

2023

**REGIONAL IMPACT
REPORT**

INDIANA NORTH REGION

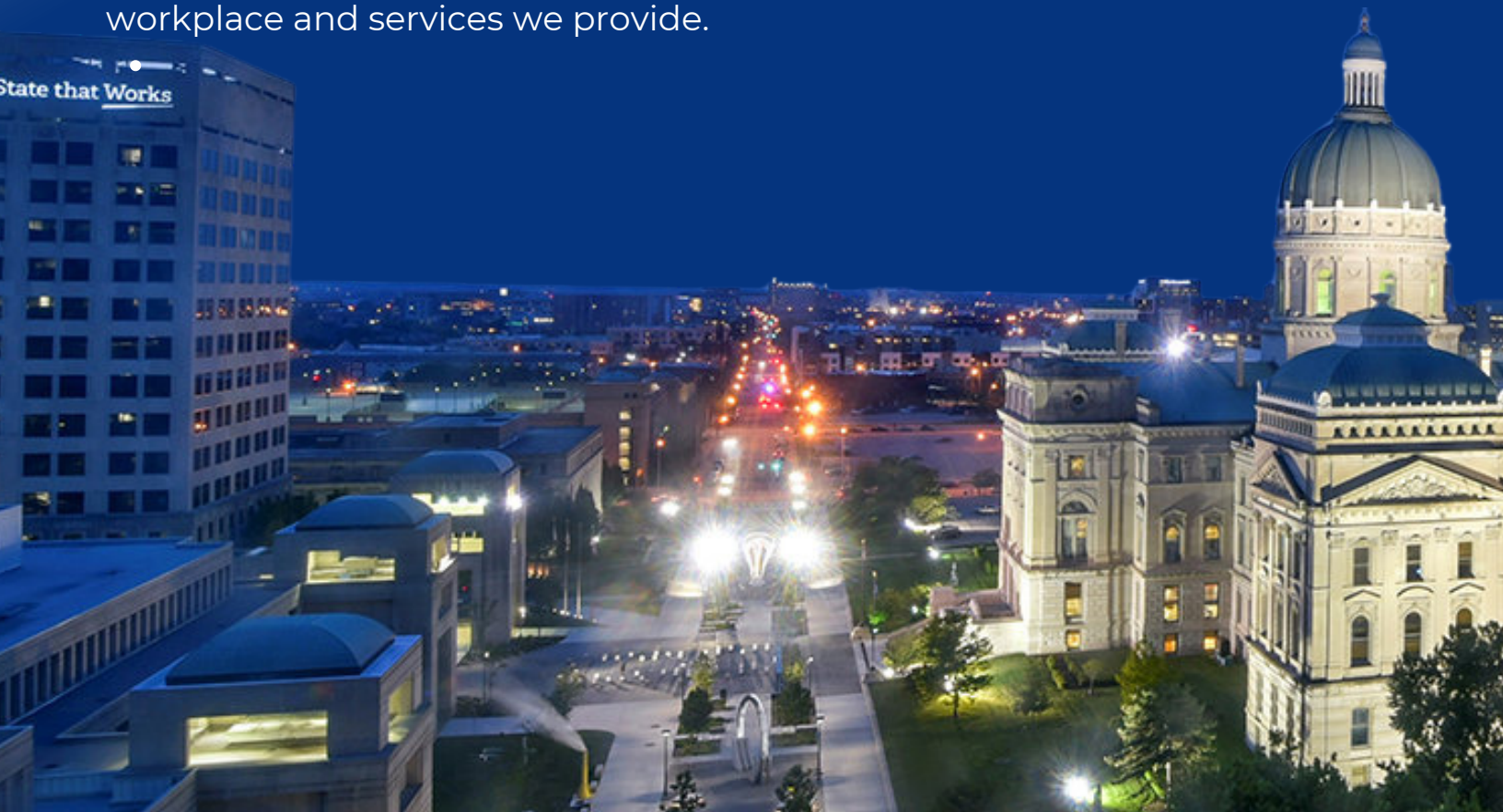
**Office of the Chief Equity,
Inclusion, and Opportunity Officer**



Message from Chief Officer Karrah Herring

During the summer of 2020, Governor Holcomb and his team began work to address disparities and inequities in Indiana state government. The Governor called his entire cabinet together and shared his commitment to acknowledge past shortcomings and, in his words, “do something about it no matter how hard, raw or uncomfortable it might be.” He formed an Executive Branch Task Force and charged them with identifying gaps in state government and providing recommendations to address them.

In August of 2020, Governor Holcomb announced via press conference that for his first action, he created a new position: Indiana’s first-ever Chief Equity, Inclusion and Opportunity Officer. The Governor was intentional with making sure the role would be a member of his cabinet, report directly to him and would immediately begin focusing on improving equity, inclusion, and opportunity across all state government operations as well as drive systemic change to remove hurdles in the government workplace and services we provide.



Message from Chief Officer Karrah Herring

In short, the Governor wanted this new Cabinet member to help every state agency raise their game. I was blessed to step into the role in November of 2020, and I believe my team and I have been working to do just that. We have laid the foundation and set the strategic priorities as to how Indiana State Government can address equity, inclusion, and opportunity in Indiana for years to come. This report is one tangible tool we hope our partners across Indiana will utilize to come along side us in challenging ourselves to improve current and or enact new policy and process to remove barriers, so ALL Hoosiers have access to the tools necessary to live their best quality of life. I implore you to read the report, reflect on the report and then utilize our team and all of our state government partners to enact solutions to close equity gaps and increase access for ALL. Now is the time to act. Now is the time to move full steam ahead to an even brighter, stronger, more united Indiana.



Impetus for the Office of the CEI00

In August of 2020, Governor Eric J. Holcomb shared his thoughts on how true equality and equity lead to opportunities for all. During his address he committed that the state of Indiana would lead by example and take concrete steps to shape the change necessary to remove barriers to access and opportunity for all Hoosiers.



The Office of the Chief Equity, Inclusion, and Opportunity Officer

Mission

To provide guidance and support to State of Indiana agencies in order to normalize and operationalize equity, inclusion, and opportunity across all aspects of state workforce engagement and state services.

Vision

To make Indiana a lasting leader in equity, inclusion, and opportunity through targeted strategic initiatives and partnerships, policy development, good stewardship, innovation, and next level service so all Hoosiers have access to the tools necessary to experience their best quality of life.



Chief Officer Herring

“

I feel a great responsibility to ensure that we are addressing equity not just across race and ethnicity, but also being mindful of the multiplicity of differences amongst Hoosiers including gender, socioeconomic status, geographic location, physical and mental ability, religion and more.

✉ govceioo@gov.in.gov

2023 Regional Impact Report Indiana North Region

EXECUTIVE SUMMARY

The North Region is a highly diverse region, with Lake County, St. Joseph County, Allen County, and Elkhart County all exceeding the state's average estimated minority population rate, and significant populations of residents who speak English "less than well" in Cass County, Elkhart County, LaGrange County, and Marshall County contributing to the diversity as well.

While diversity in itself should not be a cause for concern, diverse counties in the region are seeing inequitable outcomes in some of their most vulnerable areas. Using data from the Center for Disease Control's Social Vulnerability Index (SVI), the region has a high vulnerability in Minority Status/Language and Socioeconomic SVI indicators. Elkhart county has the highest overall SVI ranking in the state, indicating it as the most vulnerable county.

Finally, in addition to seeing the lowest regional outcomes in Sustained Employment, Median Wages, and Median Household Income, the North Region's Black population is experiencing alarmingly low outcomes in IREAD-3 Passing Rates, with 1 out of 2 Black third graders showing early literacy proficiency.

Philanthropic investments that seek to make the most efficient regional impact should be focused specifically on:

- Reducing socioeconomic vulnerability in Grant County and Miami County.
- Reducing the unemployment rate in Lake County.
- Reducing Housing and Transportation vulnerability in Elkhart County.
- Reducing the number of overcrowded households in Adams County.
- Reduce the number of people with no access to a vehicle in LaGrange County.
- Improving IREAD-3 Passing Rates for:
 - Black students across the region, but most critically in St. Joseph County, Howard County, Allen County, and Lake County.
 - Black, Emerging Bilingual, Hispanic, low socioeconomic students in St. Joseph County.
- Improving High School Graduation rate for Latino students.
- Increasing attainment of 4-year degrees for Black High School Graduates.
- Improving Sustained Employment Rate for Black workers.
- Increasing Median Wage and Household Income for Black workers and families.

This list is not exhaustive; action can be taken in any of the vulnerable areas found both within and outside of this report. The items listed above, however, note where the vulnerabilities are most critical and thus might provide a bigger impact when compared to equivalent investment in other areas.

How to Use This Report

Evaluate

Use this report as a "vulnerability landscape analysis" of your Region. Understand where the region as a whole could use more support and where individual counties are struggling with specific vulnerabilities.

Think about how you can best support the areas of greatest need. In some cases, a broad investment into programs that affect the entire region may be the solution. In other cases, targeting a specific vulnerability in a specific county may have a bigger impact.

This report should help you to narrow down where philanthropic resources can be deployed most efficiently.

Act

Once you have an understanding of the vulnerabilities, please share the information with your staff, partners, and colleagues in the region. We have a collective responsibility to affect change, and regional impact can best be achieved through strategic partnerships.

Make a plan to create change through People, Policy, and/or Procurement (more on this on the following pages). Ensure the plan is public-facing, so that your network can participate in creating accountability.

And, of course, there has to be a deliberate deployment of resources. After digesting this report, evaluate your philanthropic investments and verify that they are affecting the most critical vulnerabilities. If you have the capacity to increase that investment, please use this report as a guide to where the most impact can be made.

Calls to Action



Procurement

"An inclusive procurement strategy widens the pool of potential suppliers and promotes competition in the supply base, which can improve product quality and drive down costs. And by providing more sourcing options, inclusiveness can make supply chains more resilient and agile — an increasingly important advantage in these uncertain times."

- Harvard Business Review



Policy

"Recognizing that imbalances are deeply ingrained in the way that governments around the world have historically operated, inclusive, equity-centered government seeks to address the underlying causes of systemic inequities by not only questioning the fundamentals of how policies are made, implemented, and assessed, but by initiating a much-needed systemic change in how governments function moving forward."

- Deloitte



People

"Embracing a culture of inclusion will not only improve your ability to recruit from a broader talent pool, thus increasing your company's diversity, but it will also create a virtuous loop with tangible ROI across all aspects of your company... inclusion can reduce your recruiting costs and increase the average quality of your talent by expanding the pool of qualified candidates, giving you a strategic advantage in your competition for talent."

-Forbes

Calls to Action



Procurement

- Evaluate your organizations current spending to ensure minority-, women-, persons with disabilities and veteran-owned businesses are equitably being considered for and awarded contracts.
- Set bold, but achievable, public-facing goals for engaging with diverse suppliers.



Policy

- Stay informed about both existing and pending legislative items that have the possibility of impacting Equity, Inclusion, and/or Opportunity. Vocalize your thoughts and needs to your legislators.
- Be reflective and mindful for inclusive legislation, either through direct interaction with the legislative body, or through strategic stakeholder engagement (i.e. lobbying, messaging, etc.)



People

- Ensure that the people you are recruiting, hiring, promoting, and even firing proportionately reflects the population of the region.
- Create an inclusive work environment where every employee feels Welcomed, Heard, Respected, and Valued.
- Evaluate salaries to confirm that people are being paid equitably for similar positions, unaffected by race/ethnicity, gender, sexual orientation, or any other demographical category.

Key Definitions



Anchor Institution

Anchor institutions are nonprofit or public place-based entities such as universities and hospitals that are rooted in their local community by mission, invested capital, or relationships to customers, employees, residents, and vendors. Anchor institutions have an ability to engage in long-term planning in a manner that aligns their institutional interests with those of their local communities. They also have both ability and motivation to improve the long-term well-being of their communities by leveraging their institutional resources.



Corporate Social Responsibility

Corporate social responsibility (CSR) is a self-regulating business model that helps a company be socially accountable—to itself, its stakeholders, and the public. By practicing corporate social responsibility, also called corporate citizenship, companies can be conscious of the kind of impact they are having on all aspects of society, including economic, social, and environmental.

Key Definitions



Social Determinants of Health

Social determinants of health (SDOH) are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. The SDOH can be examined via five categories.

1

Healthcare Access & Quality

The connection between people's access to and understanding of health services and their own health. This domain includes key issues such as access to healthcare, access to primary care, health insurance coverage, and health literacy.

2

Social & Community Context

The connection between characteristics of the contexts within which people live, learn, work, and play, and their health and wellbeing. This includes cohesion within community, civic participation, and discrimination.

3

Neighborhood & Built Environment

The connection between where a person lives – housing, neighborhood, and environment – and their health and wellbeing. This includes topics like quality of housing, access to transportation, availability of healthy foods, air and water quality, and neighborhood crime and violence.

4

Education Access & Quality

The connection of education to health and well-being. This domain includes key issues such as graduating from high school, enrollment in higher education, educational attainment in general, language and literacy, and early childhood education and development.

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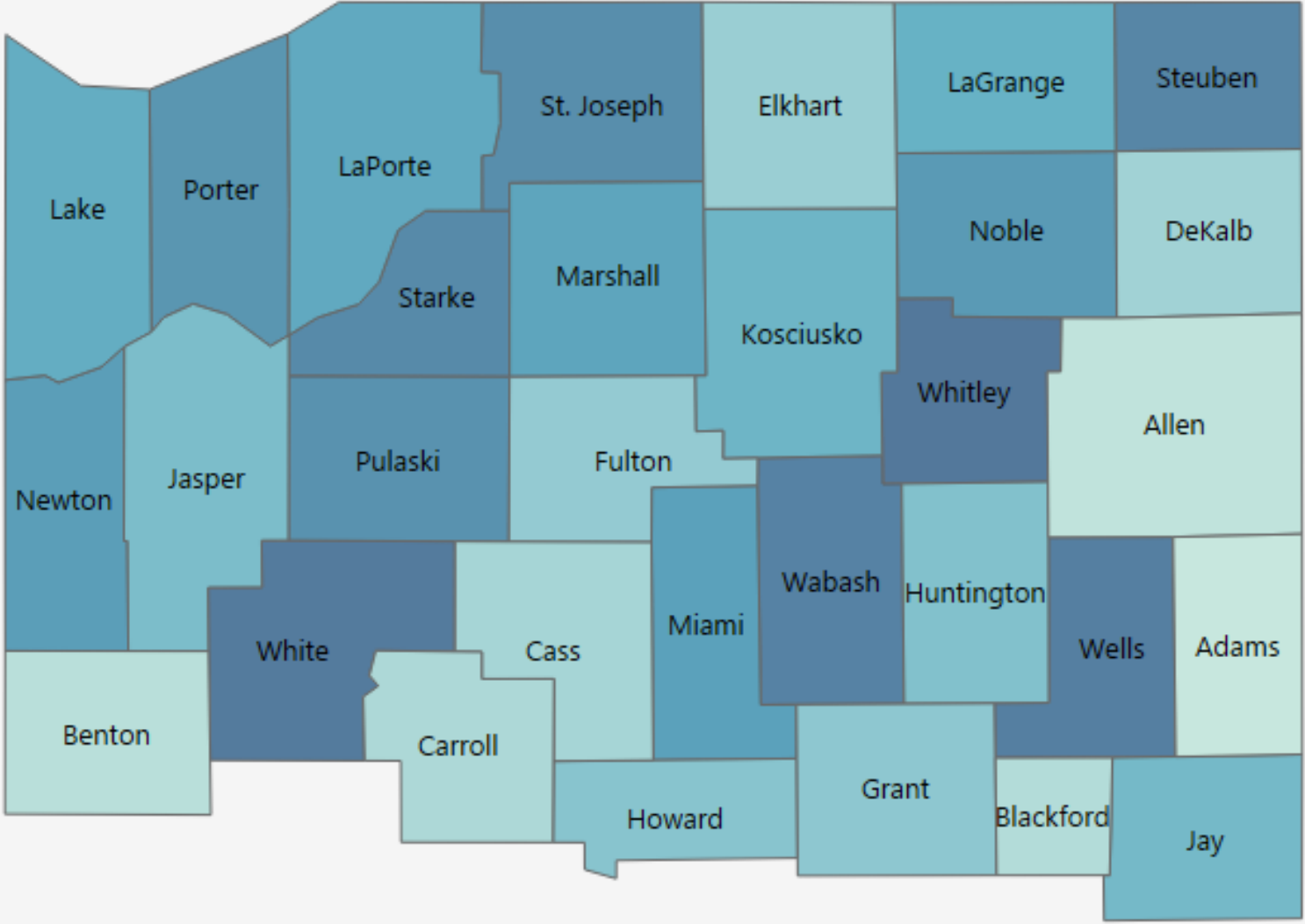
Economic Stability

The connection between the financial resources people have – cost of living, income and socioeconomic status – and their health. This area includes key issues such as poverty, employment, food security and housing stability.

About the North Region

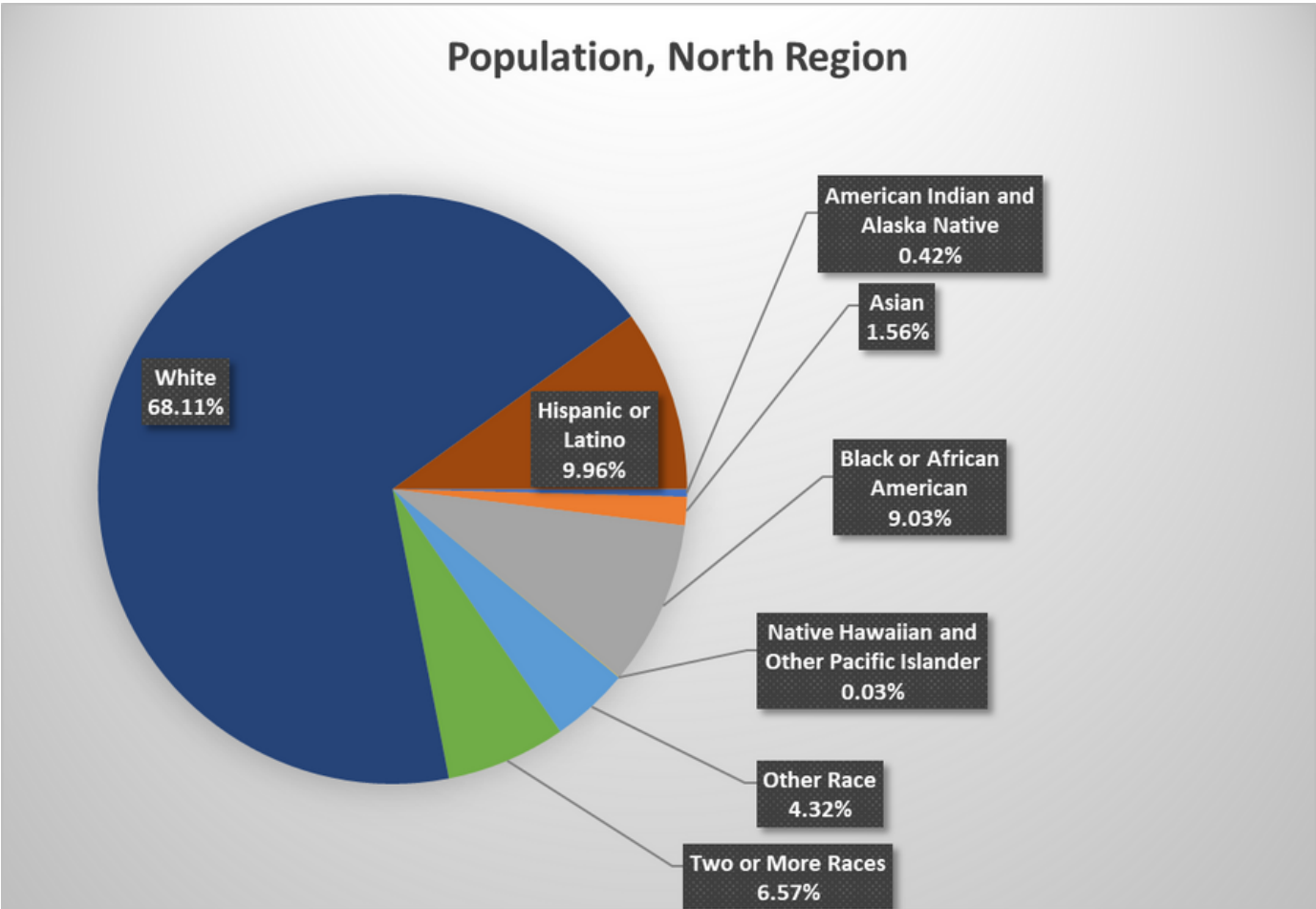
The North Region is made up of 31 counties, the largest of which are Lake, Allen, St. Joseph, Elkhart, and Porter.

It boasts a host of invested community leaders, universities, corporations, and philanthropic organizations.



About the North Region

Demographic breakdown by race and ethnicity





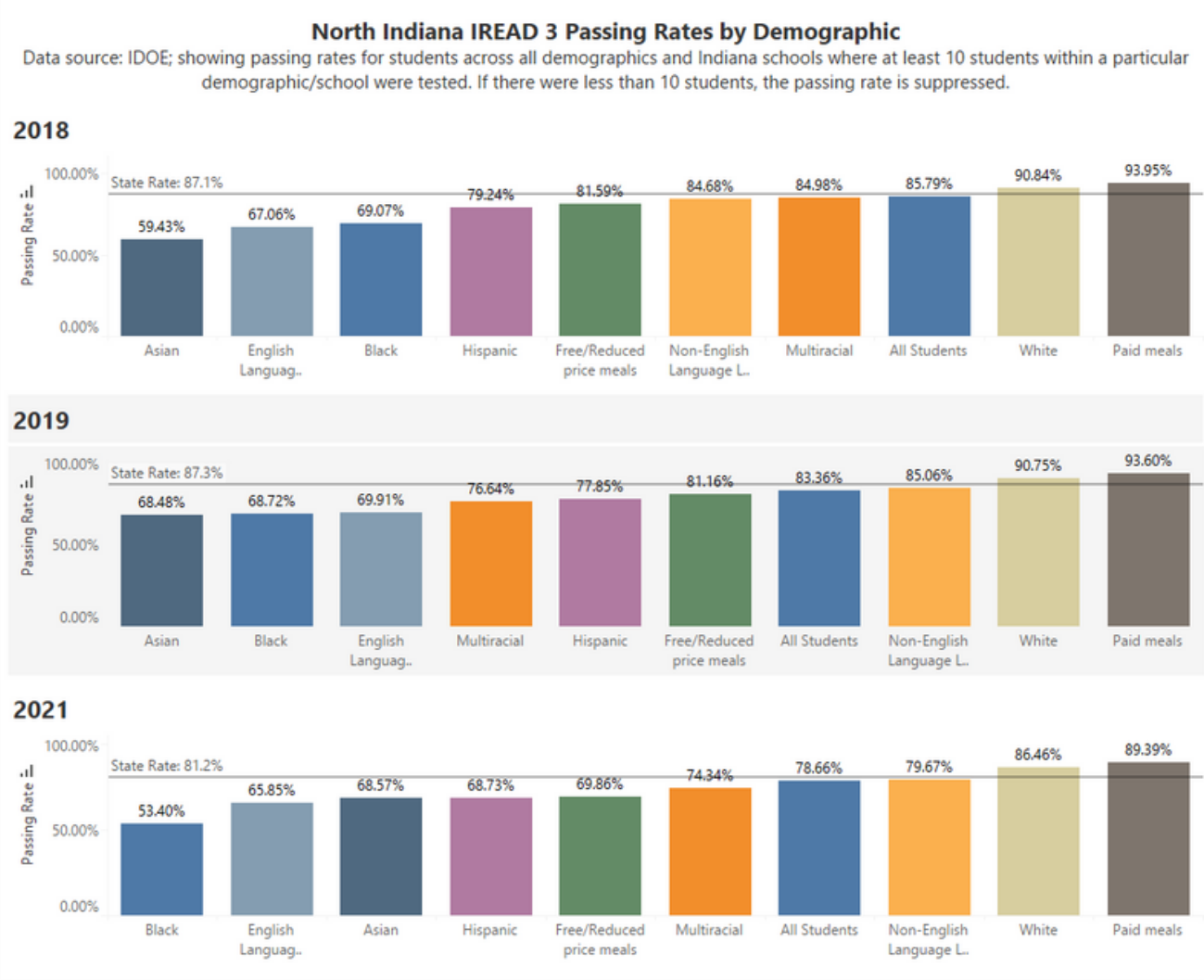
Opportunity to Impact Education, Employment and Income



Early Literacy

A growing body of evidence shows that early learning experiences are linked with later school achievement, emotional and social well-being, fewer grade retentions, and reduced incidences of juvenile delinquency and that these outcomes are all factors associated with later adult productivity. The Indiana Reading Evaluation and Determination (IREAD-3) is a grade three reading assessment developed in accordance with state legislation. IREAD-3 is designed to measure foundational reading skills based on Indiana Academic Standards through grade three.

IREAD-3 North Region and Statewide Passing Rates by Demographic & Year



In 2021, the only student groups to exceed the state average passing rate for IREAD-3 were students who are White and/or students who pay for their own school meals. Black, Asian, and Emerging Bilingual students have historically performed worse than students in other demographical groups.

Early Literacy



- Lowest Performing Counties for Black Student Proficiency in 2021 (Region Average: 53.4%)
 - **St. Joseph (46.19%)**
 - **Howard (52.63%)**
 - **Allen (53.46%)**
 - **Lake (54.58%)**
- Lowest Performing Counties for Asian Student Proficiency in 2021 (Region Average: 68.57%)
 - Allen (63.45%)
- Lowest Performing Counties for Emerging Bilingual Student Proficiency in 2021 (Region Average: 65.85%)
 - **St. Joseph (30.61%)**
 - **LaPorte (50.00%)**
 - Lake (56.74%)
 - Allen (57.11%)
 - Cass (59.52%)
- Lowest Performing Counties for Hispanic Student Proficiency in 2021 (Region Average: 68.73%)
 - **St. Joseph (52.43%)**
 - Allen (58.85%)
 - White (62.50%)
 - Cass (64.00%)
 - LaGrange (65.38%)
 - Elkhart (67.68%)
- Lowest Performing Counties for Free/Reduced Price Meals Student Proficiency in 2021 (Region Average: 69.86%)
 - St. Joseph (58.40%)
 - Allen (62.38%)
 - Lake (64.24%)
 - Elkhart (69.30%)
 - LaGrange (70.63%)

Early Literacy

In 2021, North Region Black students performed worse than all other demographical groups in the State, passing the IREAD-3 at a rate of 53% (a 16 percentage point drop from the 2019 assessment; the largest drop of any demographic when comparing pre-pandemic and post-pandemic scores in the State). Students receiving Free/Reduced Price Meals dropped 12 percentage points (from 82% to 70%). Hispanic students dropped 9 percentage points (from 78% to 69%).



This stat speaks to the purpose of a Social Vulnerability Index and its ability to show how easy or difficult it is to respond and recover from a disaster. The pandemic was a disaster, and while all demographical groups took a hit, our most vulnerable took the biggest hit.

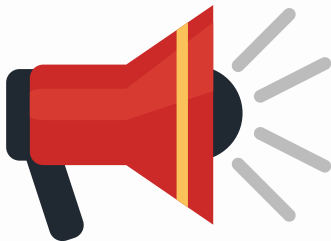


Early Literacy



Approximately half of the North Region's Black third graders have not achieved critically important reading proficiency.

With a 53% pass rate in 2021, Black students are showing less reading proficiency than Emerging Bilingual students, who passed at a rate of 66%.

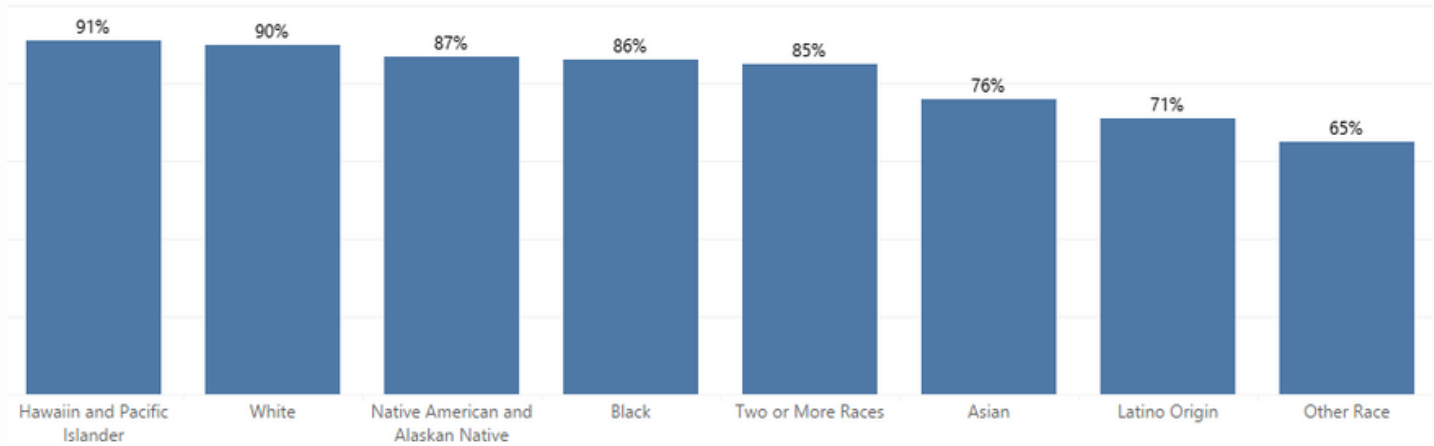


For every TWO Black 3rd graders you meet in the North Region, ONE is likely to read at LESS THAN PROFICIENCY

Educational Attainment

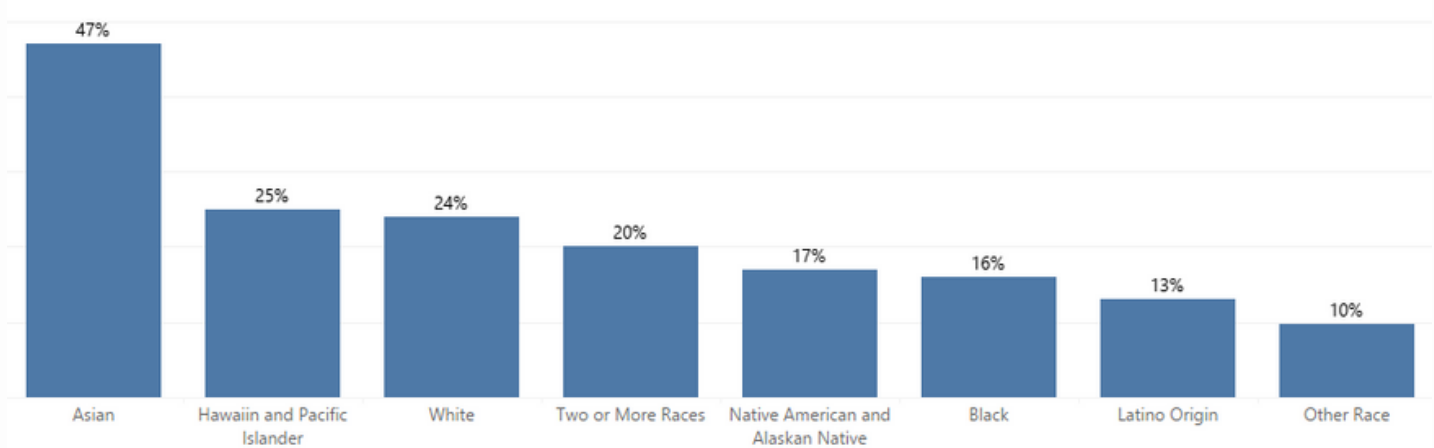
High School Diploma or Higher

Definition: Estimate of the percentage of residents over 25-years-old that have a high school diploma or higher.



Bachelors Degree or Higher

Definition: Estimate of the percentage of residents over 25-years-old that have a bachelors degree or higher.

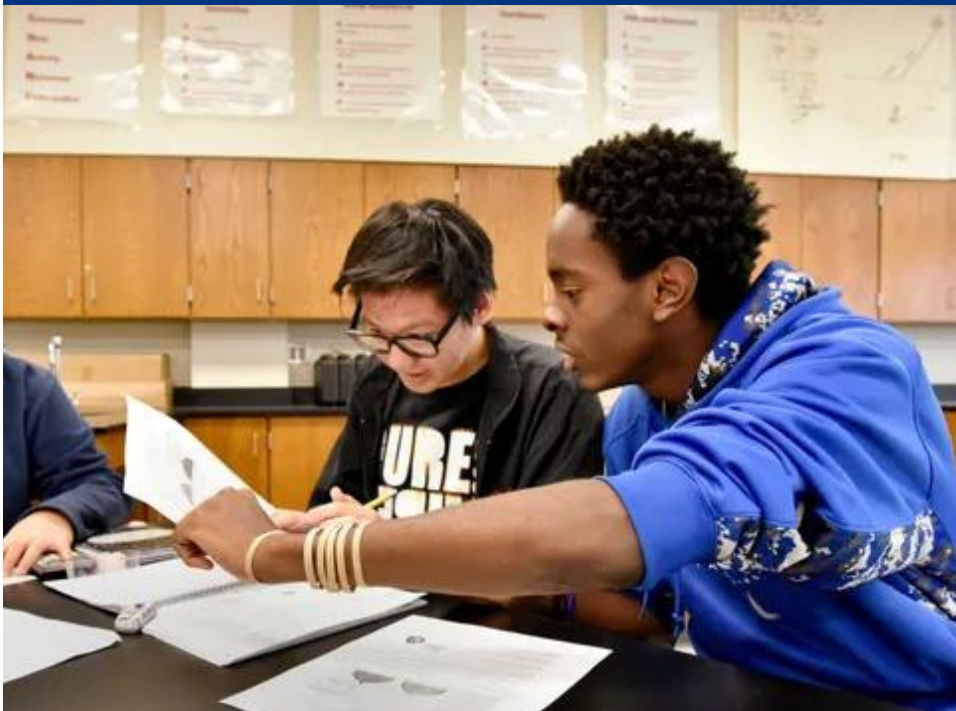


Educational Attainment

While High School Diploma attainment for Asian residents is among the lowest, Bachelors Degree or Higher attainment is the highest among the racial/ethnic categories, by a wide margin. This seems to tell the story of two different groups of Asian residents.

On one hand, one group is the **1-of-4 Asian students who aren't completing high school.**

On the other hand, however, **62% of those who do attain a high school credential move on to a bachelor's or higher.**



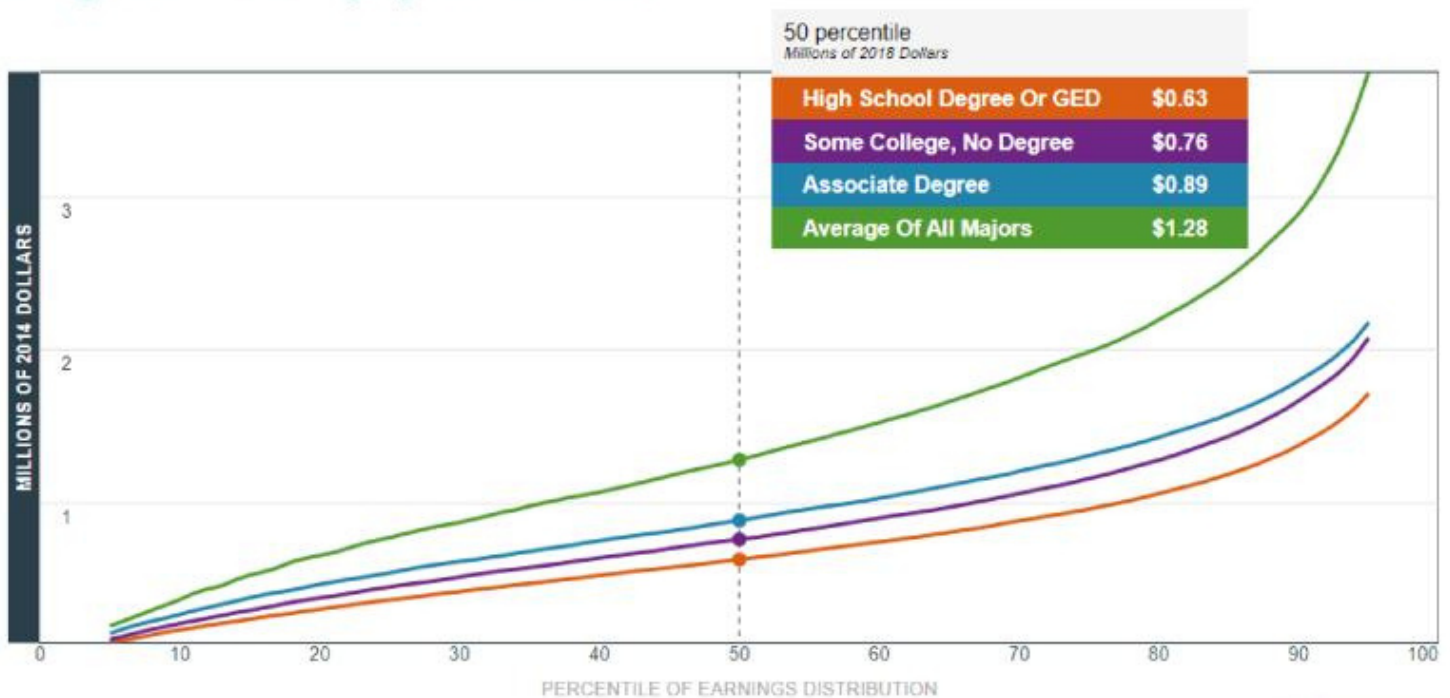
Conversely, while Black students have a High School Diploma attainment of 86%, **only 19% of those with a high school credential move on to attain a Bachelors degree or higher.**

Educational Attainment

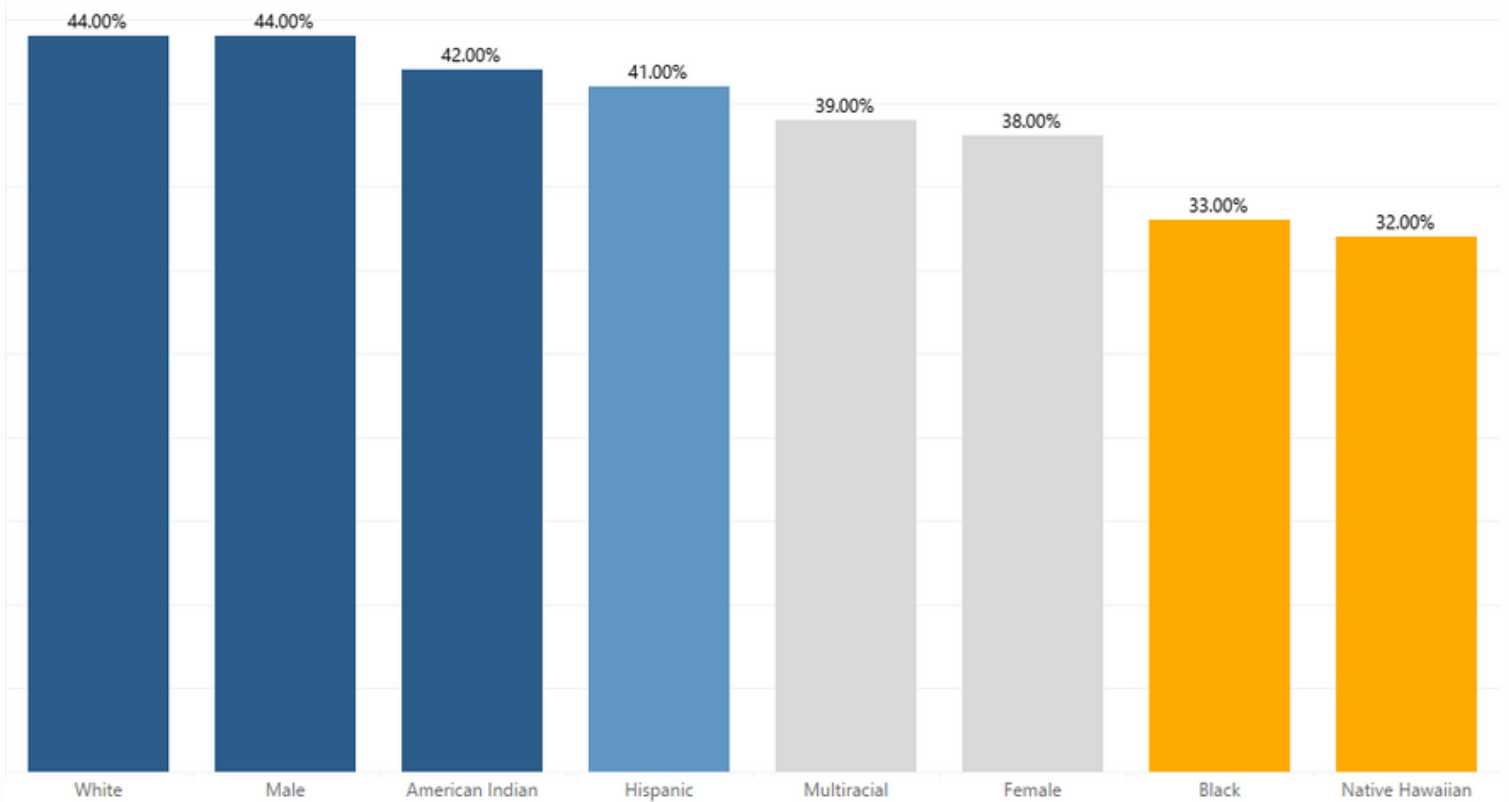
Data pulled from Brookings. "Figure 2 below shows the distribution of cumulative earnings over the entire career, with the green line marking the distribution for bachelor's degree graduates (averaged for all majors), and the blue, purple, and orange lines showing the respective distributions for workers with an associate's degree, some college without a degree, and only a high school diploma (or GED)."

FIGURE 2:

Average Lifetime Earnings by Education Level



Sustained Employment



Definition

The percentage of students who appear in Indiana unemployment covered wage records 5 years after their expected year of graduation and meet the "sustained employment" criteria. Sustained employment is defined as students who are (1) not enrolled in Indiana public college during the wage reporting year; (2) are employed during at least 3 or 4 quarters during the wage reporting year; and (3) earned an annualized wage at or above the federal minimum wage ($\$7.25/\text{hour} \times 35 \text{ hours/week} \times 52 \text{ weeks/year}$, or $\$13,195$).

Note

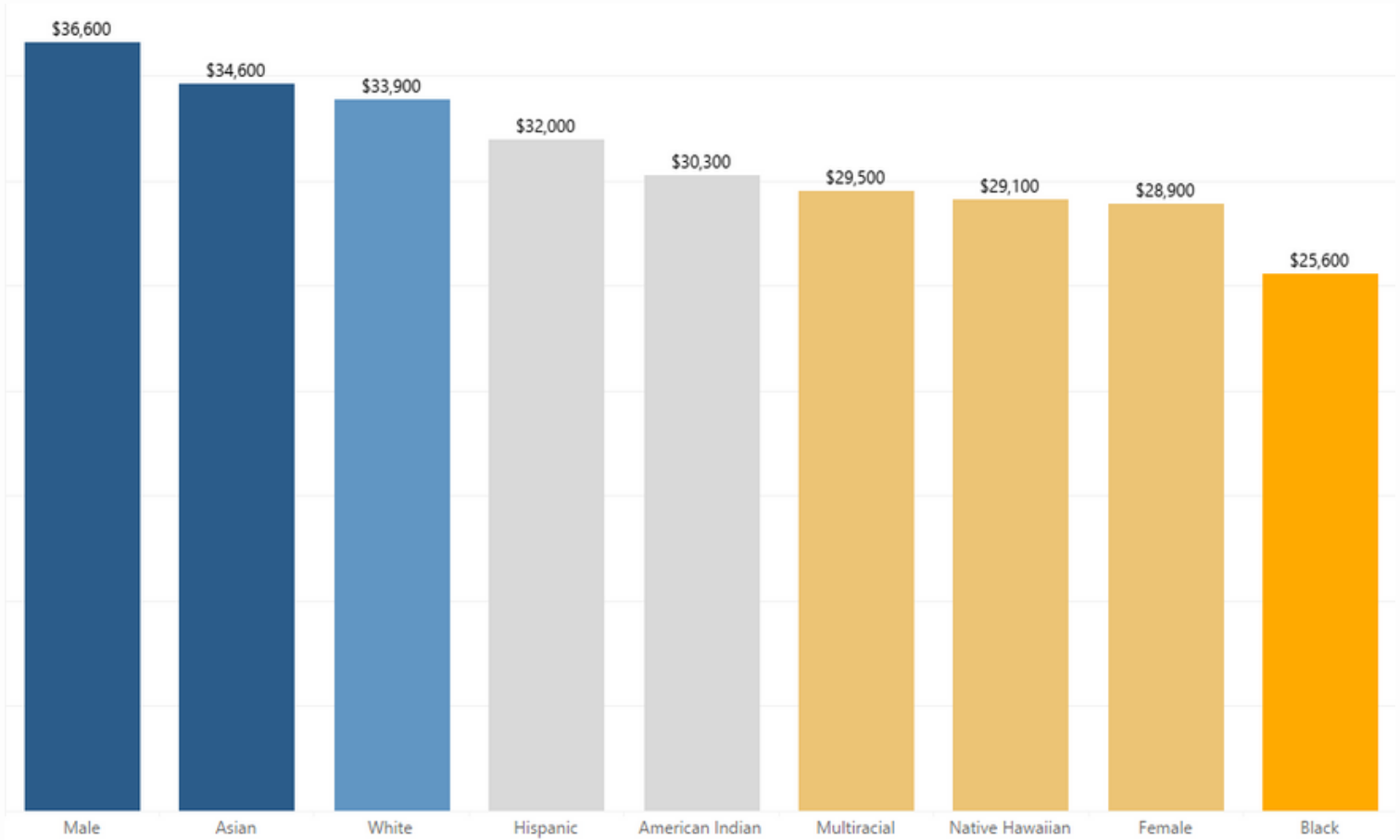
Asian students, regardless of their socioeconomic status as measured by their high school paid lunch status, are the most likely racial/ethnic group to be enrolled in post-secondary education 5 years after their expected graduation year and the least likely to be working in Indiana. Both of these patterns cause them to have low sustained employment percentages.

This group of students highlights the limitations of the sustained employment metric definition, and as a result, have been removed from the visual.

Median Wage

Definition

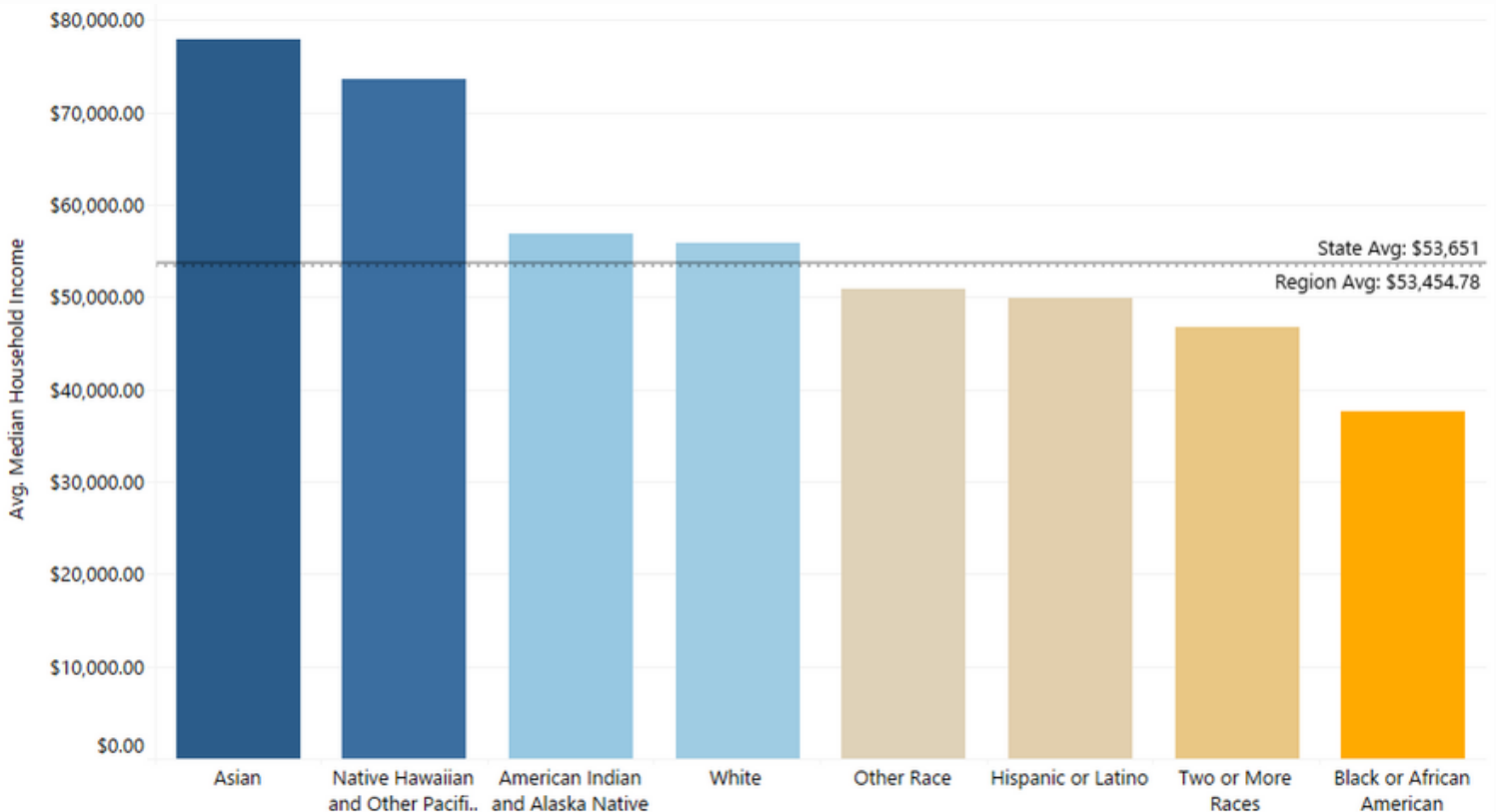
Median wage for students who meet the criteria for sustained employment.



Median Household Income

Only those that identify as Asian, Native Hawaiian/Other Pacific Islander, American Indian/Alaska Native, or White met or exceeded both the Regional Average Median Household Income and the Statewide Average Median Household Income.

Note: Native Hawaiian/Other Pacific Islander population estimate is 863, 0.03% of the population.



The racial/ethnic group with the lowest Average Median Wage and lowest Average Median Household Income in both the Region and the State is Black/African American.

The background is a solid dark blue color. On the left side, there are two overlapping circles of varying shades of blue, from light to dark, creating a layered effect.

Data Snapshots of the North Region



Opportunity to impact social vulnerability

All communities in the United States exhibit vulnerabilities to potential disaster (both natural and human causes). But it's a community's social vulnerability that may determine how well it responds to and recovers from a disaster. The socially vulnerable are more likely to be less prepared for a disaster, and less likely to recover. Addressing social vulnerability at a regional level with key anchor institutions will decrease human suffering and reduce post-disaster costs. In the North Central Region, there are opportunities for further partnerships between public and private sectors to further positively impact the social vulnerabilities of its communities.

About the Social Vulnerability Index (SVI):

The Social Vulnerability Index (SVI) is a database from the CDC that ranks social vulnerability of US Census Tracts. There are 15 Census variables that funnel into four main themes. The SVI rankings use a percentile ranking method, where "0" means least vulnerable, and "1.0" means most vulnerable. Below are the variables and themes for the SVI as well as the overall rankings for the North Central Region of Indiana.

1

Socioeconomic status

- Below Poverty
- Unemployed
- Income
- No High School Diploma*

2

Minority Status & Language

- Minority
- Speak English "Less than Well"

3

Household Composition & Disability

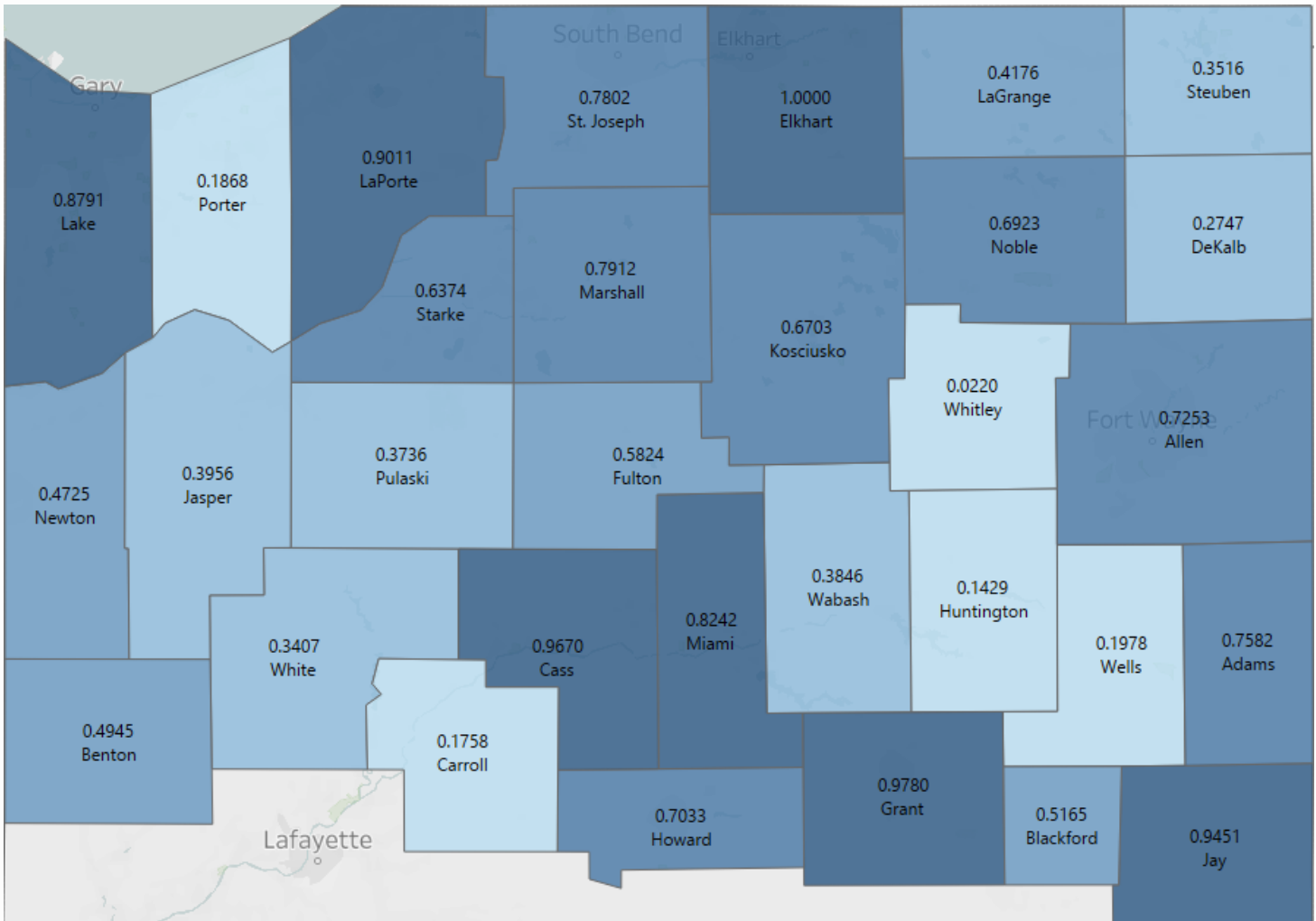
- Aged 65 and Older
- Aged 17 and Younger
- Civilian with a Disability
- Single-Parent Households

4

Housing & Transportation

- Multi-Unit Structures
- Mobile Homes
- Crowding
- No Vehicle
- Group Quarters

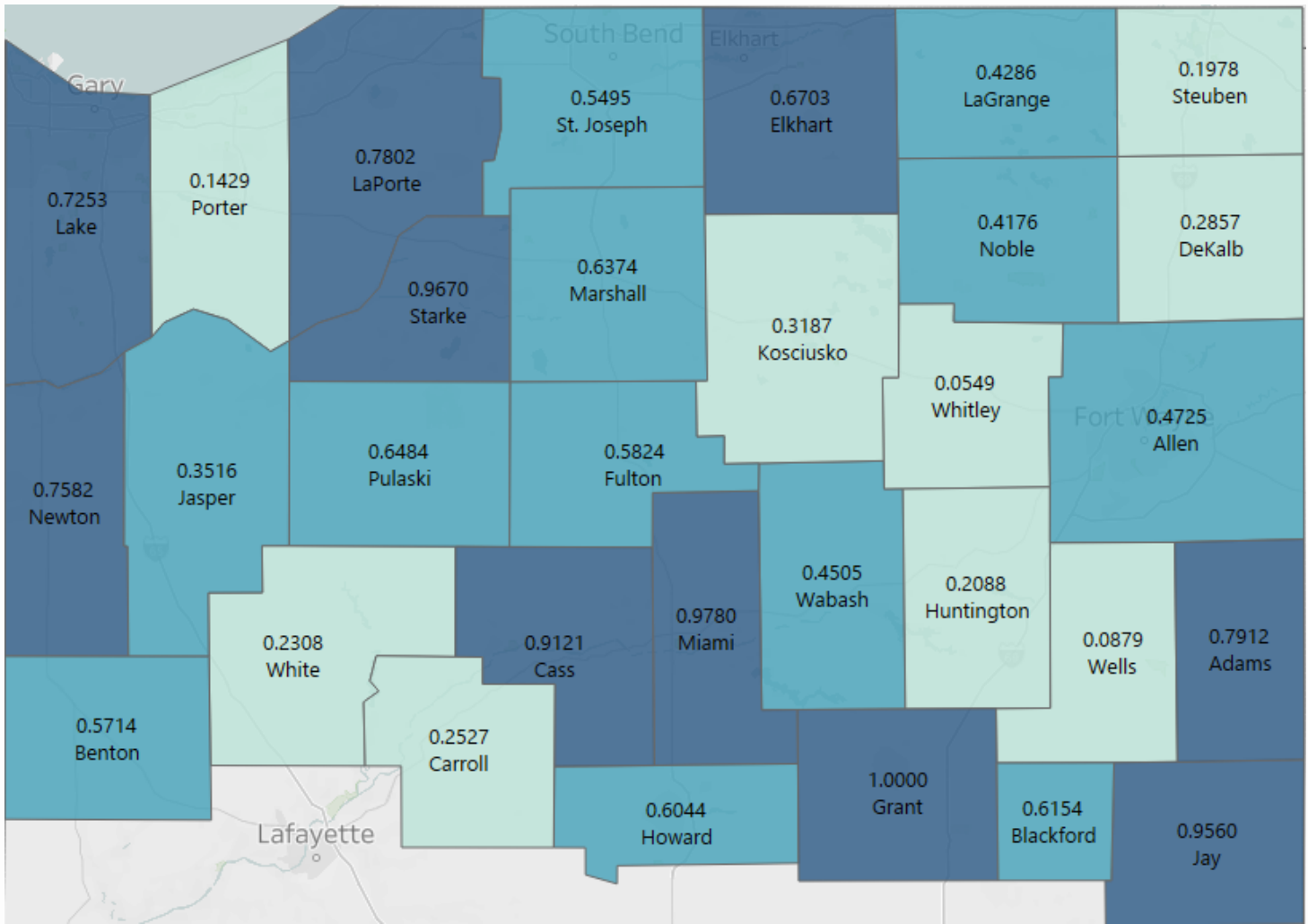
Overall SVI



Counties with the highest Overall Vulnerability (minimum 0.7500 SVI):

- Elkhart (1.0000)
 - **Most vulnerable county in state**
- Grant (0.9780)
- Cass (0.9670)
- Jay (0.9451)
- LaPorte (0.9011)
- Lake (0.8791)
- Miami (0.8242)
- Marshall (0.7912)
- St. Joseph (0.7802)
- Adams (0.7582)

SVI - Socioeconomic Status

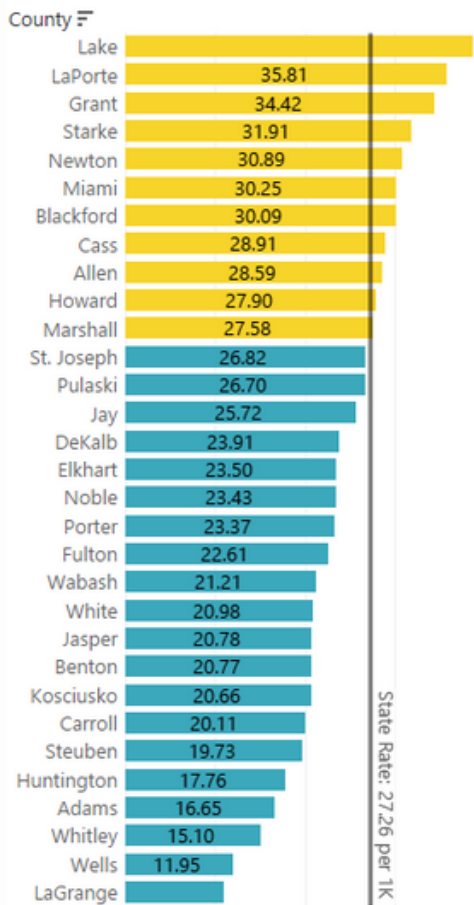


Counties with the highest vulnerability (minimum 0.7500 SVI):

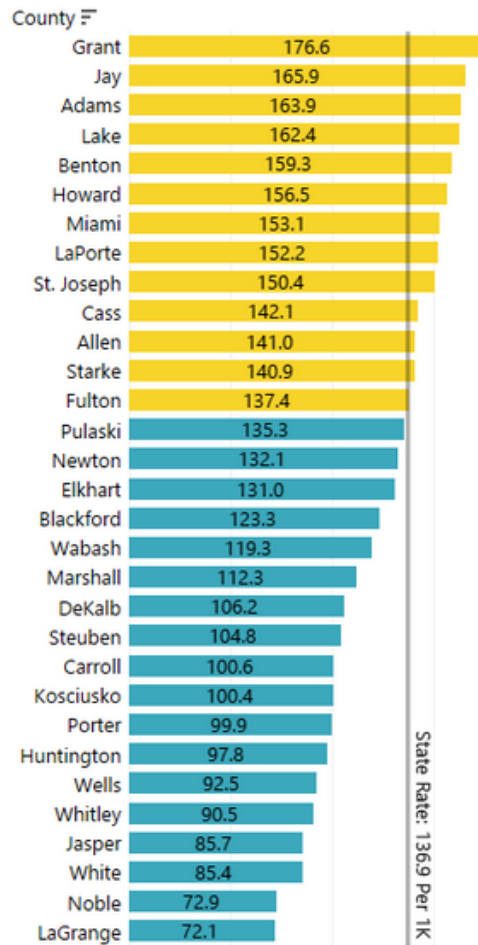
- Grant (1.0000)
 - **Highest Socioeconomic Vulnerability in the State**
 - Lowest estimated Per Capita Income in the Region
 - Highest estimate of Poverty Rate in the Region
- Miami (0.9780)
 - **3rd Highest Socioeconomic Vulnerability in the State**
- Starke (0.9670)
- Jay (0.9560)
- Cass (0.9121)
- Adams (0.7912)
- LaPorte (0.7802)
 - 2nd Highest Estimated Unemployment in Region
- Newton (0.7582)

SVI - Socioeconomic Status

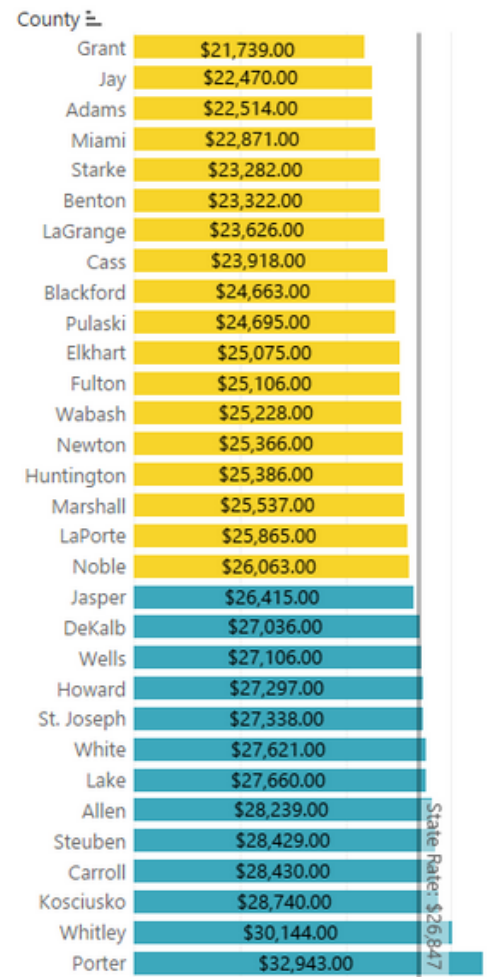
Civilian (age 16+) Unemployed Estimate
2014-2018 ACS



Persons Below Poverty Estimate
2014-2018 ACS

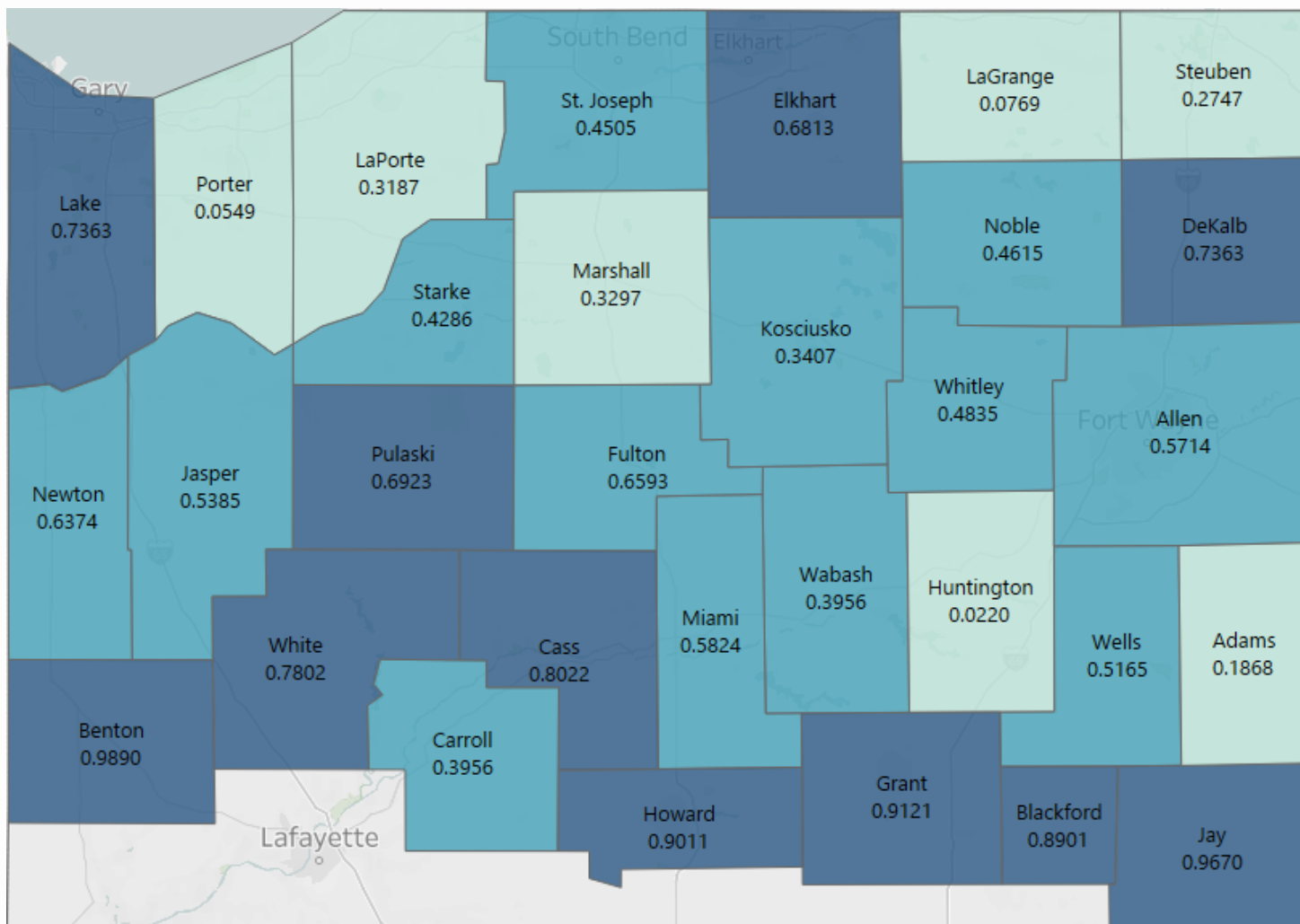


Estimated Per Capita Income



- All the most vulnerable counties struggle with a Per Capita Income that is lower than the state average.
- All but Newton have a Persons Below Poverty Estimate that is higher than the state average.
- All but Jay and Adams have Unemployment is higher than the state average.
 - **Lake County has highest Estimated Unemployment in the state (per capita)**
- According to the Indiana GPS Report, the region has a primary economic focus on manufacturing, making several jobs vulnerable to automation. There is opportunity to provide learning opportunities and pathways for current and potential employees to bolster their skillset in the regional industries.

SVI - Household Composition and Disability

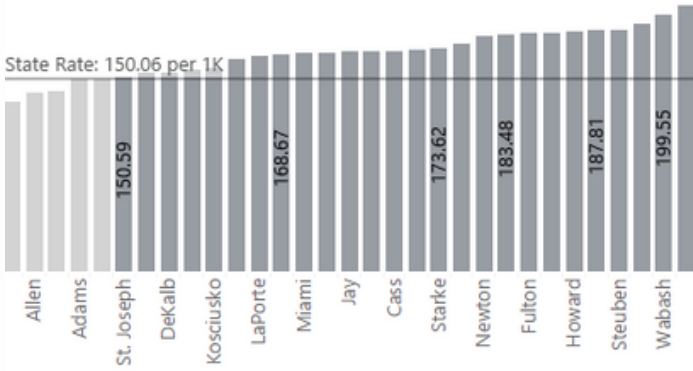


Counties with the highest vulnerability (minimum 0.7500 SVI):

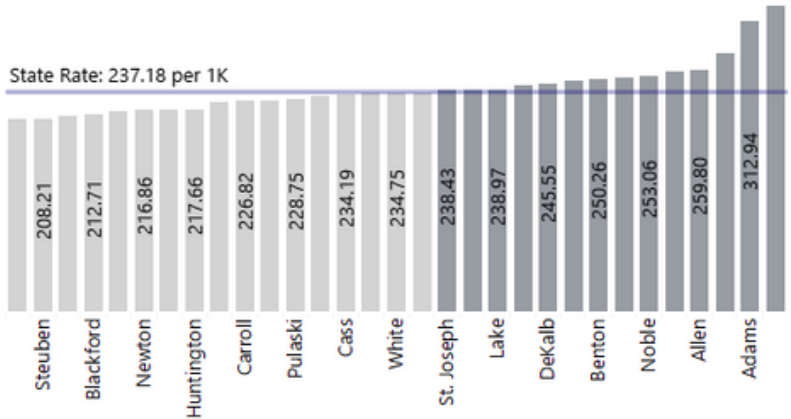
- Benton (0.9890)
 - **2nd Highest Household Composition and Disability Vulnerability in the State**
- Jay (0.9670)
- Grant (0.9121)
 - **Highest estimated rate of Single Parent Households in the State**
- Howard (0.9011)
- Blackford (0.8901)
 - Highest estimate of Population with a Disability in Region
- Cass (0.8022)
- White (0.7802)

SVI - Household Composition and Disability

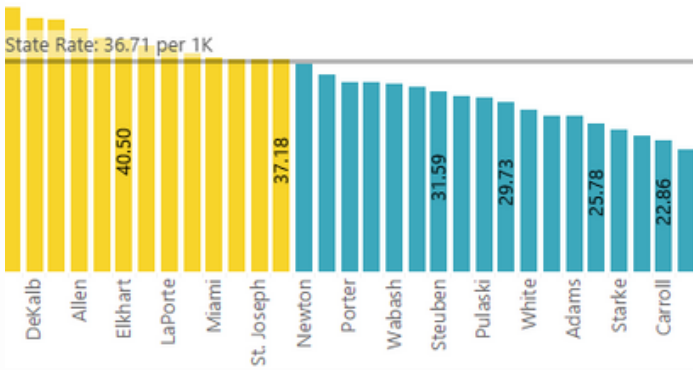
Persons Aged 65 and Older Estimate (2014-2018 ACS)



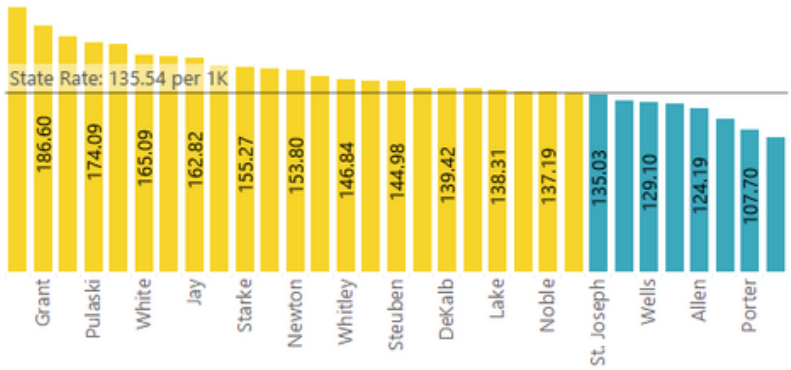
Persons Aged 17 and Younger Estimate (2014-2018 ACS)



Single Parent Household with Children Under 18 Estimate (2014-2018 ACS)



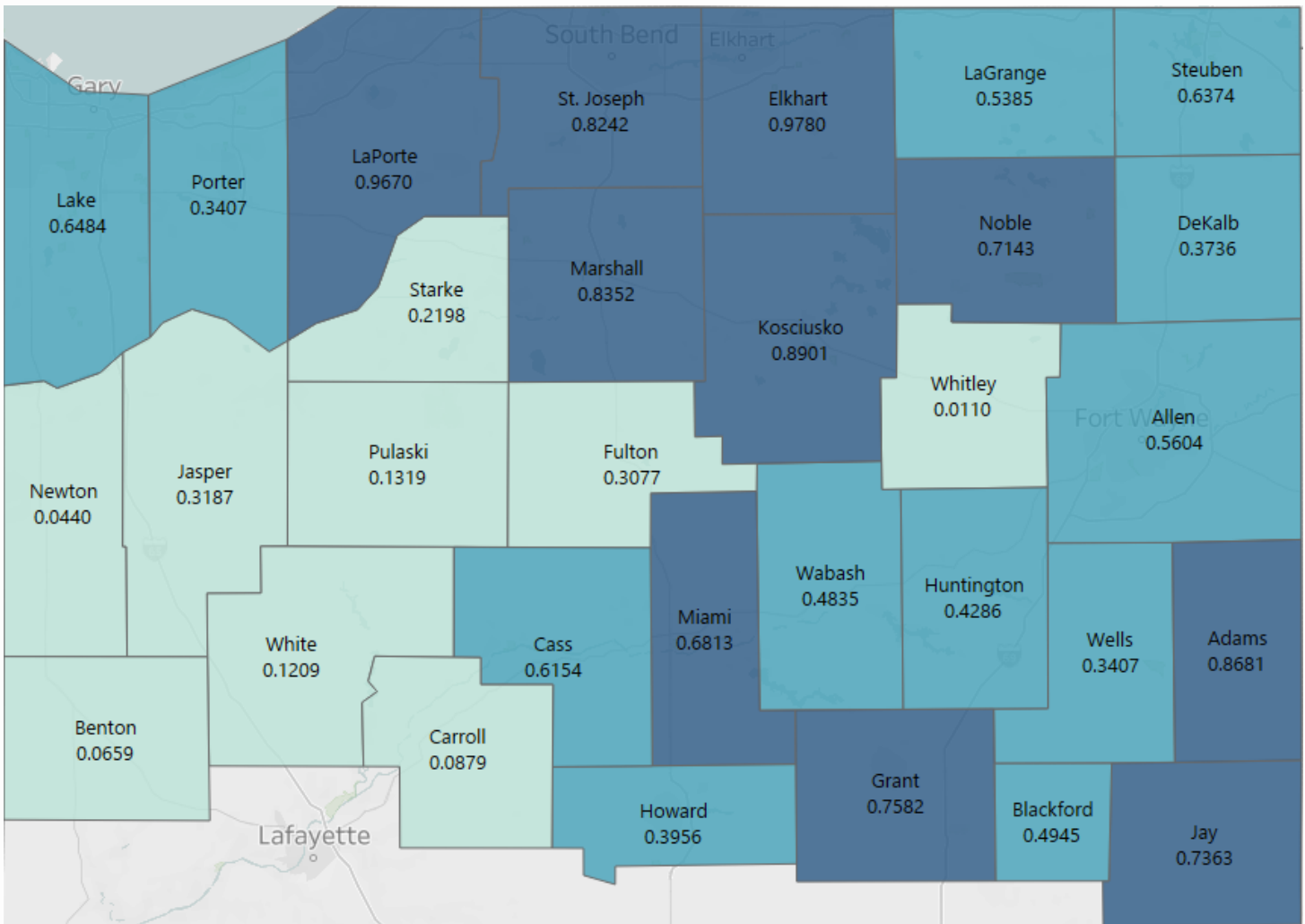
Civilian Non-institutionalized Pop with a Disability Estimate (2014-2018 ACS)



- All but White County have Single Parent Household rates that are higher than the state average.
- All the most vulnerable counties have a Population with a Disability that is higher than the state average.



SVI - Housing and Transportation

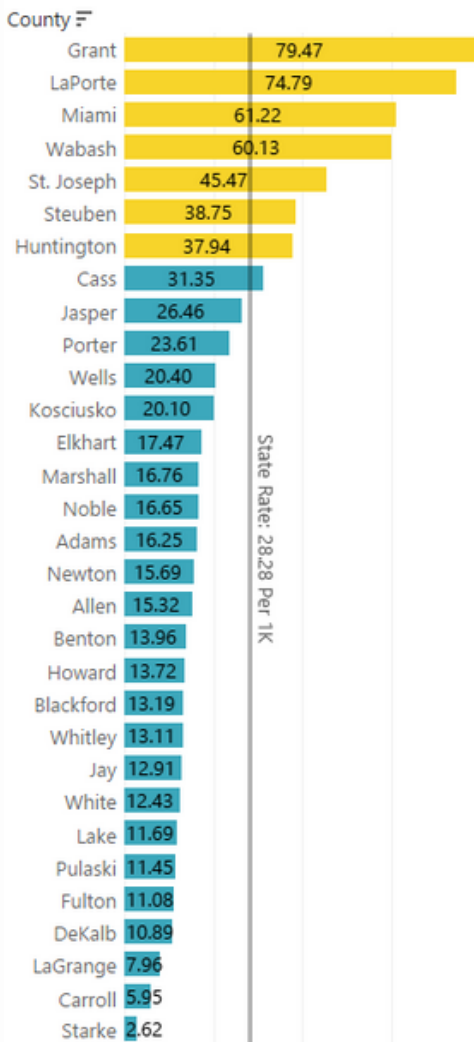


Counties with the highest vulnerability (minimum 0.7500 SVI):

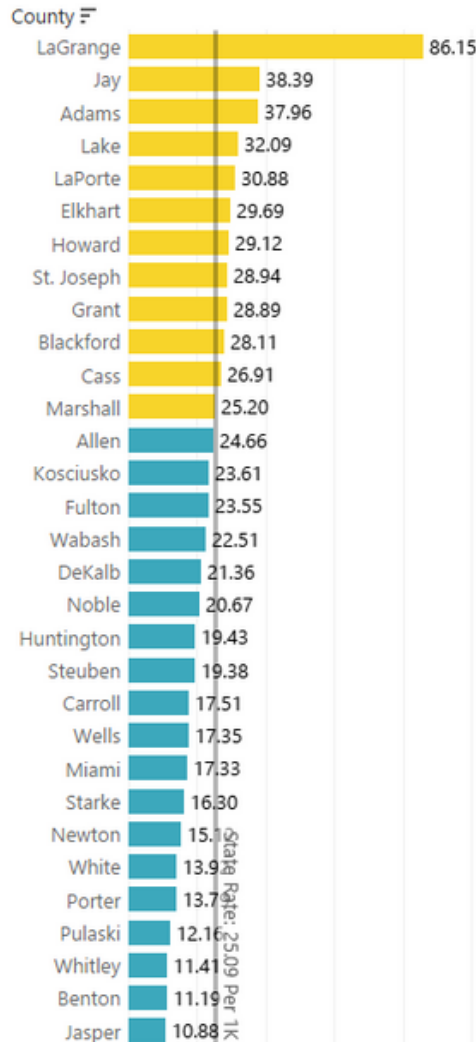
- Elkhart (0.9780)
 - **3rd Highest Housing and Transportation Vulnerability in the State**
- LaPorte (0.9670)
- Kosciusko (0.8901)
- Adams (0.8681)
 - **Highest estimate of Overcrowded Households in the State (per capita)**
- Marshall (0.8352)
- St. Joseph (0.8242)
- Grant (0.7582)
 - Highest estimate of Persons in Institutional Group Quarters in Region

SVI - Housing and Transportation

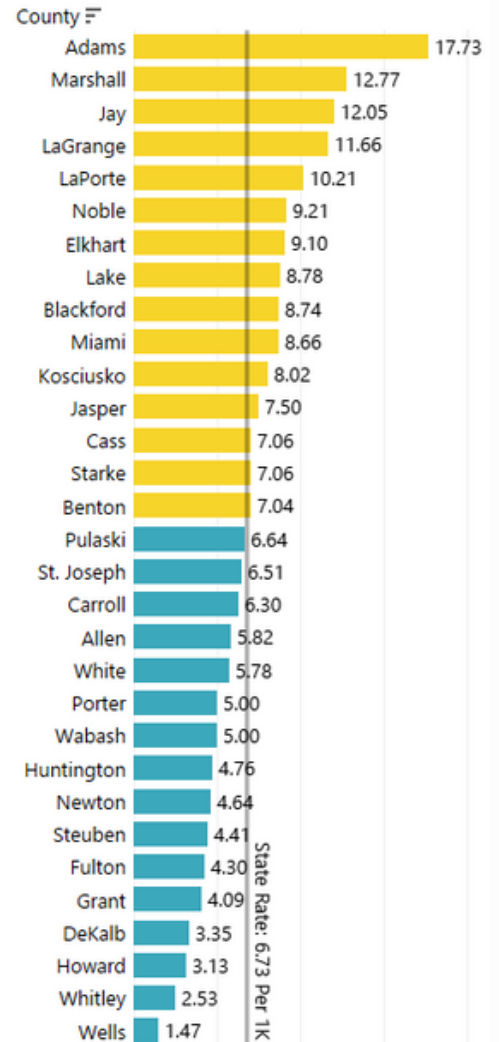
Estimated Persons in Institutional Group Quarters 2014-2018 ACS



Estimated No Access to Vehicle 2014-2018 ACS



Estimated Overcrowded Households 2014-2018 ACS

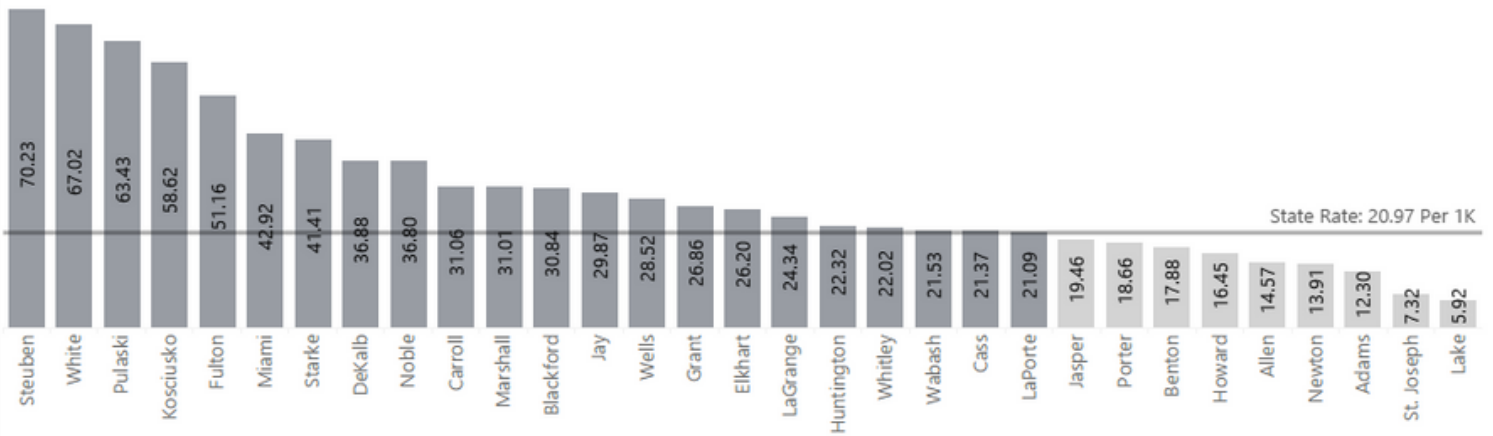


- LaPorte County, St. Joseph County, and Grant County all have Estimated Persons in Institutional Group Quarters that are higher than the state average.
 - GQs differ from typical household living arrangements because the people living in them are usually not related to one another. Group quarters include such places as college residence halls, residential treatment centers, skilled nursing facilities, group homes, military barracks, prisons, and worker dormitories.
- All but Kosciusko County have Estimated No Access to Vehicle that is higher than the state average.
 - Special note: **LaGrange County has an estimate that is significantly higher than all other counties in the state and is more than 3X the state average.** However, LaGrange's overall Housing and Transportation SVI is 0.5385 (moderate to high vulnerability).
- Elkhart County, LaPorte County, Kosciusko County, Adams County, and Marshall County all have Estimate Overcrowded Households that are higher than the state average.

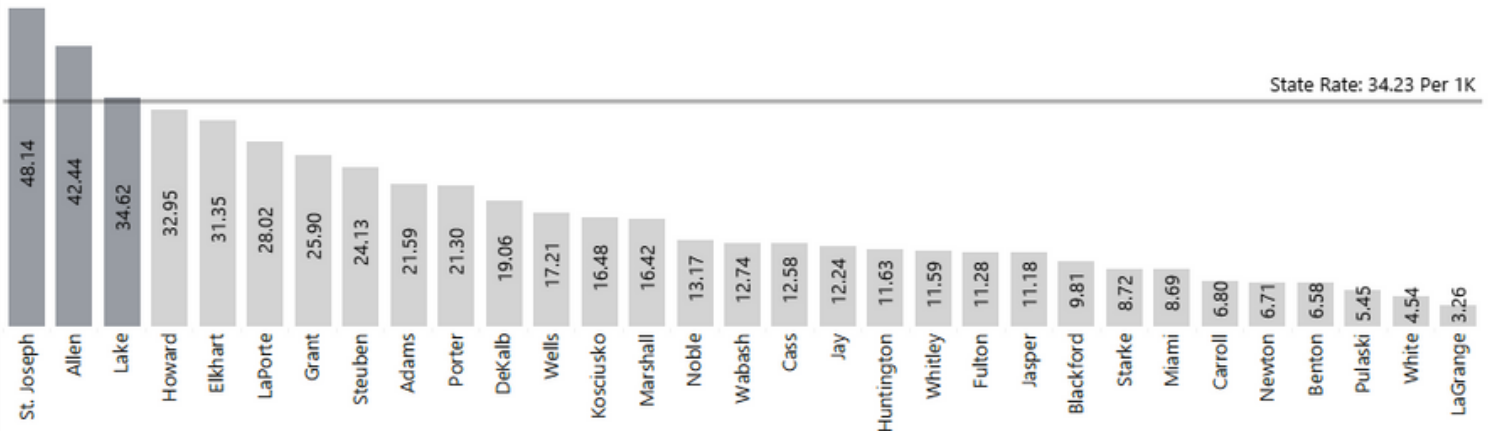
SVI - Housing and Transportation



Estimated Mobile Homes 2014-2018 ACS

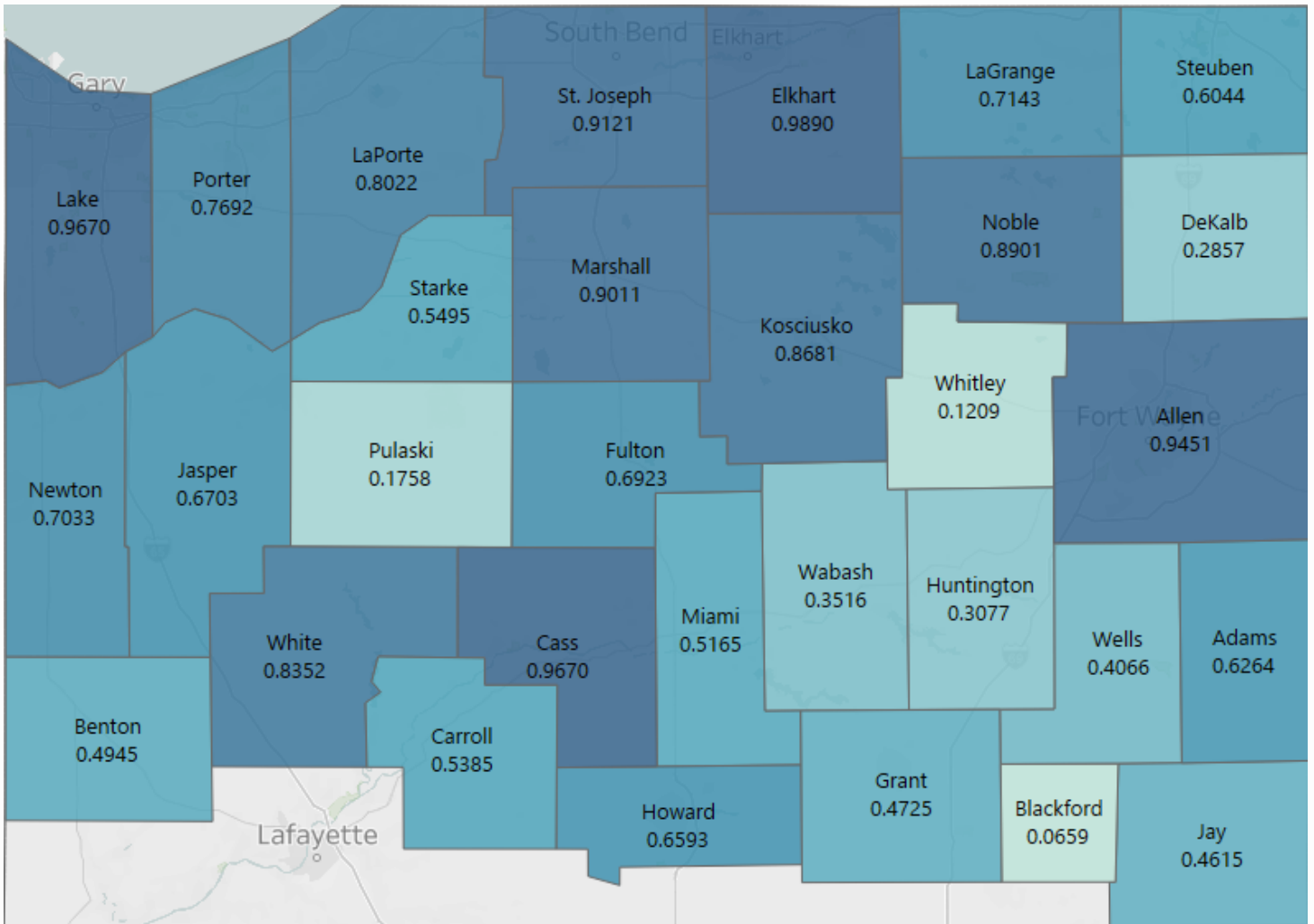


Estimated Housing with 10 or More Units 2014-2018 ACS





SVI - Minority Status and Language

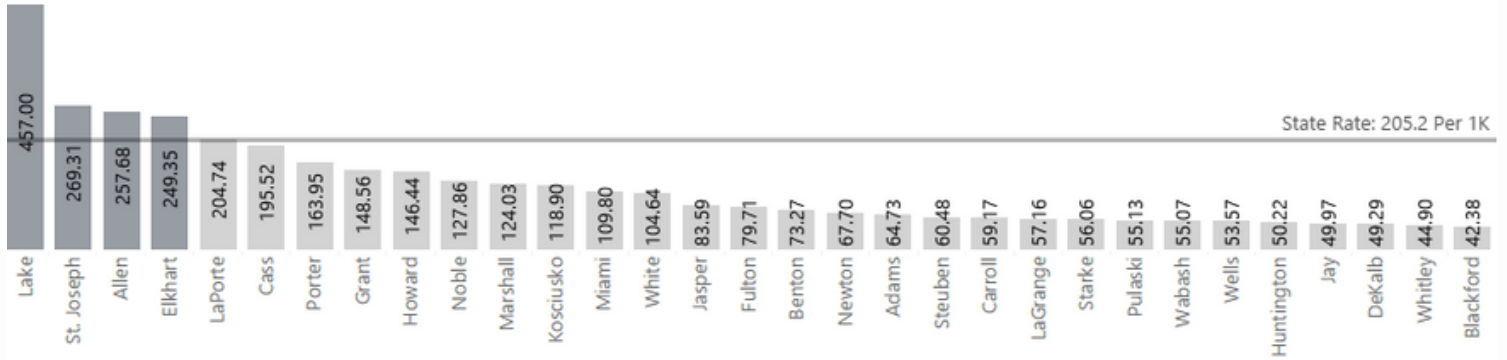


Counties with the highest vulnerability (minimum 0.7500 SVI):

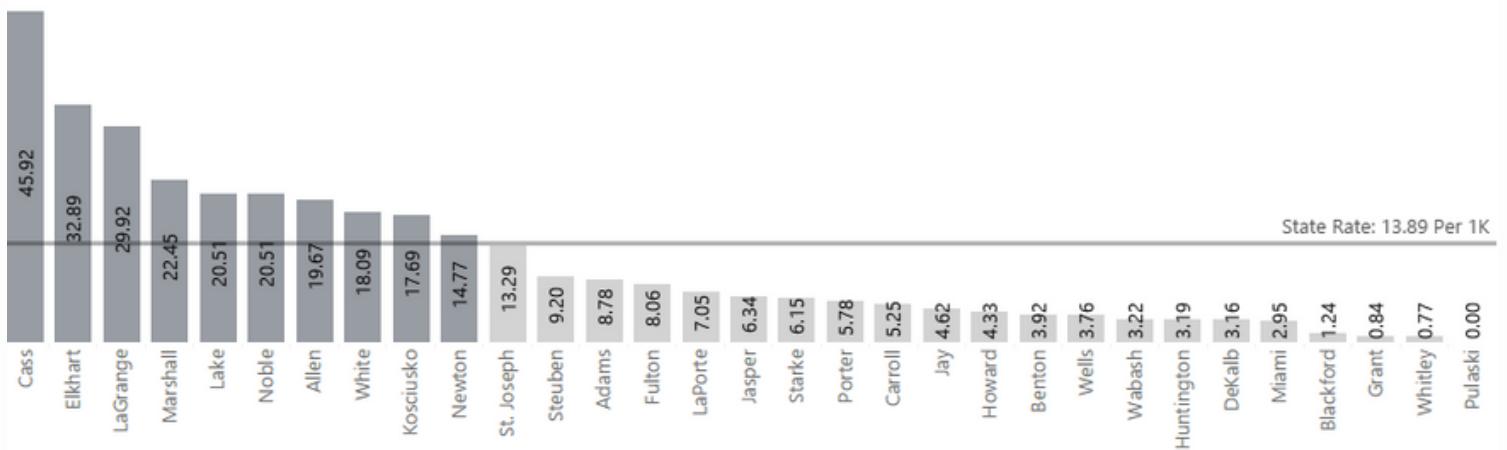
- Elkhart (0.9890)
 - 2nd Highest Minority Status and Language Vulnerability in the State
- Lake (0.9670)
 - Tied for 3rd Highest Minority Status and Language Vulnerability in the State
 - Highest estimated Minority Population in the State (per capita)
- Cass (0.9670)
 - Tied for 3rd Highest Minority Status and Language Vulnerability in the State
 - Highest estimated Population who Speak English “Less Than Well” in the State
- Allen (0.9451)
- St. Joseph (0.9121)
- Marshall (0.9011)
- Noble (0.8901)

SVI - Minority Status and Language

Estimated Minority Population
2014-2018 ACS



Estimated Speaks English "Less Than Well"
2014-2018 ACS



- Elkhart County, Lake County, Allen County, and St. Joseph County all have estimated Minority Populations that are higher than the state average.
 - **Lake County significantly outpaces the state average by a factor of more than 2X.**
- Elkhart County, Lake County, Cass County, Allen County, Marshall County, Noble County, Kosciusko County, and White County all have estimated Population who Speak English "Less Than Well" that are higher than the state average.



Thank You

Special thanks to our partners across the public and private sectors for your continued investment in the lives of our Hoosier neighbors. As we collaborate across agencies and with Hoosier leaders, neighbors, and friends throughout the state, we will continue to evaluate, adjust, expand and develop these reports to meet the needs of our community and business leaders. While our work in these areas is informed by many resources in addition to the data presented here, we hope you will use this report as a gateway to open up conversations regarding Indiana's opportunities to provide the tools necessary for all Hoosiers to experience their best quality of life. In order to get there, let's hold one another accountable. This is a great start.



Data Sources

Center for Disease Control - Social Vulnerability Index (SVI)

Date(s): 2018 (update occurred in March of 2020)

Granularity: aggregate at the county level

Indiana Department of Education - IREAD-3

Date(s): 2018-2021

Granularity: aggregate at the county level

Indiana Management Performance Hub - Employment, Sustained Employed, Median Wage

Date(s): 2009-1010 Indiana graduation cohort

Granularity: aggregate at the county level

Note: This dataset includes linked records between the Indiana Department of Workforce Development and Indiana Department of Education. For any n less than 10 the data was removed and marked "suppressed" in the dataset.

Secondary suppression was also applied where an n less than 10 could be calculated (removed and marked "disclosure").

Indiana Management Performance Hub - Education Attainment

Date(s): 2012-2016

Granularity: aggregate at the county level

Note: This U.S. Census Bureau American Community Survey (ACS) five-year estimates data set includes information about education attainment in a number of geographic areas ranging from statewide to census tract.

For any questions please contact jofasoldt@gov.in.gov.

A nighttime aerial photograph of the Indiana State Capitol building in Indianapolis, illuminated against a dark sky. The building's dome is a prominent feature. Surrounding the capitol are various modern skyscrapers and city buildings, some with glowing windows. The foreground shows a well-lit walkway and greenery. In the top right corner, there are two overlapping circular shapes: a light blue one and a larger yellow one. The overall scene is a vibrant cityscape at night.

OFFICE OF THE CHIEF EQUITY, INCLUSION, AND OPPORTUNITY OFFICER

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