

# CHICAGO RECOVERY PARTNERSHIP



## The City of Chicago's ARRA Collaboration with the Chicago Philanthropic Community

*A report on how Chicago has worked with local civic and philanthropic communities to maximize economic stimulus funding*

April 2010  
TWELVE-MONTH REPORT



City of Chicago  
Richard M. Daley  
Mayor



# CONTENTS

<b>A MESSAGE FROM MAYOR RICHARD M. DALEY AND TERRY MAZANY</b>	<b>2</b>
<b>OVERVIEW OF THE RECOVERY PARTNERSHIP</b>	<b>3</b>
How the Chicago Recovery Partnership works	4
Participants in the Chicago Recovery Partnership	6
<b>PROGRESS TO DATE</b>	<b>7</b>
ARRA Funding and Grant Applications in Chicago	7
<b>MAKING A DIFFERENCE THROUGH COLLABORATION</b>	<b>8</b>
<b>Helping nonprofits and Chicago residents</b>	<b>8</b>
Families keep their homes	9
Communities are safe and protected by the Police	11
Nonprofits build capacity, reach more people	11
<b>Promoting transparency and collaboration</b>	<b>14</b>
Housing and Energy: Collaboration helps extend the reach of government resources	14
Business community helps secure and invest ARRA funds, pro bono	15
Recovery.gov features Chicago Transit Authority’s “shovel ready” projects	15
Public vision for broadband leads to SmartChicago Trust Fund and Health IT strategy	18
<b>Photo Spread</b>	<b>19</b>
<b>Streamlining City processes and expanding services</b>	<b>24</b>
Contracts are executed faster and more efficiently	24
Road resurfacing eliminates need to fix 60,000 potholes	25
Chicago and Illinois schools race to the top	25
Workforce centers help more people find training and career services	26
<b>Leaving a Legacy</b>	<b>30</b>
Commuter and freight rail will be “de-congested” by ARRA	30
Public and private resources bring a new “green industry” to Chicago	32
Collaboration to infuse arts into youth programs will promote peaceful communities	33
New initiative leverages funds to bring jobs to Chicago neighborhoods	33
ARRA Funds impact over 7,000 Chicago Housing Authority units	34
<b>PARTICIPANTS</b>	<b>36</b>

# A MESSAGE FROM MAYOR RICHARD M. DALEY AND TERRY MAZANY



April 16, 2010

A little more than a year ago, President Obama signed into law the American Recovery and Reinvestment Act (ARRA) of 2009, making available \$787 billion to aid our nation's recovery from the recent economic crisis. In response, the City of Chicago invited Chicago's philanthropic community to work in partnership in order to maximize the impact of ARRA funds slated for Chicago and leverage additional funds through ARRA competitive grant opportunities.

Chicago's history is rich with examples of public-private partnerships that benefit our residents, but the Chicago Recovery Partnership has strengthened collaboration between government and the private sector in a time of need. In this report, you will learn how the expertise of foundations and pro-bono business helped the City effectively distribute over \$1 billion in stimulus funds, track and report progress, and make services more efficient and transparent for Chicago residents.

You will hear from families who staved off foreclosure because the City was able to alert them to federal support opportunities, and from formerly incarcerated individuals learning new job skills in a green "building deconstruction" work program. These are only a few stories from the countless Chicagoans for whom ARRA has made a real difference in their lives.

At this writing, most of Chicago's stimulus dollars have been allocated, yet the recession continues to take its toll on residents and service providers. With nonprofits threatened by cutbacks in state funding and an anticipated decrease in individual donations for the second year in a row, public-private partnership is needed now more than ever to rebuild our economy and keep our communities vibrant and strong. The real legacy of the Recovery Partnership will be the relationships built and collaborations going forward, beyond ARRA, to help make Chicago a great place to live, work, and raise a family.

Once more, we sincerely thank every participant in the Recovery Partnership for offering their time and expertise to weather these difficult times and help secure future opportunities for the growth and success of our city and its residents.

Sincerely,

Richard M. Daley  
Mayor  
City of Chicago

Terry Mazany  
President and CEO  
The Chicago Community Trust

# OVERVIEW OF THE RECOVERY PARTNERSHIP

A little more than one year ago, on February 17, 2009, President Barack Obama signed the American Recovery and Reinvestment Act (ARRA) into law, initiating an unparalleled \$787 billion stimulus to the national economy through new spending and tax cuts.

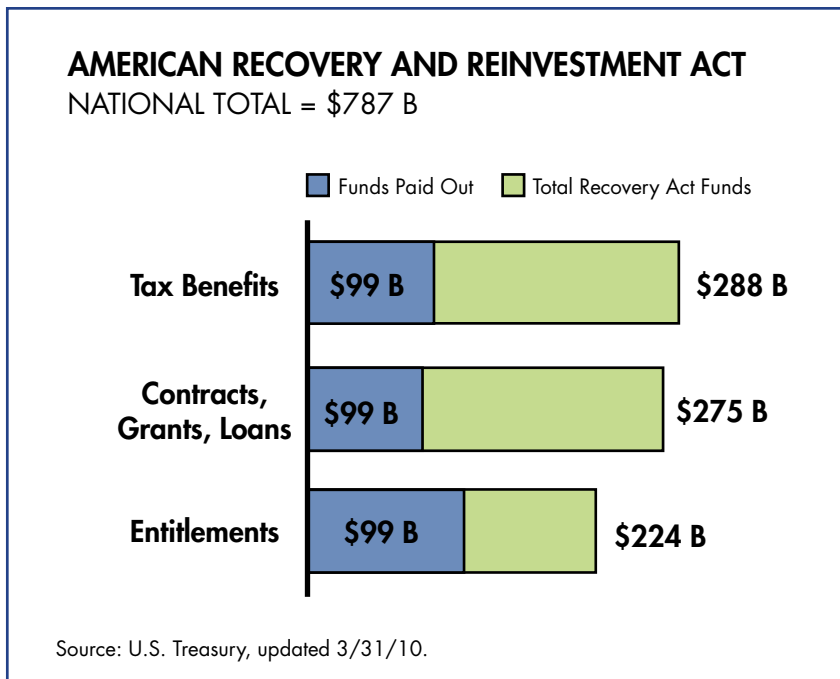
Since then, ARRA has helped roll back the effects of the recession by: preserving and creating jobs; assisting those most impacted by the recession; spurring technology advances in science and health; investing in transportation, environmental protection, and other infrastructure; and stabilizing state and local government budgets.

The new spending authorized by ARRA, through existing formulas and new competitive grants, has been mostly short-term. It has also required great speed, both for grant writing and for implementation. Chicago was well positioned to meet these challenges. To date, Chicago has secured \$1.856 billion in grants and invested \$932 million.

Looking forward, cities across the country currently face the same challenge in that many programs will end soon, but the economy is not yet fully recovered. In Chicago, we have a strong base to address this new challenge: the Chicago Recovery Partnership.

When ARRA was first enacted, Mayor Richard M. Daley reached out to Chicago's philanthropic community to work with the City to create a public-private partnership that would maximize the benefit of federal funds for the city and its residents during these challenging economic times.

With Mayor Daley's vision and the leadership of The Chicago Community Trust, 50 local foundations responded to the Mayor's request, forming a Recovery Partnership with the City—a public-private effort to promote transparency of decisions and investments, support nonprofits implementing stimulus programs, streamline City processes to get funds out the door and into the hands of those charged with implementing projects, and develop a sustainable, lasting legacy that continues to improve the quality of life for all Chicagoans.



## HOW THE CHICAGO RECOVERY PARTNERSHIP WORKS

The Recovery Partnership developed quickly and efficiently. To help with program management, Chicago’s business community responded, lending management skills to form a highly-organized public-private coordinating team. These pro bono executives worked with foundation leaders and City managers to develop eight strategy and coordination teams (see table).

The strategy and coordination teams identified anticipated formula funding and competitive grant opportunities. As Notices of Funding Availability (NOFA) were issued by the federal government, these teams collaborated on grant applications, bringing together the best of the public and philanthropic sectors, through the coordination of the private sector. As funding was awarded, the teams helped target the funds to achieve the greatest impact as well as develop outreach efforts to ensure that decisions were made as transparently as possible.

### **Each team includes government and foundation staff and is supported by the pro bono staff provided through the Civic Consulting Alliance**

<b>Basic Needs</b>	Covering homelessness prevention, Head Start, counseling, and other social services
<b>Broadband</b>	Targeting competitive grants to expand digital resources for communities, and services to residents
<b>Education</b>	Focusing on teacher quality, data systems and strategies to improve low-performing schools
<b>Housing and Energy</b>	Including public housing capital projects, affordable housing projects, foreclosure prevention, and energy-efficiency retrofits
<b>Public Safety</b>	Focusing on police capacity, related community services, and disaster preparedness
<b>Transportation and Infrastructure</b>	Including transit, road, airport, water infrastructure, and high-speed rail
<b>Workforce Development</b>	Expanding WIA-funded programs for dislocated workers, youth summer jobs, jobs for hard-to-employ residents, and training for high-growth industries
<b>Transparency, Audit and Evaluation</b>	An overarching group helping to understand the impact of ARRA funds

An Oversight Group from the Mayor’s Office, The Chicago Community Trust, Civic Consulting, and Mayer Brown set a regular schedule of meetings for the Recovery Partnership and ensured all-around communication. Within months, the Oversight Group had rolled out a database to track each project in real time—the first such database touching the City and all sister agencies.

Through the Civic Consulting Alliance, a nonprofit that builds pro bono teams of business experts and government leaders to reshape how the city works, Chicago’s business community has provided pro bono support. Leading pro bono partners include: Mayer Brown, LEK Consulting, The University of Chicago Booth School of Business, and Kellogg School of Management. These “on-loan” professionals continue to work with government and foundation staff to manage strategy and coordination teams and guide ARRA implementation. Because these project managers are pro bono and come from diverse professional backgrounds, they are able to adapt as needs arise, fulfilling many different roles, such as writing grant applications, analyzing City business processes, gathering input from the nonprofit community, implementing databases and websites, and supporting meetings and newsletters.

# COLLABORATION PLAN



Throughout the grant-making period of ARRA, the Recovery Partnership has hosted workshops for nonprofits to learn about opportunities for federal grants and City sub-grants. These outreach events helped nonprofits so that all had an equal opportunity to access funds.

The Recovery Partnership has tried to predict implementation challenges before they arise and addresses them as quickly as possible—both for ARRA programs and for future grant programs. The City has changed key business processes significantly, engaging foundations in RFP review and streamlining contracting and invoicing for nonprofits.

Looking ahead, the Recovery Partnership is working with local universities to understand the impact of ARRA and evaluate where programs are most successful. Regular channels of communication continue to share updates from City projects and new foundation programs. As ARRA programs begin to sunset, the Recovery Partnership is conducting a “cliff analysis” to identify and evaluate the funding gaps that will impact employment and capital projects after ARRA. Based on this research, strategies to mitigate the impact of the ARRA funding cliff are being developed.

How collaboration makes a difference is becoming increasingly clear as city agencies and foundations continue to work together. This twelve-month report shares stories of how ARRA and the Recovery Partnership touch individuals’ lives. In the next six months of the Recovery Partnership, the participants will look increasingly to what happens next: How can Chicagoans continue to reap the benefits that have been temporarily provided by ARRA? How will government continue to collaborate with foundations to ensure that residents’ needs are being met efficiently and effectively? How can decision-making continue to become more transparent? How does the legacy of ARRA continue to promote economic growth in Chicago?



## PARTICIPANTS IN THE CHICAGO RECOVERY PARTNERSHIP

THE CHICAGO RECOVERY PARTNERSHIP IS COMPRISED OF ALMOST  
100 PUBLIC AND PRIVATE ORGANIZATIONS

### PRIVATE

The Albert Pick, Jr. Fund \* Alphawood Foundation \* Arie and Ida Crown Memorial \* Bank of America \* The Benton Foundation \* The Boeing Company \* The Brinson Foundation \* Bronner Group \* Cambridge Systematics \* The Chicago Community Trust \* The Chicago Council on Global Affairs \* Chicago Foundation for Women \* Chicago Jobs Council \* Circle of Service Foundation \* Civic Consulting Alliance \* CME Group Foundation \* The Coleman Foundation \* Community Memorial Foundation \* Donors Forum \* Elizabeth F. Cheney Foundation \* Future Energy Enterprises \* Gaylord and Dorothy Donnelley Foundation \* Grand Victoria Foundation \* Howe & Hutton \* Illinois Clean Energy Foundation \* Jane Addams Resource Corporation \* Jewish Federation of Metropolitan Chicago \* JPMorgan Chase \* Kaplan Family Foundation \* Kellogg School of Management \* Kraft Foods \* Legacy Fund \* LEK Consulting \* Lloyd A. Fry Foundation \* Loyola University \* Mayer Brown \* McCormick Foundation \* McDougal Family Foundation \* McGowan Fund \* Michael Reese Health Trust \* National Safety Council \* Otho S.A. Sprague Foundation \* The Partnership for New Communities \* Polk Bros. Foundation \* Prince Charitable Trusts \* Retirement Research Foundation \* Siragusa Foundation \* Spencer Foundation \* Steans Family Foundation \* Terra Foundation for American Art \* The Driehaus Foundation \* The Eleanor Foundation \* The Elizabeth Morse Charitable Trust \* The Field Foundation of Illinois \* The Goodman Family Foundation \* The Irving Harris Foundation \* The John D. and Catherine T. MacArthur Foundation \* The Joyce Foundation \* The Northern Trust \* The Oprah Winfrey Foundation \* The Osa Foundation \* The PritzkerTraubert Family Foundation \* The Wieboldt Foundation \* United Way of Metropolitan Chicago \* The University of Chicago \* University of Illinois at Chicago \* Women Employed \* Woods Fund of Chicago

### PUBLIC

Chicago Fire Department \* Chicago Housing Authority \* Chicago Park District \* Chicago Police Department \* Chicago Public Library \* Chicago Public Schools \* Chicago Transit Authority \* Chicago Workforce Investment Council \* City Colleges of Chicago \* Department of Finance \* Department of Aviation \* Department of Community Development \* Department of Environment \* Department of Family Support and Services \* Department of Fleet Management \* Department of General Services \* Department of Innovation and Technology \* Department of Procurement Services \* Department of Public Health \* Department of Streets and Sanitation \* Department of Transportation \* Department of Water Management \* Mayor's Office \* Office of Emergency Management and Communications \* Office of Compliance

In its first twelve months, the Recovery Partnership grew to include nearly 350 individuals from the City, foundations, nonprofits, businesses, and universities. To date, participants have organized and attended over 60 working sessions. For a complete listing of Recovery Partnership participants, please see the appendix.

# PROGRESS TO DATE

## ARRA FUNDING AND GRANT APPLICATIONS IN CHICAGO

Beginning in April 2009, eight Strategy and Coordination Teams were formed. The public-private-philanthropic teams review the federal funding programs, identify where foundation or other private funds would reinforce the stimulus goals, prepare proposals for competitive grants, and oversee the allocation and use of the funds.

### SCORECARD

**6694 jobs were saved and created through ARRA in Chicago by March 31, 2010**

**ALL U.S. ARRA FUNDING: \$182,581,539,458**



per capita ARRA funding awarded to major cities

2,498 jobs saved + created



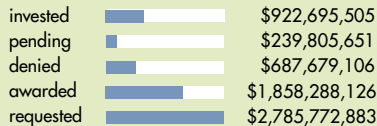
Workforce Development  
ARRA Funding

737 jobs saved + created



Education  
ARRA Funding

LEARNING FOR THE FUTURE



ALL ARRA FUNDING FOR CHICAGO

2,709 jobs saved + created



Transportation + Infrastructure  
ARRA Funding

0 jobs saved + created



Broadband  
ARRA Funding

ACCESS

218 jobs saved + created



Housing + Energy  
ARRA Funding

78 jobs saved + created



Public Safety  
ARRA Funding

454 jobs saved + created



Basic Needs  
ARRA Funding

QUALITY OF LIFE



This scorecard displays confirmed data reported to the Federal Government. Jobs are based on dollars invested and counted as full time equivalents. The information tracks both competitive and formula funding since the start of ARRA and is updated quarterly. Chicago, April 18, 2010



# MAKING A DIFFERENCE THROUGH COLLABORATION

## HELPING NONPROFITS AND CHICAGO RESIDENTS

With Mayor Richard M. Daley's vision and the leadership of The Chicago Community Trust, the Recovery Partnership set several goals to:

- Support nonprofits and the people they serve
- Promote transparency of decisions and investments
- Streamline City processes and promote efficiency
- Develop a sustainable, lasting legacy that continues to improve the quality of life for all Chicagoans.

The following are stories that highlight the difference made for individual Chicagoans by ARRA and the unique collaboration in our city.

## FAMILIES KEEP THEIR HOMES

In 2003, the City published a plan to end homelessness: "Getting Housed, Staying Housed." The plan included goals and strategies to prevent people from losing their homes and to help those in homeless shelters rapidly find new homes. A \$34 million ARRA grant from the Department of Housing and Urban Development (HUD) will help the Department of Family and Support Services (DFSS) expand its homelessness prevention programs and support rapid transition out of homeless shelters with rental assistance and supportive services.

**Financial Assistance—Homelessness Prevention.** 8,500 households at immediate risk of homelessness will benefit from this \$17 million program. They will be able to access short- to medium-term rent and/or utility assistance to maintain housing.

**Financial Assistance—Rapid Re-housing.** 900 households will relocate from a homeless shelter or interim housing to a permanent home, thanks to this \$7 million program. Funding will support access to short- or medium-term assistance for those seeking to obtain and maintain permanent housing.

**Housing Relocation and Stabilization Services.** Approximately \$9 million in funding will be dedicated to providing services specific to housing retention and will go to households receiving short-term or medium-term financial assistance. Housing Relocation Services include recruiting landlords and negotiating affordable rents; matching clients to units meeting geography, size, and cost needs; and inspecting units for habitability standards. Housing Stabilization Services include legal assistance to prevent eviction or other tenant-landlord mediation; developing housing plans; and arranging other necessary services to promote on-going stability.

The Homelessness Prevention and Rapid Re-housing Program (HPRP) began at the end of January 2010. In the first full month of programming, 548 households enrolled in the program.

# TESTIMONIALS

## Housing Opportunities for Women (H.O.W.)—HPRP Partner Agency

A single female lost her job, was going through hard times, and fell behind in her rent. The client applied for HPRP to pay \$5250 in rental arrears and avoid eviction. It was not easy, but she talked to the property manager about HPRP and the assistance the program could offer. The property manager cancelled the eviction and allowed the client to keep her unit. The H.O.W. Case Counselor received the check, paid the back rent, and stabilized the client's housing. He also referred her for employment assistance and is currently addressing her budget. The assistance took a big burden off her and allowed her a chance to get back on track. The client was very grateful and pleased to work with the Housing Locator and Case Counselor.

## DFSS Service Center

The King Center enrolled a family in the HPRP. The head of the household was in a car accident which caused her to have brain injuries. While recovering, she depended on a relative to take care of her bills and children. The relative did not keep their promise, and once the client was able to come home, she had an electric bill for about \$2,300 and additional charges of \$2,000 due to the relative stealing services after it was disconnected. The client is a Section 8 recipient and was given an ultimatum to recover her electricity service or to lose her housing. With the HPRP assistance, the Service Center staff was able to help this family maintain their housing by paying the electric bill.

## Coordinated Advice and Referral Program for Legal Services (CARPLS)— HPRP Legal Services Provider

One of our HPRP clients had an especially successful completion of their case. The client was able to stay in her current apartment after a partner agency agreed to pay rental arrears and some months of prospective rent. The check has been tendered to the landlord, and the landlord's attorney, after negotiation from CARPLS, has agreed to sign a stipulation whereby the plaintiff would dismiss the eviction case and vacate the order of possession. As I was speaking to the client about her case and providing some concluding advice, she expressed her extreme gratitude and joy at the quality of CARPLS' services. I believe at one point the client became tearful and used a wonderful metaphor, "CARPLS was a heart surgeon who saved her life. Without CARPLS she would have lost her heart and would have been homeless." The client explained that she was grateful at every avenue of our services. First, for actually telling her about the HPRP program. Then, the client appreciated the kindness shown by intake staff. Once she was contacted by HPRP attorneys, she was appreciative of the professionalism and kindness shown by them. As I mentioned that one of them was the supervisor of this project, she commented that he always sounded authoritative and knowledgeable about the law. The client wished to know what steps CARPLS was taking to inform others, particularly people with landlord/tenant issues about our services, and the client wished to write letters on our behalf so that our services could be more popularized.

### Lutheran Child and Family Services—HPRP Partner Agency

A single female household has received funding through HPRP to assist with her rent arrearages; the client is currently receiving unemployment but had fallen behind in rent due to loss of job. HPRP has assisted with back rent; LCFS housing worker mediated with the client and landlord on a current rent payment arrangement to help the client beginning April 2010; and a Housing Advocate Program (HAP) worker is also providing employment resources. The client and landlord called the HAP worker to express their gratitude and both were crying on the phone and thanking LCFS for assisting with HPRP funding.

### Lutheran Child and Family Services (LCFS)—HPRP Partner Agency

A single male household has been provided w/HPRP funding to assist with back rent; and has been given information on how to apply for other assistance such as possible legal assistance. A budget and plan has been implemented with his current income to enable him to make rent payments. A HAP worker will follow up regarding the client receiving other TANF benefits. The client has received resources from the HAP regarding food pantry information. The client calls often to thank HAP worker and also inquired about giving back to the agency by volunteering at one of the sites to help with their food pantry or some type of volunteer services.

### Heartland Alliance

After years of homelessness that eventually brought her to a shelter in Chicago, a 23-year-old single mother of two sought rental assistance from HPRP. HPRP was able to get her and her children out of the shelter and into a two-bedroom apartment of their own. HPRP paid the security deposit and will provide ongoing rental assistance, which will aid in her ability to complete her certified nursing assistant (CNA) courses this summer. HPRP will also provide intensive case management to this family to help them address any barriers to their housing stability. Because of her perseverance and determination, this young mother is on her way to building a stable life for her young family.

### Heartland Alliance

TR was living at her mother's apartment for a while with her two children. On March 1 TR called 311 because her mother said she and her children had to leave on that day. Since then, TR has been staying at a different friend's apartment. She applied for assistance because she was homeless and had nowhere else to go. Her apartment was approved and on March 10 and when we told her it was ready, she was so happy she could not speak. She was also very grateful and was crying tears of happiness. ARRA helped housing organizations keep staff and serve more people hit by the recession.

## COMMUNITIES ARE SAFE AND PROTECTED BY THE POLICE

The Chicago Police Department has applied for and secured several ARRA grants to help keep communities safe. These grants promote community-oriented as well as anti-gang policing strategies.

Byrne Memorial Justice Assistance Formula Grant. Chicago secured \$29 million from the Byrne Memorial Justice Assistance Formula Grant Program (JAG) to assist in crime fighting efforts. The grant is being used to fund overtime for officers in violent crime “hot spots” during weekend hours, plus additional officers at school dismissal times around twelve public high schools located in high-crime neighborhoods; purchase new police vehicles to replace an aging fleet; and implement in-car cameras to keep officers and residents safe.

COPS Hiring Recovery Program Grant (CHRP). ARRA provides \$13 million for a new class of 50 police officer recruits, who began training at the Chicago Police Academy in December 2009. The recruits will graduate from this six-month training program in summer 2010, and CHRP funding will cover their salary and fringe benefits costs through 2012.

ARRA Transit Security Grant Program (TSGP). This \$5 million program was implemented in December 2009 when twelve experienced officers were reassigned to three new four-officer Anti-Terrorism Teams in CPD’s Public Transportation Unit. The reassignments created vacancies that were filled when twelve recruits entered the Chicago Police Academy on December 16, 2009.

Campaign to Break the Code of Silence Grant. The Chicago Police Department (CPD) received almost \$500,000 in ARRA funding from the Illinois Criminal Justice Authority for a citywide Campaign to Break the Code of Silence grant. The purpose of this grant is to develop and coordinate a citywide campaign encouraging youth and others to communicate tips to prevent and/or help solve crime.

## NONPROFITS BUILD CAPACITY, REACH MORE PEOPLE

By re-granting ARRA funds to programs that have proven to be successful and by helping effective nonprofits learn about ARRA funds, the City and the Recovery Partnership generally have helped to increase the capacity of the nonprofit sector to serve the residents of Chicago.

*“Through funding from the American Recovery and Reinvestment Act, the Northwest Side Housing Center was able to expand our housing counseling and foreclosure prevention efforts. When other funding ran out, we were in jeopardy of losing one of our best housing counselors. ARRA enabled us to retain that staff person and hire an additional housing counselor. We are now able to assist more homeowners that are struggling to hold onto their homes and having a very difficult time dealing with their lenders. We meet one-on-one with families to help them prepare their application for mortgage modification. This often involves multiple counseling sessions, as well as numerous calls to the lender to negotiate a resolution. The number of families seeking assistance has increased and our greater capacity is enabling us to meet the need in our community.” (Cathy (Klump) Lazuka, Co-Director)*

The Spanish Coalition for Housing (SCH) received a \$165,000 CDBG-R grant to hire additional staff to counsel renters and homeowners who are facing foreclosure. According to Hector Gamboa, Program Development Coordinator at the Spanish Coalition for Housing, “Funds provided by this RFP allowed SCH to expand our capacity by hiring five additional staff to meet the growing demand for foreclosure prevention and pre-purchase counseling. These additional staff translates into additional clients being served per year. The impact on SCH overall numbers of client served will increase from 2,240 to 3,000 clients served in the years 2009 – 2010.”

Lawyers Committee for Better Housing (LCBH) received a grant of \$130,000 in ARRA CDBG-R funding to counsel tenants facing foreclosure. According to Mark Swartz, Staff Attorney for the Tenants in Foreclosure Intervention Project at Lawyers’ Committee for Better Housing, “With the additional support provided by the ARRA grant, Lawyers’ Committee for Better Housing has been able to increase its public education outreach efforts by an additional 1-2 community meetings a month, thereby reaching an additional 10-20 individuals and families a month. LCBH is also now able to offer legal counseling service to an average of 10 additional families a month.”

Typically, tenants who attend LCBH presentations learn about their rights as tenants living in a building that is in foreclosure, including who is entitled to rents, what happens to security deposits, how long tenants may remain in their units, and what to do if owners, receivers, lenders or subsequent purchasers attempt to shut the building down without a court order. LCBH is able to determine from the public record whether the building is in foreclosure, what stage the foreclosure is at, and who is currently "in possession" and if they are entitled to rents. Then, if the circumstances warrant more direct intervention, LCBH attorneys may accept a case for non-litigation or litigation representation.

## Below are several narratives describing LCBH's legal counseling under the ARRA grant:

A senior citizen living in a 48 unit building in Hyde Park was concerned about multiple notices demanding rent that he began receiving soon after his building went into foreclosure. The tenant had always been current with his rent, but was of limited means and did not want to risk eviction by paying the rent to one party only to learn that an additional party was entitled to the rent. This matter escalated from counseling to more direct non-litigation advocacy once it became clear from the public record that there were two court-appointed receivers entitled to collect rent, one in the building court and one in the foreclosure court. LCBH was able to obtain written confirmation from one receiver that it would not attempt to collect and was not entitled to rent until the other receiver was discharged. LCBH then attended a building meeting at which this information was provided to all tenants. In this case, what started out as a counseling event lead to a conversation with a receiver that provided certainty to many other families who were having the same problems with the conflicting receiver orders. The building is in very good condition and has few vacancies, so LCBH expects that these tenancies will survive the foreclosure.

A mother with three children living in North Lawndale who reports having good credit was denied several apartments before learning that this was due to an Order of Possession entered against her in a foreclosure related forcible entry and detainer action. The tenant had moved from the building after she had learned that it was in foreclosure and was unaware that an order had been entered against her until a building manager told her that this was why she was being denied housing. The lender had apparently filed evictions against all tenants without determining which tenants remained in the building. LCBH was able to locate the case in which this client was evicted and provided her with sample documents to guide her through the process of filing a Motion to Seal the Record in the forcible entry and detainer matter. The client was able to successfully represent herself and her record was sealed by the court. She has since been able to locate adequate housing.

A mother with four children living in West Garfield received a 90-day "Notice of Intent to File a Forcible Entry and Detainer Action" but was unable to leave in time and was afraid that the lender would evict her on the 91st day. LCBH counseled the tenant as to her right to remain on the property until an Order of Possession was entered against her in an eviction action. In that the tenant needed moving assistance, LCBH accepted her for non-litigation advocacy, and negotiated a settlement from the lender/subsequent purchaser where the tenant was paid \$2,500.00 to move in a reasonable amount of time. The tenant then informed her neighbor, a senior citizen, of the cash assistance offer LCBH negotiated, and LCBH was able to negotiate the same arrangement for the neighbor. Both families were able to use the assistance to locate alternate adequate housing.

Tenants in a four-unit building in Auburn Gresham were approached by someone purporting to be a real estate broker and told that the building was in foreclosure and that the building was scheduled to be boarded up shortly. The building is fully occupied by three working mothers with children and one senior citizen. LCBH was able to confirm that the building was in foreclosure and that there had been a judicial sale, but that a confirmation of sale had not been entered by the court. LCBH then counseled the lead tenant as to her rights as a month-to-month tenant in the building, and her right to at least 90 days' notice before an eviction action could be filed. LCBH then accepted her for non-litigation advocacy and contacted the lender prosecuting the foreclosure action, directing them to cease and desist any actions to illegally shut down the building. The lender confirmed their understanding that the building is occupied, and LCBH is now monitoring the building and the progress of the foreclosure.





Courtesy of Free Spirit Media. Krista Grant looks over her resume while participating in a Department of Family and Support Services employment assistance program. ARRA funding allowed the program to increase the number of participants in 2009.



Courtesy of Free Spirit Media. Chicago residents take advantage of employment assistance programs and job searching offered by the City.



Courtesy of The Chicago Community Trust. Photos by Robert Thornton. Chicago homeowners in danger of foreclosure receive mortgage counseling at a 'Keep Your Home' event in Cicero, Illinois. The event was funded by the Chicago Community Trust and organized by the Illinois Housing Development Authority (IHDA), Neighborhood Housing Services of Chicago and the Attorneys' Title Guaranty Fund (ATG).



# PROMOTING TRANSPARENCY AND COLLABORATION

## HOUSING AND ENERGY: COLLABORATION HELPS EXTEND THE REACH OF GOVERNMENT RESOURCES

Several federal programs supported mortgage restructuring and energy efficiency retrofits, but they required private owners to apply directly to the federal government for support. In 2009, Chicago had almost 40 foreclosure filings per 1,000 mortgaged properties, so accessing these funds was critical. The Recovery Partnership came up with new ways to reach the private sector, win these competitive grants, and access these new resources. The ongoing support of foundations and other non-profits was critical to the City's ability to help private owners learn about opportunities to keep their homes through public funding.

*"The Chicago Recovery Partnership makes economic recovery and growth more measurable, and the program more accountable, which is so important in an undertaking of this scale."*

*—David Hiller,  
President and Chief  
Executive Officer,  
McCormick Foundation*

**Cutting Costs by Going Green.** Chicago developers and owners submitted 17 applications – more than double the number submitted from other cities – to the \$250 million pool for loans and grants to make multi-family buildings more energy efficient. The program required private owners to apply directly to the U.S. Department of Housing and Urban Development (HUD). Chicago had such a high number of applicants thanks to the workshops hosted by the City and the Preservation Compact, an initiative guided by the Urban Land Institute with support from the MacArthur Foundation and input from many other partner organizations. To date, eight Chicago applications have been approved for 680 assisted units and 762 total units. Four additional Chicago applicants are on the waiting list for an additional 700 assisted units and 800 total units. As a result, the utility costs in many older buildings will go down for owners and renters alike.

**Making Government and Energy Use More Efficient.** Building on the successful outreach to the private sector for the green retrofit program, the Recovery Partnership and the Preservation Compact established an Energy Efficiency Working Group to focus on increasing energy efficiency funding for affordable multifamily properties. The working group has given recommendations to the government on making resources easier to access and organized education to help owners determine which resources they can use. The group has also convened several government departments to coordinate a pipeline of projects that would benefit from weatherization resources and streamline access to resources for government-assisted properties. This work has included hosting two weatherization workshops for multifamily owners and a panel about weatherization and energy efficiency programs at a conference in November that included representatives from 140 multi-family buildings in Cook County. The group is also working with the State of Illinois to make the process for weatherizing multi-family properties faster and more efficient.

**Making Home Affordable.** Many homeowners are current on mortgage payments but unable to get a lower interest rate because their home value has decreased, while others are struggling to make their monthly mortgage payments. The Making Home Affordable (MHA) program helps homeowners refinance or modify their home loans. The City partnered with Neighborhood Housing Services (NHS) to hold "Fix Your Mortgage" events in May and June 2009 with funding provided by the MacArthur Foundation. To date, 34% of the modification requests submitted under these Fix Your Mortgage events have been approved, as compared to a national average of only 20%. Based on these experiences with homeowners and lenders, the City has since made valuable recommendations to the Treasury Department and the Department of Housing and Urban Development for ways to improve the MHA program. The City allocated an additional \$1.025 million in ARRA funds to hold six additional foreclosure prevention outreach events in 2010. This grant, made to Neighborhood Housing Services, will connect homeowners facing foreclosure with assistance and resources available through government programs, such as MHA. In

addition, The Chicago Community Trust and the Illinois Housing Development Authority have funded an ongoing partnership between NHS, Spanish Coalition for Housing and suburban agencies that has helped more homeowners through “Keep Your Home” events held in Cicero, South Holland and Grayslake. To date, City and suburban-based events have assisted 1,600 households throughout the region.

**Preventing Foreclosure.** In addition to the “Fix Your Mortgage” events, the City also repurposed Community Development Block Grant-Recovery (CDBG-R) funds to provide additional ongoing support to residents citywide who are in danger of foreclosure. The City granted \$1.875 million in CDBG-R funds to 24 agencies to provide foreclosure counseling services for homeowners, home buyers, and renters in foreclosed multi-family buildings, and \$2.5 million for the Troubled Buildings Initiative: Distressed Condominium Program, which will facilitate the acquisition, rehab, and recovery of an estimated 80 distressed condos and their conversion to rental housing for low and moderate-income families.

## BUSINESS COMMUNITY HELPS SECURE AND INVEST ARRA FUNDS, PRO BONO

Launching the Recovery Partnership posed its own challenges, because it includes more than 300 individuals from 50 foundations and almost every City department and sister agency. To help with program management, Chicago’s business community responded, lending management skills to form a highly-organized public-private coordinating team.

Through the Civic Consulting Alliance, a nonprofit that helps public- and private-sector leaders solve Chicago’s big issues, Mayer Brown, LEK Consulting, The University of Chicago Booth School of Business, and Kellogg School of Management provide pro bono support.

These “on-loan” professionals work with government and foundation staff to manage strategy and coordination teams and guide ARRA implementation. Because the project managers are pro bono and come from diverse professional backgrounds, they are able to adapt as needs arise, fulfilling many different roles, such as writing grant applications, analyzing City business processes, gathering input from the nonprofit community, implementing databases and websites, and supporting meetings and newsletters.

To date, Chicago’s business community has loaned 11 professionals to the Recovery Partnership, a pro bono contribution of \$475,000.

*“Without the pro bono expertise of Chicago’s business community and the strong partnership with Chicago’s philanthropic community, our response to the Recovery Act would not be as organized or effective,”*  
*said Mayor Richard M. Daley.*

*“This is a great opportunity for Mayer Brown to apply our legal expertise on public policy issues of paramount concern to the City and its civic and foundation partners and we are proud of our contribution to successful implementation of the Recovery Partnership,”*  
*said David Narefsky, Partner.*

## RECOVERY.GOV FEATURES CHICAGO TRANSIT AUTHORITY’S “SHOVEL READY” PROJECTS

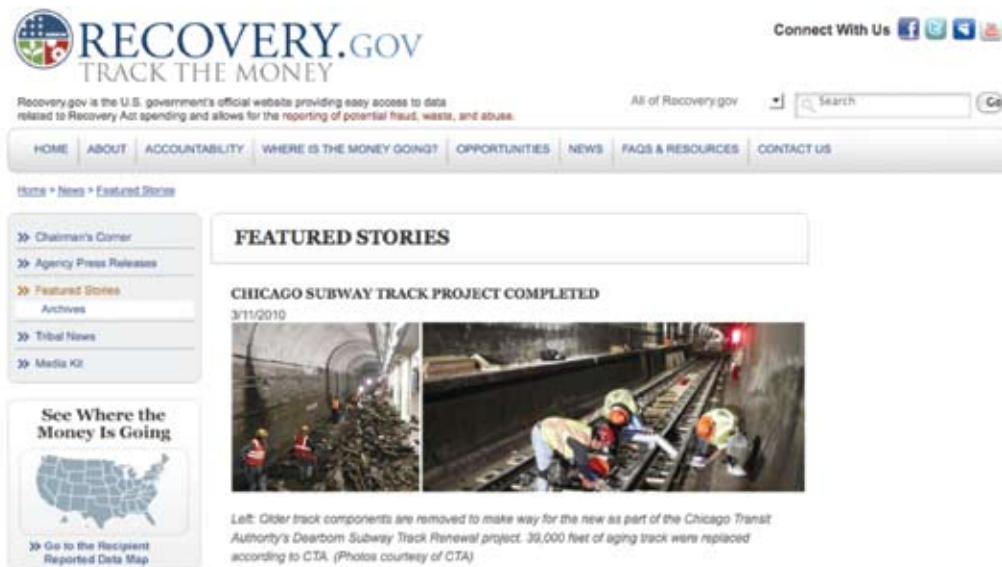
ARRA dollars were immediately put to work on “shovel-ready” transit projects thanks to the quick response and nimble coordination of the Chicago Transit Authority (CTA). The \$241 million that the CTA received for transit improvements generated 475,974 labor hours through January 2010, not including the 1,880,000 labor hours preserved through funding the preventive maintenance program. The total annual jobs created or preserved would be approximately 1,359.

## ARRA FUNDED CTA PROJECTS:

Dearborn Subway Track Renewal	(substantial completion 3/7/2010)
Kedzie Bus Garage Heating Systems	(expected completion 4/30/2010)
Hybrid Bus Purchase	(completed 9/11/2009)
Cermak / Chinatown Station Reconstruction	(expected completion 12/31/2010)
North Park Garage Oil / Water Separator	(expected completion 9/4/2010)
System-wide Preventative Maintenance Program	(completed 9/30/2009)
Subway Escalators Rehabilitation	(expected completion 9/22/2010)
Belmont-Fullerton Canopy Extension	(completed 12/31/2009)

**Dearborn Subway Track Renewal.** The Dearborn Subway Track Renewal project targeted stimulus dollars too critical needed infrastructure. Much of the subway ties and rail were original to the subway construction (1951 to 1958) and had deteriorated to such a degree in some places that CTA was required to restrict train speed to as slow as 6 mph. It was anticipated that without this project, slow zones would have risen to one-third of the approximately 4 ½ mile stretch of track. In the words of Chris Bushell, Chief Infrastructure Officer, "The cavalry arrived just in time...this stimulus money was critical," ([http://www.pbs.org/newshour/bb/transportation/jan-june09/backontrack\\_05-28.html](http://www.pbs.org/newshour/bb/transportation/jan-june09/backontrack_05-28.html)).

The project generated more than 322,000 labor hours and eliminated slow zones on 45,800 feet of track, improving travel times between O'Hare and downtown. All wooden half-ties and ballasted track were replaced with direct fixation track systems. Other work included replacing portions of running rail and contact rail, special track work at LaSalle crossover, signal work, concrete repairs and grouting.



The city's Blue Line Dearborn Subway had been plagued by "slow zones" sections of track beyond normal service life that required train speeds to be sharply restricted in these areas, in some cases down to as little as 6 mph. Replacing seven miles of track in these slow zones has significantly improved travel time and safety on this major commuter line.

The \$88 million track replacement project began in April 2009 and was carried out in three phases by Kiewit-Reyes, a joint-venture between two major contractors, the Reyes Group and Kiewit Western Co. In the first two phases, 20,000 feet of track was replaced between the Division Street and Grand Street stations. The final phase focused on refurbishing 19,000 feet of track between Clark/Lake Street and UIC-Halsted Street stations. All work was completed at the end of 2009, allowing trains to resume normal speeds of up to 55 mph.

“Prior to the Recovery award, funding constraints had severely limited track maintenance and repair,” CTA President Richard L. Rodriguez said. “The replacement of track and rail ties in the Dearborn subway as a result of the stimulus program has allowed trains to resume normal speeds and prevent emerging slow zones in the future.” Rodriguez added, “Riders are traveling faster and more comfortably as the track replacement creates a smoother ride.”

Kiewit-Reyes hired six subcontractors for various aspects of the project, including electrical work, trucking, materials, supplies, and track testing.

PROJECT TIMELINE	
1/12/09: CTA advertises LIQ for construction management services for Dearborn Subway	2/25/09: CTA Purchasing begins negotiations with highest ranking LIQ proposer for Dearborn subway
1/28/09: Stimulus bill passed in House of Representatives	3/4/09: Bids due for construction contract for Dearborn Subway
2/3/09: CTA advertises construction contract for Dearborn Subway	3/11/09: Construction contract and CM contract awarded at March board meeting
2/9/09: Construction management proposals for Dearborn LIQ due; evaluation process begins	3/27/09: Notice to Proceed (NTP) given to contractor
2/10/09: Stimulus bill passes in Senate	4/17/09: Construction begins on Dearborn Subway
2/17/09: Stimulus bill signed into law by President Obama	

### PROJECT BENEFITS

- Slow zones on the Blue Line were reduced from 6.8% in March 2009 to 0% in March 2010. They were predicted to grow to 33% by December 2009. Reduced to 0% in March 2010.
- Travel times improved by 2 minutes in each direction between Grand and UIC/Halsted.
- As work was completed, travel times improved for riders as trains resumed normal speeds and customers experience a smoother ride.

### OTHER SHOVEL-READY PROJECTS INCLUDE:

**Kedzie Garage Heating Systems.** \$5 million project, generating 47,350 labor hours, replaced two 26-year old boilers with high efficiency units and 9-rooftop air handling units and installed a new building energy management system and software.

**Cermak/Chinatown Station.** \$13 million project budget, generated 5,130 labor hours through December 2009, will make the station fully ADA accessible, relocate station entrance, and construct new station house on the north side of Cermak Road. It will also provide a new auxiliary entrance at Archer Avenue and improve circulation and visibility on the south side of Cermak Road.

### FUNDS COMMITTED AND EXPENDED (THROUGH JAN 2010)

Preventive Maintenance	\$ 75,200,000	\$ 75,200,000	100%	\$ 75,200,000	100%	1,880,000
Dearborn Ties	\$ 87,804,366	\$ 73,605,075	84%	\$ 55,830,062	64%	322,319
Kedzie Boilers	\$ 5,555,204	\$ 5,555,204	100%	\$ 4,380,786	79%	47,497
Hybrid Buses	\$ 50,000,000	\$ 49,523,686	99%	\$ 48,015,089	96%	82,027
Belmont/Fullerton Canopies	\$ 1,913,002	\$ 1,913,002	100%	\$ -	0%	4,420
Oil/Water Separator	\$ 2,379,343	\$ 1,763,764	74%	\$ 4,065	0%	-
Subway Escalators	\$ 4,880,000	\$ 4,880,000	100%	\$ 4,880,000	100%	11,929
Cermak/Chinatown Station	\$ 12,500,000	\$ 4,549,645	36%	\$ 619,962	5%	7,782
<b>Total</b>	<b>\$ 240,231,915</b>	<b>\$ 216,990,376</b>	<b>90%</b>	<b>\$ 188,929,964</b>	<b>79%</b>	<b>2,355,974</b>

## PUBLIC VISION FOR BROADBAND LEADS TO SMARTCHICAGO TRUST FUND AND HEALTH IT STRATEGY

In the Broadband strategy and coordination team, the Recovery Partnership has facilitated unprecedented collaborations between City, foundation, private, and nonprofit entities that will have a lasting impact on how the City works to achieve its technological goals.

### SmartChicago Broadband Grant and SmartChicago Trust Fund

With assistance from The Chicago Community Trust, the MacArthur Foundation, and the University of Illinois at Chicago, the City received more than \$7 million in Recovery Act funds to support community technology access and broadband adoption, with companion proposals for \$65 million for broadband infrastructure and \$9 million for public computer centers currently under review. Chicago's Smart Communities program was one of only a dozen Sustainable Broadband Adoption proposals funded out of more than 300 proposals. Private sector partners played a key role in this success, lending their knowledge in proposal writing and program design to make sure that SmartChicago would reach high-needs communities and include a comprehensive digital vision for Chicago, while also providing millions of dollars in matching contributions.

To ensure impact far beyond the life of the grant – and meet a federal requirement for sustainability – the collaboration also partnered to create the SmartChicago Trust Fund, housed at The Chicago Community Trust. The Mayor's Advisory Council on Closing the Digital Divide originally recommended the concept of a digital trust fund in 2007. Through the Recovery Partnership, the trust fund idea became reality. It will allow deeper and broader investments in creating a "smart" Chicago.

### Health Information Technology

A major focus of the Recovery Act's broadband programs was healthcare, and the Broadband working group catalyzed a variety of collaborations aimed at using health information technology (HIT) to create jobs and improve patient outcomes. The network that the working group helped to put in place has enabled foundation, City and university partners to align their strategies to bring Health Information Technology for Economic and Clinical Health (HITECH) to Chicago.

This Recovery Partnership-created network proved critical when Northwestern University and Alliance of Chicago Community Health Services applied for an \$8 million grant from the Regional Extension Centers program. With support from dozens of leading foundations, government agencies, and healthcare providers, the proposal was successful, and the Chicago HIT Regional Extension Center (CHITREC) is already beginning to help physicians in underserved communities use electronic health records.

"The American Recovery and Reinvestment Act provides us with enormous opportunities—especially in the area of technology—and we have made it our priority to make sure Chicago receives the greatest possible benefit from it," said Chicago Mayor Richard M. Daley. "If we want to improve the quality of life for everyone, we must work to make sure that businesses have access to 21st century technology. The Chicago Health Information Technology Regional Extension Center will support growth and streamline health records to enhance the quality, safety and accessibility of healthcare in our city."

Inspired to create a long-term, big-picture vision for HIT in Chicago, the Mayor's Council of Technology Advisors is working with members of the Recovery Partnership network to develop a comprehensive HIT Action Plan aimed at making the city a center of excellence in using technology to transform health and wellness. In addition to maximizing the impact of HITECH investments, the plan will ensure Chicago takes full advantage of another groundbreaking federal initiative: healthcare reform.





*O'Hare International Airport received \$5.5 million in stimulus funds from the U.S. Department of Transportation to repave its busiest runway.*



*The \$5 million Kedzie Garage Heating Systems Project generated 47,350 labor hours, replaced two 26-year old boilers with high efficiency units and 9 rooftop air handling units and installed a new building energy management system and software.*





*The Dearborn Subway Track Renewal The project generated more than 322,000 labor hours and eliminated slow zones on 45,800 feet of track, improving travel times between O'Hare and downtown. All wooden half-ties and ballasted track were replaced with direct fixation track systems. Other work included replacing portions of running rail and contact rail and contact rail, special track work at LaSalle crossover, signal work, concrete repairs and grouting.*



Improvements to the Cermak/Chinatown "L" Station will make the station fully ADA accessible, relocate the station entrance, and construct a new station house on the north side of Cermak Road.



One of 58 articulated hybrid buses purchased by the Chicago Transit Authority (CTA) with ARRA funds.



Stimulus funds allowed Chicago to repave more than 31 miles of badly deteriorated roadways— major streets carrying thousands of vehicles daily, where thousands of potholes occurred in previous years. Tens of thousands of motorists each day now enjoy a safe, smooth driving surface, and Chicago can focus pothole repairs in other needed locations.

## LINCOLN AVE, FROM DEVON TO JERSEY



BEFORE



AFTER



BEFORE



AFTER

# GRAND AVE, FROM DES PLAINES TO HALSTED



BEFORE



AFTER



BEFORE



AFTER

# STREAMLINING CITY PROCESSES AND EXPANDING SERVICES

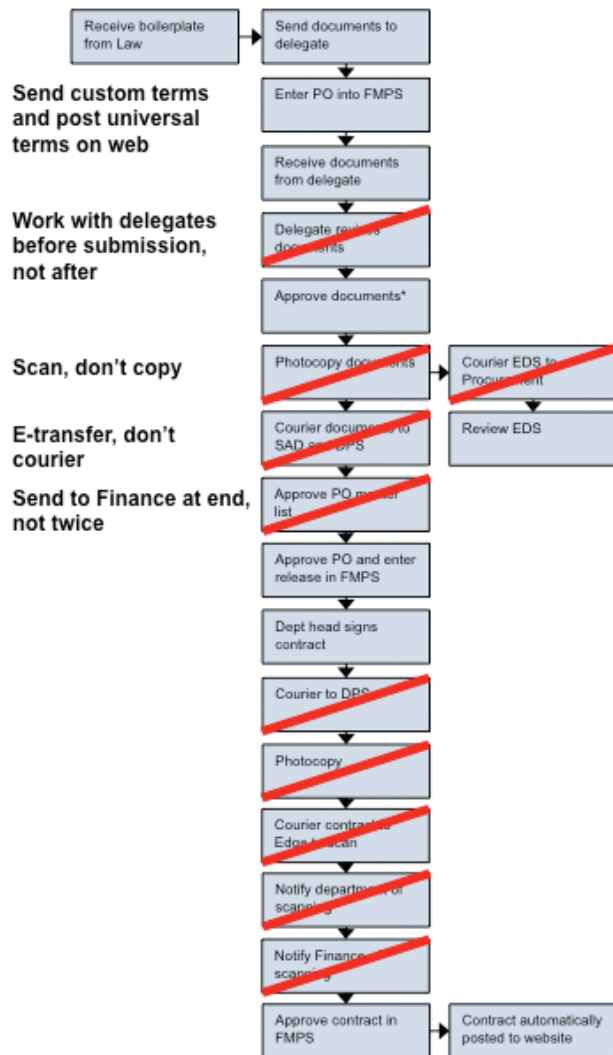
## CONTRACTS ARE EXECUTED FASTER AND MORE EFFICIENTLY

The American Recovery and Reinvestment Act has increased the City of Chicago's delegate agency contracting and payment processing volume significantly. This influx further strains administrative functions already stressed by headcount reductions, potentially causing compliance issues and loss of funds. Many of these issues will be resolved by an electronic system for processing contracts with delegate agencies.

*"As a result of ARRA, many projects will be completed in a more coordinated fashion, both within government and the private sector."*

*– Terry Mazany, President and CEO, The Chicago Community Trust*

### STREAMLINING DELEGATE AGENCY CONTRACT EXECUTION PROCESS



An electronic delegate agency contract processing system will cut contract execution time in half by reducing errors and eliminating redundant work. The new system will also incorporate with performance management at the individual and unit level.

### The City of Chicago's New Electronic Delegate Agency Contract Processing System:

- **Saves paper.** Departments will scan contracts once, not copy multiple times. Contract boilerplates are online, so they never have to be printed.
- **Track progress.** The system tracks where each contract is in the process and automatically sends notifications. Budget revisions will be online, as contracts are, so delegates can see when they are approved.
- **Reduces errors.** Tracking and reviewing errors by type and by user will reduce the amount of do-overs.

The interdepartmental team responsible for putting the new system in place included Departments of Community Development, Family and Support Services, Finance, Innovation and Technology, Law, Procurement Services, Public Health, Mayor's Office, and the Offices of Budget and Management and Compliance. Civic Consulting Alliance with MBA candidates from Kellogg and Booth provided pro bono project management and analysis.

## ROAD RESURFACING ELIMINATES NEED TO FIX 60,000 POTHoles

The ARRA program provided a tremendous boost to Chicago's street network. Stimulus funds allowed Chicago to repave more than 31 miles of badly deteriorated roadways major streets carrying thousands of vehicles daily, where thousands of potholes occurred in previous years. Tens of thousands of motorists each day now enjoy a safe, smooth driving surface, and Chicago can focus pothole repairs in other needed locations.

## CHICAGO AND ILLINOIS SCHOOLS RACE TO THE TOP

Since the last update, Chicago Public Schools (CPS) has been focused on aggressively pursuing competitive grants that are aligned with the district's priorities. Most notably, the district participated with 385 other school districts to support the state's Race to the Top application submitted on January 19, 2010. Race to the Top is a \$4.35 billion dollar competitive grant program being made available by the U.S. Department of Education to states through the American Recovery and Reinvestment Act (ARRA) of 2009 to drive innovation and reform in education. Illinois did not receive funding in the first round of grants that were announced in April 2010; however, it was ranked fifth out of the 40 states that applied.

Race to the Top was not only an opportunity to apply for much needed federal funding but also an opportunity to spur education reform across the state for all children. Two bills were passed and signed into law to support the Race to the Top efforts. The Performance Evaluation Reform Act of 2010 requires that each school district will work with their local teachers' union to incorporate the use of student growth data into teacher evaluations, and must also incorporate student growth into principal evaluations. The Alternative Certification bill offers alternative certification programs independent from institutions of higher education and ultimately allows the state to increase the number of high-quality training programs for teachers and principals

In addition to subsequent Race to the Top opportunities, CPS intends to apply for the Invest in Innovation and Teacher Incentive Fund grants due in mid May and June respectively. These grants share the same tenets as Race to the Top, specifically, investing in innovative ideas to improve student outcomes. In the case of the TIF grant, the purpose is to support projects that develop and implement performance-based compensation systems for teachers and principals in order to increase educator effectiveness and student achievement in high-need schools. CPS was successful in its first application which resulted in an award of \$27.5M.

Currently, the district is developing its response to each grant opportunity. CPS will continue to work with education stakeholders to secure competitive grant funding for strategically aligned initiatives.

### FOUNDATIONS SUPPORT STATE'S RACE TO THE TOP APPLICATION

Although Race to the Top presented an excellent opportunity to support major educational improvement in Illinois, the tight deadline to submit applications created a challenge for the State's already strained resources. To help Illinois compete for a portion of the \$4.35 billion pool, 18 foundations and corporations formed a funder collaborative and contributed a total of \$200,000 to support the development of the Illinois State Board of Education's application. The fund was co-chaired by the Boeing Company and The Chicago Community Trust. In addition, the Joyce Foundation provided dedicated staff to assist ISBE with its application.

After submitting its extensive proposal in January, the state was notified that it was selected as one of 16 finalists that would be invited for an interview in Washington. While only two states were selected for the first round of funding, Illinois was ranked fifth out of 40 states and the District of Columbia. State Superintendent Chris Koch has begun now to mobilize efforts to complete a revised application for submission in the next phase, utilizing feedback from reviewers in the first phase.

"Race to the Top created an opportunity to align the resources of diverse funders to support the State's effort to improve the quality of education in Illinois," said Terry Mazany, President and CEO of The Chicago Community Trust. "Illinois made significant strides to place fifth in this contest, and will be well-positioned to succeed in the next round."



## WORKFORCE CENTERS HELP MORE PEOPLE FIND TRAINING AND CAREER SERVICES

The Chicago Department of Family and Support Services, together with its network of workforce services partners, will utilize \$10 million in American Recovery and Reinvestment Act Workforce Investment Act funds to provide job training and job placement opportunities residents through the following service delivery models and programs.

**Workforce Centers:** Workforce Centers empower individuals through a combination of education, skill enhancement, career exploration, labor market analysis, and occupational training to support entry or reentry into the workforce. In order to be eligible as a dislocated worker an individual must meet general WIA eligibility requirements: must be at least 18 years old; have a valid social security number, meet selective service requirements (if applicable); and be authorized to work in the United States and fall into one of the following categories: unlikely to return to prior industry or occupation; laid off or terminated due to plant closure or substantial layoff; formerly self-employed but now unemployed; or displaced homemaker.

**Individual Training Accounts (ITA):** ITAs provide industry specific workforce training opportunities to individuals in burgeoning fields including, but not limited to: Health Professions and Related Clinical Sciences, Computer and Information Sciences and Support Services and Transportation and Materials Moving.

**Sector Centers:** The Sector Centers focus on assisting employers with their workforce development and staffing needs. Employers represent a full array of industries, which include manufacturing, hospitality and tourism, retail and a variety of customer service operations. Sector center staff carefully assesses an employer's current workforce needs, including identifying skill gaps or critical skills shortages. Customized training, industry skill credential and candidate assessment are some of the services offered to maximize an employer's workforce productivity.

**Bridge Programs:** Bridge programs prepare adults with limited academic or limited English skills to enter and succeed in credit-bearing postsecondary education and training leading to career-path employment in high-demand, middle- and high-skilled occupations. The goal of bridge programs is to sequentially bridge the gap between the initial skills of individuals and what they need to enter and succeed in postsecondary education and career-path employment.

Number of individuals served through 2/28/10: 2,753

# TESTIMONIALS

## Garfield Workforce Center

Client was laid off from manufacturing industry as a CNC operator in January 2009, in March 2009 came to our office looking for services. He had been in the industry for over 10 years but didn't have a certification and needed to update his skills. Client attended school for CNC training and finished November 2009 and in January 2010 was able to find employment at DuPage Machine Products as a CNC Operator.

Client came in the office inquiring about training and employment. She didn't know about the Workforce Center until she applied for unemployment. Client had been in marketing and sales and was looking to update her skills and receive assistance with job search. She was able to research the schools and pick the training that will help her be more marketable in Marketing, was able to update her resume, and is networking with job developers for job employment and is taking advantage of the resource room.

Client came in looking for training in project management to change her career goals. She wants to pursue management in the medical field working with computers. Client has an extensive experience in the field of IT but no management experience. Client completed training at E Consulting. She feels more confident about her knowledge and qualifications.

## Midsouth Workforce Center

In June 2009, client came to the Chicago Workforce Center at Mid-South after being laid off from his job of 16 years. Upset and confused, he met with a Career Counselor to update his résumé and to participate in one-on-one Job Readiness Training with her. He began to rebuild his confidence, and after two job interviews, he was offered a position as a driver for Orbit Medical (\$12.00 per hour).

Laid off twice in two years, client visited the Center seeking permanent employment. Although his unstable professional life was challenging, he quickly became a very active participant in the WIA program—enrolling in Job-Readiness Training, working with his Career Counselor to develop an employment plan, and attending Job Club to learn about new opportunities. In January of 2010, one of the center's Job Developers referred the client for a Security Officer position with the company Reliable Security. He was hired immediately and continues to enjoy the job today.

## Southwest Workforce Center

After 27 years of employment with the same company, client was laid off from her Financial Analyst position in September 2008. Without a degree she struggled to compete with other job seekers. To improve her math skills, her Career Counselor introduced her to self-guided educational software available at the center. Her Career Counselor helped update her résumé and introduced her to the resources at Job Club. Client was assisted in getting an On-the-Job Training (OJT) position as an Accounting Clerk with Hub Travel Agency, allowing her to use her existing finance-related skills and develop new marketable ones. She is excited to have a permanent position and looks forward to growing with the company.

Since 2006, client has been laid off from his job as a Certified Forklift Operator at six different companies due to his lack of seniority and credentials. After meeting with his Career Counselor and attending job-readiness training, the client revised his résumé for a Machine Maintenance Mechanic position. He was afforded an OJT opportunity with Midwest Converting, where he has developed marketable skills in an industry that requires extensive experience. Now client has permanent, long-term employment and says he is committed to making the most of his newfound job stability, which has allowed him to meet his financial and professional goals (over \$16.00/hour wage)

## Pilsen Workforce Center

Client reported that since his registration in early February 2010 into the WIA program for job placement assistance, he has been very appreciative of the information he has gleaned from the workshops. He specifically noted how much he has learned so far in the Interview and Job Search Plan Workshops which have helped him formulate better answers for interview questions. They have also given him hope that, as an elderly worker, there are opportunities as long as he conducts his job search using the tools he was provided therein as well as with assistance with the BSR team.

Client had a work history as an Office Manager made the decision to change her career to healthcare. After more than a year in training, clinical, externships and volunteer work to prepare her for her new profession to be, as a Cardiac Sonographer and Ultrasound Tech, she will be taking the certification tests in March. Client expressed her thanks to all attending staff members who helped her plan a new career within healthcare that has an earning potential to make at least as much as her previous jobs and with greater job security. Client also expressed her thanks for all of the job-readiness portion she was provided by way of workshops and mock interviews to ensure her comfort and confidence during an interview.

## Northside Workforce Center

CG was dislocated from his security position at a Chicago university in June of 2008. CG had an extensive background in computer technology that was now out of date with present technology. After intensive participation in counseling seminars at the Center she attended training at the New Horizons computer learning center in Information Technology. She believes that certification as a Microsoft Certified System Engineer (MCSE) will provide employment opportunities and it is in high demand by prospective employers. "Because of WIA assistance this opportunity became available to me. I am very grateful."

Customers' persistence, enthusiasm and positive attitude about the job market and Dora's job search is what drove her to succeed. She always felt that her age might be a factor in her not landing a job. After applying online for numerous jobs and attending job fairs and career fairs regularly, was referred to ServiceWorks for a pre-screening session regarding various positions with the Hotel Palomar. After several interviews she was offered a job as a Room Attendant. Dora's investment in hard work, a positive attitude, transferable skills and being a team-player finally paid dividends. These job-ready qualities helped her land the job.

## ManufacturingWorks

Customer was laid off from an electric company in Chicago (Bodine Electric) where he had been a machinist for over 20 years. After looking for a job himself he discovered that it was all but impossible to find a manual machinist position that would offer him similar pay. During his search he had been told that his best bet to make himself re-employable would be to learn CNC machining, so he began taking classes at Instituto's Fast Track CNC course. He progressed through the class very well, and was able to relate much of his prior machining experience to the new CNC curriculum. After graduation he interviewed and was selected to begin work as a machinist at Solo Cup a far southwest side company.

When customer walked in he was on the verge of losing his home and desperately in need of a job. We kept his resume on file while he continually called to check for new positions. Three months later, one of the companies with whom we were just establishing a trusted relationship told us they were looking for a supervisor with office experience but not a lot of supervisory experience. It turned out the company wanted a specific type of person that they could train and mold. Immediately we thought of Horacio due to his experience in manufacturing and light supervisory skills coupled with the fact that he was highly computer literate and, after a little coaching from ManufacturingWorks, presented himself well. He was able to contact his mortgage company and restructure his loan due to him securing a permanent position. Horacio has since contacted us and thanked us for assisting him with finding a job and saving his home.

## ServiceWorks

This customer was very happy to be able to receive the services. The hotel that was downsizing contacted to refer the customer in for services to ServiceWorks. Within 3 weeks of layoff ServiceWorks was able to place the participant into another hotel job. The customer expressed thanks for the program that allowed his previous employer to contact us as a result of the ARRA funding for dislocated workers.

This participant was laid off from the hotel over a year ago, but due to ESL barrier was having a hard time with finding employment. ServiceWorks was able to place participant with another hotel and due to her lack of income SW assisted her with transportation assistance. The participant expressed much gratitude for the services being available as a result of the ARRA WIA funding.

## Jane Addams Resource Center

Jose had been looking for work since he was laid off in June of 2008. He had worked as the Production Supervisor for 20 years for a local confections manufacturer. When he applied at JARC, he was on the brink of losing his unemployment benefits. When Jose took the TABE test at JARC, he realized that his skills were not adequate to qualify him training for CNC Operators. His reading level was at a fifth grade and his math was at a seventh grade level. Instead, JARC enrolled Jose in its Manufacturing Bridge Program, which provides entry level manufacturing skills (including math and reading) to dislocated workers in order for them to move into employment or more advanced training, CNC training. Through the program he was able to earn a Forklift license. In January 2010, Jose was called for an interview at large sealing systems manufacturer. Jose passed the test and was offered a position as a Machine Operator just a few days later. He is currently earning \$10.00 an hour. He plans to come back to JARC to continue his education.

*“The Recovery Partnership has created a growing awareness of how funding and projects can be interrelated across policy domains and even across the public and private sectors. It has resulted in new ways for different groups with similar goals to work together.”*

*–Maria Hibbs, Executive Director, The Partnership for New Communities  
Commuter and freight rail will be “de-congested” by ARRA*

## COMMUTER AND FREIGHT RAIL WILL BE “DE-CONGESTED” BY ARRA

Initiated in 2003, the Chicago Region Environmental and Transportation Efficiency (CREATE) Program is a first-of-its-kind public-private partnership to address freight, commuter, and intercity passenger rail congestion in the Chicago area. The CREATE Partners include the Illinois Department of Transportation (IDOT), Chicago Department of Transportation (CDOT) and the Association of American Railroads (AAR) representing BNSF, CN, Canadian Pacific, CSX, Norfolk Southern, Union Pacific, the switching railroads Belt Railway Company of Chicago and Indiana Harbor Belt Railroad, as well as Amtrak and the commuter railroad Metra. The \$3 billion program includes 71 critically needed rail and highway infrastructure improvements in Northeastern Illinois, aimed at reducing congestion and improving the quality of life of area residents and increasing the efficiency of freight and passenger rail service throughout the region and across the United States.

### ARRA Funds Keep CREATE on Track

On January 28, 2010, President Obama announced the award of \$8 billion in High Speed and Intercity Passenger Rail grants from the Federal Railroad Administration. The State of Illinois received \$1.235 billion, of which \$133 million will be used for construction of the “Englewood Flyover.” This project, fully funded by the grant and set to be substantially completed by 2012, will build a three-track railroad bridge to carry Metra Rock Island Line commuter trains over four tracks serving Amtrak passenger and Norfolk Southern freight trains (on a federally designated High Speed Rail Corridor) near 63rd and State Streets in Chicago. Completing this project will eliminate a major rail bottleneck where 78 Metra trains currently cross the path of 14 Amtrak and 46 freight trains daily.

At this location, Metra riders experience more than 7,500 annual passenger-hours of delay, which will be relieved. This crossing is also a significant source of delay for existing Amtrak trains from Michigan and points east, as well as for Norfolk Southern freight trains. By eliminating these delays, the project will reduce locomotive engine idling, cutting emissions and improving air quality. The project is located within Chicago’s Englewood and Greater Grand Crossing Community Areas and will benefit these neighborhoods as well as all of the Chicago neighborhoods and suburban communities served by Metra’s Rock Island and Southwest Service commuter rail lines.

The Englewood Flyover also must be built and in operation before two adjacent CREATE projects can be completed:

- The 75th Street Corridor Improvement Project will reroute 30 daily Metra Southwest Service trains to the Rock Island District tracks and through the flyover location, allowing these trains to use uncongested LaSalle Street Station as a terminal rather than congested Union Station as they do now.
- The Grand Crossing Project will divert six daily Amtrak trains to the NS Chicago Line and through the flyover location, allowing the trains to save approximately 15 minutes per trip using this more direct routing.

Without the Englewood Flyover in place, implementation of these two CREATE projects would result in increased delays at the existing Englewood interlocking.

### CREATE Receives Additional \$100 Million for Infrastructure Improvements

On February 17, 2010, USDOT Secretary Raymond LaHood announced the award of \$1.5 billion in Transportation Investment Generating Economic Recovery (TIGER) grant awards for transportation infrastructure projects across the United States. The CREATE program received a \$100 million grant from this program, the second-largest award in the country. This grant will support a total of \$160 million in project work, including matching funding from the State of Illinois and the freight railroad partners.

The TIGER grant will allow the CREATE partners to complete the following projects during 2011-2012:

- Viaduct Improvements at 15 locations throughout Chicago’s neighborhoods
- A Grade Crossing Separation at 71st Street and the IHB Railway in suburban Bridgeview
- UP Third Mainline track and Proviso Yard approach reconfiguration in suburban Maywood
- IHB Track Signalization from LaGrange to Broadview
- IHB Track Signalization in and around Blue Island Yard in suburban Riverdale

The City of Chicago will receive \$5 million from the TIGER grant for the Viaduct Improvement Program. The locations (shown on the map below) were specified in the grant award to receive a combination of roadway, sidewalk and/or curb and gutter improvements. Additionally, some project locations will also receive improvements to bring sewers up to modern standards and address sewer deterioration that may cause flooding and street surface deterioration under viaducts.



Location Map for ARRA-funded Railroad Viaduct Improvements in Chicago



## BENEFITS SUMMARY

The total of seven projects funded through ARRA are expected to provide direct and indirect employment of approximately 3,200 employment-years. The expected long-term outcomes for the projects funded by the ARRA-TIGER grant include the following:

- **State of Good Repair** – All railroad improvements will be maintained by railroads at their expense. Annual truck vehicle-miles traveled reduced due to shipment diversion to rail. Highway maintenance costs reduced due to reduced truck traffic.
- **Economic Competitiveness** – These projects will support Chicago’s status as the nation’s freight and logistics hub, given that one quarter of the nation’s rail traffic travels through the Chicago region. According to the Chicago Metropolitan Agency for Planning, the transportation and logistics sector is the fifth largest industry group in the region in terms of employment. Construction of these rail projects will contribute to efficient freight movement that helps businesses in our region be economically competitive.
- **Delay Reduction** – Train hours of delay in the Chicago region are expected to be reduced by nearly 6,000 hours/year, leading to reduced shipment delays and resulting in logistics cost savings of approximately \$88 million/year, further boosting national and regional competitiveness.
- **Livability** – Reduced motorist delay of more than 11,000 hours annually for savings of over \$0.28 million per year; improved neighborhood street and sidewalk conditions for pedestrians, motorists, and other users of street space.
- **Sustainability** – Reduced diesel consumption of 1 million gallons per year due to increased locomotive operating efficiency and diversion of freight from truck to rail. Emissions from locomotives and vehicles reduced substantially.
- **Safety** – Highway-rail grade separation will eliminate crashes; switch automation will reduce worker injuries.

## PUBLIC AND PRIVATE RESOURCES BRING A NEW “GREEN INDUSTRY” TO CHICAGO

When Chicago received \$22.4 million in Community Development Block Grant - Recovery (CDBG-R) funds through ARRA, the City decided to use the money for new programs that would use creative, impactful methods to help low to moderate-income populations recover from the economic recession. At the same time, the programs would accomplish additional goals that would benefit Chicago.

One of the initiatives made possible from the funds is a \$4.6 million building “deconstruction” work program that will create jobs for about 140 formerly incarcerated people over two years. The participants will “deconstruct” run-down City-owned buildings and save the materials for re-use in the building industry. The program will provide income, training, and rehabilitation support for ex-offenders while creating a new environmentally friendly “deconstruction” industry in Chicago.

Because the deconstruction industry is so new to the City, the Boeing Company, a member of the Recovery Partnership’s Workforce Development Working Group, is providing a two-year grant to the Chicago Workforce Investment Council (CWIC) to bring a leading deconstruction expert to Chicago. The expert will help the City’s delegate agencies launch the program and help Chicago build a market for deconstruction in the future.

The City’s partners for the deconstruction program are Breaking Ground and Safer Foundation, two not-for-profit agencies that provide training and support services to formerly incarcerated individuals who are reentering their communities. Safer Foundation is also partnering with the ReUse Institute and the Delta Institute, which funds and operates the ReBuilding Exchange store, and Breaking Ground is partnering with McGuire Lumber and Urban Strategies.

At Breaking Ground, 32 participants are already receiving training and traveling daily to work sites where they are cleaning brick and de-nailing lumber from dilapidated buildings for re-use. The participants are also assisting in the re-sale of the salvaged materials. To help build up their skills for long-term career success, the crewmembers are completing training in areas such as math, reading, computing, and resume writing, and receiving support from Breaking Ground caseworkers. Angela Reeves, Breaking Ground's deconstruction program manager, said, "We are helping participants foster good work practices and create systematic ways for achieving long and short-term goals."

Safer Foundation's Deconstruction Work Services Training Program candidates have successfully completed their job readiness training, which includes job seeking and workplace behavior skills, plus strategies for conflict resolution and interacting with coworkers and supervisors. Stanley Branch, a participant in the program, said, "I'll really be proud getting back into the work field." Mr. Branch will earn \$10 an hour as a deconstruction trainee. The other participants identified for the program are also excited to begin training.

## COLLABORATION TO INFUSE ARTS INTO YOUTH PROGRAMS WILL PROMOTE PEACEFUL COMMUNITIES

Although not funded by ARRA, an arts infusion project was developed by the Recovery Partnership's Public Safety working group. The goals of the project are to demonstrate that intensive arts intervention will curb violent behavior in the majority of youth offenders and that sustained arts participation will reduce recidivism and promote positive life choices among the majority of youth offenders. The project leaders are hopeful that the program's positive, asset-based approach to providing high needs youth with mentorship and arts instruction will strengthen three components of a peaceful community – engagement, education, and the opportunity to pursue a meaningful future.

Current collaborators include the Chicago Police Department, The Chicago Community Trust, Woods Fund of Chicago, Polk Bros. Foundation, Cook County Juvenile Probation, the Chicago Public Schools, the Nancy B. Jefferson Alternative School, and Urban Gateways. "This new partnership between foundations and the police will be essential to the program's impact and long-term sustainability," said Suzanne Connor, senior program officer at The Chicago Community Trust.

As part of this collaboration, the Chicago Police Department is applying for a Second Chance Act Juvenile Reentry Demonstration Project grant from the Illinois Criminal Justice Authority in order to staff four full-time project coordinators, one at the Juvenile Temporary Detention Center (JTDC), one in North Lawndale, one in South Shore, and one in the Back of the Yards (the three communities that are part of CPD's Chicago Anti-Gang Initiative). The Chicago Community Trust will provide matching funds for the award. Expanded arts programming at the JTDC will begin in the spring of 2010; community-based programming will begin in the fall.

## NEW INITIATIVE LEVERAGES FUNDS TO BRING JOBS TO CHICAGO NEIGHBORHOODS

When the federal government announced a 4:1 stimulus matching opportunity for expanding subsidized employment, a group of Chicago funders quickly responded by using the Recovery Partnership network and applying Recovery Partnership strategies—collaboration and leveraging funds—to transform an existing partnership into a new initiative.

The resulting "Chicago Neighborhood JobStart" seeks to use \$2 million from the 2016 Fund for Chicago Neighborhoods to create a \$24 million program to provide 2,200 short-term jobs and improve the long-term employment outlook for chronically jobless Chicagoans. The initiative will prioritize 11 neighborhoods with chronically high unemployment on the city's south and west sides.

"In some of these communities, unemployment can top 20 percent even in a strong economy," said Maria Hibbs, executive director of the 2016 Fund and the Partnership for New Communities and co-lead of the Recovery Partnership's Workforce Development working group. "This effort by the 2016 Fund is not simply a stop-gap measure until the economy picks up. It will help people with multiple barriers to employment get the skills and experience they need to find and keep good jobs in the long term."

The 2016 Fund was created in 2008 by seven foundations and one anonymous donor to strengthen Chicago’s Olympic bid and ensure that the 2016 Games, if held in Chicago, would bring long-term benefit to the city’s neighborhoods. While Chicago’s bid failed, the Fund still seeks to support its high-priority communities. Chicago Neighborhood JobStart partners include the original foundations who established the 2016 Fund, plus City and State departments and additional foundations who became connected through the Recovery Partnership.

Hibbs said, “Through this initiative, the 2016 Fund may be able to do much more than we ever imagined. This is the real legacy of the Recovery Partnership—public and private partners coming together in a powerful way to make a substantial impact. Without that infrastructure already in place, it would have been extremely difficult to make this happen in the short timeframe dictated by the federal government.”

Chicago Neighborhood JobStart is comprised of both funders and implementation partners. Funders include the Boeing Corporation, The Chicago Community Trust, the Joyce Foundation, MacArthur Foundation, Polk Bros. Foundation, the Fry Foundation and the Wieboldt Foundation; the Chicago Department of Family and Support Services, Chicago Housing Authority, Illinois Department of Human Services, Chicago Jobs Council and Chicago Workforce Investment Council help to administer and coordinate the effort as well as provide workforce and systems expertise.

“This is a terrific example of how the stimulus and the Recovery Partnership are benefiting people and communities, right here at home,” added Hibbs.

## ARRA FUNDS IMPACT OVER 7,000 CHICAGO HOUSING AUTHORITY UNITS

**Public Housing Capital Funds:** The Chicago Housing Authority (CHA), the Department of Housing and Urban Development (HUD) has received almost \$210 million from HUD for capital improvements to CHA housing. In March 2009, HUD allocated \$143,913,180 in ARRA formula funds to the CHA. As of March 2010, CHA has obligated 100% of these formula funds and has created or retained 218 jobs. The ARRA formula funds are being used for the rehabilitation and modernization of eight public housing sites, the demolition of three sites, and the installation of security camera systems across the CHA Family and Senior Housing portfolios. Those public housing sites include the following: Dearborn Homes, Wentworth Gardens (completed), Wentworth Annex, Kenmore Senior Apartments, Lawndale Apartments (completed), ADA upgrades to scattered sites and senior buildings, Washington Park Low Rise Apartments and Altgeld Gardens/Philip Murray Homes.

In the 4th quarter of 2009, HUD awarded the CHA \$66 million in competitive grants out of a total of about \$1 billion available nationally – more than any public housing authority in the country. The status of each competitive grant application is summarized in the table below.

Category	Topic	National Funding	CHA Applications Submitted	Status
Category 1	Improvements Addressing Needs of the Elderly or Persons with Disabilities	\$95 million	26 applications, total request of \$22,141,080.	No local award
Category 2	Public Housing Transformation	\$100 million	1 application, request of \$9,990,000.	CHA awarded \$9,990,000 (Ogden North)
Category 3	Gap Financing for Projects Stalled due to Financing Issues	\$200 million	2 applications, total request of \$15,553,883.	CHA awarded \$8,216,100 (Parkside of Old Town, Phase 2A)
Category 4	Creation of an Energy Efficient Green Community	\$600 million	27 applications, total request of \$60,053,089.	CHA awarded \$47,879,689 (various projects)
<b>TOTAL COMPETITIVE AWARDS RECEIVED</b>				<b>\$66,085,789</b>

## Examples of CHA ARRA Funded Projects – Kenmore Senior Housing and Dearborn Homes

### Kenmore Senior Housing

The Chicago Housing Authority is redeveloping the 1920s-era, 8-story Kenmore Senior Apartment building located at 5040 N. Kenmore in Chicago's Uptown community area. The project is utilizing \$16.8 million in ARRA funds and is seeking LEED silver certification. The building will be reconfigured from 132 units to 100 units and will fully comply with the Americans with Disabilities Act (ADA) requirements. Some of the sustainable features include: on-site storm water management provided by a 7,000 s.f. green roof, porous pavement and planter boxes in the courtyard; 75% of the demolition materials will be recycled and diverted from the landfill; and the building will be 14% more energy efficient than a code-compliant building.

### Dearborn Homes

The Chicago Housing Authority is currently redeveloping the 16-building Dearborn Homes property in five phases. Phase 4 of the project, which includes four buildings and 172 units, is receiving \$28,949,433 in ARRA funds. The six- and nine-story buildings at Dearborn Homes were CHA's first elevator buildings and opened in 1950. The buildings will be gutted down to the concrete frame and new heating, plumbing and electrical systems will be installed. The renovated units will have air conditioning, showers, more closet space and modern appliances. In addition to the interior renovation, the exterior of the buildings will have a classical makeover. The previously flat roofs will receive triangle-shaped limestone gables and corner details called quoins to enhance the building aesthetic. Additionally, the development will receive new site lighting, sidewalks, landscaping and playgrounds.



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