

**EXECUTIVE ORDER NO. 2025-1**  
**CITYWIDE OPERATIONS AND PROGRAM REVIEW**

**WHEREAS**, the City of Chicago (“City”) is committed to ensuring fiscal responsibility, operational efficiency, and an equitable and effective delivery of public services to all Chicagoans; and

**WHEREAS**, the FY2025 Budget Forecast published by the City’s Office of Budget and Management reflected a Corporate Fund budget gap of \$982.4 million for FY25, \$1.12 billion for FY2026, and \$1.32 billion for FY2027, as a result of, among other things, rising personnel, pension, and contractual costs; and

**WHEREAS**, because of legal limitations to Home Rule authority, the City has control over only 60% of its current revenue streams; and

**WHEREAS**, the City continues to face evolving challenges in achieving a structurally balanced budget because of legacy pension and debt obligations and uncertain economic forecasts; and

**WHEREAS**, the City has a responsibility to routinely evaluate the impacts of its services, programs and operating costs to ensure it is meeting the needs of its residents and its fiscal responsibilities; and

**WHEREAS**, as Chicago grapples with current and future fiscal challenges, the City must conduct a comprehensive review of its operations and programs to determine the impact current investments bring to Chicagoans; and

**WHEREAS**, the City must engage a multi-sectored group of stakeholders, including business leaders, elected officials, and community members most impacted by programmatic and operating shifts, who can provide valuable perspectives and collaborate in developing actionable recommendations for improvements; and

**WHEREAS**, it is vital to ensure that an operations and program review process incorporates input from the community to ensure that the reforms and recommendations reflect the needs and priorities of all residents; now, therefore,

**I, Brandon Johnson, Mayor of the City of Chicago, do hereby order as follows:**

**Section 1.** The Office of Budget and Management (“OBM”) shall conduct a comprehensive review of City operations and programs. The review will assess the effectiveness, performance, and fiscal stewardship of such operations and programs, with the goal of improving equitable outcomes, enhancing service delivery, streamlining operations, pursuing progressive financing opportunities that address the needs of residents and identifying cost-saving opportunities.

**Section 2.** OBM shall ensure that the review process is inclusive and transparent. The Mayor’s Office of Community Engagement, in collaboration with OBM, shall conduct community engagement activities to gather input from residents, advocacy groups, and other stakeholders on the efficacy of City operations and programs. This input shall be used to ensure that proposed budget recommendations reflect the priorities and needs of the City’s diverse communities.

**Section 3.** OBM shall establish a working group (the “Working Group”) consisting of members drawn from representatives of the following groups:

- i. The local business community,
- ii. Community leaders,
- iii. Better government and civic organizations with expertise in public finance and administration,
- iv. Chicago’s labor community,
- v. City Council, and
- vi. Other relevant experts and partners as determined by the Budget Director.

Recommendations for Working Group members will be presented to the Mayor by the Budget Director and the Chair of the Committee on the Budget and Government Operations by no later than April 30, 2025.

**Section 4.** The Working Group will be responsible for identifying areas for efficiencies, providing recommendations for improvements, and producing a final report with actionable

proposals to enhance the efficiency and equitable impact of City operations. The Working Group's final report shall outline the results of the review, including recommendations for:

- i. Actionable efficiencies within City programs,
- ii. Operational improvements,
- iii. Proposed cost-saving measures and strategies to enhance service delivery,
- iv. Additional revenue streams that are progressive,
- v. Implementation timelines and accountability mechanisms for proposed recommendations.

The Working Group shall share its preliminary findings and recommendations with the Mayor by August 31, 2025, with the final report due to the Mayor by May 31, 2026.

**Section 5.** Upon receipt of the Working Group's preliminary report, OBM shall coordinate with City departments and other relevant stakeholders to prioritize the implementation of actionable recommendations within the FY2026 budget. OBM shall also monitor and assess the implementation process to ensure that improvements built into the FY2026 Annual Appropriation Ordinance are effectively carried out.

**Section 6.** OBM shall work closely with City departments and agencies to facilitate the review process established pursuant to this Executive Order, ensuring that departments are cooperative and transparent in providing the necessary information. OBM shall also coordinate with City Council and other stakeholders to ensure the success of the review and the implementation of actionable recommendations.

**Section 7.** This order shall take effect immediately upon its execution and filing with the City Clerk.