

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*

November 2010
FINAL REPORT

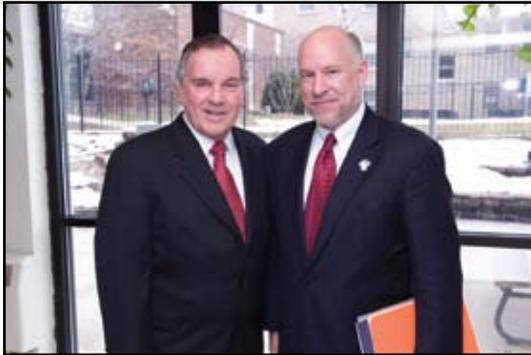


City of Chicago
Richard M. Daley
Mayor



A Message from Mayor Richard M. Daley and Terry Mazany

November 5, 2010



The recession of the last two years has significantly impacted Chicago and every city across the nation. During this tough economic time, the City of Chicago, along with private and non-profit organizations, has relied on creative partnerships more than ever to benefit our residents.

In February 2009, the passage of the federal American Recovery and Reinvestment Act (ARRA) made available \$787 billion in aid to address the nation's economic crisis. In April 2009, we formed the Chicago Recovery Partnership to effectively obtain and strategically invest Recovery Act funds in the Chicago community. Almost two years later, we have many examples of investments in Chicago that would not exist without ARRA funding and Recovery Partnership stewardship.

The Recovery Partnership involved the active participation of public, private and philanthropic leaders from around the city. Participating foundations and pro bono businesses have helped the City receive over \$2 billion in ARRA funds related to workforce development, transit, health, public safety, technology and other areas. As the Recovery Partnership comes to an end and we work toward economic recovery, public-private partnerships will continue to play a crucial role in maximizing federal dollars directed to Chicago to benefit our residents.

The Recovery Partnership leaves behind a legacy of great accomplishment and lasting collaborations among its many individuals and organizations. We would like to thank the numerous Recovery Partnership participants for their time, energy, expertise and investment of resources. Because of their involvement, Chicago's public-private partnerships continue to be a model for the nation.

Sincerely,

Richard M. Daley
Mayor
City of Chicago

Terry Mazany
President and CEO
The Chicago Community Trust

Participants In The Chicago Recovery Partnership

The Chicago Recovery Partnership Is Comprised Of 100 Public And Private Organizations

PRIVATE

Access Community Health Network • The Albert Pick, Jr. Fund • Alphawood Foundation • 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 • CNT Energy • The Coleman Foundation • Community and Economic Development Association • Community Memorial Foundation • Crown Family Philanthropies • DLA Piper • Donors Forum • The Richard H. Driehaus Foundation • Eleanor Foundation • Elizabeth F. Cheney Foundation • Gaylord and Dorothy Donnelley Foundation • The Field Foundation of Illinois • The Field Museum • Future Energy Enterprises • The Goodman Family Foundation • Grand Victoria Foundation • Howe & Hutton • Illinois Clean Energy Community Foundation • The Irving Harris Foundation • Jane Addams Resource Corporation • Jewish United Fund/Jewish Federation of Metropolitan Chicago • The Joyce Foundation • JPMorgan Chase • The Mayer & Morris Kaplan Family Foundation • Kellogg School of Management • KPMG • Kraft Foods • Legacy Fund • L.E.K. Consulting • Lloyd A. Fry Foundation • Loyola University • The John D. and Catherine T. MacArthur Foundation • Mayer Brown • McCormick Foundation • McDougal Family Foundation • The William G. McGowan Charitable Fund • The Elizabeth Morse Charitable Trust • National Safety Council • The Northern Trust • The Oprah Winfrey Foundation • The OSA Foundation • The Otho S.A. Sprague Memorial Institute • The Partnership for New Communities • Polk Bros. Foundation • Prince Charitable Trusts • Michael Reese Health Trust • Renaissance Schools Fund • Retirement Research Foundation • Safer Pest Control Project • School of the Art Institute of Chicago • Siragusa Foundation • Spencer Foundation • Steans Family Foundation • Terra Foundation for American Art • The Pritzker Traubert Family Foundation • United Way of Metropolitan Chicago • The University of Chicago • University of Illinois at Chicago • The Wieboldt Foundation • Women Employed • Woods Fund of Chicago

PUBLIC

Chicago Fire Department • Chicago Housing Authority • Chicago Metropolitan Agency for Planning • 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

Since the Recovery Partnership launched in April 2009, it has grown to include more than 350 individuals from the City of Chicago, foundations, nonprofits, businesses, and universities. Participants organized and attended over 70 working sessions. For a complete listing of Recovery Partnership participants, please see the appendix.

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Overview of the Recovery Partnership

Since the federal American Recovery and Reinvestment Act (ARRA) was passed in February 2009, Chicago's Recovery Partnership has helped the City of Chicago secure an extraordinary \$2.2 billion in federal grants, including \$469 million in competitive funds. As the national recession continues to affect the City and its residents, these funds have been critical in restoring Chicago's communities and providing aid to residents in need.

With the support of the Recovery Partnership, the City has used ARRA grants to help families keep their homes, put new police officers on the streets, make houses more energy-efficient, provide jobs for teens, build or preserve thousands of affordable housing units, expand access to technology in underserved neighborhoods, and repave deteriorated roadways, among numerous other projects.

In April 2009, in response to the unprecedented \$787 billion in federal economic recovery resources available through ARRA, Mayor Richard M. Daley invited all Chicago-based foundations to join the City in establishing the Recovery Partnership. Given the unique opportunity presented by the stimulus package for federal investment in projects critical to Chicago's economy, the Recovery Partnership has sought to secure and implement federal funds as effectively as possible.

Thanks to Mayor Daley's vision and the leadership of The Chicago Community Trust, the Recovery Partnership developed quickly and efficiently. Within two months of the announcement of ARRA, over 100 business executives, foundation leaders, and City managers had come together to form eight highly-organized strategy and coordination teams with a goal of working together for the initial two years of ARRA funding.

Chicago's strong civic infrastructure enabled the Recovery Partnership to form quickly and efficiently, while involving various public and private organizations. When embarking on this effort, the City and foundations turned to the Civic Consulting Alliance to organize, staff, and manage the effort. Civic Consulting is a nonprofit unique to Chicago that builds pro bono partnerships between business experts and government leaders to reshape how the City works. By committing to issues over a long period of time and targeting private-sector pro bono resources at critical points, Civic Consulting helps Chicago address significant community and economic issues.

To organize and staff the Recovery Partnership, Civic Consulting turned to the global law firm Mayer Brown. Associates from Mayer Brown, with expertise in public-private partnerships and federal funding programs, joined staff from Civic Consulting to help the City and foundations form an Oversight Group and eight strategy and coordination teams: Workforce Development, Transportation and Infrastructure, Broadband, Housing and Energy, Public Safety, Basic Needs, Education, and Transparency, Audit and Evaluation.

Without professionals on loan from Mayer Brown and Civic Consulting, it would have been very difficult for the City and foundations to approach the ARRA opportunities in such an organized and expedient manner. This type of private-sector assistance makes Chicago's stimulus efforts stand out from those of other large cities. In fact, the Chicago team from Mayer Brown was recognized with an award for the firm's Most Innovative Pro Bono Matter of the Year.

The Recovery Partnership is a historic collaboration among the City, foundations, nonprofits, and businesses. At its launch, Mayor Daley asked the partnership to:

- Promote transparency of decisions and investments
- Support the nonprofits that implement stimulus programs
- Streamline City processes to expedite fund transfers to delegate agencies, and
- Develop a sustainable, lasting legacy that will continue to improve the quality of life for all Chicagoans.

The Recovery Partnership's strategy and coordination teams identified and anticipated formula funding and competitive grant opportunities to ensure that the City was prepared to apply for all federal funds as soon as they became available. When Notices of Funding Availability were issued by the federal government, the teams brought the best of the public, private, and philanthropic sectors together to collaborate on grant applications and establish coordination of priorities and related funding decisions. As funding was awarded, the teams helped target the funds to achieve the greatest impact and developed outreach efforts to ensure that decisions were made as transparently as possible.

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 guaranteed all-around communication. Within months, the Oversight Group had rolled out a database to track each project in real time—the first such database connecting all City departments and sister agencies.

The Recovery Partnership has helped position Chicago to be particularly competitive for funding opportunities. With ongoing communication and an organized Oversight Group, the Recovery Partnership has involved the experts or agencies needed at the appropriate stage in the effort. While other public-private efforts have been effective focusing on a specific subject or issue, the Recovery Partnership has been able to span the issues affecting urban economic renewal.

Now that most ARRA funding streams are concluding, cities across the country face the same challenge: Funding for stimulus programs is ending, but there is still a great deal of work to be done as the economy continues to move toward recovery. In Chicago, the Recovery Partnership has created a strong base to address new challenges.

Many of the project teams brought together by the Recovery Partnership have identified new funding sources to ensure that projects can continue beyond ARRA. Meanwhile, other projects have already been granted ongoing funding by philanthropic organizations involved in the Recovery Partnership.

The overwhelming success of the Recovery Partnership demonstrates the vast potential of cross-sector collaboration in Chicago. The work accomplished by the Recovery Partnership through collaboration, organization, and information-sharing will not only have a lasting impact on the city, but also will stand as an example of how diverse sectors of the city can come together to accomplish great things for Chicago's residents.

“The Recovery Partnership is an example of the collaborative spirit of Chicago. Through the highly effective partnership, public, private and foundation partners came together during a difficult national recession to maximize Recovery Act funding to benefit the greatest number of residents possible during this tough economic time.”

– Mayor Richard M. Daley

Maintaining Government and Foundation Collaboration

Over the course of the 19 months of the Recovery Partnership, all participants have gained tremendous insight into what makes public-private partnerships work. Based on the success of the Partnership, the following include some of the characteristics that make public-private collaborations most effective:

- **New and innovative projects, with new funding opportunities.** Unique projects create an opportunity for creative, cross-disciplinary thinking, while new funding provides a context for timely discussions.
- **Projects that require cross-agency collaboration.** When a single group is responsible for a project, there is less room for collaborative work. Projects that necessitate cross-disciplinary involvement create greater buy-in from participants.
- **Champions who step forward to lead the collaboration.** A self-selected champion for a project can rapidly push forward project goals.
- **Concrete, achievable work with deadlines.** Small, clearly defined tasks and timelines encourage active participation from all team members.
- **Leadership from the Mayor's Office.** Involvement by the Mayor's Office emphasizes a project's significance, while members from the Mayor's Office provide valuable guidance and oversight.
- **Designated project management.** An independent project manager can keep team members focused on common goals by setting clear meeting agendas and assigning tasks.

Teams possessing these characteristics are best able to:

- **Produce more competitive federal grant proposals** – Chicago Housing Authority's (CHA) competitive grant proposals, which were based on a decade of City and foundation collaboration, received more funding than any other housing authority in the nation.
- **Receive bridge funding for projects not covered by federal programs** – ARRA funds to employ formerly incarcerated individuals to perform "deconstruction" projects, a newer industry in Chicago, was supported by the The Boeing Company which provided funding to hire a deconstruction expert to help launch the program.
- **Engage in transparent decision-making** – Scorecards demonstrate the transparency in decision-making by all Recovery Partnership teams.
- **Create more strategic investments** – Smart Chicago invested in targeted digitally-underserved communities and in a fund for program sustainability.
- **Promote strong cross-sector relationships** – The Green and Healthy Housing Initiative project team deepened connections between Chicago's environmental and housing experts working together to increase efficiency of service delivery across funding streams and achieve complementary goals.
- **Increase efficiency of government operations** – The delegate agency contracting process was streamlined by working with key stakeholders to evaluate and improve the existing process.

Participants in the Recovery Partnership reported that the partnership provided a great opportunity for different City agencies, foundations, and nonprofits to align priorities, build upon each other's work, and leverage funds effectively across organizations.

The Recovery Partnership also gave participants the opportunity to gain a broader understanding of Chicago’s needs, looking beyond their own silos to recognize how issues within each functional area are being tackled from a city or state policy perspective. Without the Recovery Partnership, many of these different organizations would not have had the opportunity to come together and work on initiatives to improve the quality of life of Chicago residents.

After the Recovery Partnership sunsets with the end of Recovery Act funding, ongoing projects will continue and Recovery Partnership members will continue to seek new opportunities for cross-sector collaboration to build on previous successes.

As a legacy, the Recovery Partnership recommends establishing a formal structure for the City and foundations to continue to collaborate on critical issues as they emerge. In 2011, such critical issues may include workforce development, public safety and youth engagement, and implementing the Smart Chicago Program to leverage broadband to spur neighborhood economic development.

To guide these efforts, a successor to the Recovery Partnership Oversight Group should be established with defined membership, clear roles, and a regular schedule of meetings. Its members should include leaders from both the City and foundations. Staff support should be provided by an organization like Civic Consulting to ensure effective meetings and to establish ongoing communication. The members should work toward an alignment of City and foundation funding priorities and encourage continued collaboration. Competitive federal funding opportunities – especially those that are cross-sector – will provide impetus and deadlines for these collaborations that can benefit Chicago residents.

The accomplishments of the Recovery Partnership have demonstrated that when diverse agencies and organizations work together toward a common goal, they can produce extraordinary results in a short timeframe. While the Recovery Partnership is now over, this collaborative spirit will continue. The relationships formed as a result of the Recovery Partnership will continue to thrive as groups collaborate to find new ways to tackle issues facing the City and its residents.

“Mayer Brown is honored to be a part of the Recovery Partnership. Through our work with the Civic Consulting Alliance, we continue the Firm’s commitment to helping address the significant policy challenges facing the City of Chicago.”

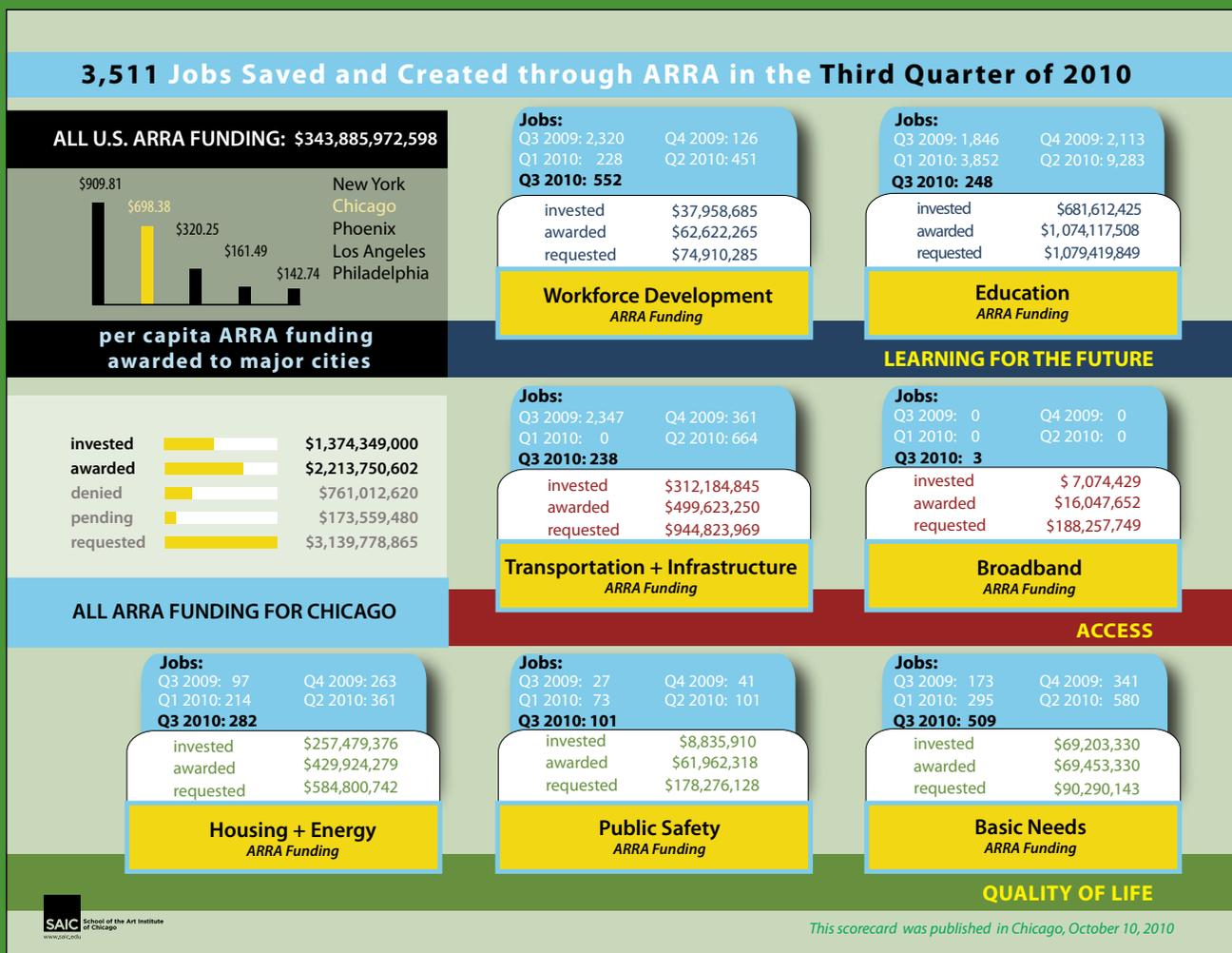
– Bert Krueger, Chairman, Mayer Brown

Measuring Progress and Leaving Legacies

To create transparency in Chicago's implementation of the federal stimulus process, the Recovery Partnership created the following scorecards to visually and contextually document money invested, awarded, and requested. These scorecards were made possible through a collaboration between civic, foundation partners, academia, and nonprofits. For each project category, the scorecards detail how ARRA funds were used, as well as how many jobs were created and saved as a result of these funds.

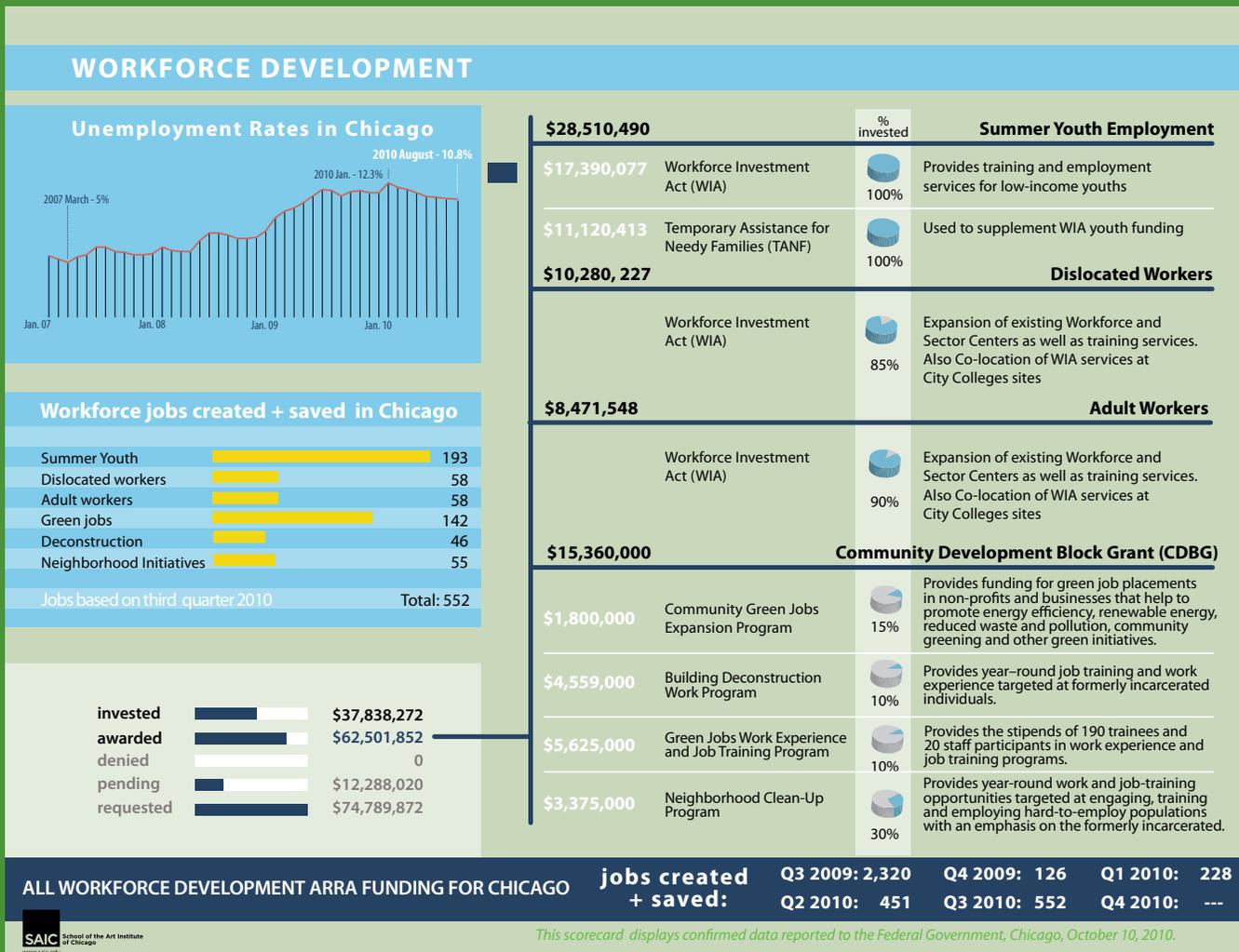
In addition to these statistics, the legacies left by the Recovery Partnership are a measure of its success. While ARRA funding resources were finite, the discussions and relationships that the Recovery Partnership built around them will continue to have an impact on Chicago's growth for years to come. The following pages describe some of the programs that will continue to carry on even after the Recovery Partnership has come to an end.

Scorecard 1: Overview



This overview scorecard shows that Chicago received the second highest level of ARRA funding of all U.S. cities (top left). Of the over \$3 billion requested, Chicago received \$2.2 billion (\$469 million of which was competitively awarded) and has invested \$1.4 billion to date (middle left). The summary boxes depict the total amount of money invested, awarded, and requested for each project area and list jobs saved and created by quarter, as reported to the federal government.

Scorecard 2: Workforce Development



As of August 2010, the unemployment rate in Chicago was 10.8% (top left), which is a decrease from a high of 12.3% in January 2010. Over the course of the Recovery Partnership, the City was awarded \$62.5 million in ARRA funds for Workforce Development (bottom left) and created or saved over 550 direct service jobs in the third quarter of 2010 which helped to support thousands of job seekers. Since the third quarter of 2009, over 3,600 jobs were created and saved in Chicago through ARRA funding for Workforce Development.

“Because of the Recovery Partnership, we in the foundation community worked closely with our City partners to align public and private resources and apply the lessons learned from employment and training initiatives that were already in progress. As a result, Chicago was far more strategic in deploying its ARRA dollars than it would have been without this partnership. Our collaboration definitely generated greater impact for communities and for families.”

– Maria Hibbs, Executive Director, The Partnership for New Communities



Enrique Zaladana, a participant in Jane Addams Resource Corporation (JARC)'s ARRA-funded employment program, now works in the manufacturing industry. Photo courtesy of Free Spirit Media.



Sherwin Reed, another participant in the JARC employment program. Photo courtesy of Free Spirit Media.

The Recovery Partnership created an avenue for information sharing that allowed delegate agencies and fund recipients to use resources strategically, putting funds where they were most needed

Grants and Funders Promote Workforce Development

The current recession is the worst recession in seventy years and it has had a dramatic impact in people's lives, raising the national unemployment rate to 10%. Chicago is no different, with the current unemployment rate in Chicago reaching 10.8%. The City made it a priority to help Chicagoans find and keep jobs to improve individual economic stability and the overall health of the city's economy. When funding became available through the Recovery Act, the Recovery Partnership recognized an opportunity to leverage existing relationships between funders and the Chicago Workforce Investment Council (CWIC) to quickly make progress in Chicago's workforce development arena.

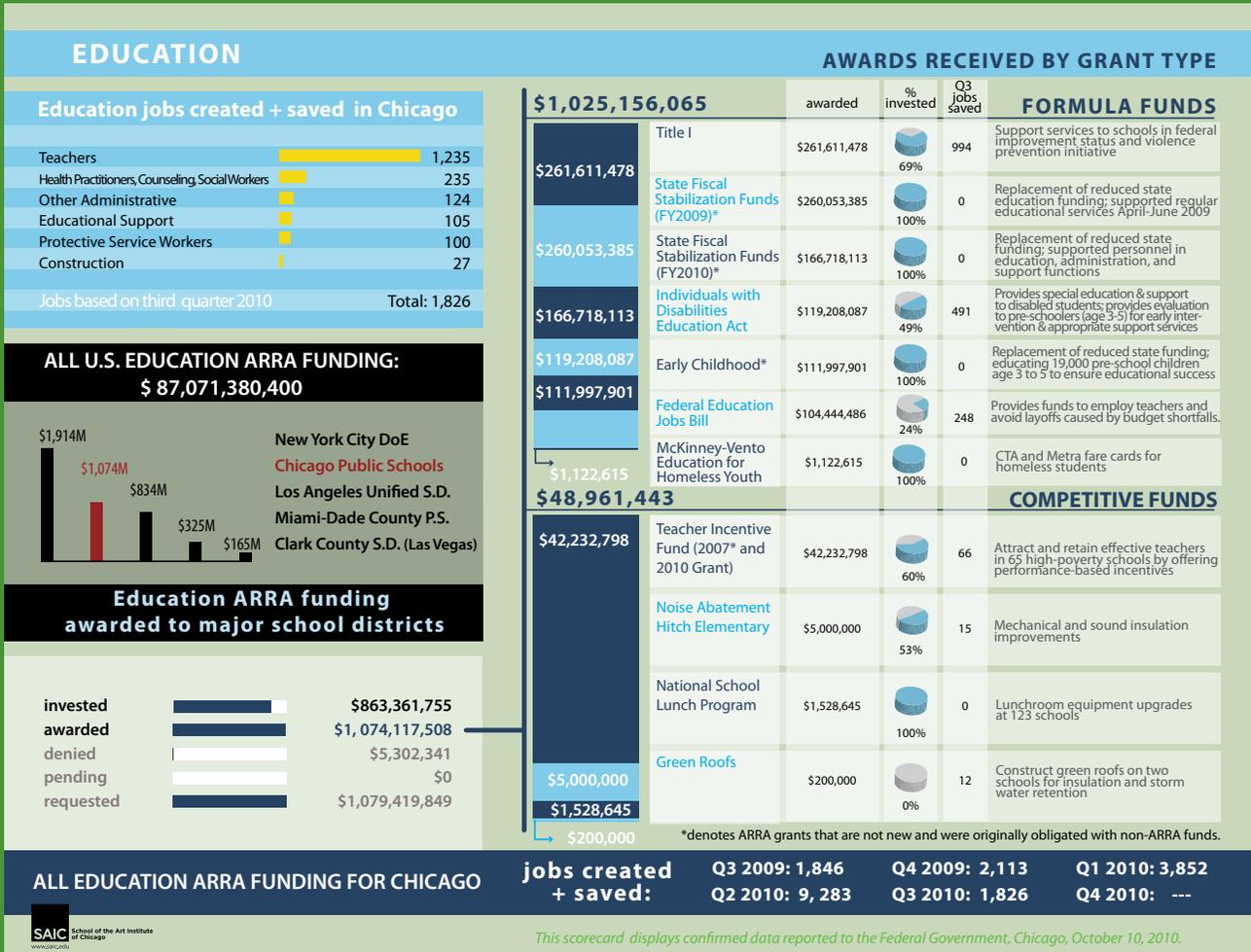
A group from CWIC, The Chicago Community Trust, the Fry Foundation, and Mayer Brown led the Recovery Partnership effort to turn varied funding opportunities from ARRA into a coordinated effort. The Recovery Partnership created an avenue for information sharing that allowed delegate agencies and funding recipients to use resources strategically, putting funds where they were most needed and avoiding redundant projects.

The Recovery Partnership also created the opportunity to attract new investments to the City's workforce programs. Funders stepped up with significant contributions, including The Boeing Company, which donated \$82,500 to establish a coordinator for a new deconstruction program that hired 59 formerly incarcerated residents. In addition, the 2016 Fund for Chicago Neighborhoods used \$2 million in existing funds to leverage \$20 million in Temporary Assistance to Needy Families (TANF) emergency funds to provide 2,200 short-term jobs and improve the long-term employment outlook for chronically jobless Chicagoans.

In total, the City received \$62 million in ARRA funding to promote job development and retention through programs such as Community Development Block Grant-Recovery, Dislocated Worker Employment and Training Activities, Summer Employment for Youth, Expansion of Community Service Employment for Older Americans, and Pathways Out of Poverty.

Even though Recovery Act funding has come to a close, the funders group will continue to meet regularly to identify new opportunities to fund workforce development programs in Chicago. In addition to contributing financially, funders had the opportunity through the Recovery Partnership to help strategize and contribute their expertise to project proposals, which allowed them to experience the potential of cross-sector involvement. By reducing the work necessary to connect the public and private sectors, the Recovery Partnership helped the City acquire funding and use it strategically to significantly impact workforce development in Chicago.

Scorecard 3: Education

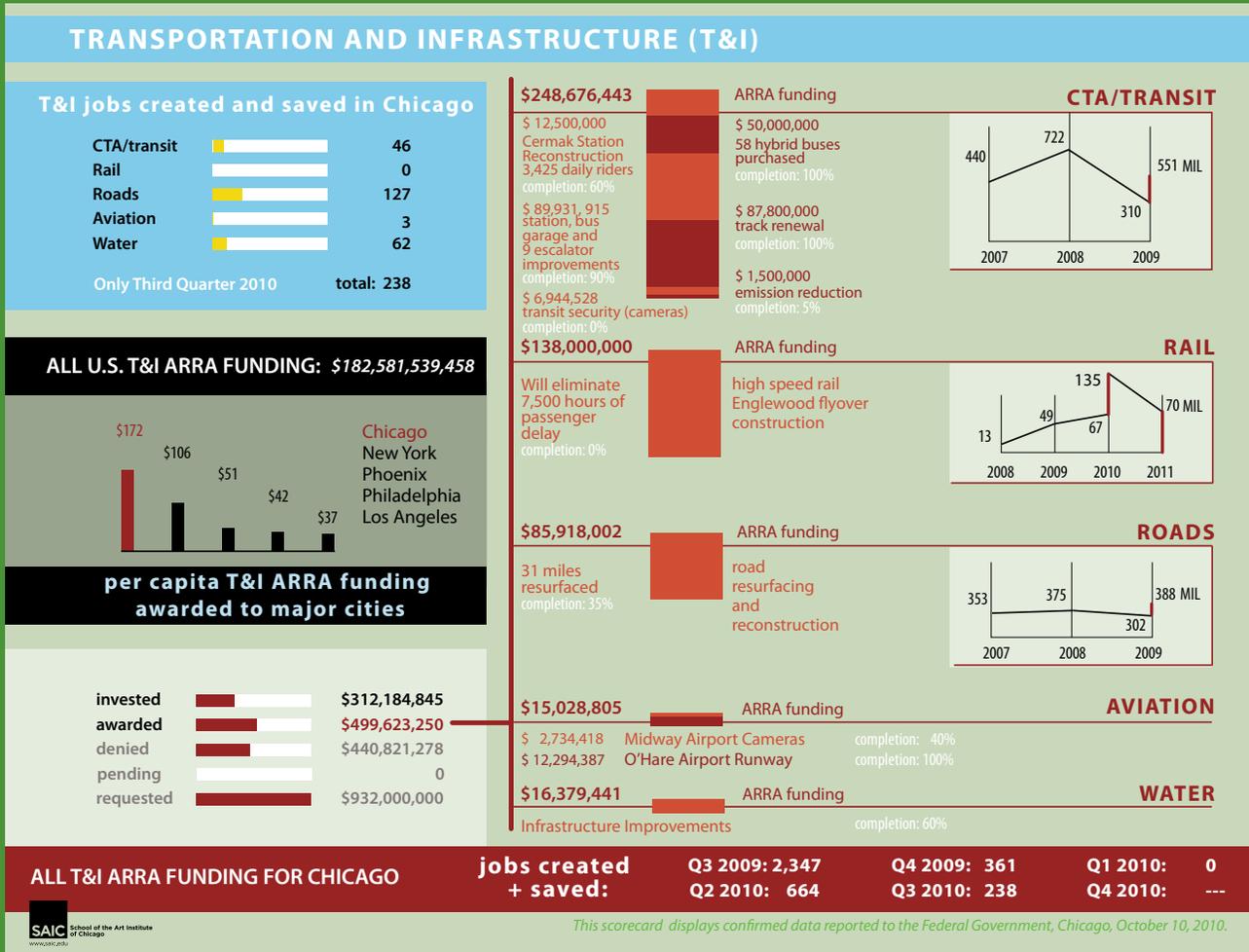


As a result of ARRA funding, 1,826 education jobs were created and saved in Chicago in the third quarter of 2010 (top left). The Chicago Public School system received the second highest level of ARRA funding of all major U.S. school districts, after New York (middle left). Chicago was awarded a total of \$1.074 billion in ARRA funds for Education (bottom left)—\$1.025 billion in formula funds and \$50 million in competitive funds (right side). Since the third quarter of 2009, over 18,900 jobs were created and saved in Chicago through ARRA funding for Education.

“Nothing is more important to student success than our teachers. ARRA funding has helped Chicago Public Schools create and retain thousands of teacher positions. It’s helped our schools cultivate a culture of performance and use data to improve student achievement. And the funding has helped ensure our students are safe and ready to learn. The Recovery Partnership provided invaluable leadership, capacity building and research support all along the way.”

– Ron Huberman, Chief Executive Officer, Chicago Public Schools

Scorecard 4: Transportation and Infrastructure



In the third quarter of 2010, a total of 238 Transportation and Infrastructure (T&I) jobs were created and saved in Chicago through ARRA funding (top left). Chicago received the highest per capita amount of T&I ARRA funding of all major U.S. cities (top middle). Over the course of the Recovery Partnership, Chicago received \$499 million in funding for T&I (bottom left). Of these funds, \$249 million was awarded for CTA/Transit, \$138 million for Rail, \$86 for Roads, \$15 for Aviation, and \$16 million for Water (right side). Since the third quarter of 2009, over 3,600 jobs were created and saved in Chicago through ARRA funding for T&I.

“Infrastructure improvements are very important to CTA, but are dependent on capital funding which is especially limited in a down economy. Recovery Act funds have allowed for critical upgrades during a time of financial constraint, including station renovations, track improvements that reduce delays, and the purchase of hybrid buses to further green CTA’s fleet. Without the Recovery Act, this could not have occurred.”

Richard L. Rodriguez, President, Chicago Transit Authority



Renovation of Cermak-Chinatown CTA Red Line stop. Photo courtesy of Free Spirit Media



Construction on Chicago Avenue between Lavergne Avenue and Laramie Avenue. Photo courtesy of Free Spirit Media

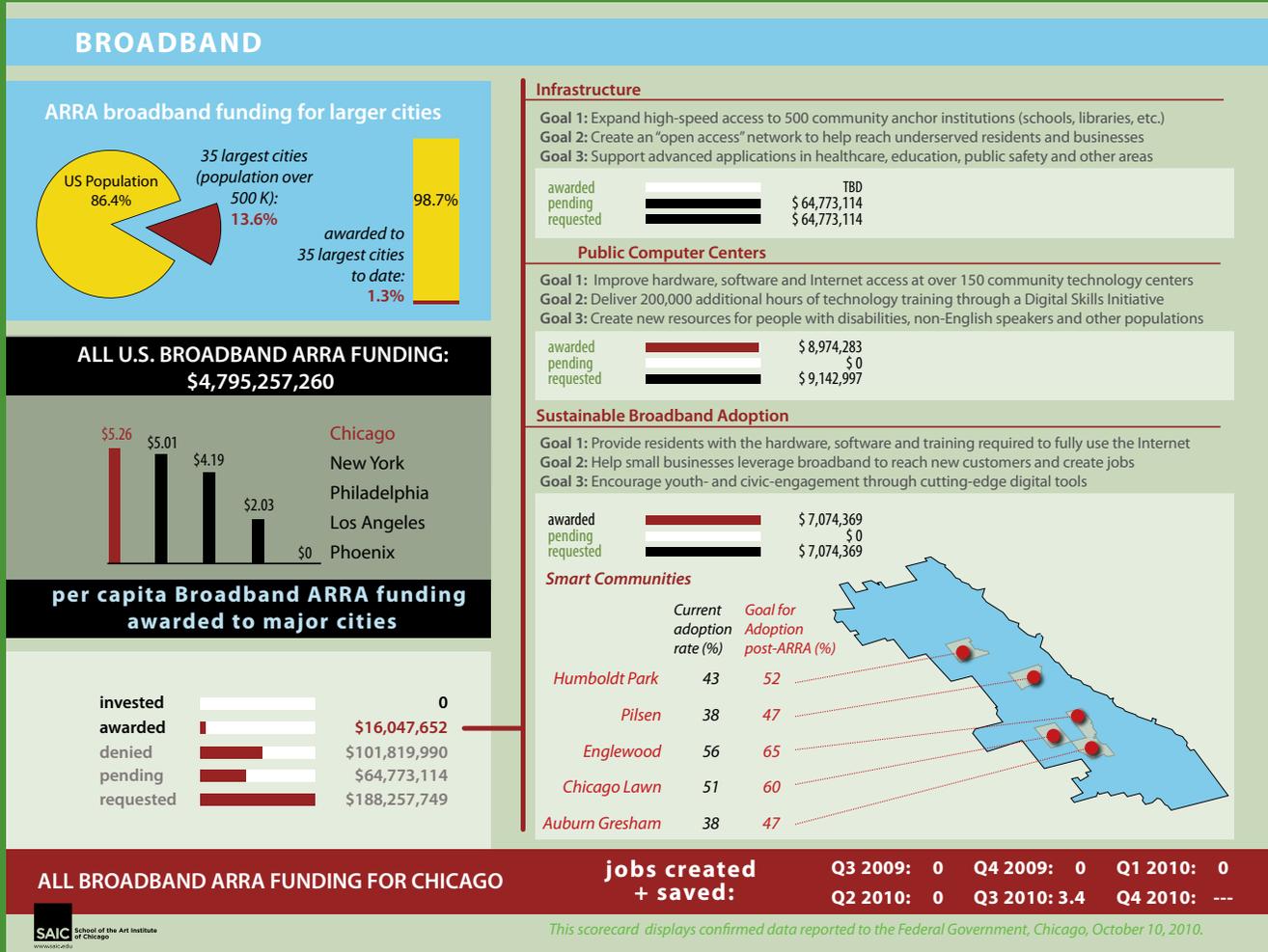


Chicago Avenue road reconstruction by the Chicago Department of Transportation. Photo courtesy of Free Spirit Media



Canal Street resurfacing. Photo courtesy of Free Spirit Media

Scorecard 5: Broadband



The 35 largest cities in the U.S. comprise 86.4% of the national population, but received only 1.3% of all ARRA broadband funding (top left). Chicago received the highest level of broadband funding from ARRA of all major U.S. cities. Over the course of the Recovery Partnership, Chicago was awarded \$16 million in ARRA funding for Broadband projects (bottom left), which was invested toward public computer centers and sustainable broadband adoption projects (right side).

“The Recovery Partnership has helped to attract new resources to the Smart Communities Program. From ARRA grant writing assistance to planning support, the Recovery Partnership has helped the City and LISC/Chicago expand its work toward achieving digital excellence in Chicago.”

– Andrew Mooney, Executive Director, LISC/Chicago



Briana Harper, a senior at Maria High School, and other students in the Digital Youth Summer Jobs (DYSJ) program tour the robotics lab at the Illinois Institute of Technology. The visit was designed to give DYSJ participants an up close and personal look at higher education.

Smart Chicago

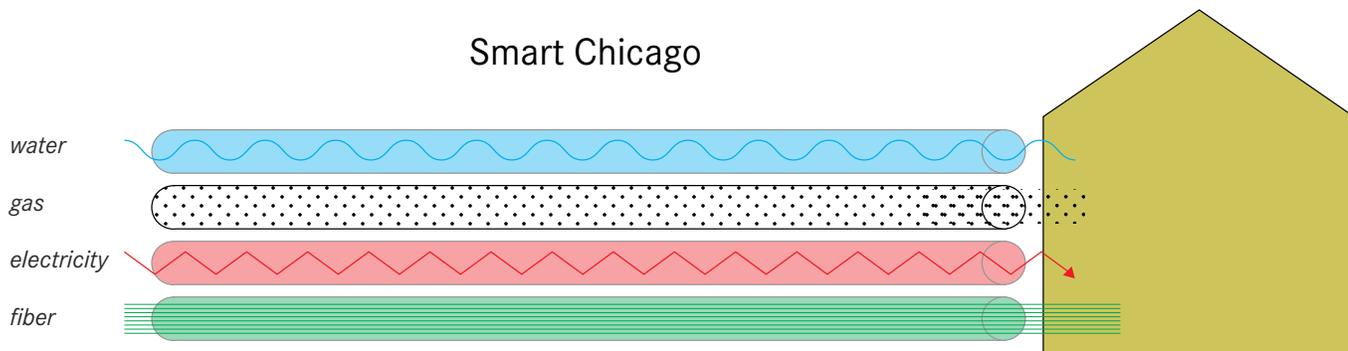


Photo credit: Gordon Walek, LISC/Chicago



DYSJ youth at the Puerto Rican Cultural Center in the Humboldt Park neighborhood receive Broadband2Go cards from Sprint, giving them six months of free mobile web access on their laptops.

The Smart Communities Program will serve as a national model for bringing technology to underserved communities and is an excellent example of the legacy of the Recovery Partnership

Digitally Underserved Communities Gain Broadband Access

Broadband Internet access today is crucial to quality of life and socioeconomic inclusion. However, a 2008 academic study conducted by the University of Illinois at Chicago and the University of Iowa found that 31% of Chicago households were completely disconnected and another 8% lack the broadband speeds required to fully utilize the Internet. Underserved residents cite a range of reasons for not adopting broadband: lack of training, concerns about privacy and safety, low relevance, and high costs.

To address this digital divide in Chicago, Mayor Daley launched the innovative Digital Excellence Initiative, a public/private partnership aimed at ensuring that all Chicagoans have the technological tools to compete and thrive in the 21st century. A key component of this initiative is the Smart Communities Program, a partnership with LISC/Chicago to provide five digitally underserved pilot neighborhoods—Auburn Gresham, Chicago Lawn, Englewood, Humboldt Park and Pilsen—with access to technology and the education and training to use it effectively. Although planning efforts began in 2008, prior to the Recovery Act, the program lacked the funding necessary to fully implement these projects.

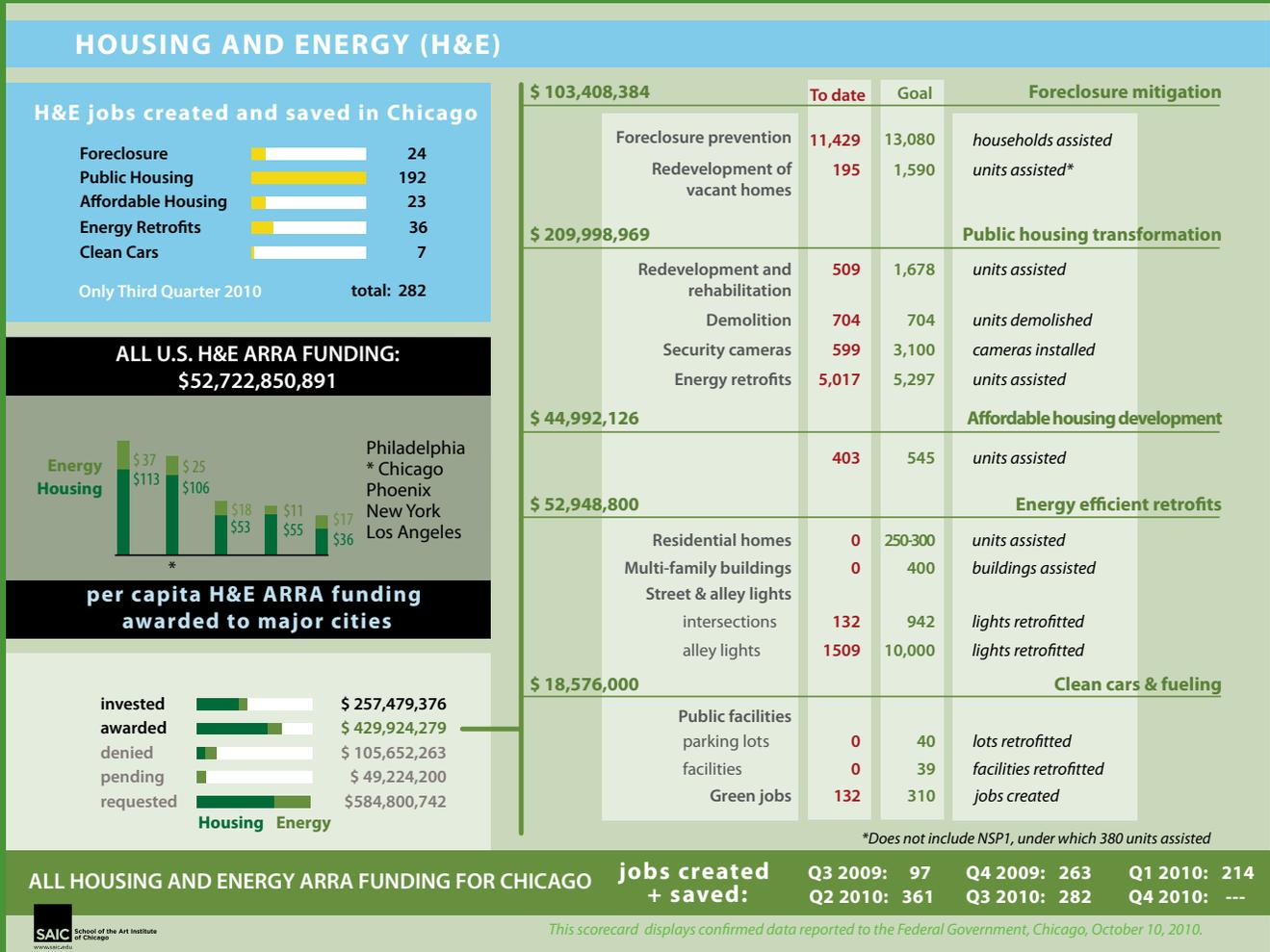
With Recovery Partnership assistance from The Chicago Community Trust and the University of Illinois at Chicago (UIC), the City of Chicago and its program partner LISC/Chicago were one of a dozen Sustainable Broadband Adoption proposals awarded ARRA funding out of more than 300 proposals nationwide. Thanks to the Recovery Partnership, foundation partners were able to lend their knowledge in proposal writing and program design to reach high-needs areas and create a comprehensive digital vision for Chicago.

The \$7 million Sustainable Broadband Adoption federal grant, which was matched by \$2 million from The John D. and Catherine T. MacArthur Foundation, the Trust, and LISC, is being used to create 344 jobs and help thousands of residents and businesses emerge from the recession stronger than before. Toward that end, the City will provide computers to underserved residents and entrepreneurs, establish technological resource centers, expand the Chicago Public Library's innovative YOUmedia learning space to three additional libraries, and provide paid technology-based internships for youth in the Smart Communities through a Digital Youth Summer Jobs program.

The Recovery Partnership also proved critical in the City's successful proposal to the Broadband Technology Opportunities Program's Public Computer Centers funding stream. Proposal preparation support from UIC and The Chicago Community Trust helped the City bring \$9 million in ARRA funding to Chicago and receive matching support from the Illinois Department of Commerce and Economic Opportunity, the Chicago Housing Authority, and City Colleges of Chicago. The grant will help the City establish 20 new computer centers at public facilities and expand 132 existing sites in low to moderate income neighborhoods. The project will also create the first coordinated, citywide Digital Skills Initiative, delivering 200,000 new hours of technology training to 900,000 unemployed and economically challenged Chicagoans.

The City also joined with The Chicago Community Trust and The John D. and Catherine T. MacArthur Foundation to create the Smart Chicago Trust Fund. This funder collaborative will be housed at the Trust and serve as a steward for major portions of both grants to sustain and expand programming beyond the federal funding. This program will serve as a national model for bringing technology to underserved communities and is an excellent example of the legacy of the Recovery Partnership and the lasting collaborations it helped forge.

Scorecard 6: Housing and Energy



In the third quarter of 2010, a total of 282 Housing and Energy (H&E) jobs were saved and created in Chicago through ARRA funding (top left). Chicago received the second highest level of ARRA funding per capita for H&E projects of all major U.S. cities (middle left). Over the duration of the Recovery Partnership, Chicago received \$430 million in ARRA funding for H&E projects (bottom left). Of these funds, \$103 million was invested in foreclosure mitigation, \$210 million in public housing transformation, \$45 million in affordable housing development, \$53 million in energy efficient retrofits, and \$19 million in clean cars and fueling.

“The MacArthur Foundation welcomed the opportunity to participate in the Recovery Partnership. Together, we successfully brought significant new federal resources to Chicago that furthered the work of many of our existing partnerships, such as the Preservation Compact, Plan for Transformation, and the Neighborhood Stabilization Program. The Recovery Partnership was a real public-private partnership, with real results.”

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

The work of the Recovery Partnership created a new layer of coordination to help leverage these unprecedented federal resources to further the goals set forth in the Plan

Chicago Housing Authority Makes Public Housing Energy Efficient

The Chicago Housing Authority (CHA)'s Plan for Transformation is the largest and most ambitious effort to redevelop public housing in the United States. Through ARRA, the CHA has furthered its progress in achieving the goals set forth in the Plan, including its commitment to redevelop or rehabilitate 25,000 units of public housing.

While the CHA benefited from great foundation interest and support prior to ARRA, the work of the Recovery Partnership created a new layer of coordination to help leverage these unprecedented federal resources to further the goals set forth in the Plan. The Recovery Partnership gave the CHA opportunities to coordinate with other City agencies and philanthropic partners on a variety of funding streams – ranging from broadband technology, workforce development, and energy efficiency – to ensure grant applications and the implementation of funds were as efficient, strategic, and coordinated as possible.

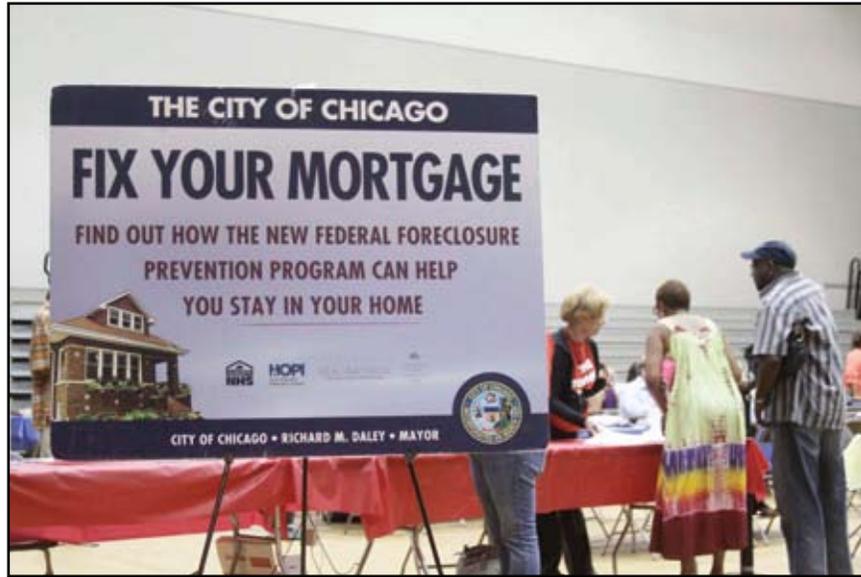
The CHA received nearly \$144 million in Public Housing Capital Fund formula grants and \$66 million in Public Housing Capital Fund competitive grants, more than any other housing authority in the country. Through the Recovery Partnership, the CHA also partnered with sister City agencies on applications to obtain \$200 million in additional ARRA resources.

The CHA also participated in the Multifamily Retrofits subcommittee of the Housing and Energy team, which focused on encouraging and supporting applications for energy efficiency funds from private owners of multifamily buildings. Because many federal energy efficiency funds typically cater to single-family housing, the subcommittee worked to identify and connect multifamily housing property owners with the wide variety of energy efficiency resources offered through ARRA so that the housing units could remain both affordable to live in and to operate.

One of the CHA's ARRA-funded projects – Pomeroy Senior Apartments – was included in a White House report called “100 Recovery Act Projects that are Changing America.” The report identified some of the most innovative and effective projects nationwide that are not only putting people back to work, but also helping transform the American economy for years to come. The project, which will provide 104 new units of affordable, energy efficient housing for seniors when it is completed, received \$18.3 million in ARRA funds.

“The CHA welcomes opportunities such as the Recovery Partnership to build upon our partnerships with the private, public, and philanthropic communities to help us reach the ambitious goals set forth in the Plan for Transformation.”

– Lewis Jordan, CEO, Chicago Housing Authority.



“Fix Your Mortgage” was a free event to help homeowners who qualified for assistance under the federal Making Home Affordable program modify their loans and keep their homes. Photo courtesy of Free Spirit Media.



Venessa Matthews received loan modification assistance at the “Fix Your Mortgage” event. Photo courtesy of Free Spirit Media.



Volunteer counselors meet with homeowners at a “Fix Your Mortgage” event. Photo courtesy of Free Spirit Media.

The Recovery Partnership provided the opportunity for the research team to present its proposals to a variety of philanthropic partners

University of Illinois at Chicago Evaluates Neighborhood Stabilization Program

Chicago, like other major cities throughout the country, has been impacted by the national housing crisis and foreclosures have been on the rise. To counteract a growing concentration of vacant, foreclosed properties, Chicago was granted a total of \$153 million in the first two rounds of the federal Neighborhood Stabilization Program (NSP) to assist 29 community areas most affected by foreclosure. These funds were allocated for the acquisition and redevelopment of up to 2,500 units over the next three to five years. In developing its NSP strategy, the City of Chicago recognized that foreclosures are threatening public and private investments that have been made over the past two decades, and interventions must therefore be strategic and targeted to make an impact.

While federal funding was provided to implement this new program, there was no funding to support program evaluation. To address this need, academic researchers from the University of Illinois at Chicago obtained support through the Recovery Partnership to evaluate NSP on three tracks: 1) identifying challenges or barriers in the NSP acquisition and disposition process; 2) assessing the impact of NSP on the broader housing market; and 3) examining capacity and innovation changes in the community development systems of NSP-targeted neighborhoods.

The research will also evaluate the “lessons learned” from NSP, which the City can use to enhance implementation of its continued efforts to address foreclosures in Chicago communities.

The Recovery Partnership provided the opportunity for the research team to present its proposals to a variety of philanthropic partners. The John D. and Catherine T. MacArthur Foundation committed funding for the research, which will take place over a period of three years. The academic researchers also developed relationships with other funders through the Recovery Partnership and may be able to explore further projects as a result of these connections.

“We expect the Foundation’s support to the University of Illinois at Chicago to illuminate whether the City’s strategy of targeting NSP dollars is having positive effects on housing market vitality or stability in sub-sections of neighborhoods.”

**– Craig Howard, Director of Community and Economic Development,
The John D. and Catherine T. MacArthur Foundation**

Given the national conversation, members of the Recovery Partnership's Housing and Energy team believed it would be important that the infrastructure and leadership for GHHI coordination be in place in Chicago

Green and Healthy Housing Initiative Co-Delivers Home Improvements

With significant federal stimulus funds coming to Chicago to support residential energy efficiency, the City was preparing to begin work on many houses, particularly older homes. Due to their age, these houses sometimes have poor indoor air quality, pests, or other health hazards.

At the same time, the Council on Foundations had begun conversations with the White House Office of Recovery Implementation and the U.S. Department of Housing and Urban Development (HUD) to create a Green and Healthy Housing Initiative (GHHI).

Given the significant energy efficiency funds available through ARRA, many funders wanted to know if healthy homes programs could be implemented at the same time as energy efficiency projects. However, while there was general consensus that it is inefficient to implement energy, lead, and other healthy homes programs independently of one another, joint delivery was uncommon due to differences in funding streams, regulations, and contractor training and expertise.

Given the national conversation, members of the Recovery Partnership's Housing and Energy team believed it would be important that the infrastructure and leadership for such coordination be in place in Chicago so that the City would be competitive for any new federal programs designed to align federal funding streams for energy efficiency and healthy housing initiatives.

A collaborative group drawing from multiple City departments, foundations, and nonprofits worked together to identify parameters for what a GHHI program could look like in Chicago.

With grants of \$50,000 each from the Joyce Foundation and the Polk Brothers Foundation, the Recovery Partnership was able to establish a GHHI coordinator staff position, housed at the Center for Neighborhood Technology. Beyond ARRA, the GHHI coordinator will continue to collaborate with the City, foundation, and nonprofits to effectively co-deliver green and healthy housing funding streams and work with a national GHHI network that includes 14 pilot sites across the country.

When HUD issued a new funding opportunity in the fall of 2010, the group was prepared to begin its application to fund a GHHI pilot initiative in Chicago. If funded, the program will target approximately 50 houses and will deliver 2 - 3 types of home improvements to each house.

While many housing and energy programs in Chicago benefited from foundation support prior to ARRA, the work of the Recovery Partnership created a new layer of coordination that allowed Chicago agencies to be positioned to respond to new federal funding opportunities such as GHHI.

“Combining efforts to make Chicago homes more energy efficient and healthier for residents at the same time is a great idea, and has been tried at a small scale in the past. Ramping up to reach large numbers of units can only be done by many individuals and agencies working together. The Recovery Partnership provided the venue to take Chicago GHHI from idea to active collaboration almost instantly.”

–Ed Miller, Program Manager, The Joyce Foundation

“With GHHI, we will have helped families in subpar housing if, at the end of the day, residents’ homes are comprehensively made health-hazard free, energy efficient, and structurally sound. Reaching that goal takes a lot of background support government agencies, philanthropic partners, tenant advocacy groups, contractors to turn seemingly daunting tasks like subsidy blending and service co-delivery coordination into effortless ones. The Chicago GHHI team is facilitating the relationships necessary to overcome these hurdles and truly assist families.”

–Anne Evens, Director - Energy, Center for Neighborhood Technology

“Taking GHHI to scale will have individual and community benefits. Families will live in healthier, safer and energy-efficient homes and communities will experience a more stable housing stock and much-needed local job creation. The Recovery Partnership brings together the necessary elements – will, resources and people to coordinate the agencies and funding streams to make this happen.”

– Deborah E. Bennett, Senior Program Officer, Polk Bros. Foundation

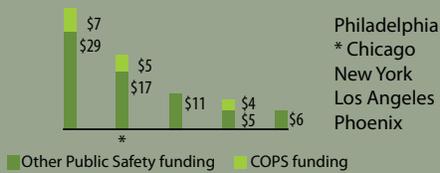
Scorecard 7: Public Safety

PUBLIC SAFETY

Public Safety jobs created + saved in Chicago

Other Public Safety	12
New officer positions	50
Officer overtime	39
Only Third Quarter 2010	total: 101

ALL U.S. PUBLIC SAFETY ARRA FUNDING: \$5,721,253,848



per capita Public Safety ARRA funding awarded to major cities

invested	\$8,662,870
awarded	\$61,789,278
denied	\$106,451,010
pending	\$9,862,800
requested	\$178,103,088

\$34,391,097

PERSONNEL

\$4,869,000	Hired 12 transit officers (graduated from CPD academy on 7/14/10)
\$13,256,100	Hired 50 police officers (graduated from CPD academy on 7/14/10)
\$9,100,000	Funded police overtime hours through Project Safe City (89,124 overtime hours financed to date)
\$7,165,997	Funded personnel and various public safety initiatives for Cook County

\$27,072,558

INFRASTRUCTURE

\$3,684,670	Purchased 258 in-car cameras; 174 to be purchased
\$8,713,320	Purchased 223 marked police cars; 15 to be purchased
\$4,800,000	Partial financing for Engine 16 fire station in the 3rd ward
\$2,757,000	Improved port security infrastructure
\$6,944,528	Funding for transit security capital project
\$173,040	Purchased 32 APX 7000 dual-band radios for STARCOM21 Radio Network access and assignment to CPD Organized Crime Division

\$498,663

AWARENESS

\$498,663	Created a Campaign to Break the Code of Silence
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ALL PUBLIC SAFETY ARRA FUNDING FOR CHICAGO

jobs created + saved:

Q3 2009: 27	Q4 2009: 41	Q1 2010: 73
Q2 2010: 101	Q3 2010: 101	Q4 2010: ---



This scorecard displays confirmed data reported to the Federal Government, Chicago, October 10, 2010.

In the third quarter of 2010, a total of 101 Public Safety jobs were created and saved in Chicago as a result of ARRA funding (top left). Chicago received the second highest level of Public Safety ARRA funding of all major U.S. cities (middle left). Over the duration of the Recovery Partnership, Chicago received \$62 million in ARRA funding for Public Safety projects (bottom left). \$34 million of these funds went toward personnel, \$27 million toward infrastructure, and \$0.5 million toward awareness (right side).

Arts and culture neighborhood programs will help incarcerated youth make the transition from detention into placement centers by providing conflict resolution and positive role models

Art and Culture Programs Create Options for Incarcerated Youth

Incarcerated youth are at high risk for violent behavior and future arrests. To combat relapses into crime among youth, numerous nonprofits have worked to increase options for youth offenders by engaging them in intensive art and music programs. However, none of the Illinois organizations that applied for federal grants to support these programs received funding. Meanwhile, the Chicago Police Department partnered with the U.S. Attorney's Office on a comprehensive anti-gang initiative focused on three neighborhoods—Back of the Yards, South Shore, and North Lawndale—and was looking for new opportunities to develop youth programs.

Through the Recovery Partnership, The Chicago Community Trust, which had already piloted arts and music programs in Chicago detention centers, became aware that none of the nonprofit programs had received federal funding and awarded 15 nonprofits with \$50,000 each. The Trust also partnered with the Chicago Police Department, the U.S. Attorney's Office, and Chicago Public Schools to fund a music lab in a juvenile detention center with a full time teacher. Through its involvement with the Recovery Partnership, the Chicago Police Department was able to acquire unallocated funds from the Project Safe Neighborhoods Steering Committee to help support the detention center music lab.

A Recovery Partnership team also came together to submit a grant application for a federal, non-ARRA juvenile mentoring demonstration grant, which will help connect young people in detention centers with arts and culture neighborhood programs. The programs will help incarcerated youth make the transition from detention into placement centers by providing conflict resolution and positive role models. The group will continue to look for federal funding opportunities, as well as opportunities to research the effectiveness of these programs.

The Recovery Partnership played a crucial role in bringing together foundations, City government, and the Chicago Police Department to begin an initiative that will continue to improve outcomes for incarcerated youth.

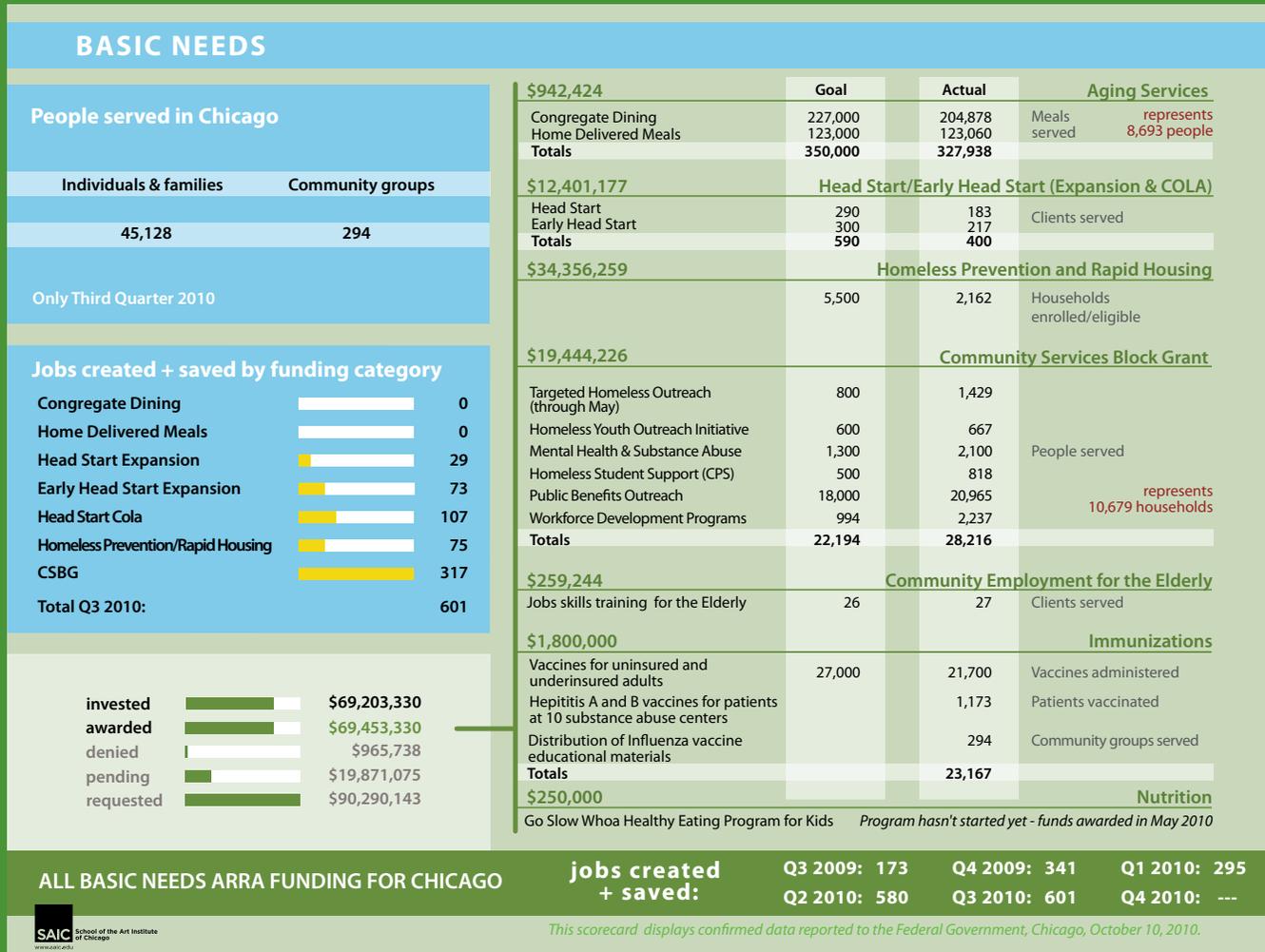
“My experience here in the music lab has been inspiring. I didn't know a lot about Garage band, but when I get out I can create my own music, set up an account and make money from the music I've created.”

– Shamore W., Age17

“I am discovering ways to make music and learn about the different kinds of music, like jazz, hip-hop, blues, gospel, etc.”

– Kevin A., Age14

Scorecard 8: Basic Needs



In the third quarter of 2010, more than 45,000 individuals and families and nearly 300 community groups were served by Basic Needs ARRA funding in Chicago (top left). 601 jobs were created and saved by ARRA funding in the same quarter (middle left). Over the duration of the Recovery Partnership, Chicago received \$69 million in ARRA funding for Basic Needs projects (bottom left). \$1 million of these funds were invested in Aging Services, \$12 million in Head Start/Early Head Start, \$34 million in Homeless Prevention and Rapid Housing, \$19 million in Community Services Block Grant, \$0.3 million in Community Employment for the Elderly, \$1.8 million in Immunizations, and \$0.3 million in Nutrition (right side).

A new Regional Extension Center will offer healthcare providers across Chicago access to the technological expertise they need to effectively implement advanced IT systems

New Regional Extension Center Creates Access to Health Information Technology

A significant goal of the Chicago Department of Public Health is to improve health outcomes across Chicago, and increasingly, the path toward preventing disease and improving access to health care intersects with technology tools and access to broadband. This shift is experienced by many healthcare practitioners. Currently in Chicago, as is the case across the nation, healthcare providers tend to rely on inefficient paper systems for recording and sharing patient health information. Access to real time patient and health data through a health information technology (health IT) network, ensures the highest quality health care is delivered to patients and helps the City manage critical health outbreaks immediately. Hospitals, public clinics, and providers will be able to share vital health information, and patients will be able to enjoy a more seamless health care system. Prior to the Recovery Partnership, there were limited professional networks to direct resources toward increasing health IT availability and usage in Chicago.

With the support of the Recovery Partnership, the “Chicago Health Information Technology Regional Extension Center (CHITREC)” – a partnership among Northwestern University, the Alliance of Chicago Community Health Services, the City of Chicago, and more than 40 local and national collaborators focused on health IT adoption – secured a \$7.6 million ARRA grant from the Office of the National Coordinator for Health Information Technology (ONC) for a new Regional Extension Center. The center will offer healthcare providers across Chicago access to the technological expertise they need to effectively implement advanced IT systems.

The City also recognized an opportunity to transform Chicago into a center of health IT excellence while bringing in future funding from both private and government entities. After becoming involved with the City’s health IT initiative through the Recovery Partnership, The Chicago Community Trust made a \$70,000 grant, matched by \$25,000 from the City, to create a new position for a health IT coordinator who will continue the work of the Recovery Partnership beyond ARRA. The Chicago Community Trust, along with other foundations and private entities, also came together with the Mayor’s Office to form a health IT working group. Through Civic Consulting Alliance, KPMG contributed a health IT action plan for Chicago to guide the work of this group.

Finally, the Smart Chicago Trust Fund, a partnership established among the City, The Chicago Community Trust, and The John D. and Catherine T. MacArthur Foundation, will serve as a resource after ARRA for improving health IT, and ultimately health outcomes, by making broadband Internet more accessible across Chicago.

“The Recovery Partnership played a key role in pulling together collaborations and support for our successful grant proposal. We’re excited that the City will continue the Partnership’s important work to promote effective health information technology use throughout Chicago.”

– Abel Kho, MD and Fred Rachman, MD; Co-Executive Directors,
Chicago Health Information Technology Regional Extension Center

The number of sub-grantee contracts more than tripled, yet contract processing time decreased by 33%

Improved Workflows Reduce City Contract Processing Time

The influx of funding from the Recovery Act placed an additional strain on the City's administrative functions, particularly contracting and payment processing. Without an established timeline for processing of contracts and invoices, delegate agencies had to delay work while waiting for the processing of federal funding.

In order to achieve the speed of disbursement that the Recovery Act demanded, the Civic Consulting Alliance brought in students from the Kellogg School of Management and the Chicago Booth School of Business to map and analyze the contracting process to identify inefficiencies. An interdisciplinary Recovery Partnership team composed of City, delegate agency, and foundation employees then worked to develop a streamlined, electronic processing contracting system.

At the Department of Family and Support Services (DFSS), the City's largest contracting department, overall contract processing time was reduced by 33%, and special accounting turnaround time improved by 69%. This reduction in turnaround time occurred despite the 329% increase in the number of DFSS contracts processed compared to the previous year. In addition to expediting the contracting process for ARRA grants, the new process will benefit all future grant contracts for the City.

The Recovery Partnership team is currently working to improve the City's bill payment process and reducing unnecessary resubmissions to prevent delegate agencies from losing funds especially in this tough economy. As a result of work done by the Recovery Partnership, the City's delegate agencies will be able to lessen their administrative overhead and commit more time to serving residents.

“Not only is the new contracting process expedient and efficient for a delegate agency, the real benefit is being able to start our important programs in record time.”

– Cynthia Williams, Director, Department of Family Education,
Sinai Community Institute

The Stimulus 360 software kept Recovery Partnership members informed about program spending and outcomes

City Implements Software to Manage Federal Grants

As a condition for receiving funding through ARRA, the City was required to thoroughly and transparently report how stimulus funds were used and what outcomes resulted from stimulus-funded projects. To track and report this information coherently, the City needed software that could be used by all the departments and sister agencies applying for federal grants.

Members of the Recovery Partnership researched the software available for this purpose and determined that Microsoft's new Stimulus 360 program was best suited for the task. Chicago's Department of Innovation and Technology (DoIT) implemented the software with support from two IT experts brought in by Civic Consulting Alliance. Only six weeks after the project was initiated, Chicago became the first government agency to have live data on the Stimulus 360 database. The software is the first database to be used by both City departments and sister agencies to track and report on the use of federal funds.

With this software in place, all agencies are able to enter updates and submit them to the federal reporting website. The software also helped create reports to share with the Recovery Partnership during weekly ARRA grant management meetings, keeping all members informed about program spending and outcomes.

After the Recovery Partnership, the grant management software will continue to be used as grant funds are put to use through 2013. Looking beyond ARRA, it is possible that the City will be able to use this reporting system for other grants. With the software and grant tracking process put in place through the Recovery Partnership, the City has new options for creating transparency in how future grant money is tracked.

“The combined expertise of City, academic, business and foundation partners resulted in a tracking system that not only promotes transparency, but also demonstrates the progress we’ve made. The stimulus dashboards have laid the foundation for continued openness and accountability in the future.”

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

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Celeste Wroblewski, *Donors Forum*

* Leadership group

“The Recovery Partnership is a great example of the collaboration and innovation necessary to bring about change in Chicago. Mayer Brown recognized the critical need to support this first-of-its-kind initiative and our team is delighted that we have been able to contribute to the success of the Recovery Partnership.”

– David Narefsky, Partner, Mayer Brown and board member, Civic Consulting Alliance

FOUNDATION GRANTS

The Recovery Partnership facilitated opportunities for foundations to strategically align their grant investments with stimulus programs in order to create a greater impact in Chicago.

The following is a list of ARRA-related foundation grants from 2009-2010.

BRANDEIS UNIVERSITY SUMMER YOUTH EMPLOYMENT STUDY

The Chicago Community Trust
Lloyd A. Fry Foundation
The Partnership for New Communities
Michael Reese Health Trust

CHICAGO NEIGHBORHOOD JOBSTART

2016 Fund Funders:

The Boeing Company
The Chicago Community Trust
Lloyd A. Fry Foundation
The Joyce Foundation
The John D. and Catherine T. MacArthur Foundation
Polk Bros. Foundation
Wieboldt Foundation

DECONSTRUCTION EXPERT

The Boeing Company

FREE SPIRIT MEDIA ARRA DOCUMENTATION PROJECT

The Joyce Foundation

GREEN AND HEALTHY HOUSING INITIATIVE (GHHI) COORDINATOR

The Joyce Foundation
Polk Bros. Foundation

HEALTH IT COORDINATOR

The Chicago Community Trust

HIGH SPEED RAIL SUMMIT

Sponsored by The Chicago Community Trust

UIC EVALUATION - NEIGHBORHOOD STABILIZATION PROGRAM (NSP)

The John D. and Catherine T. MacArthur Foundation

RACE TO THE TOP FUNDER COLLABORATIVE

18 foundations pooled \$200,000
Co-Chaired by The Boeing Company and The Chicago Community Trust
Dedicated staff time provided by The Joyce Foundation

SMART CHICAGO

The Chicago Community Trust
The John D. and Catherine T. MacArthur Foundation

SCHOOL OF THE ART INSTITUTE OF CHICAGO - SCORECARDS

The Chicago Community Trust

PRO BONO CONTRIBUTIONS

The Recovery Partnership was supported by pro bono staff from Chicago's business and academic community.

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KPMG, LLP
L.E.K. Consulting
University of Illinois at Chicago
The University of Chicago
Northwestern University
Civic Consulting Alliance

