall of 2024 with the goal to host and highlight all of ARPA programming's successes and reach across Chicago. The platform provides accessible financial data through interactive dashboards displaying program progress, iterative improvements over time, and connects residents to ARPA-funded resources. By providing an accessible and accurate platform, the resource enables residents to access services based on their needs, promotes transparency with civic partners and federal regulators, and serves as a model for peer governments to replicate the City's transparency efforts.

In May of 2025, [the Road to Recovery Impact Dashboard](#) was published on the City of Chicago ARPA Information Hub. The Impact Dashboard aims to provide in-depth accessible performance data. The data highlights how ARPA programs align with the City's broader policy vision through six policy pillars and provides context on neighborhood demographics that guide program design and targeted impact.

Key features of the ARPA Impact Dashboard include the ability to view information by community, ward, or zip code in interactive heat maps and review program KPIs.

In publishing this Impact Dashboard, fund allocation and impact can be reviewed by community stakeholders, building public trust, ongoing dialogue, and strengthening partnerships between the community and City government.



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. 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 all people including those facing barriers to union participation and employment.

Use of Evidence

Each intervention funded by State and Local Fiscal Recovery Funds (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:

- **The City of Chicago's Guaranteed Income Program (504787):** 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>. 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 (544790):** 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 State and Local Fiscal Recovery Funds (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 also enables the City to enhance transparency and accountability for these programs, such as by making program performance data publicly accessible through [The City of Chicago ARPA Information Hub](#). Through this website, Chicagoans can explore detailed information on ARPA spending and track both the financial progress and measurable outcomes of ARPA-funded programs in their communities.



Project Inventory

This inventory includes the City of Chicago's programs that have launched or expanded through the use of these funds. Holistic 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 and finalized their program scopes. 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 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 led to attendees patronizing small businesses located downtown. By increasing the volume of foot traffic to near normal, businesses saw benefits 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 of the pandemic experienced by retail, dining, and travel and tourism businesses that traditionally thrived on foot traffic to drive business revenue. These include 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 did not flow SLFRF dollars directly to beneficiaries but rather invested in activities intended to draw a greater customer base to impacted businesses, which resulted 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 partnered with six subrecipient delegate agencies to deliver programming.

Use of Evidence

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

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of sites for Central City Recovery activations	11
Output	Number of activations/creative installations	40
Output	Number of targeted businesses	61
Output	Number of vendors/artists engaged	342



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

Managing Department: Department of Family and Support Services
Total Project Budget: \$31,960,740.54
Project Term: 2022 – 2025
Expenditure Category: 2.3: Household Assistance: Cash Transfers

Project Overview

This guaranteed income project aimed to alleviate the adverse effects of the COVID-19 pandemic on residents. The initiative supported residents from 2022 to 2023 and focused on serving a broad group of residents facing immediate economic vulnerability as a result of the pandemic. The project's primary objective was 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 were selected through an inclusive application process and citywide lottery. Each selected participant received \$500 monthly for a duration of 12 months. Performance was 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 pilot provided direct cash assistance via delegate agencies to increase economic stability and mobility. The goal was for 10,000 people to receive \$500 per month in relief payments for 12 months. Recipients were selected through an open application and citywide lottery, and payments were provided by direct deposit or debit card.

The program aimed to economically support those most vulnerable to the pandemic. Benefits took the form of financial assistance to individuals who live in low-income households and communities. The project's eligibility criteria included 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.

Key Partners

The Department of Family and Support Services worked with an Advisory Council and community-based service providers, advocates, and alderpeople to support the pilot design and implementation strategy. This project worked 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	Non-Experimental	The Public Health Effects of Interventions Similar to Basic Income: A Scoping Review



Description	Type of Evidence	Evidence Link
health and socioeconomic outcomes. Findings suggest evidence on health effects was mixed, with strong positive effects on some outcomes, such as birth weight and mental health.		
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
This review examines the evidence on the potential impact of cash transfer programs in the United States and other developed countries. 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
Treasury Required	Number of households served	5,007
Output	Number of applications submitted	176,117
Output	Number of households selected to receive cash assistance	5,007
Outcome	Total cash assistance provided	\$29,990,500



● Chicago Student Aid Program (054767)

Managing Department: Office of Budget and Management
Total Project Budget: \$3,871,890.60
Project Term: 2023 – 2024
Expenditure Category: 2.10: Assistance to Unemployed/Underemployed Workers

Project Overview

The Chicago Student Aid Program supported 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 served youth in Chicago and aimed to provide young people with out-of-school opportunities that were both safe and productive, and that supported their professional development. Through this program, the City's subrecipients offered paid internship positions to eligible youth participants. The primary outcomes were enrollment and retention of youth in internships.

The program milestones and activities included:

- 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 – Concluded summer programming.

Methodology

The Chicago Student Aid program addressed 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 included students and economically disadvantaged youth earning below 300% of Federal poverty limit and unemployed or underemployed youth.

Chicago's youth population experienced increased levels of unemployment as a result of the pandemic. This program was designed to increase employment opportunities for youth in the City of Chicago. Youth applied for internship opportunities and were paired with one of the three selected sister agencies for either a summer or year-round internship. Delegates were responsible for administration and management of placing the youth in internships. They received on-the-job training to ensure better future outcomes for employment. By providing meaningful opportunities to grow and develop their skills, this program ensured 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
This study presents research conducted on the effectiveness of Chicago's One Summer Chicago+ SYEP and Philadelphia's WorkReady SYEP programs, which offer employment opportunities to low-income youth. Findings support youth summer job programs effectiveness, showing a reduction in criminal justice involvement in the first year after random assignment. With public investment, the study implies effective intervention programming may have lasting effects for Chicago youth and possible reduction of need for child and behavioral health services.	Experimental	When Scale and Replication Work: Learning from Summer Youth Employment Experiments
Study 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. 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 people participating in summer youth employment programs	1,532
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 youths 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 – 2025
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, transformed vacant lots in neighborhoods with limited outdoor gathering areas into temporary public gathering spaces. This program revitalized vacant spaces and enhanced community engagement by accommodating public art projects, temporary sports facilities, and pop-up commercial spaces.

There were 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 were measured through quarterly reports submitted by delegate agencies. The metrics that were measured for program success included 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 provided 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 managed and conducted programming in the completed plazas.

Key Partners

This program partnered with 10 delegate agencies for POP:

- Borderless Workshop, Inc.
- Greater Chatham Initiative
- IAYV, Inc.
- Inner-City Muslim Action Network
- New Covenant Community Development Corporation
- 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. The impacts of place are profound, contribute benefits to society over short, medium and long-term time horizons, and reverberate throughout the lives of citizens across all socio-economic strata and globally. Findings suggest communal development actions can help advance the case for quality when place-shaping policy, project or investment decisions are being made.	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 community empowerment.	Non-Experimental	Rethinking Urban Transformation: Temporary Uses for Vacant Land
This review utilizes 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	132,575
Output	Number of plazas constructed	11
Outcome	Number of local businesses participating in events held in Plazas	1,229
Outcome	Community events held in the plazas	481
Outcome	Number of attendees at community events held in Plazas	22,545



● Community Wealth Building: Start-ups (544976)

Managing Department: Department of Planning and Development
Total Program Budget: \$6,390,000.00
Program Term: 2023 – 2025
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 providing communities with 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, housing cooperatives, community land trusts, and community investment vehicles in commercial real estate. The program had two major components:

1. Ecosystem development which provided 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 focused 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 addressed pandemic harm by funding a more accessible and sustainable pathway for eligible individuals and organizations to build their wealth.

All delegate agencies (Phase 1) provided workshops, one-on-one consultations, and support to cooperative start-up business projects in all 77 community areas of Chicago. The City awarded pre-development grants to recipients in May 2023 as part of the pre-development phase (Phase 2).

Methodology

The COVID-19 pandemic exacerbated many pre-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 exposed how a lack of wealth, primarily in the form of stable asset ownership, led to a heightened economic insecurity and instability.

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

In Phase 1, thirteen delegate agencies provided professional and technical services to beneficiaries and CWB-modeled entities across Chicago. Services consisted of legal advice, financial consulting, business development, asset and operation management, and research. In Phase 2, fourteen direct beneficiaries were awarded direct grants to help move their start-up projects from pre-development to development. The Phase 2 beneficiaries received technical services from the Phase 1 providers at no cost.

Key Partners

The Department of Planning and Development collaborated with the Mayor's Office and the Community Wealth Building Advisory Council to design this program. The program worked 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 Corporation, Manufacturing Renaissance, The Center for Changing Lives, The Working World 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.	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	2,475
Output	Number of City of Chicago monthly Community Wealth Ecosystem Building (WEB) grantee meetings attended by delegate agency	126
Output	Number of group workshops provided (e.g. convenings, workshops, events, etc.)	685
Output	Number of pre-development grants provided	14
Output	Number of individuals receiving services from the program	3,268
Output	Number of one-on-one consulting service hours provided	2,000
Outcome	Number of CWB businesses preserved or developed	23



● Diverse Learners Recovery Fund (484979)

Managing Department: Mayor's Office for People with Disabilities
Total Project Budget: \$4,920,484.00
Project Term: 2023 – 2024
Expenditure Category: 2.3: Household Assistance: Cash Transfers

Project Overview

The Diverse Learners Recovery Fund was dedicated to offering unrestricted one-time cash assistance to low- and moderate-income students with diverse learning needs, particularly those with disabilities. This initiative prioritized 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 was 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 provided cash assistance that provided 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 was to enhance education opportunities and promote inclusivity within the Chicago educational landscape. Progress towards this goal was measured by tracking the distribution of one-time cash assistance to families of students with disabilities. Eligibility for the fund was determined based on students' residency in Chicago and their classification as low- or moderate-income individuals with diverse learning needs. This criterion ensured that those most in need of assistance receive support to overcome educational challenges exacerbated by the pandemic.

Methodology

Diverse Learners Recovery Fund addressed harm experienced by low- and moderate-income students with documented learning disabilities (e.g., IEP). These harms included 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 aided students who were 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 provided financial relief to families. This allowed 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 designed this program and utilized models from other departments such as the Department of Family and Support Services' cash assistance programs. The Mayor's Office worked 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
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. 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.	Non-Experimental	Strategies for Using American Rescue Plan Funding to Address the Impact of Lost Instructional Time
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. 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.	Non-Experimental	Education in a Pandemic: The Disparate Impact of COVID-19 on America's Students

Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of households served	6,847
Output	Number of attendees at outreach events	3,867
Output	Number of outreach events to students with disabilities (k-12) at various schools and communities, in-person and virtual	230
Output	Number of applications started	17,607
Output	Number of applications completed	9,999
Outcome	Number of finalized payments	7,988



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

Managing Department:	Department of Family and Support Services
Total Project Budget:	\$1,005,800.66
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 reviews research analyzing the effective ways to increase access to justice and services for GBV survivors, as well as potential best practices for reducing levels of GBV. The review emphasizes the need for collaborative health and social service providers to increase access for suitable educational resources, housing, and other supports.	Non-Experimental	Addressing Gender Based Violence: A Critical Review of Interventions
This investigation aimed to analyze effective interventions to prevent and to face gender-based violence beginning in early childhood to ensure quality education for all children through violence-free schools. Selected articles were analyzed in-depth to identify the success factors of these interventions, the integration of violence prevention in school curriculums, and how they promote active participation of students and community. The programs analyzed displayed positive impact on raising awareness of gender violence, overcoming stereotypes, improving relationships in the classroom and reducing violent behavior.	Non-Experimental	Early Educational Interventions to Prevent Gender-Based Violence: 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	4,845
Outcome	Percent of participants reporting that the training helped them to better identify Gender Based Violence and Human Trafficking and resources available to victims	93%



● My CHI. My Future. (504795)

Managing Department: Department of Family and Support Services
Total Project Budget: \$14,293,877.61
Project Term: 2022 – 2025
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 have been 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. Highlighted findings include: Youth who participate in after-school programs that promote personal and social skills benefit across all three outcomes; and it was possible to identify effective programs.	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 students participating in evidence-based tutoring programs	0
Output	Number of attendees at Safe Spaces for Youth Kickback events	46,329
Output	Percent of event attendees that report feeling safe at events	73.80%
Outcome	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	96%



● Re-Entry Workforce Development Program (504783)

Managing Department:	Department of Family and Support Services
Total Project Budget:	\$7,941,919.37
Project Term:	2022 – 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 Releases in Three States



Performance Metrics

Metric Type	Metric	Data Actual
Treasury Required	Number of workers enrolled in sectoral job training programs	386
Treasury Required	Number of workers completing sectoral job training programs	336
Treasury Required	Number of people participating in summer youth employment programs	0
Output	Total number of clients that received Reentry navigation services	2,894
Output	Number of residents who enrolled in reentry program	1,698
Output	Number of residents who completed reentry program/service	742
Output	Number of incoming calls to the Clearing House phone line (Community Re-Entry Support Centers (CRSC))	14,330
Output	Number of participants who enroll in a workforce training/work-based learning program (SPRING (Selected Pre-Release for Intensive Navigation Support Going Forward) Forward)	386
Output	Number of participants who successfully complete a workforce training/work-based learning program (SPRING (Selected Pre-Release for Intensive Navigation Support Going Forward) Forward)	336
Output	Number of individuals enrolled in training that receive an industry recognized credential (SPRING Forward)	18
Outcome	Number of participants in Community Re-Entry Support Centers (CRSC) complete probation, parole and/or electronic monitoring requirements	155
Outcome	Number of participants in Community Re-Entry Support Centers (CRSC) who avoid recidivism for 12 months or more	714
Outcome	Number of residents placed in employment at or above Chicago Minimum wage (Community Re-Entry Support Centers (CRSC))	250
Outcome	Number of residents that retain employment for at least 30 days (Community Re-Entry Support Centers (CRSC))	118
Outcome	Number of participants placed in permanent employment (SPRING (Selected Pre-Release for Intensive Navigation Support Going Forward) Forward)	165
Outcome	Number of participants retaining employment for at least 30 days post placement. (SPRING Forward)	158



● Resiliency Fund 2.0 (504758)

Managing Department: Department of Family and Support Services
Total Project Budget: \$9,012,059.86
Project Term: 2022 – 2024
Expenditure Category: 6.1: Provision of Government Services

Project Overview

The COVID-19 pandemic 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 who 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:	\$4,438,617.13
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 comprises 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 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, managed by a single grant administrator, provided 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 varied in amount and was based on organization size and economic injury. Award dollars were used for necessary cost needs resulting from COVID-19-related negative economic harms.

The Capacity Building Program awarded funding to two separate delegate agencies, one for small businesses and one for non-profit organizations, that provided highly customized coaching and technical assistance to each of these organization types. The selected delegate agencies worked with businesses and non-profits to identify gaps (in their systems, structures, skills, and resources) and provided 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 both mitigates the higher costs facing businesses relating to rent, labor, and supplies/materials and creates 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 works to identify eligible small businesses and nonprofit organizations that are awarded with funding. Since the goal is to stabilize operations for these organizations, selected awardees use funding for expenses such 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 responded 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 addressed 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 offered 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 also offered capacity building through customized coaching and 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 works with the Department of Planning and Development on program development and implementation. The program partners with 34 delegate agencies to implement programming.

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of small businesses supported	314
Output	2023-25 Storefront Program: Number of small businesses receiving technical assistance	314
Output	Number of sites for Small Business Support activations	50
Output	Number of activations	70



● Tourism and Hospitality Recovery (234781)

Managing Department:	Department of Cultural Affairs and Special Events
Total Project Budget:	\$16,000,000.01
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 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. 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	171
Output	Number of Minority- and/or Women-owned Business Enterprise (MWBE) vendors engaged	223
Output	Number of small businesses featured	409
Outcome	Number of businesses that are provided photography and digital support services	49



Metric Type	Metric	Data Actual
Outcome	Number of Chicago businesses engaged	6,223
Outcome	Number of clicks to neighborhood website pages	494,651
Outcome	Number of community spaces activated via holiday activations	51
Outcome	Number of event attendees	130,651
Outcome	Number of Minority- and/or Women-owned Business Enterprise (MWBE) self-identified businesses featured	158
Outcome	Number of organic social media impressions	8,178,336
Outcome	Number of paid social media impressions	53,291,808
Outcome	Number of social media content pieces	559
Outcome	Number of views produced via video episodes	160,000



● Workforce Development Program (504792)

Managing Department: Department of Family and Support Services
Total Project Budget: \$5,697,517.90
Project Term: 2022 – 2025
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 and high 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 (City Colleges of Chicago), 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 people participating in summer youth employment programs	0
Treasury Required	Number of workers completing sectoral job training programs	1,566
Treasury Required	Number of workers enrolled in sectoral job training programs	3,404
Output	Total number of employed participants	415



● Youth Opportunity Programs (504893)

Managing Department:	Department of Family and Support Services
Total Project Budget:	\$65,986,973.27
Project Term:	2022 – 2025
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 people participating in summer youth employment programs	12,646
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Output	Percentage of Year-Round Employment Program (YREP) participants that identify with one or more of the target population groups	63%
Output	Percentage of Year-Round Employment Program (YREP) participants that complete at least 95% of available program hours	90%
Output	Percentage of Chicagobility participants that identify with one or more of the target population groups	63%
Output	Percentage of Chicagobility participants that completed at least 75% of available program hours	91%
Output	Percentage of Summer Youth Employment Program (SYEP) youth that completed at least 75% of available program hours	96%
Output	Percentage of Summer Youth Employment Program (SYEP) youth that identify with one or more of the target population groups	56%
Output	Percentage of Chicago Youth Services Corps (CYSC) participants who complete a capstone project annually	66%
Output	Percentage of Chicago Youth Services Corps (CYSC) participants who complete at least 95% of available program hours	61%



COMMUNITY SAFETY



● Community Safety Coordination Center (CSCC) (414784)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$14,211,764.15
Project Term: 2022 – 2025
Expenditure Category: 6.1: Provision of Government Services

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 to:

1. Ensure violence prevention and reduction is community-led with support from City staff and resources;
2. Create new collaboration opportunities amongst City staff, community organizations, and others with existing roles in the violence prevention and reduction space; and
3. Create the systems for data collection, analysis, and mapping needed to implement 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 expanding resources for violence intervention programming and supporting community safety initiatives. The CSCC's impact is measured in the number of coordination efforts led by the CSCC and number of stakeholders in the targeted areas who engage with these programs.

Methodology

The gun violence epidemic was exacerbated by the COVID-19 pandemic, resulting in increased 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 a 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 reduces 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 leverages the assets of individuals and nonprofits in the 15 priority communities, striving 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 allows them to identify trauma better and connect those in need with mental health services.

Key Partners

This program has engaged a variety of City Departments and community stakeholders in its development and implementation. Groups engaged include the Chicago 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
A systematic review of the impact of the Nation-wide, federally funded program Project Safe Neighborhoods. This program works across local agencies and organizations to implement a violence intervention plan tailored to the needs of the community. Findings suggest implementing a consistent communal resource encourages the likelihood of program successes in highly populated areas.	Non-Experimental	A Systematic Review of Project Safe Neighborhoods Effects
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.	Quasi-Experimental	Community-driven violence reduction programs: Examining Pittsburgh's One Vision One Life

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of Community Activation Network (CAN) violence response coordination meetings held by service providers and stakeholders	418
Output	Number of unique community stakeholders attending Community Activation Network (CAN) meetings	4,494
Output	Number of urgent community safety preventative or response efforts supported by the CSCC	169



● Community Violence Intervention (414884)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$19,114,059.77
Project Term: 2022 – 2025
Expenditure Category: 1.11: Community Violence Interventions

Project Overview

The Community Violence Intervention (CVI) program, known as the Street Outreach initiative, supports and engages individuals who are at the highest risk of participating in community violence. Individuals' risk of involvement in violence is linked to several 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-19 outcomes. The CVI program works 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 services addressing their unmet 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 may lead to additional violence and possibly 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. 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 services and case management. 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 mitigate the risk of retaliation on the individual or their family.

This program also decreases the impact of violence on participants' families and communities. Because services offered are in the communities that have the highest burden of violence and homicide, the family members of SO participants and the households that make up the community 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
- Acclivus



- B.U.I.L.D Incorporated
- Centers for New Horizons, Inc.
- Envision Community Services
- GADS Hill Center
- Gary Comer Youth Center
- Institute for Nonviolence Chicago
- Metropolitan Family Services
- Phalanx Family Services
- Together Chicago, Inc.
- Youth Advocate Programs, Inc.
- Youth Guidance

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	39
Output	Number of persons provided with Community Violence Intervention services	1,394
Outcome	Number of critical incidents receiving a response from the Crime Prevention and Information Center (CPIC)*	1,508
Outcome	Number of mediations and/or agreements	2,866
Outcome	Number of persons who have successfully transitioned into services supported by the Program	1,283

**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:	\$9,821,400.56
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 study relies on the voices of survivors of past abuse describe the amount, type, and impact of costs related to their experience of intimate partner violence. Findings presented emphasize that emotional, physical, and financial supports together aid long term recovery by connecting survivors of abuse to accessible communal resources, social services, employment, and housing.	Quasi-Experimental	Recovery: Intimate Partner 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. Findings suggest financial recovery services promote collective emotional and physical healing.	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 each type of service helped (or would help) them to feel safer. Findings suggest expanded survivor healthcare and economic support may facilitate long-term safety.	Quasi-Experimental	Intimate Partner Violence Survivors' Unmet Social Service Needs
This article found that 67 percent of survivors returned to an abusive relationship or stayed longer than they wanted due to financial concerns. This study implies that with direct financial assistance programming, individuals are more enabled to rebuild their lives after violence.	Non-Experimental	We Would Have Had to Stay: Survivors' Economic Security and Access to Public Benefits Programs
The National Resource Center on Domestic Violence conducted a comprehensive survey on domestic violence, revealing that a majority of respondents consider public benefits programs—such as TANF, SNAP, and UI—to be vital resources for survivors of domestic violence and sexual assault. These programs were widely recognized for their critical role in helping individuals meet basic needs and in supporting their pursuit of safety and long-term 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	Non-Experimental	The Public Health Benefits of Interventions Similar to



Description	Type of Evidence	Evidence Link
interventions on health and socioeconomic outcomes. Research shows that domestic violence and sexual assault occur across all racial, ethnic and economic groups. Findings affirm that access to financial, nutrition, and healthcare supports is a vital safety net that helps survivors rebuild their lives after violence.		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
Outcome	Number of participants enrolled who receive benefit	6,694



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

Managing Department: Department of Family and Support Services
Total Project Budget: \$4,646,992.70
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 female identified youth experiencing homelessness and	Non-Experimental	Implementing a Trauma-Informed Intervention for Homeless Female



Description	Type of Evidence	Evidence Link
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 explores 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	1,721
Output	Number of low-barrier drop-ins	1,333
Output	Number of youth connected to services as identified by their assessment	287
Output	Number of community outreach, education or awareness events or workshops	98
Outcome	Number of youths that show progress towards one goal in their service plan	136



● Place-Based Violence Interventions (414883)

Managing Department:	Chicago Department of Public Health
Total Project Budget:	\$7,137,966.79
Project Term:	2022 – 2025
Expenditure Category:	6.1: Provision of Government Services

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 (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 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, providing hospital-based violence intervention to patients who are at risk of repeat violent injuries, and implementing initiatives such as the Home and Business Protection Program, which equipped residents and businesses with security devices at no cost. The program also includes support for Hospital Based Violence interventions and PlayStreets events. The desired outcomes of these interventions include increased coordination of community safety resources through public safety planning tables, reduction of repeat violent injuries, beautification of physical spaces to create safe environments, and enhancement of public safety perception through the provision of security devices. Ultimately, these efforts improve public safety perception and reduce shooting victimization 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 to and awareness of City resources, and an overall strengthened trust between government and community. The program also provides support to individuals being treated at the hospitals because of involvement in community violence. 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 enhances public safety perception and reduces community violence.

Key Partners

The Chicago Department of Public Health has collaborated with Chicago Survivors, the Illinois Department of Human Services, the Chicago Police Department, the Cook County Justice Advisory Council, the Department of Streets and Sanitation, the Department of Transportation, GreenCorps Chicago, the 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. Findings suggest vacant lot restoration provides a sustainable place-based approach in efforts to reduce crime in disadvantaged neighborhoods dependent on the type of land use.	Quasi-Experimental	Reducing Crime by Remediating Vacant Lots: The Moderating 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 study suggests interagency collaborative relationships are slow to develop and require crucial advocacy and solid base of support teams to foster communal relationships and program effectiveness.	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
Output	Number of Home and Business Protection Program (HBPP) income-based applications approved	2,676
Output	Number of Home and Business Protection Program (HBPP) rebate applications approved	5,323
Output	Number of safe space activations/events supported	946
Output	Number of hospitalized victims of violence enrolled in hospital-based violence intervention program	10
Output	Number of hospitalized victims of violence linked to post-hospitalization health or social services	10



● Street Ambassadors Program (544786)

Managing Department: Department of Planning and Development
Total Program Budget: \$11,793,368.49
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 experienced significant reductions in economic activity along with increased public safety concerns. The goal of the Street Ambassadors program was to create a community investment strategy that catalyzed a sustainable and strong recovery in commercial corridors. To ensure a strong recovery in commercial corridors, the Department of Planning and Development provided 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 was measured by pedestrian foot traffic, the sense of safety, and the creation of a welcoming atmosphere.

This program supported organizations that worked with the City to hire and train community members to serve as ambassadors. Street Ambassadors were stationed along key commercial corridors to provide a welcoming presence and enhance a sense of safety, to increase customer foot traffic for surrounding businesses.

There were five program milestones:

- Contracts awarded on May 1, 2022;
- Ambassadors deployed in Corridors on June 1, 2022;
- Second year awards were made on May 1, 2023;
- Third year awards were made in Spring 2024; and
- The program ended on December 31, 2024.

Methodology

Street Ambassadors spent most of their time walking the commercial corridor, actively engaging pedestrians and businesses. This included greeting passers-by, providing directions, and providing escorts within the boundaries of the commercial corridor. Ambassadors worked 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 hired as Street Ambassadors received workforce development training and acquired additional skills while on the job.

Negative economic impacts have affected small businesses, including brick-and-mortar retail, bars, and restaurants. The harm was observed among groups of small businesses along commercial corridors, such as decreases in revenue and clientele, as well as concerns over public safety. This harm was also evident across several commercial activity metrics, including a decrease in foot traffic.

This program was designed for small businesses located along commercial corridors throughout the city, including in neighborhoods classified as low- and moderate-income.

Key Partners

This program partnered 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 Corporation
- Northwest Side Community Development Corporation
- 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. The article's findings suggest utilizing ambassador practices helps develop a collaborative governance model to disperse different levels of security measures across communities.	Non-Experimental	Downtown Ambassadors, Police Relations and 'Clean and Safe' Security
This report explores the operations of uniformed, mobile ambassadors in Canadian downtown cores. This paper argues the mobile ambassadors serve both a security function as well as a knowledge vessel of urban governance that encourages community building of its people and institutions.	Non-Experimental	Ambassadors, Business Improvement District Governance and Knowledge of the Urban

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of active corridors	17
Output	Number of street ambassadors	456
Output	Number of engagements with businesses in the active corridors	150,405
Output	Number of 311 submissions (maintenance requests) by street ambassadors	11,247
Output	Number of community safety incidents reported by street ambassadors	1,662



Metric Type	Metric	Data Actual
Output	Number of directions towards businesses and public spaces provided to pedestrians	244,502
Output	Number of engagements with individuals experiencing homelessness and referrals to social services	28,663
Output	Number of social service assistance provided to pedestrians	65,421
Outcome	Percentage of businesses in active corridors that perceived an improved sense of safety	76%
Outcome	Percentage of businesses in active corridors that perceived an improved welcoming atmosphere	82%
Outcome	Percentage of businesses in active corridors that perceived an improvement in cleanliness	76%
Outcome	Percentage of businesses in active corridors that perceived an increase in foot traffic	71%



● Victim Support Funding Program (414791)

Managing Department:	Chicago Department of Public Health
Total Project Budget:	\$4,651,488.86
Project Term:	2023 – 2025
Expenditure Category:	1.11: Community Violence Interventions

Project Overview

The Victim Support Funding Program reduces the traumatizing impact of involvement in community violence and COVID-19 exposure on vulnerable individuals and families. The program accomplishes this objective by expediting trauma-informed emotional and practical supports to persons who are injured by community violence. Where warranted, this program also offers 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 multiple citywide and community-based services 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 delegate agency responds quickly and offers support to homicide incidents throughout the city. Teams are deployed after receiving alerts from the Crime Prevention Information Center (CPIC), engaging survivors typically in the first hours following the incident and providing support (e.g., 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 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 support, and reduce the threat of retaliatory violence.

The Emergency Supplemental Victims Fund 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 victims of homicide and to persons who are injured in or residents of (but victimized elsewhere in the city) the 15 communities that have been prioritized based on the burden of violence and injury that occurs.

Methodology

This program is 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 exposure in accessing COVID-19 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 CVI/Street Outreach delegates, supporting incident risk mitigation while prioritizing victim care. VS providers offer



support in coping with the 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 navigate ESVF applications for the families of homicide victims, while community-based providers respond to Chicago residents who sustain serious (usually gun-related) injuries in or reside 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
- Metropolitan Family Services
- Together Chicago, Inc.

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. By implementing a streamlined process, evidence suggests that effective management may increase awareness of victim services and support opportunities.	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
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Output	Number of persons newly enrolled in services (case management and outreach)	1,419
Outcome	Number of applicants who received Emergency Supplemental Victims Fund disbursements	681



● Youth Intervention Programs (504793)

Managing Department: Department of Family and Support Services
Total Project Budget: \$13,997,435.79
Project Term: 2022 – 2025
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
This 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. Study results highlight the utility of rethinking what youth employment programs can do. Even without improving employment or changing the total number of arrests, summer jobs programs can reduce a hugely socially costly outcome at a relatively low cost.	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	100%
Output	Percent of Year-Round SYEP participants that identify with one or more of the target population groups	71%
Output	Percent of Mentoring participants that identify with one or more of the at-risk target population groups	93.53%
Output	Percent of Mentoring participants that attend 45 hours of group mentoring annually	64.60%



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

Managing Department: Department of Family and Support Services
Total Project Budget: \$4,663,535.26
Project Term: 2022 – 2025
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. 2024 data indicates that shootings were still 12% higher– and homicides were still 16% 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
This study examines program impact of youth intervention programs. Findings concluded that a	Experimental	Effectiveness of a Mentor-Implemented



Description	Type of Evidence	Evidence Link
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.		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 about the justice system's engagement and response to young adults. Findings suggest institutions that treat the apprehension of a young person involved in crime as an opportunity for intervention and assistance can promote socially integrative public safety that also alleviates the social costs of punitive criminal justice.	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	56.44%
Output	Percent of youth that complete at least one of their goals	50.74%
Output	Average number of service connections for each youth with successful service connection	4.1
Outcome	Percent of youth that experienced an increase in personal agency/efficacy	68.07%



● Youth Justice Diversion Program (504794)

Managing Department: Department of Family and Support Services
Total Project Budget: \$5,498,394.51
Project Term: 2022 – 2025
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 that youth guidance 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 people participating in summer youth employment programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Output	Percent of enrolled youth that develop a youth-driven service plan	79%
Output	Percent of enrolled youth that successfully complete their service plan within 90 days	81%
Outcome	Percent of youth that are able to identify a positive adult/mentor beyond their service coordinator	52%
Outcome	Percent of youth that report feeling more knowledgeable about and confident accessing resources and services available in their community	56%



MENTAL HEALTH & WELLNESS



● 211 System (504766)

Managing Department: Department of Family and Support Services
Total Project Budget: \$7,002,229.60
Project Term: 2022 – 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 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 outcomes demonstrates how it successfully facilitated service uptake through referrals. Findings explain how 2-1-1 helps callers resolve problems but also helps them identify missed opportunities in the current system. Future research could elucidate how 2-1-1 callers resolve problems and find ways to improve outcomes for the most disadvantaged 2-1-1 callers.	Quasi-Experimental	Getting Help from 2-1-1: A Statewide Study of Referral Outcomes



Description	Type of Evidence	Evidence Link
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 structure and interagency relationships that can maximize the benefit of the referral service to both individuals and existing social service agencies. These findings reveal that maintaining an evaluation model for referral services provides a basis for incremental and flexible assessment of service performance that can lead to the creation of a culture of continuous improvement and long-term evaluation for 2-1-1 services.	Quasi-Experimental	2-1-1 Information Services: Outcomes Assessment, Benefit-Cost Analysis, and Policy Issues

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of requests answered	93,232
Output	Number of website hits	63,926
Output	Number of agencies in 211 database	1,689
Output	Average speed to answer a call	31 seconds
Output	Average call abandonment rate	4.34%
Output	Average call contact	6:05 minutes
Output	Number of callers reporting they have received services	269
Output	Number of callers receiving a follow-up call from a 211 Resource Navigator	7,423
Output	Total contacts from residents annually	46,603
Outcome	Percent of surveyed 211 users who express satisfaction in the services they received	90%



● 911 Alternative Response Program (CARE) (414765)

Managing Department:	Chicago Department of Public Health
Total Project Budget:	\$6,870,109.40
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 provides individuals experiencing behavioral health crises with appropriate resources and diverts them 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, assess their needs, and implement 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.

Methodology

Individuals and their families and/or households that call 911 for a mental health crisis directly benefit from the CARE program. These individuals 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 support them on-scene and through follow-up encounters to help them provide appropriate support to their loved ones.

The CARE program is essential due to the behavioral health crisis that coincided with the pandemic and the resulting use of 911 services to respond to acute mental health crises. CARE ensures 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. The article suggests community response models are a cost-effective way to reduce police engagement with nonviolent individuals in crisis.	Quasi-Experimental	A Community Response Approach to Mental Health and Substance Abuse Crises Reduced Crime

Performance Metrics

Metric Type	Metric	Data Actual
Output	Count of total emergency responses conducted	2,134
Output	Percent of calls resulting in an individual receiving CARE services and/or transport by CARE team	51%
Outcome	Number of individuals receiving follow-up/outreach health and social services	2,031



● Community Resource Navigators (414766)

Managing Department:	Chicago Department of Public Health
Total Project Budget:	\$8,612,064.25
Project Term:	2022 – 2025
Expenditure Category:	2.19: Social Determinants of Health: Community Health Workers or Benefits Navigators

Project Overview

The Community Resource Navigators program, also referred to as the Community Health Response Corps, connects residents on the South and West sides of Chicago to social services and disseminates healthcare information to the community to improve residents' overall health. Community health workers are hired from neighborhoods affected by COVID-19, violence, and economic hardship to provide 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 to focus on promoting overall health resilience and well-being. In 2022, Response Corps expanded its scope to address chronic diseases, helping residents access reliable information and recovery support, including economic and social programs and services, as well as specific health resources. In 2025, the program relaunched without a lead coordinating agency and focused on hyperlocal community activations in 5 priority community areas as listed in the 2025 strategic plan.

Methodology

This program identified a gap in health and social services that was worsened by the COVID-19 pandemic, particularly in its impact on individuals 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 within communities through canvassing, events, and other hyper-local engagements. Additionally, the program offers an inbound and outbound call center that provides referrals to services requested by residents. 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 Community Resource Navigators Program partnered with the following organizations:

- Cook County Workforce Partnership
- Habilitative System Inc.
- Phalanx Family Services
- Inner-City Muslim Action Network
- Sinai Community Institute
- Central State SER
- Greater Auburn Gresham Development Corporation

Use of Evidence

Evidence-based Determination: Moderate evidence base



Description	Type of Evidence	Evidence Link
A systematic review was performed 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 residents engaged at events	250,540
Output	Number of residents who received services via call center and in person	256,816
Outcome	Number of referrals made to resources	27,787



● 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
This study reviews medically significant illness, death, and health care system strain. Findings suggest strains 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: \$2,680,533.00
Project Term: 2023 – 2025
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, 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 individuals in Chicago, especially since vaccines are now on the commercial market and no longer free for all. ARPA funding is used to purchase vaccines for individuals who attend CDPH-led vaccination events. Additionally, the program protects vulnerable populations via vaccination events for under- or uninsured persons, such as those experiencing homelessness, and homebound Chicagoans.

Methodology

The COVID-19 Vaccination program serves everyone in Chicago aged six months and older. Regardless of insurance status, all individuals are eligible for vaccination to mitigate best the harms of severe COVID-19 infection, hospitalization, and death. Each beneficiary receives the appropriate number of updated 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
At the time of this study, eight vaccines against SARS-CoV-2 have received Emergency Use Authorization from the World Health Organization, providing a critical layer of protection for the global population during the COVID-19 pandemic. To guide effective public health	Non-Experimental	Safety & Effectiveness of COVID-19 Vaccines: A Narrative Review



Description	Type of Evidence	Evidence Link
strategies, officials, policymakers, and governments are actively gathering evidence-based data to inform policy decisions. However, concerns about vaccine-related risks can hinder these efforts. This study reviews the existing literature on the efficacy and safety of these vaccines. Findings indicate that all eight vaccines are highly effective in preventing severe illness and death. Nonetheless, some safety concerns and adverse effects have been reported. The study also highlights the need for booster doses and variant-specific vaccines to maintain immunity over time. Importantly, ensuring access to vaccines across all age groups not only strengthens community protection against viral transmission but also contributes to a broader understanding of collective immune responses.		
With the surge of SARS-CoV-2 variants, countries offer COVID-19 vaccine booster doses to high-risk groups and 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. This study 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. Findings suggested booster doses restored vaccine effectiveness and adverse reactions after booster doses were similar to those after the second dose.	Quasi-Experimental	COVID-19 Vaccine Waning and Effectiveness and Side-Effects of Boosters: A Prospective Community Study
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.	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	11,662



● EJ Seed Grants (414897)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$1,051,345.00
Project Term: 2024 – 2025
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 communities that are affected by poor air quality to serve on the Chicago Air Sensor Network advisory board. The advisory board serves as a collaborative structure for collecting input and feedback from the community on which locations to install the air sensors, how air quality data is visualized and disseminated, and how to design community education activities and materials to help residents understand and utilize air sensor data. This community-driven approach ensures that the design and development of all air quality data collection, analysis, and dissemination is an open and transparent process.

Methodology

The Chicago Department of Public Health partners with delegate agencies who implement the EJ Seed Grants program across all six Healthy Chicago Zones, covering the entire city. These delegate agencies, known as Regional Leads of Healthy Chicago Zones, are responsible for developing region-wide program management systems and infrastructure, as well as partnering with community-based organizations to carry out program activities in their neighborhoods.

CDPH is also partnering with a Lead Coordinating Organization (LCO) that helps manage monitoring of deliverables from all program partners and prepare reports for the program.

The program brings together diverse voices to form a unified advisory board. This board comprises community-based organizations, representatives of CDPH, the Chicago Department of Environment (DoE), the Chicago Department of Transportation (CDOT), CDPH academic partner The University of Illinois at Chicago School of Public Health (UIC SPH), and environmental regulatory agencies (i.e., Cook County Department of Environment and Sustainability, Illinois EPA and US EPA Region 5). The advisory board plays a strong role in utilizing data for advocacy, policy development, education and community awareness.

Key Partners

The EJ Seed Grants program has designated the following delegate agencies to support program implementation:

- Greater Auburn Gresham Development Corporation
- Illinois Public Health Institute
- Phalanx Family Services
- Sinai Community Institute
- Southwest Organizing Project
- Swedish Covenant Health

Performance Metrics

Metric Type	Metric	Data Actual
Output	Total dollar amounts of grants disbursed	\$135,158.56



Outcome	Number of community-based organizations participating in the air sensor advisory board	13
Outcome	Number of sensors located in neighborhoods with high Air Quality & Health Index scores (greater cumulative burden)	0



● Environmental Hazard Reduction Program (414772)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$2,044,854.34
Project Term: 2022 – 2025
Expenditure Category: 6.1: Provision of Government Services

Project Overview

The Environmental Hazard Reduction Program created more capacity for engaging the community regarding environmental concerns, enforcing laws, and a better understanding of environmental pollutants to develop new policies and procedures that ensured the long-term health and safety of Chicago residents.

Methodology

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

Key Partners

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

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of environmental inspections	2,093
Output	Number of outreach engagements for environmental projects	39
Outcome	Number of environmental violations	200



● Family Connects Program (414775)

Managing Department:	Chicago Department of Public Health
Total Project Budget:	\$16,438,394.83
Project Term:	2022 – 2025
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), 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. 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.

Methodology

The program operates through three core components: nurse home visiting, community alignment, and data monitoring. Program staff collaborate with community agencies to support all families during the birthing process and facilitate 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 are in place. During these home visits, nurses inquire about social determinants of health, including, but not limited to, issues such as food insecurity, access to healthcare, 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 by which local knowledge and expertise inform the universal referral system, leading to increased coordination of resources. 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 with a unique community alignment board. These boards comprise health and social service providers, early childhood care providers, individual community members, advocates, and other maternal and child health stakeholders. Their role is to interpret the data from home visits about the needs of families in their communities, identify community resources and services that meet those needs, inform the program about ways to improve the reach of the service, and advocate for resources to address identified gaps.

By assessing families' needs and connecting them with appropriate resources, Family Connects Chicago navigates the complex healthcare system and facilitates access to vital resources, including healthcare



connections, housing, and food assistance. This comprehensive approach enables families to navigate these complex systems effectively and ensures they receive the necessary support and assistance.

Key Partners

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

Delegate agencies engaged in providing services using ARPA funds include:

- Anne and Robert H. Lurie Children' Hospital of Chicago
- EverThrive Illinois
- Metropolitan Family Services
- Mount Sinai Hospital
- Rush University Medical Center
- St. Anthony Hospital
- Swedish Covenant Health
- University of Chicago Medical Center
- University of Illinois Health

Delegate agencies engage to provide services using other funds include:

- 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
This study tested program effectiveness of the Durham Connects program. Relevant findings include reducing infant emergency medical care between birth and age 12 months. The study suggests that implementation of similar programming maintains a viable resource for infant health and emergency healthcare services.	Experimental	Randomized Controlled Trial of Universal Postnatal Nurse Home Visiting: Impact on Emergency Care
The objective of this study is to test the implementation and impact of the Family Connects (FC) program when administered by a community agency. 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-childcare visits, and maternal postpartum care compliance, and emergency health care utilization.	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 children served by childcare and early learning services (pre-school/pre-K/ages 3-5)	0
Treasury Required	Number of families served by home visiting	7,511
Outcome	Percent of eligible families completing home visit	42%
Outcome	Visit satisfaction rate	94%



● Good Food Fund/Incubator (704776)

Managing Department: Department of Business Affairs and Consumer Protection
Total Project Budget: \$9,156,281.34
Project Term: 2023 - 2025
Expenditure Category: 6.1: Provision of Government Services

Project Overview

This program supported small businesses that produce, convert, and deliver food, which were adversely impacted by the COVID-19 pandemic, by providing those small businesses with capital and technical assistance to start or expand their business. The intended outcomes of this program were 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 sourcing and supply of locally grown and regionally produced foods; and to catalyze additional investment from private and philanthropic sectors.

Program goals were achieved by:

- Creating a 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 provided capital grants for food businesses that produce, convert, and deliver food. Grants ranged from \$10,000 up to \$100,000 and were distributed by delegate agency partners to eligible businesses. As part of this project, the Early-Stage Food Incubator Program awarded 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 partnered with eight delegate agencies to administer programming, including Allies for Community Business, BUILD Incorporated, Chicago's Sunshine Enterprises, DishRoulette 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 that received technical support	827
Output	Total number of professional coaching activities completed	1,482
Output	Number of food entrepreneurs receiving Good Food Fund and Incubator services	1,227
Output	Number of food businesses receiving Good Food Fund small grants	149
Output	Dollar amount of grants disbursed to food businesses	\$5,749,099
Output	Dollar amount of low-interest loans secured by food businesses participating in the program from nonprofit lenders	\$743,293



● Mental Health Initiative (414780)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$19,400,105.57
Project Term: 2022 – 2025
Expenditure Category: 1.12: Mental Health Services

Project Overview

The Mental Health Initiative (MHI) in Chicago enhances access to mental health services for 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 mental health providers established to serve additional Chicago community areas. Each provider delivers 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 MHI 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.

Methodology

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

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 target mental health issues specifically, MHI reduces the overall burden of illness within the population. This, in turn, fosters improved public health and also play a pivotal role in promoting economic development and fostering positive health outcomes 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
- Carolina Therapeutic Services, Inc.
- Chicago Family Health Center
- Chinese American Service League, Inc.
- Envision Unlimited
- Erie Family Health Center
- 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 Network
- Lutheran Social Services of Illinois
- Metropolitan Family Service
- Midwest Asian Health Association
- Nourishing Hope
- Pilsen-Little Village Community Mental Health Center
- Saint Anthony Hospital
- The University of Illinois: UIC Miles Square
- Trellus

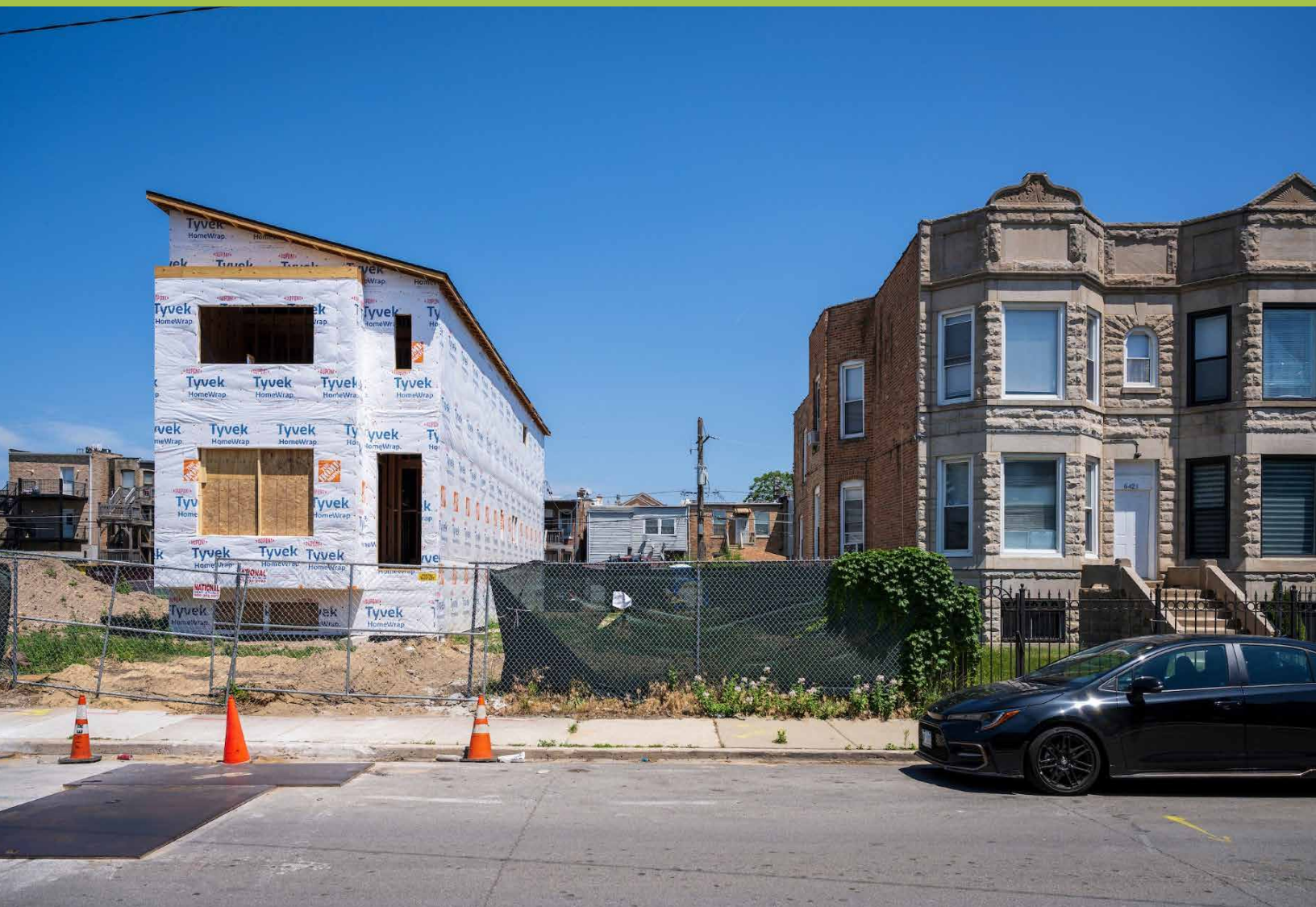
Use of Evidence

Evidence-based Determination: Strong evidence base

Description	Type of Evidence	Evidence Link
This study examines New York City's C2C care network intervention, which provides screening and service for mental health. New York City's C2C care network experienced an increased identification of mental health issues, reduced barriers and increased referrals to mental health services, and improved knowledge, attitudes, and behaviors toward mental health among CBO staff. Additionally, C2C has demonstrated an increase in system capacity through the first phase. The study demonstrates that CBOs are capable and well suited to integrate mental health support into their usual services, with help from partnering MHPs.	Experimental	Mental Health Task-Shifting in Community-Based Organizations: Implementation, Impact, and Cost-Evaluation of the Connections to Care Program

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of Trauma-Informed Centers of Care funded	21
Output	Number of unduplicated individuals who receive mental health services	47,883
Output	Number of unduplicated youths who receive mental health services (ages 0 - 17)	13,708
Outcome	Number of sessions provided to individuals	172,078



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 – 2025
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 providing communities with 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, housing cooperatives, community land trusts, and community investment vehicles in commercial real estate. The program had two major components:

1. Ecosystem development, which provided 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 supported the development of housing that was disproportionately impacted by the pandemic, helping local communities invest in themselves. This program directly addressed the pandemic's economic harm by funding a more accessible and sustainable pathway for eligible individuals and organizations to build their wealth.

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

Methodology

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

This program served housing cooperatives and community land trusts in areas disproportionately affected by the economic harm of the COVID-19 pandemic, including Qualified Census Tracts (QCTs) and low-income communities.

In Phase 1, three delegate agencies provided services to beneficiaries and CWB-modeled entities across Chicago. Services consisted of legal advice, financial consulting, business development, asset and operations management, and research. In Phase 2, eleven grantees received direct grants and, when necessary, technical services from the Phase 1 providers to support project development.

Key Partners

The Department of Planning and Development collaborated with the Mayor's Office and the Community Wealth Building Advisory Council to design this program. The Council engaged 20 community leaders, who were integral to the program's design and implementation. The program worked 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
This study conducts a review of homeownership programs and their impact on communities. Findings suggest that shared homeownership programs facilitate broader access to affordable, low-risk homeownership opportunities for low-income families.	Quasi-Experimental	Shared Models Offer Sustainable Homeownership
This review covers community-based organizations that have struggled to identify reliable funding streams to serve the needs of community members. Findings suggest four models for community wealth building. The models center around the need to garner 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 people or households receiving eviction prevention services (including legal representation)	0
Treasury Required	Number of affordable housing units preserved or developed	123
Output	Number of City of Chicago monthly Community Wealth Ecosystem Building (WEB) grantee meetings attended by delegate agency	38
Output	Number of curriculum materials created (e.g., workshop presentations, videos, legal documents, etc.)	77
Output	Number of group workshops provided (e.g., convenings, workshops, events, etc.)	51
Output	Number of one-on-one consulting services provided	130
Output	Number of individuals receiving services from the program	532
Output	Number of pre-development grants provided	11
Outcome	Number of homeowners created	5
Outcome	Number of total housing units preserved or created	123



● Transit-Oriented Development (TOD) Program (544773)

Managing Department: Department of Planning and Development
Total Program Budget: \$2,200,000.00
Program Term: 2023 – 2025
Expenditure Category: 6.1: Provision of Government Services

Program Overview

The TOD program advanced the City's vision that every Chicagoan should be able to live in a healthy, walkable, and vibrant community connected to transit and all its benefits. The program provided pre-development funding to community-led projects. The program also provided 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, among other tasks.

This program had the following milestones:

- 09/06/2022 - Program staffing and design started
- 11/16/2022 - 12/9/2022 - Request for Proposals 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 assistance for program grantees
- 05/02/2023 - Pre-development finalist announcements
- 05/02/2023 - 11/02/2023 - Grantee contracting
- 11/02/2023 - 12/31/2024 – End of program - Grantee project management

Methodology

TOD Pre-development grant recipients received funds of up to \$150,000 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. The review committee members included program staff, planners, and Department of Housing (DOH) partners. The TOD delegate agency, the Center for Neighborhood Technology, provided technical assistance to support pre-development grantees.

Key Partners

This program partnered with the Center for Neighborhood Technology.

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of TOD commercial units created	13
Output	Number of TOD projects funded	8
Output	Number of TOD projects receiving technical assistance	29
Outcome	Number of businesses and organizations supported with new space	13
Outcome	Number of TOD affordable housing units supported	438
Outcome	Number of TOD market rate housing units supported	263



● Neighborhood Broadband Connectivity (054779)

Managing Department: Office of Budget and Management
Total Project Budget: \$8,999,206.00
Project Term: 2022 – 2025
Expenditure Category: 6.1: Provision of Government Services

Project Overview

The Neighborhood Broadband Connectivity program increases 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 was severely limited during the pandemic.

The program funds 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 serves approximately 25,000 students in the 2024-2025 school year.

Additionally, the program supports 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 funds broadband projects that create affordable and high-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 addresses the harm of limited or no internet access at home, including devices such as computers, laptops, or smartphones, for individuals who require broadband access for basic activities. It serves communities defined as low-income, with a high rate of poverty and unemployment, specifically individuals with limited or no 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 community engagement process, as documented in the [Chicago Digital Plan](#), as well as the knowledge of the Mayor's Office. The Digital Coalition, comprising over 50 organizations, serves as an important partner in understanding the needs of communities most impacted by the digital divide. The program is also expected to partner and provide subawards to 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
Outcome	Number of households connected to the Internet via Neighborhood Broadband Initiatives	26,731



● Rapid Rehousing Program (504782)

Managing Department:	Department of Family and Support Services
Total Project Budget:	\$31,533,707.18
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 additional 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. Findings found that families tend to find housing in buildings where other homeless families with multiple evictions and criminal records are concentrated.	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
Output	Number of households engaged at Accelerated Moving Events (AMEs)	1,687
Output	Number of Accelerated Moving Events held	80
Outcome	Number of new households housed	1,963
Outcome	Number of new households with children housed with Rapid Rehousing (RRH)	268
Outcome	Number of new households without children housed with Rapid Rehousing (RRH)	1,695
Outcome	Number of households who exited Rapid Rehousing (RRH)	1,365



Metric Type	Metric	Data Actual
Outcome	Number of households exiting rapid rehousing to a permanent housing destination	878



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

Managing Department:	Department of Family and Support Services
Total Project Budget:	\$3,805,158.83
Project Term:	2023 – 2025
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
This study was conducted around House of Ruth Maryland's impact as a comprehensive intimate partner violence (IPV) service provider. Through an academic-practitioner partnership they conducted a quasi-experimental evaluation of on-site transitional housing and community-based rapid rehousing to meet safety and stability needs of IPV survivors experiencing homelessness. Findings suggest that housing supports through an IPV service provider advanced the dual goals of overall safety and housing stability for IPV survivors.	Quasi-Experimental	Safe and Stable Housing for Intimate Partner Violence Survivors, Maryland, 2019–2020
This review highlighted the need for service and health care providers to work together and collaborate effectively with the woman experiencing and escaping domestic violence. Findings surrounded the importance of 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	234
Output	Number of survivors served	234
Output	Number of gender-based violence (GBV) survivors placed into Rapid Rehousing (RRH) unit	177
Outcome	Percent of gender-based violence (GBV) survivors surveyed that agree that they were supported by services	100%
Outcome	Number of gender-based violence (GBV) survivors that exit the program into an independent stable housing unit	28



● 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 residents. 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), 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
In this policy analysis, data was reviewed on incarceration, its impact on those incarcerated, and the challenges of re-entry. Findings suggest ex-prisoners today have had longer incarceration periods, possess low levels of education or job skills, and often have significant physical and mental health problems and/or drug addiction. As in the past, the social work professionals should defend, support, and facilitate the fuller participation of the most marginalized populations in society. 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.	Non-Experimental	Ex-Prisoners' Re-Entry: An Emerging Frontier and a Social Work Challenge
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.	Experimental	The Family Options Study
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. This article uses a longitudinal survey of urban families to examine housing insecurity among nearly 3,000 urban men, including over 1,000 with incarceration histories. Evidence finds 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. Findings suggest that men recently incarcerated face greater housing insecurity, including both serious hardships such as	Quasi-Experimental	A Sort of Homecoming: Incarceration and The Housing Security of Urban Men



homelessness, and precursors to homelessness such as residential turnover and relying on others for housing expenses.		
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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 who received rental assistance subsidies and housing navigation wrap-around support services	227
Outcome	Number of individuals who remain stably housed at 3 months	196
Outcome	Number of individuals who remain stably housed at 6 months	194
Outcome	Number of individuals who remain stably housed at 9 months	191



● Stabilization Housing (414886)

Managing Department: Chicago Department of Public Health
Total Project Budget: \$5,326,800.00
Project Term: 2023 – 2025
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 healthcare. The program monitors progress by tracking the number of persons experiencing homelessness and severe mental illnesses engaged in the program, linked to other supportive housing after stabilization, and initiated mental health, substance use, and 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 medical and behavioral health services for people experiencing homelessness with complex mental health and substance use conditions. The program provides housing in non-congregate settings, access to medical staff, mental health, and social services, and assistance with locating short- and long-term housing placement.

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 provides housing for “high service utilizers” in a non-congregate setting, with the goal of achieving medical and social stabilization. The program is staffed with medical, mental health, and social service providers to appropriately meet patients’ needs. Behavioral health and social service professionals partner with the 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 of Facilities & Fleet Management, the Chicago Police Department, and the 40th Ward Aldermanic Office to develop the program. CDPH has designated Volunteers of America of Illinois 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	Quasi-Experimental	Impact of Hotels as Non-Congregate Emergency Shelters



Description	Type of Evidence	Evidence Link
agencies to complete the study in King County. The findings of the study suggest that moving congregate shelters to individual hotel rooms limited the spread of COVID-19 and proved effective as an intervention method to engage and connect shelter residents to housing service providers. Findings established an evidence base to help inform future strategic responses to homelessness and public health crises as well encourage incremental changes to provide meaningful benefits for people served by homeless response systems.		
This 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. Findings suggest investment in supportive housing can decrease police interactions, disrupt jail cycling, and reduce use of emergency detoxification facilities.	Quasi-Experimental	Breaking the Homelessness-Jail Cycle with Housing First

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of persons experiencing homelessness initiating mental health, substance use, and primary care health services	19
Outcome	Number of persons experiencing homelessness linked to supportive housing after achieving stabilization	1



● 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 puts City-owned vacant land to productive use, primarily focusing on 15 community areas in 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 green spaces, and a proliferation of vacant land, with over 10,000 lots being City-owned.

The program's primary objective is to facilitate the sale of vacant lots for redevelopment. By doing so, the program contributes 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 can be marketed for sale, sold, and redeveloped for productive use, ultimately benefiting residents in the targeted community areas in the long term.

Additionally, the program empowers neighbors to have greater control over vacant land in their neighborhood, returns City-owned land to productive use, assesses the environmental conditions of all the City's vacant land, and optimizes the land sale process, efficiently selling City-owned land on a large scale.

Methodology

This program responds 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. The pandemic has led to negative health outcomes and exacerbated existing health conditions. Studies have shown that proximity to green space leads to more positive mental health outcomes. The communities primarily affected are low-income communities on the South and West sides of Chicago, including neighborhoods marked by Qualified Census Tracts.

Key Partners

The Department of Planning and Development has leveraged community engagement as a tool to enhance the implementation of this program. DPD conducted a land use survey with over 1,800 responses, designated focus groups with trained facilitators, established working groups with members of the 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, Inc. for various appraisal and brokerage needs.

Use of Evidence

Evidence-based Determination: Moderate evidence base

Description	Type of Evidence	Evidence Link
The article finds that nonfunctional vacant lots decrease associated property value, increase exposure to environmental harms, and disrupt social cohesion. The study suggests that as lots are revitalized into grocery stores, affordable housing, open spaces, and community services, improvement of associated	Non-Experimental	Data Highlighting the ETOD Implications of Vacant Land Near Transit



Description	Type of Evidence	Evidence Link
demographic, economic, and housing conditions is encouraged.		
This research paper explores 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. This study shows the efficacy of resident-led programs and advances the body of evidence on what contributes to the success of urban greening initiatives.	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	3,800
Output	Number of months from application to sale closing of vacant lots	4
Output	Number of vacant lots assessed	4,511
Output	Number of vacant lots environmentally cleared for sale	2,625
Output	Percent of vacant lots inventory with market values provided and/or updated	60%
Outcome	Number of vacant lots sold	238



HUMAN RIGHTS, ARTS & CULTURE



● Artist Relief and Works Fund (234768)

Managing Department:	Department of Cultural Affairs and Special Events (DCASE)
Total Project Budget:	\$12,271,226.95
Project Term:	2023 – 2025
Expenditure Category:	6.1: Provision of Government Services

Project Overview

The Artist Relief and Works Fund’s purpose was 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 were administered through grants, technical assistance support, and creative workforce development programs. Recipients were required to be artists or arts organizations to be eligible for project participation and funding.

The program included three initiatives: the Chicago Arts Recovery Program, Chicago Arts and Health Pilot, and CityArts Program. The Chicago Arts Recovery Program focused 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 provided general operating grants to organizations that demonstrated income loss due to the pandemic. The Chicago Arts and Health Pilot strengthened 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 built greater community trust and investment in neighborhood health care resources by increasing participation and access at public health clinics. Project outcomes were 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 targeted local artists and arts organizations with a focus on those not eligible for other federal relief programs and supported their involvement with programming to mitigate economic harm stemming from the pandemic. The Artist Relief and Works Fund supported 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 distributed grant funds directly to beneficiary non-profits through the Chicago Arts Recovery Program and CityArts Program. Chicago Arts Recovery Program grants supported projects to help grantees address ongoing challenges from the pandemic, and CityArts grants provided general operating support.

Chicago Arts and Health Pilot artists were awarded a base salary of \$46,000 with additional private donor funding supporting benefits. The award was 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 included an additional credential recognized by potential employers as an Illinois Department of Labor registered apprenticeship program. Artist apprentices also received 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 engaged two delegate agencies, Illinois Humanities and Duo Development, to fulfill program administration. Additional core partners for the Chicago Arts and Health Pilot included 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 creatives/artists involved in this project	14,001
Output	Number of occurrences, sessions, or events	18,419
Output	Number of audience members/participants/people served through projects	2,176,595
Output	Number of artists paid	6,043



● Community Justice Initiative (504892)

Managing Department:	Department of Family and Support Services
Total Project Budget:	\$3,883,892.39
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) is a program that provides critical education and legal aid related to record expungements, sealings, and other legal services. The initial phase of the Community Justice Initiative served residents from July 2022 to August 2024 and delivered impactful legal education workshops covering Know Your Rights when encountering the police and how to access legal services. Through these presentations, many residents and their families were referred to legal services, specifically expungement, sealing, and support for school expulsions or housing violations. Program outcomes associated with the initial phase of the program include the number of residents receiving legal consultation or representation, outreach events, residents reached at events, and referrals made to legal service providers.

In September 2024, the City implemented an expanded version of the CJI program model known as the Criminal Justice Legal Services Initiative (CJLSI) to serve a larger population across 31 targeted community areas and focus on providing direct legal services related to record sealing and expungement and Know Your Rights education and outreach. The initiative aims to empower residents with knowledge and legal assistance, fostering a more just and informed community. In addition to the program outcomes measured for the initial phase of the program, the expanded program model also measures the number of legal screenings completed. Referrals to legal providers are not measured for the expanded program model because legal services are now provided directly.

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 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. The program also provides direct legal services related to record sealing and expungement and Know Your Rights education and outreach. 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	844
Output	Number of referrals made to legal service providers	2,857
Output	Number of residents reached in outreach events	19,895
Outcome	Number of residents receiving legal consultation or representation (cases)	5,621



● 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

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. This knowledge equips 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 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, 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.

Performance Metrics:

Metric Type	Metric	Data Actual
Output	Number of outreach events held	1,824
Output	Number of referrals made to legal service providers	652
Output	Number of attendees at Know Your Rights trainings	89,727
Outcome	Number of clients under representation	888
Outcome	Number of referrals to other services	983
Outcome	Number of clients accompanied to services	2,866



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

Managing Department:	Department of Family and Support Services
Total Project Budget:	\$4,045,776.98
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 based on geographic and socioeconomic changes across the nation. The study documents how intimate partner violence occurs on a widespread scale and rates tend to be higher in areas with high levels of poverty, divorce rates, and recent large increases in local population. Findings suggest that both for urban and rural areas, 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 people participating in summer youth employment programs	0
Treasury Required	Number of workers completing sectoral job training programs	0
Treasury Required	Number of workers enrolled in sectoral job training programs	0
Output	Number of participants enrolled	1,002
Output	Number of participants who discuss safety options	1,002
Output	Number of participants who receive an explanation of their rights under all GBV/HT laws, regulations and policies, GBV Legal Services Data Standard	1,002
Output	Number of community education/awareness workshops presented by delegates that educate attendees about the dynamics of domestic violence and highlight available resources	90
Outcome	Number of participants who are receiving assistance with immigration status	260
Outcome	Number of participants receiving assistance with legal resolutions other than Orders of Protection	1,261
Outcome	Number of participants assisted with family law and parenting cases	316



● Together We Heal (234788)

Managing Department: Department of Cultural Affairs and Special Events (DCASE)
Total Project Budget: \$6,078,772.34
Project Term: 2022 – 2025
Expenditure Category: 6.1: Provision of Government Services

Project Overview

Together We Heal distributed 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 promoted dialogue and connection; activated shared spaces; beautified communities; and celebrated local cultural richness.

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

The program's success was measured by the number of grants awarded, the completion of funded projects, and the amount of community engagement in activities and events. Funded projects aligned 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 supported artists and arts organizations working at the community level to provide financial and technical support and resources to the creative industry which had been impacted by the pandemic. This support promoted healthier living environments and socialization to mitigate the spread of COVID-19.

The 47 selected grantee projects represented a range of creative placemaking projects engaged in a variety of activities that worked 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 focused 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 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	1,854
Output	Number of creatives/artists involved in the project	1,216
Output	Number of audience members/participants/people served through projects	81,852



Metric Type	Metric	Data Actual
Output	Number of artists paid	1,089



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:	\$2,954,497.85
Project Term:	2022 – 2025
Expenditure Category:	3.4: Public Sector Capacity: Effective Service Delivery

Project Overview

The Enhanced Data Collection and Analysis program increases the City's capacity to analyze and understand the environmental harms that exacerbated the impacts of COVID-19. With this capacity, the City is 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 the effects of COVID-19 and other respiratory viruses on residents. This project helps expand the local air monitoring network by installing additional community-based sensors to better capture local air quality conditions that are not currently monitored in real-time by federal monitors. In addition, the Chicago Department of Public Health (CDPH) utilizes 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 CIA provides data on how environmental burdens and other stressors vary in impact across the city, along with a publicly accessible dashboard. The Chicago EJ Index Data Dashboard is 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 Working Group, the Department of Environment, Illinois Public Health Institute, Tetra Tech, and the Interdepartmental



Environmental Working Group. The department is also collaborating with local organizations, including the Little Village Environmental Organization, the University of Illinois Chicago 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
This study emphasizes that ambient air quality monitoring systems are a national asset that provides standardized information for implementing the Clean Air Act and protecting public health. Results suggest that developing an air quality modernization plan helps target resources to sustain air quality management systems.	Quasi-Experimental	Opportunities to Better Sustain and Modernize the National Air Quality Monitoring System
The study examines how exposure to air pollution has a detrimental effect on health and disproportionately affects people living in socio-economically disadvantaged areas. 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. 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.	Non-Experimental	Engaging Communities in Addressing Air Quality: A Scoping Review

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of air monitoring devices installed and transmitting data into Envirosuite data system	7



● 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 provided technical assistance and grants for 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 communities. This program responded to the negative economic impacts of the pandemic, such as reduced revenues coupled with an increased demand for services of nonprofits. The goal was to invest significant resources in nonprofits 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 included increased revenue and improved financial standing, sustained activity in their communities, and increased number of delegate agency contracts.

Program administrators led capacity building workshops, coaching, and marketing for nonprofit organizations to help them immediately stabilize with the funding and build their capacity in the short and long-term. This program built upon existing nonprofit assets and strengthened organizations where they have gaps in their systems, skills, and resources.

Methodology

The program provided technical assistance, administered by selected delegate agencies, in the form of workshops, webinars, and individual coaching sessions for nonprofits. The initiative served nonprofit organizations, primarily those serving or located in low- to moderate-income communities and QCTs. This initiative responded to the pandemic's negative economic impacts, specifically the loss of revenue in nonprofits coupled with increased demand for their services from impacted populations who experienced pandemic harms, particularly those located in or serving low- to moderate-income communities and QCTs.

Key Partners

The Department of Business Affairs and Consumer Protection worked 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 included 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, 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. Findings discuss that each stakeholder—nonprofit practice, foundation, and research—has responsibilities for strengthening the health, not only of individual nonprofit organizations, but of the local nonprofit sector and the overall community as well. By examining capacity building from a new perspective and agreeing to work collaboratively, each group can reinforce the other's efforts.	Non-Experimental	Building Capacity in Nonprofit Organizations

Performance Metrics

Metric Type	Metric	Data Actual
Output	Number of non-profits served	1,127



● Essential City Services (P00520106515)

Managing Department: Office of Budget and Management
Total Project Budget: \$1,407,093,504.29
Project Term: 2021 – 2025
Expenditure Category: 6.1: Provision of Government Services

Project Overview

The City has calculated its revenue loss in accordance with Final Rule Guidance and obligated revenue replacement funding to fund essential government services, including public health, and public safety related payroll expenditures.



● Management and Administration (21A018)

Total Project Budget:	\$32,722,529.60
Project Term:	2022 – 2025
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.



MAYOR BRANDON JOHNSON
ROAD TO RECOVERY PLAN
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