

Growing Racial Equity

in the Forest Preserves of Cook County

2021 ANNUAL REPORT



At the Forest Preserves, we value the people of Cook County on whose behalf we hold and care for the woodlands, wetlands, forests and other natural areas within the preserves. We want everyone to feel welcome at the Forest Preserves and seek them out for discovery, renewal, and fun. To achieve this, we have launched many programs and initiatives to enhance our cultural competency and to promote diversity and inclusion amongst visitors, employees, partners, volunteers and vendors. A summary of these initiatives is presented in this report.

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Racial Equity, Diversity, and Inclusion (REDI) Committee

Formed in November 2018 and comprised of employees from across the organization, the REDI Committee focuses on restructuring internal processes to reflect our values of equity and inclusion, while educating Forest Preserves employees on how to practice racial equity in the workplace.

Thank you to the REDI Committee, for their efforts in 2021.

Leadership Co-Chairs

Amanda Grant Monica Fife-Ivy

New 2021 Committee Members

Aren Kriks Sharon Williams
Diane Drew George Klut
Jerry Attere Maria Vujic
Nicholas Malone Erin Spear

Committee Members

Ryan Lothian Brenda Occhiuzzo
Fannie Kittoe Credell Walls
Lydia Uhlir Kea Bellamy-Cobb
Samson Awoyemi Lydia Uhlir
Raquel García-Álvarez

Active REDI Alumni

Tracy Bishop Felicia Philips
Thomas Lyons Marty Hasler
Michele Mottlowitz Gail Baker

We thank our many partners for their time and dedication to REDI. And we especially thank the following staff for their contributions

Alice Brandon Negin Almassi
Adam Kessel Anthony Tindall
Michelle Gage Lisa Huge
Alex Palmer Maritza Rocha
Guadalupe Orozco

Visit the Racial Equity, Diversity & Inclusion page on our [website](#).

Or email REDI at fpdcc.redi@cookcountyil.gov.

The work of the REDI Committee is guided through a partnership with Dr. Kathleen Yang-Clayton, Adam Slade, and Austin Zamudio of the Department of Public Administration at the University of Illinois at Chicago.

Executive Summary

The Forest Preserves of Cook County is committed to advancing racial equity, diversity, and inclusion (REDI) through organizational culture and policy change. This 2021 report—our second annual report—serves as a tool to hold ourselves accountable to that commitment while we strive to meet our goal of making everyone feel welcome in the Forest Preserves.

Despite the ongoing challenges posed by the COVID-19 pandemic in 2021, we continued to work on existing initiatives, created new opportunities to enhance cultural competency among Forest Preserves' staff, and promoted racial equity, diversity, and inclusion to visitors, employees, partners, volunteers, and vendors.

REDI Accomplishments include:

- ✓ All job interviews incorporate a REDI interview question
- ✓ Job descriptions state a preference for language skillsets and Conservation Corps experience
- ✓ Staff evaluations include a REDI category as pass/fail
- ✓ Interview Compliance training covers a REDI overview
- ✓ All interviews consist of a diverse interview panel including interviewers from different departments
- ✓ Racial equity scenarios incorporated into EEO training
- ✓ Updated the Non-Discrimination and Harassment Policy to increase understanding and clarify how to seek assistance.

External improvements to make the Forest Preserves more inviting include:

- ✓ Updating the land acknowledgement statement and website information on how we are using it as a tool to improve relations with local Native American communities.
- ✓ Improving the Forest Preserves' [Accessibility](#) website makes it easier to find accessibility amenities and information for each site.
- ✓ Adding the option for gender pronouns on the Forest Preserves' standard email signature (to promote a more diverse and inclusive environment) and an option to include the Land Acknowledgement (to acknowledge that the Forest Preserves are on Native American land).

Additionally, the REDI Committee received a Social Justice Award from the National Association of County Park and Recreation Officials (NACPRO) for demonstrating an outstanding commitment to social justice through leadership and collaboration. REDI member Raquel García-Álvarez was named as one of "16 Impactful and Influential Eco-Warriors Making a Difference for the Environment in 2021 according to Marin Magazine.



Photo Credit: Forest Preserves of Cook County

Introduction

In 2021, the REDI Committee welcomed a new group of REDI members who received REDI 101 training. All members of the REDI Committee receive in-depth training on how to operationalize racial equity within large public organizations by building skills in project management, process analysis, peer engagement, and meeting facilitation. Members apply their new skills to advance new and existing projects in the areas of Community Engagement, Training and Human Resources.

Community Engagement

The Community Engagement team assessed existing procedures for soliciting public input, held meetings with three departments (Planning & Development, Conservation & Experiential Programming, and Office of the General Superintendent) that perform community engagement activities, and reviewed capital improvement projects that had a community engagement component.

After conducting this assessment, the team concluded that the Forest Preserves has inconsistent public engagement practices across and within departments. When public feedback and information is collected, it is not readily shared.

Creating a standard community engagement framework and improving internal communication will increase capacity to perform meaningful community engagement and help the Forest Preserves better reach historically excluded communities.

Future Plans & Goals

- Create a working group to define when each department needs to collect public feedback.
- Develop standard presentations, visual-aids, and other tools to simplify engagement processes.
- Develop a guide outlining standard community engagement processes.
- Determine performance metrics to track and evaluate these new processes for community engagement.

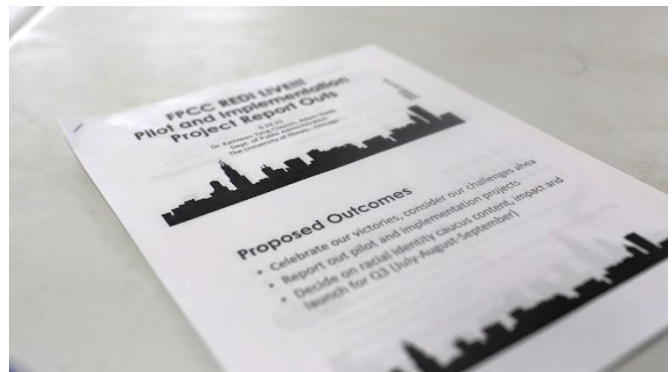


Photo Credit: Jerry Attere

Training

The Training team continues to build on the work of their 2019 pilot project—an analysis of training opportunities in the Landscape Maintenance department. Interviews with over 70 employees determined that scheduling issues, distance from training locations, staffing need conflicts, lack of internal communication and access to computers were the main barriers to accessing training opportunities.

After suggesting a series of recommendations to make training more equitable, the COVID-19 pandemic halted progress and uncovered new barriers to training. In 2020, in-person training stopped and staff in all departments were affected by illness, childcare issues, transportation issues and more. Some trainings shifted to a virtual format (for example, defensive driving and first aid/CPR training can be done on-line). However, reliable internet and access to working technology remain barriers to full participation.

In 2021, plans to bring in-person training to the Landscape Maintenance Thorn Creek division fell through and uncovered more barriers including that a specific training location is mandated by outside agencies and most trainings are scheduled far in advance, offering little flexibility to accommodate staff availability.

Future Plans & Goals

Moving forward, the Training team will examine training/certification programs across the entire organization, rather than in a single department and advocate for changes that could expand training opportunities to part-time and seasonal staff. In addition, the Training team will continue to advocate for the expansion of training locations that improve access—including adding the Little Red Schoolhouse Nature Center in Southwest Cook County in 2023.

In 2022, the Training team will focus on improving access to training required to participate in the Resident Watchman program which enables employees to occupy properties on Forest Preserves' land in exchange for providing site security, fire watch, emergency response, public assistance, and other related duties. Because some employees have barriers to accessing all required trainings as it may not be part of their regular job duties—including prescribed burn and chainsaw operation training—they are essentially not able to compete for these opportunities, as competency in these skillsets are required to be a Resident Watchman.

Plans to make the program more transparent and visible in 2022 include:

- Create a Resident Watchman program overview one-pager document to share with staff.
- Host a Resident Watchman 101 online presentation and Q&A session with a clear overview of program and training requirements.
- Offer a two-day refresher training for current resident watchmen.

Human Resources

The Human Resources (HR+) team has been focused on projects that create an inclusive and welcoming work environment. In 2021, the HR+ team took a big step forward by expanding their strategic partnership with the Human Resources Department through adding consistent monthly meetings. Other 2021 highlights include:

- **Job Descriptions**

The HR team reviewed more than 138 job descriptions across all departments to assess how job descriptions could be improved to broaden the pool of qualified applicants and to incorporate a career pipeline approach.

- **Non-Discrimination and Harassment Policy**

The HR team worked with representatives from Human Resources, Compliance and Legal, as well as the Policy Committee, to revise the Forest Preserves' Non-Discrimination & Harassment Policy. The updated policy provides a clear process for addressing and reporting incidents of discrimination and harassment—an important component in creating a safe and equitable work environment. An updated and required equal employment opportunity (EEO) annual training includes the revised policy and example reporting scenarios. Forest Preserves policies are available at fpdcc.com/policy.

- **Career Pipelines**

The HR team conducted one-on-one staff interviews related to advancement and concluded that many employees see no room for advancement from their current role, or they are unclear what steps they need to take to advance their careers at the Forest Preserves. Some employees were discouraged enough to seek employment elsewhere. With this information, the HR team created a simple pathway to management that shows the training and qualifications needed to map out their careers at the Forest Preserves.

Future Plans & Goals

Through the new strategic partnership, the Human Resources department and REDI Committee will work together to prioritize projects that make racial equity, diversity, and inclusion a key focus of our human resources processes and policies. This includes:

- The Conservation & Experiential Programming department will test a "Pathway to Careers" pilot based on the career pipeline work done in 2021.
- Employees that serve on interview panels will be trained to conduct better interview evaluations and to overcome unconscious biases. This training will be coordinated and facilitated by the Compliance Officer on a quarterly basis.
- Create an easy-to-understand guide that explains the hiring process on the Forest Preserves' Hiring webpage.
- Create a more robust communication to candidates that interviewed but were not offered a job and to candidates that met the minimum qualifications for a position but were not selected for an interview. These follow up emails will focus on making the hiring process more transparent and encouraging candidates to apply to future openings.



Photo Credit: Jerry Attere

Outreach & Programming

The Forest Preserves reaches thousands of residents each year through proactive community engagement efforts. From small local programs to broad advertising campaigns, we are trying to reach and engage all residents of Cook County with a special emphasis on communities that have historically been excluded from visiting a preserve or participating in our programs and events.

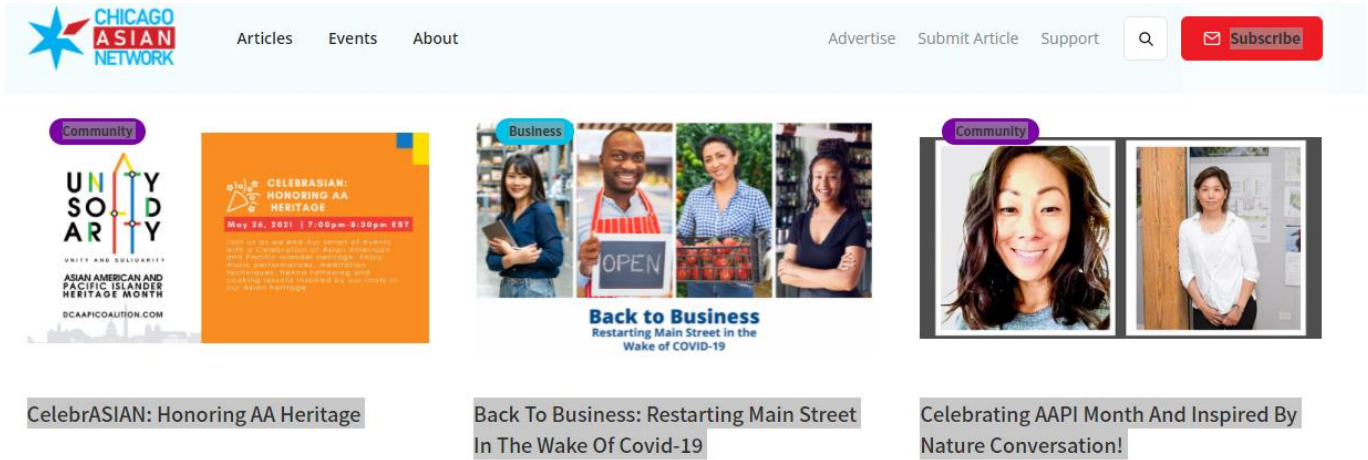
Programs & Events

The Forest Preserves provides an array of programming and events to welcome and reflect the diversity of Cook County residents. Below is a sampling of our 2021 outreach efforts that focus on making everyone feel welcome in the Forest Preserves.

- **The Better Beaubien** – project continues to connect the surrounding community with Beaubien Woods and Boat Launch. During the summer, the Better Beaubien Youth Crew (BYC) consisted of 13 youth that worked out of the boat launch and hosted a variety of events including an Underground Railroad hike.
- **Black History Month: Underground Railroad Walks** – Self-guided walks that followed the Underground Railroad route connected to the Calumet Region during the mid-1800s.
- **Calumet Heritage Days** – Two days of living history, interactive displays and demonstrations, historical reenactments, and guided walks showcasing the rich heritage and cultural history of the Calumet Region. With an opportunity for community feedback on the event to make it better and for the community.
- **Day of the Dead (Día de los Muertos)** – event and altar dedicated to endangered and extinct species in our region and other Latinx cultural programming were held at the Little Red Schoolhouse.
- **Juneteenth Celebration** – Self-guided activities and exhibit displays complimented by guest presenters:
 - Storytelling with Kucha and Baba Tony
 - Migration Stories, presented by Faith in Place
 - Faces of the Underground Railroad, presented by Little Calumet Underground Railroad Project
 - Dances of West Africa, presented by NAJWA Dance Corps
 - Black Chicagoan: 1850-1900 and our Impact on the Civil War and Beyond, by Sherman "Dilla" Thomas
- **Sandridge to Freedom Road** – Participants learned how the ancient shoreline along Michigan City Road was formed and how it connects to the Underground Railroad route from Chicago to Detroit.
- **Polish Language Prairie Tour** - A volunteer site steward led a prairie tour in Polish for local Polskie Radio 1030, the segment was showcased on social media and garnered over 14,000 views.
- **Woman's History Month Programs** – Eight events were held—including hikes, talks, and children's programs—highlighting prominent women scientists and conservationists throughout history.
- **Spanish-language events** – at Sandridge Nature Center and Sagawau Environmental Learning Center.
- **Latinx Stewardship Days** – at Possum Hollow Woods in partnership with several organizations:
 - Cook County celebrating Racial Equity Week
 - Metropolitan Water Reclamation District celebrating Hispanic/ Latinx Heritage Month
 - U of I Extension - Juntos 4-H Club service days



- **Inspired by Nature Series** – Virtual programs featuring organic conversations between amazing people who care deeply about nature and their communities. Programs were offered to commemorate:
 - Black History Month
 - Asian American & Pacific Islander Heritage Month (see sample social media post below)
 - Hispanic/Latinx Heritage Month



Engaging Native American Communities

The Forest Preserves has a special obligation to the Native American communities in Cook County, through our Land Acknowledgement (created in 2019) we have committed ourselves to developing and growing partnerships with local Native American communities. Highlights for 2021 include:

- **Land Acknowledgement** – In October 2021, the Forest Preserves updated our Land Acknowledgement based on feedback from a member of the Miami Tribe of Oklahoma. This update helped clarify that we are on the lands of all the tribes mentioned in the acknowledgement. (The previous version appeared to subordinate the role of tribes who used this area as a place of trade.) The Land Acknowledgement is a living document and feedback is welcomed, appreciated, and gives us an opportunity to engage more deeply with Native American communities.
- **An Event to Remember and Raise Awareness for Missing & Murdered Indigenous Women & Girls** – Hosted at River Trail Nature Center in partnership with American Indian Health Service of Chicago, American Indian Center of Chicago, St. Kateri Center, and Trickster Cultural Center, this event told the story of the obstacles that Native communities have faced historically in seeking justice for these women and their families.
- **Land Acknowledgement and Racial Equity Workshop for Environmental Stewards** – Staff hosted the workshop in partnership with the state-wide Volunteer Stewardship Network.
- **Land Acknowledgement: Action and Intention Training** – During this virtual program hosted by Chicago Wilderness, staff member Adam Kessel discussed the Forest Preserves journey in co-creating our Land Acknowledgement, then moderated a discussion with other Native American panelists to share their experience from the Field Museum, Chicago Public Schools American Indian Education Program, and Indian Community School.

- **American Indian Center of Chicago's 68th Annual Powwow** – The Forest Preserves served as a partner and sponsor for the 68th annual Powwow of the American Indian Center of Chicago. The event was hosted at Schiller Woods over three days in October.
- **Community Powwow** – First Community Powwow held in September at Bunker Hill, in partnership with St. Kateri Center and American Indian Health Services, included traditional Powwow activities, native food and stories of culture from the area. A special feature, "Every Child Matters," reflected on the Indigenous children who lost their lives in Canada's former system of residential schools.
- **Trickster Cultural Center Stewardship Day** – Forest Preserves staff visited our partners at Trickster Cultural Center, learned about native plants from an Indigenous perspective, and helped to take care of the native gardens and trees on the Center's grounds.
- **Cooking 101** – program with a focus on Indigenous inspired recipes.



Photo Credit: Forest Preserves of Cook County

Communications Outreach

The Forest Preserves' annual advertising campaign uses multiple methods to reach a broad, diverse audience. This includes television, out-of-home advertising, radio, digital, mobile, print, and social media. Advertising is broken into three categories: countywide, geographically targeted, and media designed to diversify visitors. For all vendors with a digital targeting component, special emphasis is placed on reaching zip codes identified as Economically Disadvantaged Areas. In 2021, more than half of the Forest Preserves' advertising vendors—including WVON, WRLL, La Raza, Audacy's 104.3 JAMS, and Chicago Tribune's Fin de Semana—explicitly targeted BIPOC residents in Cook County and several of them also ran advertising in Spanish.

The Communications Division executed social media campaigns and posts for Black History Month, Women's History Month, Asian American and Pacific Islander Heritage Month, Latino Conservation Week, National Hispanic Heritage Month and Native American Heritage Day. Additional social media posts promoted REDI-focused events such as a Live Stream Conversation with Dr. Carolyn Finney and the Racial Equity Café series hosted by Chicago Wilderness. Other posts promoted the new accessible boat launch in Busse Woods and accessibility updates to the Forest Preserves' website, special events such as the annual Juneteenth Celebration, and programs such as the Forest Preserve Experience.

Accessible Amenities

The Forest Preserves continues to update and develop policies and programs for employees, partners, and visitors with disabilities to ensure that everyone has equal access to employment opportunities, programs, services, activities, and amenities. With the assistance of an accessibility consultant, the Forest Preserves developed a data matrix used to identify existing barriers related to accessibility at over 95% of the Forest Preserves' public spaces. The Forest Preserves Accessibility Advisory Committee, which is made up of partners and disability experts, continues to assist Forest Preserves' staff on accessibility issues.

In 2021, the Forest Preserves' website, web map and fishing guide were updated to make it easier to find accessible amenities, including new accessible fishing areas, canoe landings, and campsites. Today the Forest Preserves offers:

- Nearly 50 accessible picnic shelters
- Accessible campsites at all five campgrounds
- 8 accessible fishing areas
- 2 accessible canoe landings/kayak launches

Online Permit System

In April 2021, the Permits, Rentals, and Concessions Department launched a new online permit reservation system with enhanced accessibility features. Customers are now able to specifically search for and reserve accessible picnic shelters and campsites from the online reservation system. In addition, the new online reservation system is designed to conform to level "AA" of the Web Content Accessibility Guidelines (WCAG) 2.0.



Photo Credit: Forest Preserves of Cook County

Accessible Events

- **Camping Without Limits** – The Forest Preserves, Adaptive Adventures and Lincolnway Special Recreation Association welcomed individuals with physical disabilities, their friends, and families to Camp Bullfrog Lake in August for an overnight camping experience with adaptive cycling and kayaking.
- **Songs, Stars, and S'mores** – The Forest Preserves launched a pilot program that proactively provides American Sign Language interpreters to invite people with hearing disabilities to enjoy the Forest Preserves. This annual night out at Caldwell Woods featured a cozy fire, s'mores, songs, astronomy, night hikes, bat sonar activity, and more.

Training & Knowledge Sharing

The Forest Preserves is committed to active learning and transformation among its staff. Staff training plays a key role in pursuing our goals related to equity, diversity, and inclusion. We are also committed to sharing with other organizations lessons learned as we strive to create a more equitable Forest Preserves. Internal trainings and external knowledge sharing in 2021 included:

- **REDI 101 Training** – Starting in 2020 and continuing into 2021, the REDI Committee delivered racial equity training in every department. Over 80% of staff received this training which has been recorded and in 2022, will be incorporated into orientations for new employees.
- **Opportunities offered in Partnership with Chicago Wilderness' Racial Equity Series**
 - **History of Conservation** – McHenry County Conservation District hosted Tom Talk's a "History of Conservation" in partnership with the Forest Preserves. The talk explored how we can better understand the history of our relationship to nature and its conservation by listening to those who lived and shaped that relationship: Presidents, poets, historians, writers, scientists, and leaders of the movement, both the iconic voices and the marginalized.
 - **Planting Seeds, Growing Racial Equity Presentation** – Negin Almassi and Raquel García-Álvarez from the Forest Preserves discussed what the Forest Preserves is doing to make the outdoors more inclusive. The program explored systemic racism, how equity benefits everyone, and how we can transition from deficit-based thinking to asset-based thinking.
 - **Inclusion Survey** - Raquel García-Álvarez represented the Forest Preserves on the Chicago Wilderness Diversity and Inclusion team, guided by August M. Ball of Cream City Conservation & Consulting, LLC. The survey is being used as a benchmark of how Chicago Wilderness is doing in cultivating belonging and equity among both the Alliance and individual partner organizations.
- Superintendent Arnold Randall presented at the 2021 annual conference of the National Recreation and Parks Association. The session titled, "**Working Toward Racial Equity**", explained how the Forest Preserves applies a racial equity lens to all major decisions, investments, policies, plans and practices.
- The Forest Preserves Law Enforcement Department hosted a virtual town hall with Commissioner Britton and other local officials and residents to discuss **Ten Shared Principles of Community Policing** and to present the Forest Preserves' model police initiative.
- Departments are incorporating **racial equity training** into departmental staff retreats. For example, at its 2021 annual retreat, the staff within the Department of the Office of the General Superintendent listened to and discussed the "Race Forward" podcast.

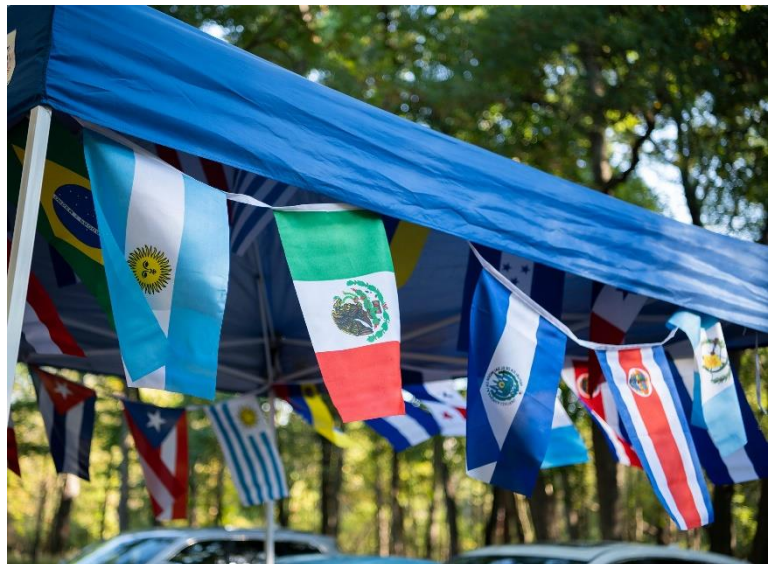


Photo Credit: Metropolitan Water Reclamation District

Conservation Corps

Conservation Corps programs are paid experiences that mobilize people of all ages to care for the natural lands within the Forest Preserves. These programs intentionally bring together people who reflect the diversity of Cook County communities, with a focus on engaging BIPOC in conservation work, (a field that is recognized nationally and locally for a lack of diversity).

In 2021, Conservation Corps members provided 57,500 service hours. Participants obtain meaningful paid employment and basic soft jobs skills that can help them to succeed in jobs across all industries.

For many participants, Conservation Corps programs are an important step in pursuing nature-orientated careers. Adult programs provide participants with industry recognized certifications and advanced technical skills. Environmental education experiences are an essential component for both youth and adult programs. We recognize it is critical to grow participants' professional networks through colleagues, career fairs, career panels, and conferences.

The average (2007-2021) self-identified ethnic demographics of all Conservation Corps programs is as follows: 52% Black, 23% White, 12% Latinx/Latino, 4% multi-racial, 2% Asian, 2% choose not to answer. Starting in 2021, Conservation Corps programs began collecting data on gender identity with 3% of participants identifying as transgender or non-binary, 57% as male, 39% female, and 1% choosing not to answer.

Overall, high school youth who participated in Conservation Corps programs gained valuable knowledge and work experience. In 2021, the two high school summer programs maintained an impressive 95% retention rate. In post program surveys, 93% of participants said they would recommend these programs to a friend. After comparing the pre-program and post-program surveys, youth are particularly passionate about "protecting nature and the preserves for future generations".

For the Chicago Conservation Leadership Program, 69% of youth participants indicated the program provided them with leadership skills. Other program outcomes and statistics are outlined below.

Program Outcomes

33%

Plan to pursue a career in a green field

82%

Want to stay in contact with program partners about green jobs and alumni events

75%

Would volunteer in the Forest Preserves on their own time

97%

Believe nature is important to protect for future generations



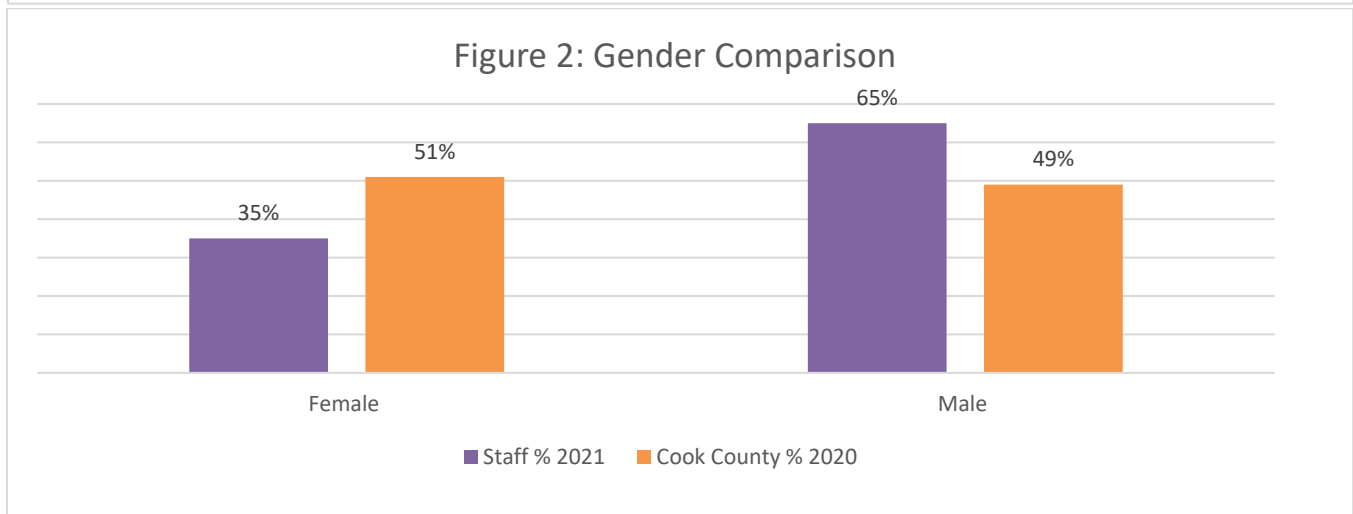
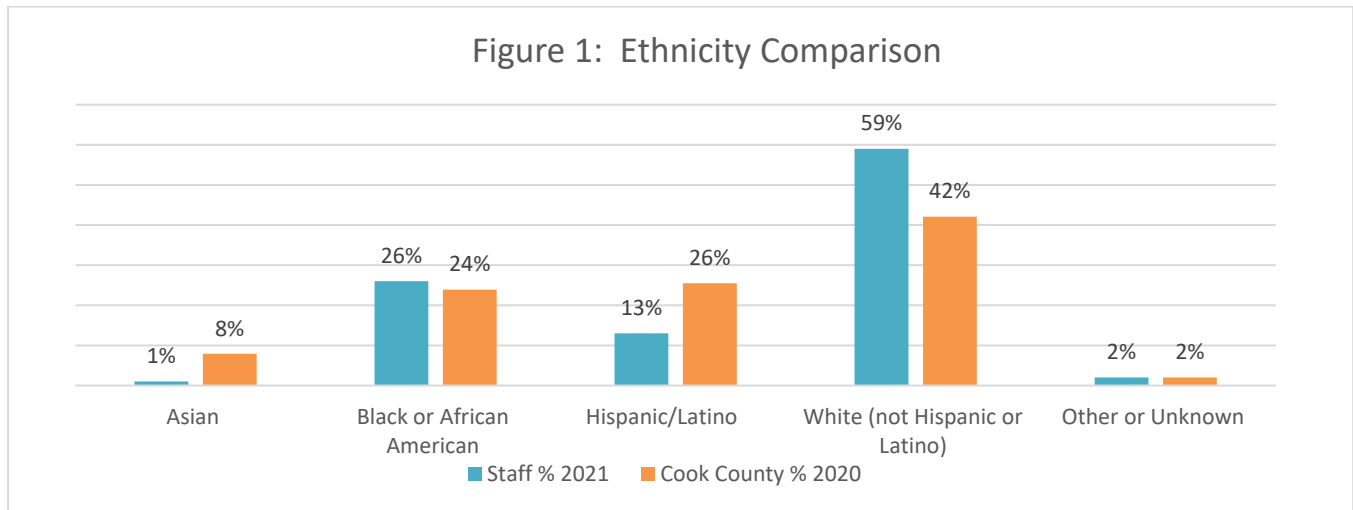
The Forest Preserve Experience youth surveys indicated a 17% increase in the number of participants who, after completing the program, would persuade others that the forest preserves are important. Another 55% of youth felt more confident in their leadership skills post program.

The Forest Preserves are proud to partner with non-profit conservation organizations and local agencies that manage Conservation Corps programs with support from Forest Preserves' staff. By forming these partnerships, the Forest Preserves leverage resources that lead to additional funding sources, expand program offerings, and ensure a healthy funding stream that supports the programs' long-term viability.

Workforce Demographics

The Forest Preserves values our employees and the different talents, expertise, and viewpoints that each person brings to the table. We strive to promote racial equity by building a staff that reflects the diverse population of Cook County.

Figures 1 and 2 compare the ethnic and gender diversity of the Forest Preserves' workforce with the ethnic and gender diversity of Cook County. As indicated in Figure 1, Black/African Americans employees are slightly over-represented in Forest Preserves workforce (as compared to total share of the County's population), and White employees are significantly over-represented. Though there has been improvement in recent years, Hispanic/Latino and Asian employees continue to remain significantly under-represented in the Forest Preserves' workforce.



As indicated in Figure 2, although the Forest Preserves has hired more women in recent years, women employees remain significantly under-represented and male employees are significantly over-represented as compared to total share of Cook County's population.

For both ethnicity and gender, the under-representations are more acute within certain departments and across certain positions. Addressing the underlying issues causing the under-representation will be a key focus of the Forest Preserves' REDI efforts going forward.

Minority & Women Business Enterprise Participation

The Forest Preserves is committed to the inclusion and expansion of opportunities for small, local, minority, and women-owned businesses. To remedy historic inequity and to facilitate greater inclusion, the Forest Preserves established aspirational goals for the participation of minority and women-owned businesses in contracts over \$25,000 as follows:

Contract Type	MBE	WBE
Goods and Services	25%	10%
Construction	24%	10%
Professional Services	35% overall	

In 2020 (the latest year for which full data is available), the Forest Preserves far exceeded its aspirational goals with 47% of payments made on Forest Preserves contracts going to MBE/WBE companies, including:

- 31% MBE/WBE participation on goods and services contracts
- 47% MBE/WBE participation on professional services contracts
- 72% MBE/WBE participation on construction contracts

The Forest Preserves participated in the following 2021 efforts to expand participation:

- Illinois Tollway- Landscape Planting on the Reagan Memorial Tollway Pre-bid Meeting
- Cook County's 3rd and 6th District Contract Compliance and Procurement Town Hall Event
- Chicago Business Opportunity Fair (CBOF) 54 Exhibit Hall- Chicago Minority Supplier Development Council
- Small Business Expo- City of Chicago Dept. of Business Affairs & Consumer Protection
- How-to-do-business with the FPDC & Contracting Opportunities Outreach- Far South Community Development Corporation
- Diversity, Equity, Inclusion and ERG Virtual Networking- Hispanic Pro Network
- City of Chicago's Treasurer's Office- Building Wealth Today for Tomorrow 2021
- 10th Annual Minority Business Leader's Exchange
- 3rd Annual Native American Professionals Breakfast

Forest Preserves MBE/WBE Payments 2020:

2020 Payments	MBE Payment	WBE Payment	Non-MBE/WBE Payment	Total FY 2020 Payments
Construction	\$2,318,473	\$529,343	\$1,102,397	\$3,950,213
Goods & services	\$1,451,986	\$618,817	\$4,533,149	\$6,603,952
Professional Services	\$262,841	\$304,479	\$633,031	\$1,200,351
Total	\$4,033,301	\$1,452,638	\$6,268,577	\$11,754,516