



## 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*

October 9, 2009



SIX-MONTH REPORT



Richard M. Daley, Mayor

October 9, 2009

Thank you for your interest in the Chicago Recovery Partnership six-month report. The American Recovery and Reinvestment Act (ARRA) of 2009 was passed during one of the most difficult economic times in a generation in order to provide urgently needed new revenue to cities and organizations across the nation. The City of Chicago responded to this important opportunity in an innovative way by partnering closely with Chicago's supportive philanthropic community.



The Recovery Act offers unique challenges for cities because these funds must be dispersed more quickly and tracked more closely than other federal grants. The Chicago Recovery Partnership was created to bring together City departments, local foundations and the business community to address these challenges, increase transparency, enhance Chicago's ability to successfully compete for new federal funding opportunities, and consider how to sustain these benefits after federal funding is exhausted.

This six-month report outlines the Recovery Partnership's achievements to date, lessons learned and a plan to measure the impact of ARRA in Chicago through an academic evaluation collaborative. We believe the Recovery Partnership has the potential to become a national model for bringing together local governments, philanthropic and business organizations in order to maximize the impact of federal funding in cities.

The Recovery Partnership is yet another example of how Chicago's engaged civic community, working together with the City, helps to make the city a great place to live, work and raise a family. We are grateful to the numerous Recovery Partnership participants who have offered their time and expertise to help ensure the growth and success of our city for a new generation of residents.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard M. Daley".

Richard M. Daley  
Mayor  
City of Chicago

A handwritten signature in black ink, appearing to read "Terry Mazany".

Terry Mazany  
President and Chief Executive Officer  
The Chicago Community Trust

## Table of Contents

<u>OVERVIEW OF THE CHICAGO RECOVERY PARTNERSHIP</u>	<u>1</u>
<u>EVALUATION COLLABORATIVE</u>	<u>9</u>
 <u>STRATEGY AND COORDINATION TEAMS</u>	
BASIC NEEDS	
BROADBAND	
EDUCATION	
HOUSING AND ENERGY	
PUBLIC SAFETY	
TRANSPORTATION AND INFRASTRUCTURE	
WORKFORCE	
TRANSPARENCY, AUDIT, AND EVALUATION	
 <u>PROGRESS TO DATE</u>	 <u>32</u>
SUPPORTING NONPROFITS	
PROMOTING TRANSPARENCY	
ENSURING A LEGACY	
 <u>LESSONS OF COLLABORATION</u>	
 <u>APPENDIX</u>	 <u>40</u>
FIRST QUARTERLY REPORT (FEDERALLY REQUIRED "1512" REPORT)	
TESTIMONIALS FROM YOUTH SUMMER INTERNS	
SUCCESS STORIES FROM JOB SEEKER PROGRAM	



Courtesy of Free Spirit Media

## OVERVIEW OF THE CHICAGO RECOVERY PARTNERSHIP

On February 17, 2009, the American Recovery and Reinvestment Act (ARRA) was signed into law by President Barack Obama, initiating an unparalleled \$787 billion stimulus to the national economy through new spending and tax cuts.

The overarching goals of the Act are to: preserve and create jobs; assist those most impacted by the recession; spur technology advances in science and health; invest in transportation, environmental protection, and other infrastructure; and stabilize state and local government budgets.

The new spending authorized by the Act, through existing formulas and new competitive grants, channels billions to cities and to the local organizations that play an important role in helping to execute valuable stimulus projects. The funding is mostly short-term and implementation requires great speed. Transparency is critical as citizens and the federal government expect the funding decisions and investments to be easily accessible to the public.

**As far as we know,  
there's no other city in  
the nation that is working  
so closely with its  
philanthropic community  
to make the economic  
recovery dollars go  
farther for the taxpayers.**

*The Honorable Richard M. Daley,  
Mayor, City of Chicago*

Upon passage of the Act, Chicago was poised to take advantage of a broad range of funding to maintain and create jobs for residents and improve their quality of life.

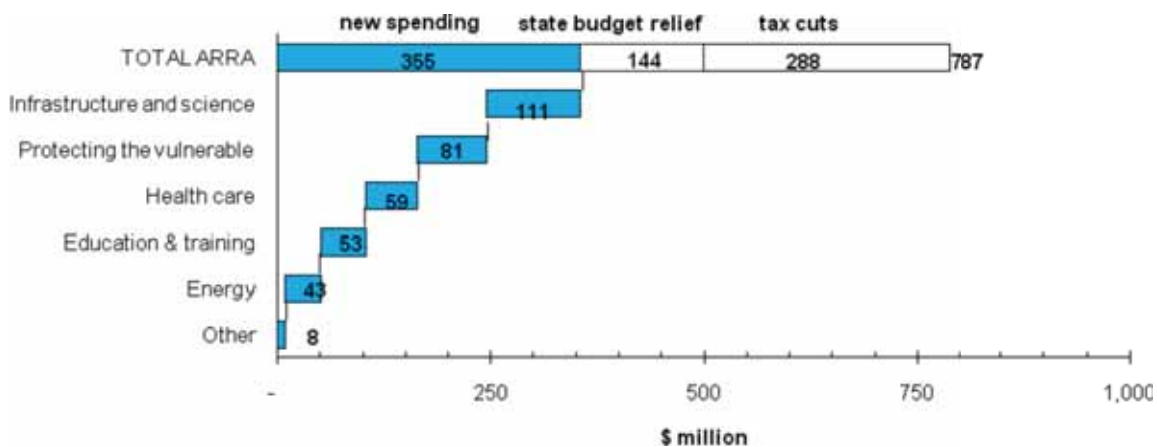
**The Recovery Partnership is an opportunity to accelerate the implementation of existing strategic plans as well as to realize the promise of social innovations.**

*Terry Mazany,  
President and Chief Executive Officer,  
The Chicago Community Trust.*

While ARRA comes with unprecedented promise for cities, it also presents unprecedented challenges. Funds must be disbursed more quickly and tracked more closely than other federal grants. Facing ARRA's inherent challenges and transformative opportunities, Mayor Richard M. Daley reached out to Chicago's philanthropic community to work with the City to create a public-private partnership that would help deliver on the promise of ARRA and maximize the impact of federal funds on 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.

### **AMERICAN RECOVERY AND REINVESTMENT ACT** ***ARRA makes \$355 million available nationally in new spending***



Launching the Recovery Partnership posed its own challenges, because it includes more than 300 individuals from 50 foundations and almost every City department and

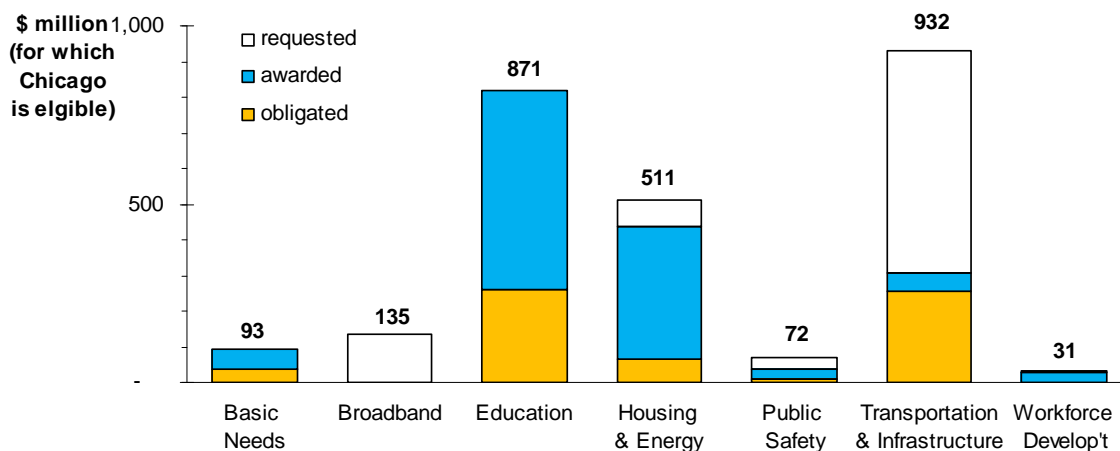
sister agency. To help with program management, Chicago's business community responded, lending management skills to form a highly-organized public-private coordinating team.

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 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.

### ARRA FUNDING AND GRANT APPLICATIONS IN CHICAGO

*Through the Recovery Partnership, Chicago has applied for \$2.6 billion in new federal funding, of which \$1.1 billion has already been awarded*

Source: recovery.gov



Note: Transportation and Infrastructure included Tiger Discretionary and High Speed Rail applications submitted by Illinois-Department of Transportation to fund CREATE projects. Source: City of Chicago, as of September 30, 2009.

Beginning in April 2009, eight Strategy and Coordination Teams were formed. Under the guidance of the Oversight Group, made up of staff from the Mayor's Office, Civic Consulting Alliance, and Mayer Brown, the 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.

## RECOVERY PARTNERSHIP STRATEGY AND COORDINATION TEAMS

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



### **Basic Needs**

Covering homelessness prevention, Head Start, counseling, and other social services



### **Broadband**

Targeting a competitive grant to expand the digital resources for residents, services, and communities



### **Education**

focusing on teacher quality, data systems, and strategies to improve low-performing schools



### **Housing and Energy**

Including public housing capital projects, affordable housing projects, foreclosure prevention, and energy-efficiency retrofits



### **Public Safety**

Focusing on police capacity, related community services, and disaster preparedness



### **Transportation and Infrastructure**

Including transit, road, airport, water infrastructure, and high-speed rail



### **Workforce Development**

Expanding WIA-funded programs for dislocated workers, youth summer jobs, jobs for hard-to-employ residents, and training for high-growth industries



### **Transparency, Audit, and Evaluation**

An overarching group helping to understand the impact of ARRA funds

**RECOVERY PARTNERSHIP PARTICIPANTS**  
**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 \* PolkBros. 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 \* University of Chicago \*  
University of Illinois at Chicago \* Women Employed \* Woods Fund of Chicago

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**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

## Workplan

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The work of the Recovery Partnership is organized in four phases. In October 2009, the second phase is concluding.



### Phase I April – July 2009 (complete)

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#### *Launching the Recovery Partnership*

The Recovery Partnership developed quickly and efficiently. Foundation leaders emerged in each area and partnered with City managers, and frequent communications were established. The Oversight Group set a regular schedule of meetings and the City developed a database to track each project in real time.

The teams identified anticipated formula funding and competitive grant opportunities. The Recovery Partnership hosted workshops to alert nonprofits of opportunities to apply for federal grants or City sub-grants. The outreach events helped nonprofits so that all had an equal opportunity to access funds.

## **Phase II    July – October 2009**

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### ***Competitive Grants, Community Building, and Quick Wins***

The public-private teams focused on competitive grants to bring as much federal money as possible to Chicago and its residents. Some teams launched community collaborations. For example, the Public Safety Team formed a collaboration around two Byrne competitive applications that are part of Chicago's Comprehensive Anti-Gang Initiative, an existing program of the Department of Justice. The partnership fostered

connections between the City, foundations and community organizations in order to develop a new arts intervention program for at-risk youth.

ARRA funding will enable the City to reconstruct and resurface 43 miles of city streets.



Valuable improvements to City business processes will result from the Recovery Partnership through an in-depth analysis of contracting and invoicing, analysis of grant cash flow, and through foundation support in reviewing RFPs. These process changes, being implemented as this report is written, will help future rounds of grantees access federal funds channeled through the City.

## **Phase III    October 2009 – October 2010**

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### ***ARRA Implementation***

As grants are allocated to City projects, nonprofits, and others, the frequency of Recovery Partnership meetings will diminish to quarterly sessions and occasional interim team meetings. Regular channels of communication will continue to share updates from City projects and new foundation programs. The evaluation collaborative will meet monthly and issue regular reports.

In this phase, supporting nonprofit capacity will be a major focus. Based on analysis of the first full quarterly report to the federal government and additional surveying and focus groups, specific pilots will emerge to extend lessons learned and best practices, from planning guidance to implementation practices. Based on the pilots, effective practices will be rolled out more broadly across the city.

## Phase IV    Late 2010

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### *Legacy*

Throughout the implementation period, the implications for future funding will become increasingly clear. Based on the evaluations, both government and foundations may learn ways to improve their grant programs to focus on the areas that are most effective. The evaluation may also support a national conference on metropolitan health and sustainability.

**Chicago has an incredible ability to come together in a time of need. This partnership leverages the strongest assets of the city in a coordinated way to ensure that we can realize the greatest impact.**

*Nora Moreno Cargie,  
Director, Global Corporate Citizenship,  
The Boeing Company*



Courtesy of Free Spirit Media

## EVALUATION COLLABORATIVE

ARRA presents an unprecedented opportunity both to reinvest in American cities and to develop a new understanding of how such investments affect metropolitan life.

Recognizing these opportunities, the Recovery Partnership invited university evaluators to analyze the short- and long-term impact of the stimulus on Chicago. The evaluators, many of whom were already engaged in related research, met with each Strategy and Coordination Team to discuss which formula and competitive ARRA grants the City and its partners were pursuing or had received.

The City, foundation and university partners joined together to develop an innovative proposal for a comprehensive evaluation plan. Using the national stimulus goals as a lens, the evaluation plan seeks to explore two main questions: “What difference will the stimulus funding make in Chicago?” and “How can we tell?”

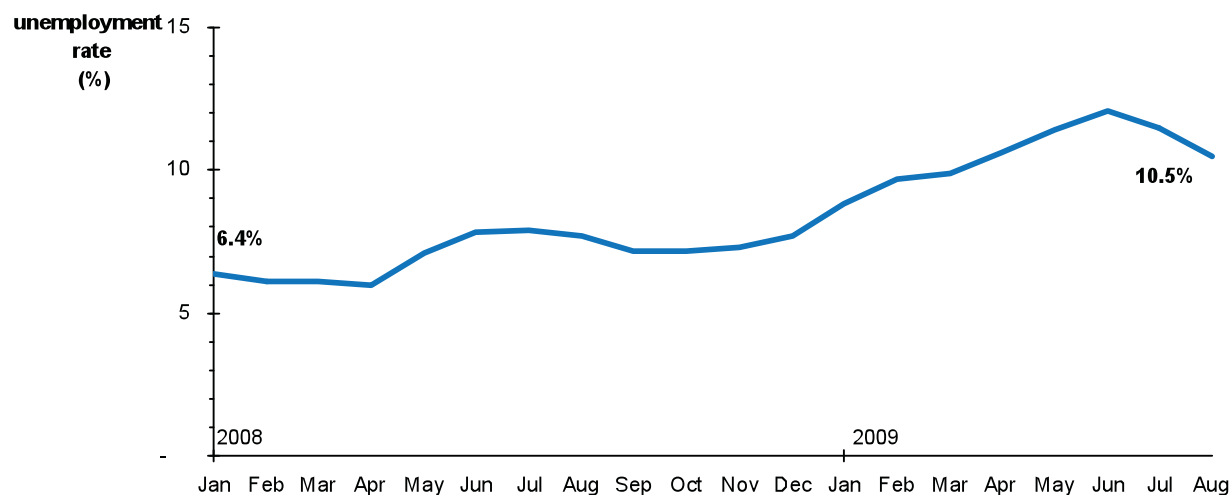
Faculty from the College of Urban Planning and Public Affairs at the University of Illinois (UIC) volunteered to coordinate the formation of the Evaluation Collaborative -- a multidisciplinary group of academics who have each joined a strategy team to evaluate the ARRA-funded programs.

The goals of the Evaluation Collaborative are to:

- Provide a comprehensive assessment of how a large-scale public initiative can, or cannot, significantly improve quality of life in a region
- Document how the federal stimulus contributed to near-term changes in levels of employment and longer-term development of economic infrastructure to support the “new economy”
- Contribute to academic and practitioner knowledge
- Build a more collaborative public-sector community
- Disseminate best practices
- Promote transparency and public engagement in good government.

### UNEMPLOYMENT IN THE CITY OF CHICAGO

*In July and August, the unemployment rate in Chicago fell for the first time since the recession began.*



Source: HUD USER State of the Cities Data System, not seasonally adjusted.

There are three levels of data analysis:

Required tracking and compliance data. ARRA requires recipients to report the inputs, outputs, and outcomes of each grant. Such items include: amount received, amount disbursed, each sub-contract, and jobs created and retained. The City and sister agencies use a web-based database to track and report all these measures, the first

such citywide database. The Evaluation Collaborative will prepare a quarterly formative evaluation of inputs, outputs, and some outcome measures for each strategy team.

Studies of specific programs. In some cases, the studies will aim to guide future practice and contribute to the body of research knowledge. In other cases, the studies will be less rigorous and aim to tell the story of ARRA in Chicago.

Synthesis of citywide effect. Combining and synthesizing the compliance data and studies of specific programs, the Evaluation Collaborative will address questions such as: Did ARRA mitigate the effects of the recession? In what ways did ARRA improve the quality of life of Chicagoans? What are the likely longer-term benefits of ARRA? What were the net benefits of ARRA? Were the benefits worth the costs?

**The Chicago Recovery Partnership can be a model of public and not for profit collaboration, including agreed measures of impact.**

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

The results will include reports that offer summative accounts of intermediate impacts of the stimulus on select government agencies, households, and businesses, as well as some type of cost-benefit assessment. The analysts will deliberate with each other to develop shared measures for long-term impact.



Courtesy of Free Spirit Media

## STRATEGY AND COORDINATION TEAMS

The Recovery Partnership formed eight Strategy and Coordination Teams to review the federal funding programs, identify private funds that could reinforce the stimulus goals, prepare proposals for competitive grants, and oversee the allocation and use of the funds. Each team includes both government and foundation staff and they are supported by the pro bono staff on loan from members of Chicago's business community. The Strategy and Coordination Teams include:

- Basic Needs
- Broadband
- Education
- Housing and Energy
- Public Safety
- Transportation and Infrastructure
- Workforce Development
- Transparency, Audit, and Evaluation

**The Recovery Partnership Basic Needs Team addresses homelessness, Head Start, child care, senior services, and a range of counseling and support services focused on social and economic security.**

The goals are to:

- Expand services for children through additional slots in Head Start, Early Head Start and Child Care Assistance Program
- Expand services for youth through scholarships and engagement of homeless youth; case management, substance abuse and mental health services for youth involved in the criminal justice system
- Expand services for low-income residents, including the homeless, through housing placement and stabilization, public benefits outreach and enrollment, counseling and case management, substance abuse and mental health services, and targeted outreach to the chronically homeless
- Expand services for seniors through nutrition and job training programs
- Stimulate the local economy through the creation of jobs in the human services sector



Program	Chicago Amount	Status
Aging Services Program	\$942,424	Awarded
Community Service Block Grant	\$19,444,226	Awarded
Community Service Employment for Older Americans	\$259,244	Awarded
Early Head Start Expansion	TBD	Application Submitted
Head Start Expansion	TBD	Application Submitted
Head Start/Early Head Start COLA and Quality Improvement	\$8,666,706	Awarded
Homeless Prevention and Rapid Re-Housing Program	\$34,000,000	Awarded
Local Youth Mentoring Initiative	\$500,000	Awarded
Workforce Investment Act for Youth	\$17,390,077	Awarded

## Participants

Claudette Baker, Donors Forum | Molly Baltman, McCormick Foundation | Catherine Carabetta, Prince Charitable Trusts | Mary Ellen Caron,\* Commissioner, Department of Family and Support Services | Deborah Covington, Jewish United Fund / Jewish Federation of Metropolitan Chicago | Shelley Davis, Chicago Foundation for Women | Evelyn Diaz,\* Chicago Workforce Investment Council | Tom Galassini, United Way of Metropolitan Chicago | Christine George, Loyola University | Phyllis Glink, The Irving Harris Foundation | Robert Goerge, The University of Chicago | Alison Janus, The Steans Family Foundation | Jennifer Jobrack, The Goodman Family Foundation | Susan Karlinsky, Circle of Service Foundation | Bill Koll, McCormick Foundation | Elizabeth Lee, Michael Reese Health Trust | Jim Lewis,\*The Chicago Community Trust | Dinaz Mansuri, The Mayer & Morris Kaplan Family Foundation | Dr. Terry Mason, Commissioner, Department of Public Health | Nora Moreno Cargie, The Boeing Company | Sheelah Muhammad, The Oprah Winfrey Foundation | Soo Na, Lloyd A. Fry Foundation | Erica Okezie-Phillips, McCormick Foundation | David Pesqueira, McCormick Foundation | Debbie Reznick, Polk Bros. Foundation | Jennifer Rosenkranz, Michael Reese Health Trust | Rebekah Scheinfeld,\*Mayer Brown | Michael Sosin, The University of Chicago | Eitan Stieber, The Goodman Family Foundation | Christy Uchida, The Boeing Company | Benna Wilde, Prince Charitable Trusts | Nancy Zweibel, Retirement Research Foundation

\* Leadership group

**The Recovery Partnership Broadband Team focuses on the ARRA competitive funding opportunity through the Broadband Technology Opportunities Program.**

In the 21-century economy, everyone needs access to technology to succeed in life. Just as the development of comprehensive road and highway infrastructure was essential to commerce and livability in the last century, a high-speed digital infrastructure is critical for the City of Chicago to compete globally in the 21st century.

Accordingly, the City of Chicago is committed to increasing technology access across the city and to pursuing digital excellence initiatives that encourage all residents, businesses and communities to participate fully in the Internet.

The technology components of the Recovery Act present an opportunity to create a platform for long-term economic growth while immediately connecting Chicagoans to technology and job opportunities. The National Telecommunication and Information Administration's Broadband Technology Opportunities Program (BTOP) provides \$4.7 billion nationally in competitive grants to develop and expand broadband services to underserved areas and improve access to broadband by community anchor institutions.

The City's broadband expansion efforts – called SmartChicago – are a part of its Digital Excellence Initiative, a comprehensive program to ensure that all Chicagoans have the technological tools to compete and thrive in the 21st century.

### **Goals**

- Connect nearly 500 public facilities and community anchor institutions - such as schools, libraries and parks - to the Internet and to each other through an advanced broadband network that rivals the best in the world
- Provide affordable high-speed Internet services to Chicago residents and small businesses in underserved areas and to Chicago Housing Authority residents
- Support advanced applications of broadband technology in areas like community and economic development, education and learning, energy and environment, health and wellness, and public safety and transportation



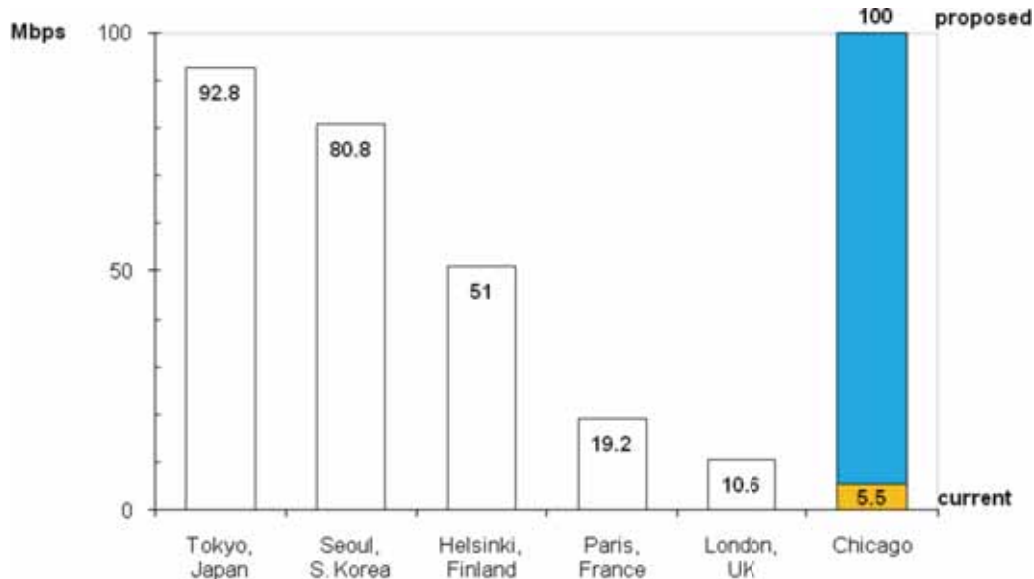
Courtesy of LISC/Chicago

- Create and expand public computer centers at over a hundred community sites, providing Internet access to Chicago residents and expediting their searches for public services and jobs
- Use grassroots outreach and training to raise awareness of broadband among underserved populations and empower communities to be proficient users of broadband resources

Program	Chicago Amount	Status
BTOP Broadband Infrastructure	\$92,982,080	Application submitted
BTOP Public Computer Centers	\$5,397,910	Application submitted
BTOP Sustainable Broadband Adoption	\$7,475,600	Application submitted

### AVERAGE AVAILABLE DOWNLOAD SPEEDS

*If funded, SmartChicago will increase broadband speeds to be among the fastest globally*



## Participants

Jim Alexander, The Otho S.A. Sprague Memorial Institute | Charles Benton, The Benton Foundation | Hardik Bhatt,\* Commissioner, Department of Innovation and Technology | Sharon Burns, The John D. and Catherine T. MacArthur Foundation | Valerie Change, The John D. and Catherine T. MacArthur Foundation | Diana Derige,\* The Chicago Community Trust | Tom Irvine,\* The Chicago Community Trust | Karen Mossberger, University of Illinois at Chicago | Layton Olson, The Benton Foundation | Penny Smith, The Chicago Community Trust

\* Leadership group

**The Recovery Partnership Education Team supports the Chicago Public Schools (CPS) competitive grant efforts.**

Funding received through the 2009 ARRA enables CPS to maintain important programs and to build increased capacity for the future. In a year of extreme budget challenges, CPS was in jeopardy of losing the English Language Learner and Pre-K programs that have proven critical to the development of so many students. ARRA enabled these programs to continue at their previous levels. Stimulus funds have also enabled the implementation of innovative programs that will build the foundation for progress. As research continues to point to the benefits of data-driven analysis in education, stimulus funds and partnerships with the philanthropic community have helped CPS bring an ambitious performance management platform to the district.



Courtesy of Free Spirit Media

As data analysis enables CPS to dig deeper into what helps drive results, students must fundamentally feel safe in their schools and communities to achieve academic success. CPS is also using stimulus funds to implement its plan to create a "Culture of Calm" in all classrooms that will help better engage students at the greatest risk of falling victim to violence.



Courtesy of Free Spirit Media

As the next wave of stimulus activity focuses on competitive grants, CPS will work with the philanthropic community. CPS submitted strong applications under the Teacher Quality Partnership grant and looks forward to competing for Teacher Incentive Fund grants which wouldn't be possible without the Recovery Partnership. Additionally, CPS continues to work with the Illinois State Board of Education to ensure that the state builds a strong Race to the

Top application and will be aggressively pursuing funds through the Invest in Innovation grants.

## Goals

- Assist CPS in formulating competitive grant applications
- Provide matching funding to competitive grants, as required by federal law
- Advise CPS on the implementation of new funding streams
- Evaluate the long-term effectiveness of CPS programs

Program	Chicago Amount	Status
Airport Improvement Grant: Construction Grant for Rufus M. Hitch Elem School	\$ 5,000,000	Awarded
ARRA IDEA Part B Flow-Through	\$ 115,005,349	Application Submitted
ARRA IDEA Part B Preschool	\$ 4,202,738	Application Submitted
ARRA Title I, Part A, Improving the Academic Achievement of the Disadvantaged	\$ 260,695,483	Application Submitted
City of Chicago: Youth Ready Chicago Program	\$ 2,333,396	Awarded
FY09 Head Start / Early Head Start Cost of Living Adjustment Increase of Funding For Head Start Fiscal Year 2009	\$ 672,336	Awarded
ISBE: McKinney-Vento Education for Homeless Children & Youth	\$ 1,122,615	Application Submitted
ISBE: National School Lunch Program Assistance	\$ 1,530,986	Awarded
ISBE: NCLB Title I Part D, Prevention and Intervention Programs for Children and Youth who are Neglected	\$ 686,545	Application Submitted
ISBE: NCLB Title I Part D, Sub 2, Section 1423 Prevention and Intervention Programs for Children and Youth who are Delinquent	\$ 331,549	Application Submitted
State Stabilization Funds	\$ 485,000,000	Application Submitted
US Dept of Energy: Geothermal Technologies Program: Ground Source Heat Pumps	\$ 4,999,966	Application Submitted
US Dept of Justice: Local Youth Mentoring Initiative, CFDA #16.808	\$ 487,677	Application Submitted

## Participants

Jim Alexander, The Otho S.A. Sprague Memorial Institute | Cleopatra Alexander, The Albert Pick, Jr. Fund | Lindsey Alvis, McCormick Foundation | Frank Baiocchi, Polk Bros. Foundation | Charles Benton, The Benton Foundation | Mara Botman, Circle of Service Foundation | Suzanne Connor, The Chicago Community Trust | Gretchen Crosby Sims, The Joyce Foundation | Kassie Davis, CME Group Foundation | Regina Dixon-Reeves, Lloyd A. Fry Foundation | Suzanne Doornbos Kerbow, Polk Bros. Foundation | Barbara Eason-Watkins, Chicago Public Schools | Allyson Esposito, The Mayer & Morris Kaplan Family Foundation | Judith Feldman, The Renaissance Schools Fund | Pat Ford, The Steans Family Foundation | Phyllis Glink, The Irving Harris Foundation | Larry Goodman, The Goodman Family Foundation | Jason Heeney, The Mayer & Morris Kaplan Family Foundation | Mike Hennessy, The Coleman Foundation | Mitch Holzrichter,\* Mayer Brown | Ron Huberman,\* Chicago Public Schools | Jennifer Jobrack, The Goodman Family Foundation | Robin Lavin, The OSA Foundation | Gudelia Lopez, The Chicago Community Trust | Lorrie Lynn, United Way of Metropolitan Chicago | Terry Mazany, The Chicago Community Trust | Beverly Meek, JPMorgan Chase | Peter Mich, The McDougal Family Foundation | Peggy Mueller,\* The Chicago Community Trust | Nicole Norfles, The Oprah Winfrey Foundation | Jeff Pinzino, Woods Fund of Chicago | Angela Rudolph, The Joyce Foundation | Sydney Sidwell, Lloyd A. Fry Foundation | Jenny Siegenthaler, Terra Foundation for American Art | Sara Slaughter,\* McCormick Foundation | Diana Spencer, The William G. McGowan Charitable Fund, Inc. | Margie Stineman, The Arie& Ida Crown Memorial Foundation | Beth Swanson, The Pritzker Traubert Family Foundation | Kandace Thomas, The Irving Harris Foundation | Charles Twichell, Prince Charitable Trusts | Julie Walther, The Brinson Foundation | Herb Wander, Michael Reese Health Trust | Julie Wilen, Circle of Service Foundation | Pat Yuzawa-Rubin, Circle of Service Foundation

\* Leadership group

**The Recovery Partnership Housing and Energy Team focuses on foreclosure prevention and mitigation, multi-family housing energy retrofits, and a green and healthy housing initiative**

Recovery funding in the area of housing and energy will help Chicago build on and expand numerous existing initiatives, including the CHA Plan for Transformation, the Five Year Affordable Housing Plan, a variety of foreclosure prevention and mitigation initiatives, and our Climate Change Action Plan.



The Housing and Energy team is supporting initiatives to prevent foreclosures by expanding credit counseling and outreach activities, and connecting Chicagoans with the new federal Making Home Affordable Loan Modification Program. The team is also exploring strategies to reach and educate homeowners about federal refinancing opportunities that are available even if the home has lost value and a conventional refinance is impossible. The Housing and Energy Team is identifying pipelines of single-family and multi-family housing to access weatherization and energy efficiency resources; identifying implementation barriers; and making policy recommendations to streamline access to these resources. Another focus area is the Green and Healthy Housing Initiative (GHHI) launched by the Council on Foundations and the White House Office of Recovery Implementation. GHHI seeks to align several ARRA programs to better address issues such as lead poisoning, carbon-monoxide poisoning and asthma. The Housing and Energy Team will share ideas and best-practices, develop new strategies and identify additional fiscal and in-kind resources.

### **Goals**

- Construct or rehab up to 875 affordable rental housing units and more than 6,600 public housing units
- Support outreach activities to connect homeowners and renters with foreclosure prevention assistance, including through the Making Home Affordable Loan Modification Program
- Research and develop strategies and funding to reach out to homeowners who would be eligible for the Making Home Affordable Refinancing Program

- Mitigate the neighborhood impact of foreclosure by acquiring and redeveloping vacant, foreclosed homes
- Retrofit thousands of public, affordable, and market rate housing units to make them more energy efficient
- Continue efforts to support private owners in securing federal and state funds for energy-efficiency retrofits of multi-family rental buildings
- Identify resources for an information clearinghouse (“One-Stop Shop”) to support residential, commercial, and industrial retrofitting efforts
- Establish a revolving loan fund to create new sustainable financial instruments for energy efficiency retrofits
- Reduce energy consumption of City of Chicago operations
- Establish Chicago as a demonstration site for the implementation of GHFI

Program	Chicago Amount	Status
CDBG-R	\$5,400,000	Awarded
Clean diesel retrofits	\$1,000,000	Awarded
Clean Fuels	\$16,000,000	Awarded
EECDBG - Street lights, LED traffic signals, City facility retrofits	\$22,000,000	Application submitted
Energy Efficiency Conservation Block Grant (EECDBG) – Residential Retrofits	\$5,100,000	Application submitted
Low Income Housing Tax Credit Exchange	\$2,600,000	Application submitted
Neighborhood Stabilization Program II	\$98,000,000	Application submitted
New Market Tax Credits	\$125,000,000	Application submitted
Public Housing Capital Fund (Formula)	\$143,913,180	Awarded
Public Housing Capital Fund Competitive Grants	\$66,085,789	Awarded
Renewable Energy Grant	\$7,000,000	Application submitted
Tax Credit Assistance Program	\$21,500,000	Awarded

## Participants

Ellen Alberding, The Joyce Foundation | Phil Ashton, University of Illinois at Chicago | Annette Beitel, Future Energy Enterprises | Deborah Bennett, Polk Bros. Foundation | Mara Botman, Circle of Service Foundation | Leah Bradford, The Chicago Community Trust | Sharon Bush, Lloyd A. Fry Foundation | Thomas Byrne, Commissioner, Department of Streets and Sanitation | Joel Carp, Jewish United Fund/Jewish Federation of Metropolitan Chicago | Marc Chernoff,\* LEK Consulting | Stephanie Comer | Mary Feeney, University of Illinois at Chicago | Sunny Fischer, The Richard H. Driehaus Foundation | Molly Flanagan, The Joyce Foundation | Alaina Harkness, The Partnership for New Communities | Maria Hibbs, The Partnership for New Communities | Lewis Jordan,\* Chicago Housing Authority | Susan Karlinsky, Circle of Service Foundation | Suzanne Malec-McKenna,\* Commissioner, Department of Environment | James Mann, Illinois Clean Energy Community Foundation | Michelle Martin, The Chicago Community Trust | Judy Martinez, Commissioner, Department of General Services | Dr. Terry Mason,\* Commissioner, Department of Public Health | Ed Miller, The Joyce Foundation | Michael Picardi, Commissioner, Department of Fleet Management | Christine Raguso, Acting Commissioner, Department of Community Development | Roberto Requejo, The Chicago Community Trust | Rebekah Scheinfeld,\* Mayer Brown | Debra Schwartz,\* The John D. and Catherine T. MacArthur Foundation | Julia Stasch,\* The John D. and Catherine T. MacArthur Foundation | K Sujata, The Eleanor Foundation | Eric Welch, University of Illinois at Chicago | Nancy Zweibel, Retirement Research Foundation

\*Leadership group

**The Recovery Partnership Public Safety Team is focusing on innovative, multi-agency approaches to increase public safety and leverage community capacity that supports traditional efforts.**

The City of Chicago continues to use every tool at its disposal to make the streets, sidewalks, schools, and parks safe for all residents. As with all major cities, targeted efforts at decreasing criminal incidents as well as decreasing vulnerabilities are critical challenges. In the years to come, gathering intelligence and monitoring criminal activity will continue to be increasingly valuable in supporting rapid detection and potential prevention of incidents and crime patterns. Continuing and strengthening partnerships between various City departments, particularly Police, Fire, and Office of Emergency Management and Communications, and local, state, and federal partners will be critical to the City's public safety strategy.

At the same time, to succeed, the City's approach must be comprehensive, coordinated, and focus on innovative, multi-agency approaches that leverage community organizations' capacity to support local law enforcement. ARRA is helping Chicago protect the city's quality of life by adding more resources to prevent and control crime. The new relationships forged through the Recovery Partnership have started a groundswell of support for innovative approaches and new community collaborations to increase public safety.



Community-based partnerships enhance traditional law enforcement.

## Goals

- Increase community capacity to support traditional law enforcement by expanding community-based partnerships to develop a new arts-based intervention for youth at the Cook County Juvenile Detention Center and in three neighborhoods that are part of the City's existing Comprehensive Anti-Gang Initiative
- Provide public safety personnel with supplementary tools to increase public safety and preparedness efforts
- Preserve jobs for local law enforcement

- Increase crime fighting efforts in high crime areas by purchasing vehicles to replace an aging fleet, purchasing in-car cameras for police vehicles to increase the safety of the officers and the public, and adding additional resources through overtime for police officers.

Program	Chicago Amount	Status
Assistance to Firefighters – fire station construction	\$4,800,000	Awarded
Byrne-JAG-competitive	\$3,507,110	Application submitted
Byrne-JAG-formula	\$28,663,987	Awarded
COPS Hiring Recovery Program	\$13,256,100	Awarded
ICJIA ARRA Byrne JAG Equipment	\$40,000	Application submitted
ICJIA ARRA Byrne JAG Program	\$490,000	Application submitted
Illinois Criminal Justice Information Authority (ICJIA) ARRA Violence Against Women Act	\$90,000	Application submitted
Port Security	\$2,757,000	Awarded
Southern Border and High Intensity Drug Trafficking Areas	\$9,928,762	Application submitted

## Participants

Frank Baiocchi, Polk Bros. Foundation | John Brooks,\* Chicago Fire Department | Consuella Brown, Woods Fund of Chicago | Suzanne Connor,\* The Chicago Community Trust | Gregory Faron,\* Civic Consulting Alliance | Jens Ludwig, The University of Chicago | Raymond Orozco,\* Office of Emergency Management and Communications | David Roche, Chicago Public Schools | Alexander Gail Sherman, Civic Consulting Alliance | Wes Skogan, Northwestern University | Jody Weis,\* Chicago Police Department

\* Leadership group

**The Recovery Partnership Transportation and Infrastructure Team supports the regional collaboration required for high-speed rail.**

Federal formula and competitive funds will support projects from the long-term capital plans of the City of Chicago and the Chicago Transit Authority (CTA).



Courtesy of Free Spirit Media

### **Goals**

- Resurface and rebuild high-priority roads
- Help meet CTA's unfunded capital needs
- Provide planning funds for transit expansion
- Help maintain Chicago airports

With the millions of commuters and visitors that travel in and through Chicago every year, it is important that the City possesses a strong, reliable infrastructure. The City of Chicago works to effectively manage and maintain the city's infrastructure assets so that everyone in and around the city has access to clean drinking water, safe roads and efficient public transportation.

The City of Chicago expects to receive more than \$350 million dollars through the American Recovery and Reinvestment Act to help maintain these assets that are vital to keeping Chicago a thriving city for both residents and businesses. This money will be used to repair and upgrade the CTA's buses and trains as well as the city's water and sewer infrastructure. These funds will also be used to reconstruct and resurface more than 30 miles of Chicago streets.

In addition, the City has been working with the Illinois Department of Transportation (IDOT) on several grant applications for rail improvements. Together, these rail grants could bring more than \$400 million to Chicago. These funds would help the city make improvements to increase the efficiency of both passenger and freight rail and ensure that Chicago maintains its status as the country's most important rail hub.

Program	Chicago Amount	Status
Airport Improvement Program	\$12,300,000	Awarded
High Speed Rail Track 1	\$302,500,000	Application submitted by IDOT
Highway Infrastructure	\$86,000,000	Awarded
IEPA State Revolving Loan Fund	\$30,000,000	Application submitted
TIGER Discretionary	\$140,000,000	Application submitted by IDOT
Transit and Capital Rail Improvements	\$241,000,000	Awarded



Before



After

## Participants

Rosemarie Andolino, Commissioner, Department of Aviation | Paul Botts,\* Gaylord and Dorothy Donnelly Foundation | Rachel Bronson, The Chicago Council on Global Affairs | Molly Flanagan, The Joyce Foundation | Luann Hamilton, Department of Transportation | Kazuya Kawamura, University of Illinois at Chicago | Ngoan Le,\* The Chicago Community Trust | Paul Metaxatos, University of Illinois at Chicago | Thomas Powers,\* Acting Commissioner, Department of Transportation | Rich Rodriguez, Chicago Transit Authority | Sydney Sidwell, Lloyd A. Fry Foundation | John Spatz, Commissioner, Department of Water Management | P.S. Sriraj, University of Illinois at Chicago | Phil Thomas, The Chicago Community Trust | Audrey Wennink, Cambridge Systematics

\* Leadership group

**The Recovery Partnership Workforce Development Team works to ensure that our workforce development system sustains economic growth and competitiveness by meeting the needs of employers for qualified workers and expanding employment opportunities for Chicago residents.**

In these tough economic times, the City's top priorities are to ensure that Chicagoans find and keep jobs and that Chicago businesses thrive. We are committed to ensuring that the investments we make in education, job training and business support the overall health of our economy.



The City of Chicago expects to receive over \$55 million in ARRA funding specifically targeted to promote job development and retention. The sources of these funds include Workforce Investment Act formula grants and competitive grants, the Community Development Block Grant, and the Community Services Block Grant. The agencies and organizations that receive these funds will expand the capacity of the workforce development system in Chicago, providing more income and training opportunities, as well as support and case management services to job seekers, dislocated workers and youth. Ultimately, ARRA funds could create or save approximately 16,000 jobs in Chicago.

### Goals

- Thousands of Chicagoans put back to work
- Thousands trained for jobs that matter to Chicago
- Thousands of businesses engaged
- A coordinated, targeted training and placement system

Program	Chicago Amount	Status
Community Development Block Grant: Building Deconstruction Work Program	\$4,559,047	Awarded
Community Development Block Grant: Community Green Job Expansion Program	\$1,800,000	Awarded
Community Development Block Grant: Green Jobs Work Experience & Job Training Program	\$5,625,000	Awarded
Community Development Block Grant: Neighborhood Clean-Up	3,375,000	Awarded
Community Services Block Grant:	\$1,666,000	Awarded. Sub-grants

Customized Training and Placement Program		awarded to delegate agencies
Community Services Block Grant: Community Service Centers Workforce Program	\$750,000	Awarded. Sub-grants awarded to delegate agencies
Community Services Block Grant: Transitional Jobs Workforce Development Program	\$1,700,000	Awarded. Sub-grants awarded to delegate agencies
Community Services Block Grant: U.S. Veterans Workforce Development Program	\$653,000	Awarded. Sub-grants awarded to delegate agencies
Workforce Investment Act - Adult	\$8,722,425	Awarded. Sub-grants awarded to delegate agencies
Workforce Investment Act - Dislocated	\$9,091,761	Awarded. Sub-grants awarded to delegate agencies
Workforce Investment Act – Youth	\$17,390,077	Awarded. Sub-grants awarded to delegate agencies

## Participants

Jim Alexander, The Otho S.A. Sprague Memorial Institute | Cleopatra Alexander, The Albert Pick, Jr. Fund | Deborah Bennett, Polk Bros. Foundation | Dan Black, The University of Chicago | Mara Botman, Circle of Service Foundation | Consuella Brown, Woods Fund of Chicago | Sharon Bush,\* Lloyd A. Fry Foundation | Amanda Cage, McCormick Foundation | Mary Ellen Caron, Commissioner, Department of Family and Support Services | Julie Chavez, Bank of America | Jan DeCoursey, The University of Chicago | Evelyn Diaz,\* Chicago Workforce Investment Council | Wendy Duboe, United Way of Metropolitan Chicago | Robert Goerge, The University of Chicago | Shannon Guiltinan, The University of Chicago | Alaina Harkness, The Partnership for New Communities | Maria Hibbs,\* The Partnership for New Communities | Mitch Holzrichter,\* Mayer Brown | Mae Hong, The Field Foundation of Illinois | Andrea Jett, McCormick Foundation | Elizabeth Lee, Michael Reese Health Trust | Jim Lewis, The Chicago Community Trust | Rosanna Marquez, The Eleanor Foundation | Nora Moreno Cargie, The Boeing Company | Aurie Pennick, The Field Foundation of Illinois | Christine Raguso, Acting Commissioner, Department of Community Development | Dana Rhodes, Jewish United Fund / Jewish Federation of Metropolitan Chicago | Ada Skyles, The University of Chicago | John Sirek, McCormick Foundation | Matthew Stagner, The University of Chicago | Naomi Stanhaus, Retirement Research Foundation | K Sujata, The Eleanor Foundation | Phil Thomas, The Chicago Community Trust | Carmen Tomshack,\* Chicago Workforce Investment Council | Chris Warden, Women Employed | Elizabeth Wiegensberg, The University of Chicago | Cheryl Whitaker, The Chicago Community Trust | Spruiell White, The John D. and Catherine T. MacArthur Foundation | Ron Zinnerman, JPMorgan Chase

\* Leadership group

**The Recovery Partnership Transparency, Audit, and Evaluation Team provides overarching support to communicate and understand the impact of ARRA.**

ARRA requires significant audit, evaluation, and transparency from all entities which receive funding directly from the federal government. Specifically, direct recipients of funds must ensure that:

- Reporting of the recipients and public benefits of the funds is clear, accurate, and timely
- Funds are used for authorized purposes and that instances of fraud, waste, error, and abuse are mitigated
- Projects avoid unnecessary delays and cost overruns
- Program goals are achieved, both those of specific programs and of job retention and creation.



The Transparency, Audit, and Evaluation Team helped develop IT tools for transparency and audit, namely, the website *recovery.cityofchicago.org* and a citywide database that tracks all project funding, milestones, and outcomes. The Office of Compliance has developed audit protocols and quality assurance procedures for reporting.

A taskforce led by the Transparency, Audit, and

Evaluation Team is streamlining the City's business processes. To date, aspects of the contracting and invoicing process have been redesigned, with the goal of cutting the contract execution time in half. Improvements such as this will help meet ARRA requirements and make it easier for nonprofits and contractors to do business with the City.

The Evaluation Collaborative was conceived and launched by the Transparency, Audit, and Evaluation Team. Since ARRA does not specifically designate funds for municipal accountability or evaluation, this Team does not have grants to report.

## Participants

Kate Allgier, The Chicago Community Trust | Jim Barnes, The Brinson Foundation | Charles Benton, The Benton Foundation | Tony Boswell,\* Office of Compliance | Sharon Burns, The John D. and Catherine T. MacArthur Foundation | Veronica Cavallaro, The Boeing Company | Don Cooke, McCormick Foundation | William "Max" Dieber, University of Illinois at Chicago | Charles Hoch,\* University of Illinois at Chicago | Craig Howard,\*The John D. and Catherine T. MacArthur Foundation | Jennifer Jobrack, The Goodman Family Foundation | Lewis Jordan, Chicago Housing Authority | Tim Johnson, University of Illinois at Chicago | Ngoan Le, The Chicago Community Trust | Adam Levine, Circle of Service Foundation | Jim Lewis,\* The Chicago Community Trust | Gudelia Lopez, The Chicago Community Trust | Rosanna Marquez, The Eleanor Foundation | Michelle Martin, The Chicago Community Trust | Terry Mazany, The Chicago Community Trust | Michael Pagano,\* University of Illinois at Chicago | Zarina Parpia, Civic Consulting Alliance / Kellogg School of Management | Eva Penar, The Chicago Community Trust | Jamie Rhee, Commissioner, Department of Procurement Services | Aparna Sharma, Chicago Foundation for Women | Alexander Gail Sherman,\* Civic Consulting Alliance | Unmi Song, Lloyd A. Fry Foundation | Julia Stasch, The John D. and Catherine T. MacArthur Foundation | Celeste Wroblewski, Donors Forum

\* Leadership group



Courtesy of Free Spirit Media

## PROGRESS TO DATE

In the first six months, the Recovery Partnership made significant progress. More than 200 participants from 50 foundations and almost every City department and sister agency attended work sessions, contributed to grant proposals, helped invest ARRA funds in Chicago, and continue to plan for the future of the program.

When the Recovery Partnership formed, it set three goals to define its purpose. Below are highlights of accomplishments in each area:

- Promote transparency of decision making, funding, and results
- Support nonprofits implementing stimulus programs
- Leave a sustainable, lasting legacy that continues to improve the quality of life for all Chicagoans

## **PROMOTE TRANSPARENCY**

At its core, the Recovery Partnership promotes transparency by including foundations in the City's decision making and grant applications. Each Strategy and Coordination Team has been critical to shaping recovery programs in its area. This is an unprecedented level of inclusiveness -- achieved in record time.

**City and foundation staff  
are working together in new  
and unexpected ways, and  
both appreciate the  
constructive outcomes**

*Julia Stasch,  
Vice President, The John D. and Catherine  
T. MacArthur Foundation*

Prior to ARRA, the City of Chicago pioneered municipal transparency in many ways, from online contracts and payments to streamlining City Council meetings on the internet. The Recovery Partnership views ARRA as an opportunity to raise the bar even further.

More than 50 team meetings promoted transparency goals by bringing partners to the table with the City to provide input, align their own resources with stimulus priorities and to look for opportunities for collaboration. The foundation partnerships helped connect new partners with the City and helped other organizations apply for funds for which governments were not eligible. For example, the John D. and Catherine T. MacArthur Foundation hosted workshops to help Section 8 public housing landlords learn about ARRA programs. As a result, 18 owners applied for these funds, the highest number of applicants of any city.

Free Spirit Media, a youth media nonprofit, is leading a team of youth in high school and college in an effort to document how the economic stimulus program impacts individuals and communities, in the spirit of WPA photo-documentaries. The project is supported primarily by the Joyce Foundation, with additional support from the Steans Family Foundation and After School Matters.



Free Spirit Media  
youth interns  
interview a youth  
summer trainee.

Chicago's Recovery website – a collaboration of the City, businesses, and foundations – tracks grant applications, awards, progress on projects, and jobs created with a newsletter and RSS feeds.

Throughout the city, road signs and billboards indicate which projects were funded by ARRA. Taking it a step further, the CTA created automatic announcements on its hybrid buses which state that the buses were purchased with ARRA funds.

## **SUPPORT NONPROFITS**

Chicago relies on nonprofits to assist in the delivery of social services, as do most cities, and typically re-grants federal funds to 700 nonprofits on an annual basis. ARRA was not a typical process, requiring nonprofits to respond to RFPs in just days and to begin work more quickly. The Recovery Partnership will continue to help the City reach new nonprofits, reduce red tape to pay service providers faster, and support organizations that are not equipped financially or administratively to deal with ARRA's requirements and deadlines.

The Donors Forum brought new nonprofits to the table to learn about grant opportunities. With support from The Chicago Community Trust, the Donors Forum hosted information sessions and how-to workshops, tailored to specific grants.

The Partnership for New Communities led several foundations to form an external review panel to speed the review of a record number of applications.

**The City of Chicago is leading a particularly ambitious effort to help charities use stimulus money effectively.**

*The Chronicle of Philanthropy,  
May 21, 2009*

Michael Reese Health Trust, Partnership for New Communities, and Lloyd A. Fry Foundation support a youth summer employment study. The three grants help match federal funding for a national study led by Brandeis University to understand how to make future youth summer employment programs more effective.

The successful "Fix Your Mortgage" program expands to the suburbs. The model was supported by the City and The Chicago Community Trust. It proved so successful that the Trust extended it to suburban communities.

MBA students from Kellogg School of Management and Chicago Booth, managed by the Civic Consulting Alliance, redesigned the City's contracting and invoicing process, cutting processing time in half, thereby transferring money to nonprofits faster and speeding up the delivery of services to those most in need.

## **LEAVE A LEGACY**

The Recovery Partnership is tangible evidence of the City of Chicago's commitment to transparency and sound management of ARRA funds that will provide economic opportunity and improve the quality of life for all Chicagoans. A goal of the Recovery Partnership is to leave a valuable legacy whereby the new public-private collaborations address the needs of Chicago residents and support Chicago nonprofits, now and in the future. The work of the Recovery Partnership can also serve as a model for cities across the nation.

**The evaluation collaborative, bringing together a cross-disciplinary team from several universities, will advance our understanding of how specific social service programs work and will be a unique contribution to the national knowledge base on the effects of ARRA.**

Shared services for government agencies are advancing under ARRA. In Chicago, the Recovery Partnership launched the first citywide database across the City and sister agencies – a precedent for future back-office and IT collaboration.

To accelerate implementation of the Chicago Climate Action Plan, the City applied for various ARRA energy efficiency grants. For some, the Recovery Partnership was critical to the competitiveness of the grant applications. For example, LEK Consulting helped write the Clean Cities grant application. The City was awarded the second largest grant in the nation. The project will deploy 554 alternative-fuel and hybrid-electric vehicles, install 153 alternative fueling and re-

charging stations throughout the area, and will help displace 3 million gallons of petroleum per year.

The Evaluation Collaborative, bringing together a cross-disciplinary team from several universities, will advance our understanding of how specific social service programs work and will be a unique contribution to the national knowledge base on the effects of ARRA. At a series of national conferences, the Recovery Partnership will help other cities and the federal government understand the impact of large-scale metropolitan investment, which programs work and why, and how to shape public policy to stimulate economic growth.

The Broadband Team came together to submit an application for Broadband Technology Opportunities Program (BTOP) funding, and the collaboration between City departments, research institutions, technology companies and foundation partners has catalyzed a long-term dialogue on Chicago's technological future. The Chicago Community Trust funded a professional grant writer to help the City draft a grant application which helped to bolster the City's chances of receiving the transformative grant funding. Whether the grant proposal is approved or not, The Chicago Community Trust, The MacArthur Foundation, and other partners are committed to supporting community-based broadband applications, and the University of Illinois at Chicago is engaged in a long-term evaluation of broadband usage in Chicago.

**Being the youngest at the job, I learn a lot of exciting and interesting things. I learn how to create a solar panel, what does a solar panel do, and how can we use solar panels to save the world.**

*Participant in Youth Ready Chicago  
Program at the Science Institute of  
Columbia College*

Government, foundation, and academic participants have developed new relationships that will endure beyond the Recovery Partnership. The Strategy and Coordination Team on Public Safety, Housing and Energy, and Workforce Development are creating nationally innovative programs that would not be possible without the cross-sector collaboration.



Courtesy of Free Spirit Media

## LESSONS OF COLLABORATION

The Chicago Recovery Partnership is an unprecedented public-private partnership -- for its speed, inclusiveness, and scope. It may be the most ambitious, far-reaching strategic partnership to arise in an American city as a result of the American Recovery and Reinvestment Act. The challenges the participants faced and the ways they solved these challenges offer lessons of collaboration for other cities, both during recovery implementation and thereafter.

The Evaluation Collaborative will develop a systematic understanding of this collaboration and how it works. In the meantime, some of the lessons include:

- Strategic plans accelerate innovation and implementation
- Goal-oriented collaborations move faster
- Broad information sharing increases grant funding
- Deadlines drive change, and collaborations help create deadlines.

Strategic plans accelerate innovation and implementation. Where the City and its partners already had in place several long-range strategic plans, the decisions of how and where to invest ARRA funds could be made much faster, focusing on the priorities within those plan. Plans like the Chicago Climate Action Plan and The City That Networks, provide immediate guidance for “shovel-ready” investments in which new federal funding acts as an accelerant to implement these bold initiatives. For example, the goals of the Preservation Compact, a joint plan of the City and the John D. and Catherine T. MacArthur Foundation to promote residential retrofits of multi-family buildings, can now be more quickly achieved given the availability of ARRA funds that can be used for this purpose.



The Recovery Partnership has expanded several long-term strategic plans.

Goal-oriented collaborations move faster.

Groups that set specific goals, such as writing the broadband application or hosting foreclosure workshops, more quickly developed effective collaboration between government and foundations. As diverse groups come together, identifying more specific goals of this sort will help the parties find common ground. Goals that can be measured act as a catalyst for collaboration – quality goals bring quality collaboration.

**Goals that can be measured act as a catalyst for collaboration.**

Broad information sharing increases grant funding levels. By promoting ARRA grant opportunities through the networks of all participants, the Recovery Partnership was able to help encourage the submission of more applications for more funds. For example, the Section 8 Energy Retrofit opportunity received more applications from Chicago organizations than from any other city.



Deadlines drive change, and collaborations help create deadlines. A regular schedule of meetings with outside parties helps organizations, often mired in the everyday, set targets for innovation and change. The pressing deadlines helped diverse stakeholders agree on priorities and, even more so, agree on steps to meet them. By agreeing to a set of milestones up front, and reminding participants of the milestones through professional project management, we make progress regularly, rather than "putting out fires." As local governments face an increasing pace of competition and innovation, harnessing the collaboration of outside parties can help with program effectiveness and new idea generation.

**The Recovery Partnership  
is a great example of how  
the nonprofit and  
philanthropic  
communities can partner  
with public leaders in a  
moment of great need.**

*Ellen S. Alberding,  
President, The Joyce Foundation*

## **APPENDIX**

Testimonials from youth summer interns

Success stories from job seeker programs

## **Youth Ready Chicago Program at the Science Institute of Columbia College Chicago**

Mayor Daley's Youth Ready Chicago Program provides inner-city youth with an opportunity to work both in the private and public sectors in order to prepare them for the job market. In the summer of 2009, 20 inner-city students, aged 14-18, participated in the Science Institute of Columbia College.

Below are testimonials written by the students after the program.

My impressions of summer internship at Columbia College.

My experiences at Columbia College were all great. I learned many skills that if I had not been in this internship I wouldn't have learned. I learned how to solder, how to connect electric currents, and even how to properly dress and present yourself to a interview.

Besides working with my hands I also learned how to think very quickly thanks to the computer software (which was very hard) we used programs like cool edit and premiere pro. My favorite part of the program was when we took fieldtrips. My favorite was to the field museum.

What have I learned in this program?

What I have learned is how to measure the velocity and current of something. I've also learned what materials are a conductor of electricity. I've also learned how to make a circuit. Lastly what a circuit is.

What have I enjoyed in this program?

I've enjoyed doing science this summer. Also, learning new things that have to do with science. I've also enjoyed making friends. Lastly sharing on experience with other people.

Working at Columbia College has been the best experience I have ever had working at different internship programs. I learned a lot about science and history. I got a chance to get hands on experience with a lot of technology and tools. My favorite part are going on fieldtrips... I didn't realize how Chicago was such a great city. Now I look at it different and I admire it a lot more.

I like this program because it relates to what I expect to learn this people who I work with are wonderful and they are the group of people that I would hang out with. While working with other students from other high schools as well as students that recently attended Columbia College, still attend or went to another college. Working in this program I learned new skills and earned new friends.

If I were to be asked to join this program I would jump at the chance when it comes my way. This program taught me many things that if I knew I would be learning these skills, payment won't be needed. 8 weeks of this program I didn't expect it to be interesting and beneficial. By working here I can get advise on college life and financial aid, because its not everyday you get work with students who had been through what I look forward to.

Dear Columbia Staff,

This year I really enjoyed this job, this was a great experience I had with a job. At my old job it was horrible, but this was actually fantastic. All of these things that you all taught me was good. Doing experiments was fun.

I will miss this job, but I will remember the fun I had. This was a great job, other people from my center were mad when I told them what I do because their job sucks. It was funny too, but too bad for them.

P.S. the only thing you all need is more and more activities.

## **Success Stories for Adult Job Seeker Program Participants at the Howard Area Community Center\***

### **Sarah**

Sarah came to the Howard Area Community Center looking for training to be an Esthetician. Sarah had formerly worked in a failed real estate industry, was forced to look for a career change and came to our WIA program. Being over 50 years of age and an immigrant from Poland, Sarah thought it would be impossible to find work in this fledging economy and had never had to go out and look for work before. When Sarah found out that there was a program, WIA, designed to help individuals with occupational skills training, even at an older age, she could get back on her feet on the road to self-sufficiency.

Since then, Sarah completed a 750-hour Esthetics training from Marco Polo Schools of Esthetics using an ITA through the WIA program. After her completion, because of the Federal Economic Stimulus dollars available, Sarah was able to take out a small business loan and open her own natural food store and spa! Sarah is now hiring other people that come through the WIA program to work in her spa as Estheticians or Nail Technicians. This could not be possible without the Federal Economic Stimulus money available to people like Sarah.

### **Jen**

Jen moved from Texas to Chicago 6 months ago. Jen had a design business that failed due to the economy and was forced to move to Illinois with her four children in seek of another opportunity. Jen had to apply for TANF assistance through the Department of Human Services in Illinois. TANF required Jen to work 20 hours per week towards employment, job training or education and was referred to the Howard Area Community Center. Part of her 20-hour a week training was that she volunteered to work the Reception Desk at the Employment Resource Center to gain her hours needed. Jen proved she had exceptional administrative skills and a commitment to finding employment.

Due to the Federal Economic Stimulus dollars, HACC was able to hire our existing Administrative Assistant as a full-time Case Manager with benefits for the WIA program and left a vacant position open. Jen was the perfect person for this position! Jen is now

working full-time with full medical benefits as a Receptionist and has been able to move into a larger home for herself and her 4 children, maintain car payments, and is hopeful for their future in Illinois. Jen no longer needs TANF assistance and self-sufficient.

### **Clarice**

Clarice was referred to the Howard Area Community Center by the Department of Human Services as she had applied for TANF support. TANF required Clarice to work 20 hours per week towards employment, job training or education and was referred to the Howard Area Community Center. Clarice was a steady participant in our free computer classes, taking MS Word, MS Access, and MS Excel. After the computer classes ended, she would remain in the computer lab working on her resume, drafting cover letters, and working directly with Case Managers about career goals and needs. She impressed our staff with her optimistic attitude every morning and her obvious desire to make her future better for herself and her son. Because of the Federal Economic Stimulus dollars, HACC was able to hire 2 additional Case Managers, which allows us to work intensively with individuals towards job placement and career development, such as Clarice.

We are pleased to say that Clarice has now gained full time employment, with medical benefits, at the Howard Area Leadership Academy as an Administrative Assistant. As a direct result of the Federal Economic Stimulus Package, the Howard Area Leadership Academy was able to hire additional staff and Clarice no longer need TANF assistance.

\*Names have been changed to protect the privacy of the job seekers.



## Chicago Recovery Partnership



Richard M. Daley, Mayor