



CAN PUBLIC HOUSING OFFER  
CONNECTIONS TO WORK?

CAN CONNECTIONS TO WORK  
TRANSFORM PUBLIC HOUSING?

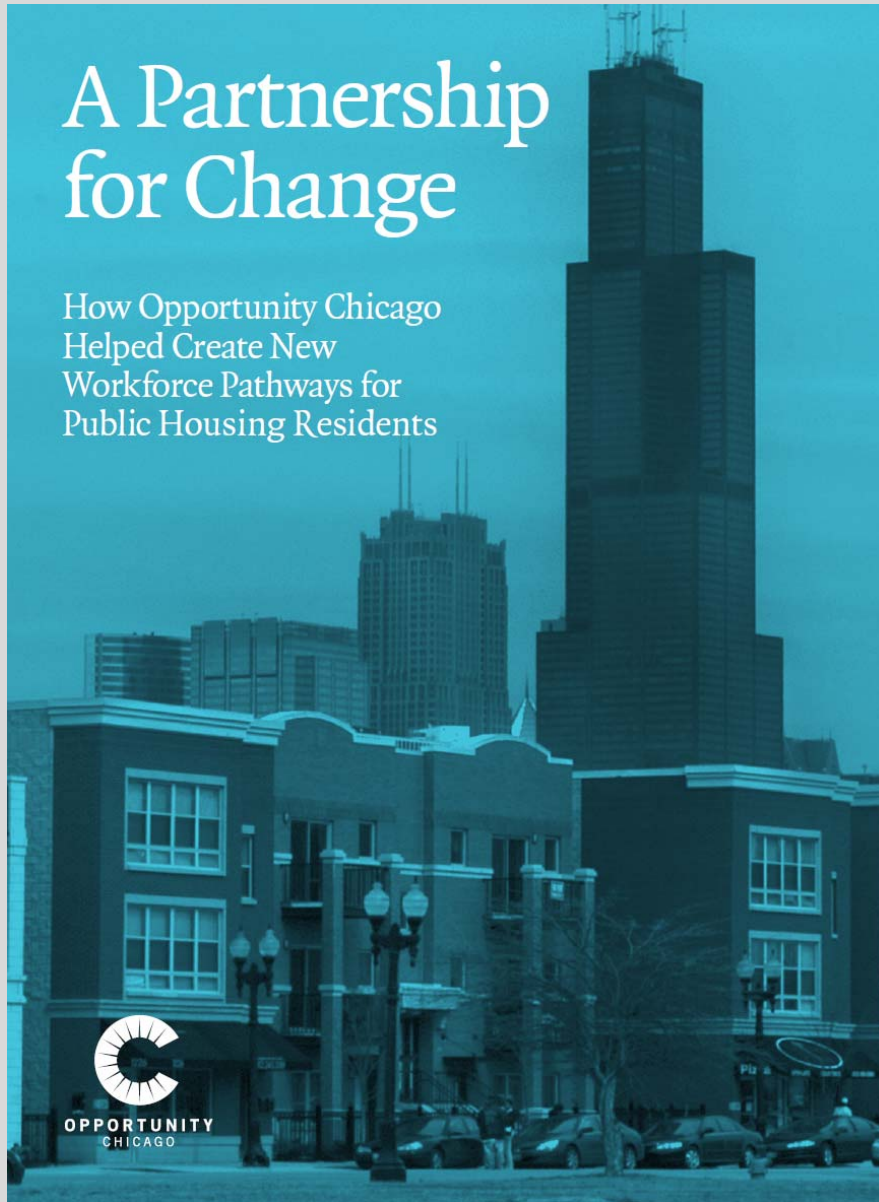


# A Partnership for Change

How Opportunity Chicago  
Helped Create New  
Workforce Pathways for  
Public Housing Residents



OPPORTUNITY  
CHICAGO



5,000 Public  
Housing residents in  
jobs in 5 years.

How did it happen?

# Opportunity Chicago's Goals

- Place 5,000 residents into jobs
- Offer a range of employment services
- Work in key industry sectors
- Focus on reaching self-sufficiency through employment
- Streamline services
- Engage employers in new ways
- Address gaps in services
- Provide a more efficient model
- Document the model and lessons learned

# Partners for Change

**CHANGE.**  
CHICAGO HOUSING AUTHORITY

 **DEPARTMENT OF** family  
& support services

**The Partnership**  
for New Communities  

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*Civic Leadership for Chicago's Neighborhoods*

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Executive Vice President of Resident  
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Commissioner  
City of Chicago Department of Family and  
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Executive Director  
The Partnership for New Communities



# The Plan for Transformation

- **Expand Housing Choices and Improve Housing Quality.** Redevelop or sustainably rehabilitate 25,000 public housing units; provide lease-compliant residents with an opportunity to return to a new or rehabilitated unit.
- **Provide CHA Residents with Opportunity.** Provide access to jobs, education, social services and other supports.
- **Revitalize Communities Surrounding CHA Developments.** Promote investment and revitalization in the neighborhoods surrounding developments.



# The Plan for Transformation

## Progress to date

- As of September 30, 2010: **18,006** public housing units have been rehabbed or replaced, representing **72 percent** of goal.
- Mixed-income communities are thriving at **eight major redevelopment sites**.
- **\$3.2 billion** in public and private resources have been invested in the effort.
- The City of Chicago and its sister agencies have committed more than **\$600 million** toward the Plan.

# The Partnership for New Communities



- Created in 2001 to support the goals of public-housing transformation, catalyze revitalization
- Engages business, civic, foundation leaders
- Structured as a fund of the Chicago Community Foundation
- Serves as a leadership resource to CHA
- Priorities:
  - Workforce development: *Opportunity Chicago*
  - Economic commercial development to create jobs, support economic infrastructure
- Raised \$18 million, exceeding \$15 million goal
- Awarded \$14 million in grants to 36 agencies

# Making the System Work for Public Housing Residents

- Assess how to better serve public housing residents through the public workforce development system
- Pilot innovative program models for hard to serve populations
- Improve public / private collaborations, leverage resources
- Emphasis on comprehensive service provision within DFSS



# What has Opportunity Chicago Accomplished?



- **27.5 million** invested over 5 years
- Over **85% spent** on work readiness, skills training and job placement
- **5,696** residents placed in jobs
- **926** residents completed certificate training
- **1,497** participated in transitional jobs
- Nearly **20 providers** involved

# What if the System Could Change?

## FROM

Job-seeker focus

Residents rely only on CHA for services

Rapid re-placement model

Organizational silos

Restricted funding

Little information to support decision-making

No industry strategy

## TO

→ Dual customer focus

→ Aligned public and private resources to support resident services

→ Comprehensive strategy leading to career path employment

→ Collaboration and cooperation

→ More flexible funding

→ Data-driven decision-making

→ Focus on high-growth industry sectors

# Leadership Chemistry: The Strategic Advisors Group

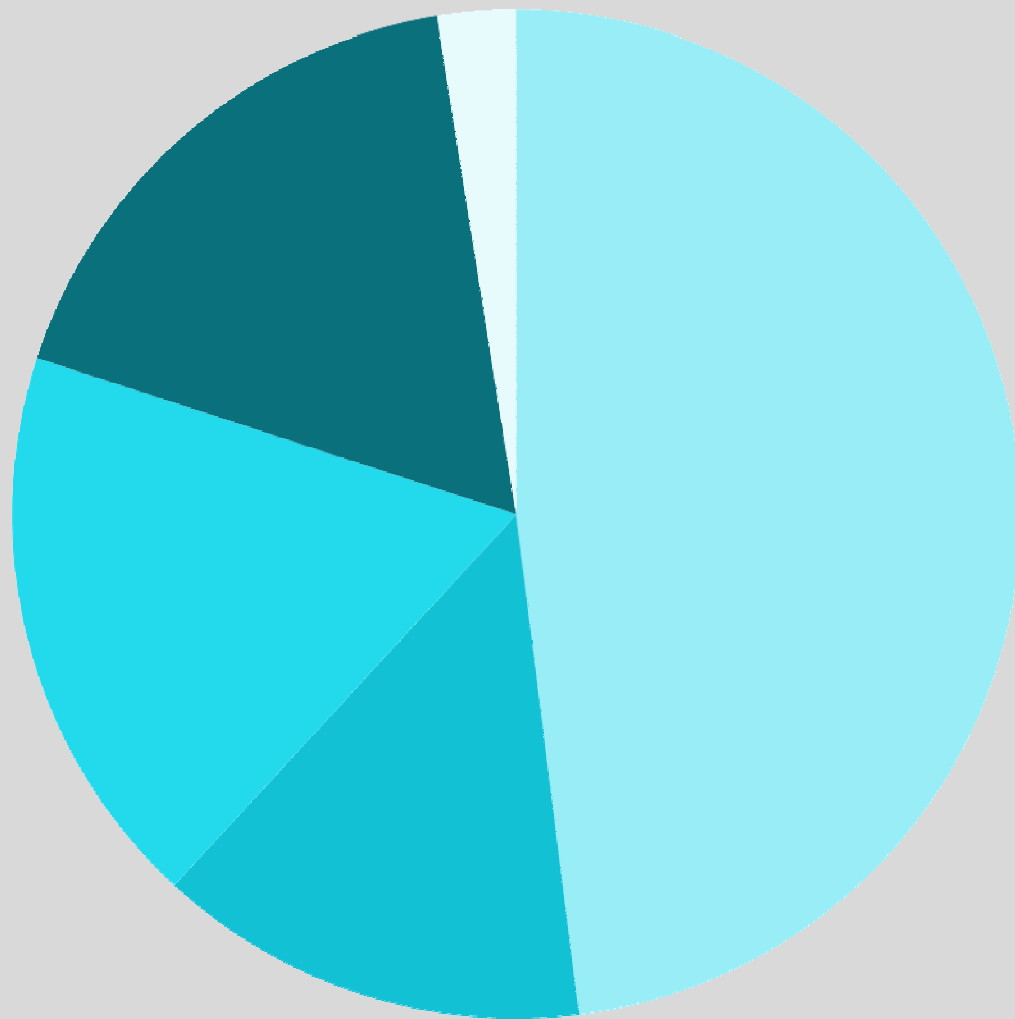
- Annie E. Casey Foundation
- Chicago Department of Community Development
- Chicago Department of Family and Support Services
- Chicago Housing Authority
- Chicago Workforce Investment Council / Chicago Workforce Board
- Chicagoland Chamber of Commerce
- City Colleges of Chicago
- City of Chicago, Office of the Mayor
- The Illinois Department of Commerce and Economic Opportunity
- The John D. and Catherine T. MacArthur Foundation
- The Joyce Foundation
- The Lloyd A. Fry Foundation
- The Partnership for New Communities
- U.S. Department of Labor
- Women Employed

# Flexible Funding Makes a Difference

Opportunity Chicago funders include:

- Bank of America
- The Chicago Community Trust
- Chicago Department of Family and Support Services
- Chicago Housing Authority
- ComEd, an Exelon Company
- Harris Bank
- The Illinois Department of Commerce and Economic Opportunity
- The John D. and Catherine T. MacArthur Foundation
- The Joyce Foundation
- Living Cities
- The Lloyd A. Fry Foundation
- McCormick Foundation
- National Fund for Workforce Solutions
- The Partnership for New Communities
- Peoples Gas
- Polk Bros. Foundation
- State of Illinois
- State Street Foundation – State Street Global Advisors
- U.S. Department of Housing and Urban Development
- U.S. Department of Labor

# Total Revenue 2006-2010: \$27.5 Million



- CHA  
\$13.2 million (48%)
- Department of Family and Support Services\*  
\$3.8 million (14%)
- State of Illinois  
\$5 million (18%)
- The Partnership for New Communities  
\$4.8 million (17%)
- U.S. Department of Labor  
\$690K (3%)

\*Does not include Community Development Block Grant

# Intensive Case Management: FamilyWorks



- CHA invests more than \$25 million annually in case management and other services, and so far in 2010 has leveraged nearly \$10 million in funding from outside sources for resident services
- All programs and services for CHA residents use FamilyWorks as a platform for delivery and tracking

# Employment Strategies

<b>Transitional Jobs</b>	<b>Contextualized Literacy</b>	<b>Bridge Programs</b>	<b>Sector-based Training</b>
Wage-paid, short term employment that combines real work, skill development and supportive services	Literacy instruction contextualized to an occupational setting	Prepare those who lack adequate basic skills to enter and succeed in post-secondary education and training, leading to career-path employment	Industry-focused approach to workforce development that improves access to jobs in a particular industry

# Lessons Learned from Employment Strategies

<b>Transitional Jobs</b>	<b>Contextualized Literacy</b>	<b>Bridge Programs</b>	<b>Sector-based Training</b>
Successfully connects those with limited work history to the labor market	Combining contextualized literacy with transitional jobs is showing promise	Leveraging existing IGA between CHA and City Colleges translated into new investments for CHA residents	Ensuring that jobseekers at all levels have access to occupationally-focused training has been effective

# Opportunity Chicago's Legacy

## **Opportunity Chicago created a leadership platform that led to significant policy progress and victories**

- Set the stage for blended funding opportunities to better serve hard to serve populations
- Transitional jobs and contextualized literacy programming now receive funding through Chicago's Community Development Block Grant
- Leaders shared lessons that helped shape the overhaul of the City's workforce investment board
- Leaders spearheaded an effort to secure TANF Emergency Fund dollars for a new initiative based on Opportunity Chicago workforce innovations
- As part of Jobs for the Future's national application, Opportunity Chicago was awarded a competitive Pathways Out of Poverty grant from the U.S. Department of Labor

# What's Next for Opportunity Chicago?

- Continue programmatic implementation through 2011
- Formal evaluation will be released next fall
- Applying the implementation and programmatic lessons learned to ensure continuous improvement
- Focus on sustainability, advocating for public policy change and public investment
- Shorter policy briefs forthcoming on WIA reauthorization and Opportunity Chicago's experience with sector-based training



*A Partnership for Change*  
can be found at:  
[www.opportunitychicago.org](http://www.opportunitychicago.org)

### **CHICAGO HOUSING AUTHORITY**



312.786.4034



[www.thecha.org](http://www.thecha.org)

### **CHICAGO DEPARTMENT OF FAMILY AND SUPPORT SERVICES**



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[www.cityofchicago.org](http://www.cityofchicago.org)

### **THE PARTNERSHIP FOR NEW COMMUNITIES**



312.616.6680



[www.thepartnershipfornewcommunities.org](http://www.thepartnershipfornewcommunities.org)

### **CHICAGO JOBS COUNCIL**



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