

Chicago's Program Models Chart Training



A Home for Everyone

Hosted by:

Chicago Alliance to End Homelessness &
Chicago Dept. of Family and Support Services

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The Chicago Alliance to End Homelessness saves lives and improves the quality of life for everyone by leading an effective and cost efficient new way to end homelessness.

Welcome & Introductions

- Chicago Alliance Staff:
 - Amanda Carlisle
 - Nicole Prichard

- Chicago Dept. of Family & Support Services Staff:
 - Alisa Rodriguez



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Today's Agenda

- Overview of Chicago's Plan to End Homelessness
- Program Models Chart (PMC) In-Depth
- Using the PMC: City Funding
- Using the PMC: HUD Funding
- Question/Answer Session
- Resources & Wrap-Up

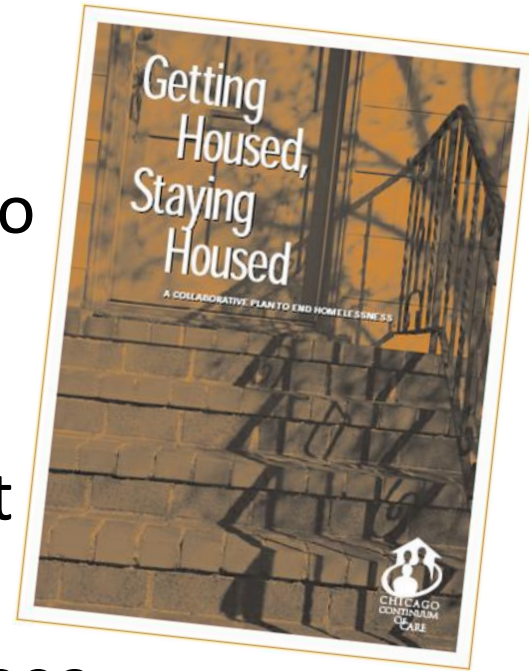


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Overview of Chicago's Plan to End Homelessness

Chicago's Plan to End Homelessness

- ***“Getting Housed, Staying Housed”***
 - Development of Plan led by the Chicago Continuum of Care*
 - Designed and approved by service providers, consumers, and government partners
 - Endorsed by Mayor Daley in January 2003 and priority of his administration



* *Chicago Continuum of Care merged with the Partnership to End Homelessness to form the Chicago Alliance to End Homelessness*



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Shift in Service Philosophy

- Shift in the provision of homeless services – from **managing** the problem of homelessness with emergency shelters, soup kitchens and other temporary assistance, to **ending** homelessness through the provision of permanent housing for those experiencing homelessness

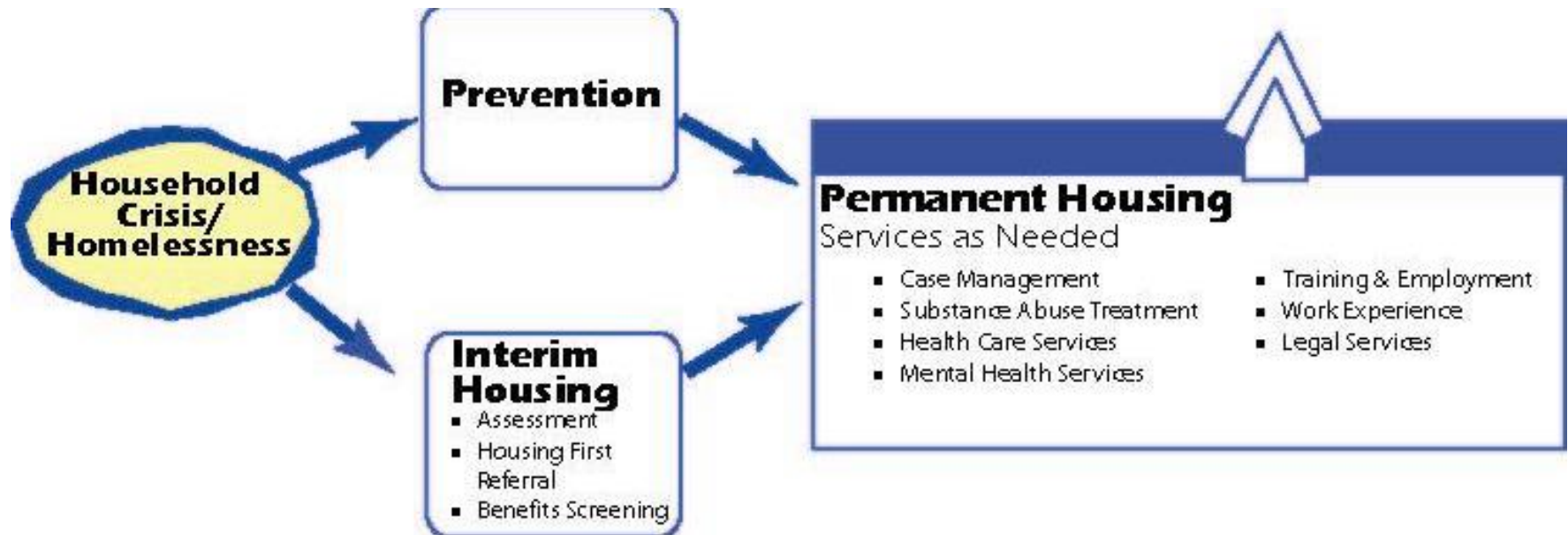


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Pre-2003: “Managing”



2003 – Present: “Ending”



The Plan's 3 Key Strategies

- **Prevention:** Preventing individuals and families from becoming homeless in the first place
- **Housing First:** Placing individuals and families in permanent housing as quickly as possible when they do become homeless, and
- **Wraparound Services:** Providing wraparound services when appropriate to promote housing stability and self-sufficiency



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The Plan & the Program Models Chart

- **Creation of Program Models Chart**
 - Chart outlines the set of homeless programs that are considered to be in alignment with Chicago's Plan
 - Developed and implemented by collaborative partners in 2006
 - Revised in 2010 by group of stakeholders
- **Use of Program Models Chart**
 - Programs that are aligned with the Plan have been prioritized for funding from a number of funding sources (HUD & City included)



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Program Models Chart Revisions Process

- Reviewed and revised by Chicago Alliance's Plan Advisory Committee (service providers and consumers) – '08 to '09
- Sent to Chicago Planning Council on Homelessness for comments and changes in '09
- **Approved by the Planning Council in May '10**
- **Today is the official roll-out of the revised chart by Chicago Alliance and City**

Program Models Chart: In-Depth

Program Models Chart In-Depth

- Prevention & Engagement Services
- Interim Housing & Wraparound Services
- Permanent Housing



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Prevention & Engagement Services

Program Models Chart In-Depth: Prevention

- **Prevention:**

A set of strategies to assist people in maintaining their housing

- Readily available to all consumers
- Integrated with other mainstream services and resources that prevent the loss of housing
 - Mortgage renegotiation
 - Credit repair
 - Eviction prevention



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Program Models Chart In-Depth: Prevention

- **Homelessness Prevention Assistance**
 - Timeframe varies by funding sources and based on household need
 - Short Term (0-3 months)
 - Medium Term (4-18 months)



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Program Models Chart In-Depth: Prevention

- **Homelessness Prevention Assistance (cont'd)**
 - Provision of financial assistance
 - Referrals from Homelessness Prevention Call Center (HPCC)
 - Assessment of eligibility for other available benefits/resources
 - Housing stabilization services
 - Housing location services
 - Intake, assessments, and services into HMIS



Program Models Chart In-Depth: Prevention

- **Homelessness Prevention Assistance (cont'd)**
- Outcomes:
 - 85% receiving financial assistance & supportive services will remain permanently housed
 - 80% receiving financial assistance only will remain permanently housed
 - Clients receive supportive services to assist them in resolving their housing crisis
 - 75% contacted will remain housed



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Program Models Chart In-Depth: Prevention

- **Legal Services**
 - Legal assistance to delay or dismiss evictions
 - In-court representation
- **Outcome: Clients maintain permanent housing**
 - 80% maintain current housing or move to alternative, affordable unit without period of homelessness or instability



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Program Models Chart In-Depth: Engagement Services

- **Engagement Services**

Services that reconnect persons who are homeless or at risk of homelessness to needed social supports

- Activities range from low-demand basic services to clinical services
- Provide needed support to reconnect persons to necessary services



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Program Models Chart In-Depth: Engagement Services

- **Basic Street Outreach**
 - Provision of or access to: food, clothing, transportation, crisis intervention, basic client assessment, and housing placement
 - Needs assessment with evaluation
- Outcome: Unsheltered homeless clients engage in services resulting in permanent/stable housing placement



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Program Models Chart In-Depth: Engagement Services

- **Specialized Outreach and Engagement Services**
 - Provision of or access to: food, clothing, transportation, crisis intervention, basic client assessment, and housing placement
 - Needs assessment with evaluation
 - Based on assessment, provision of or access to: assistance in accessing benefits, housing placement, medical care, etc.
- Outcome: Clients have basic needs met



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Program Models Chart In-Depth: Engagement Services

- **Community Hospitality Center (Drop-In Centers)**
 - Provision of coordinated service provision with shelter/ housing/ outreach providers
 - Provision of or access to: basic services, transportation, crisis intervention, safe day space, etc.
- Outcome: Clients are safe and have basic needs met



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Program Models Chart In-Depth: Engagement Services

- **Engagement Housing for Youth**
 - Brief needs assessment
 - 24-hour basic services
 - Safe night space
 - Safe environment
 - Assist in referral to other housing and services resources or family reunification
 - Facility licensed by DCFS
- Outcome: Youth are safe and have their basic needs met



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Program Models Chart In-Depth: Engagement Services

- **Emergency Shelter:**

Low demand, site-based, short-term, housing designed to remove individuals from imminent danger of being on the street



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Program Models Chart In-Depth: Engagement Services

- Emergency Shelter Essential Program Elements:
 - Basic services & safe night space
 - Referral to other housing and services
 - Data entered into HMIS within 24 hours of client interaction
 - Housing assessment performed on 100% of households upon program entry
 - Formal linkages help clients access services
 - Participate in DFSS shelter bed clearinghouse
 - Assist DFSS in responding to emergencies

Program Models Chart In-Depth: Engagement Services

- Emergency Shelter Outcome: Clients are safe and have their basic needs met
 - 90% accept one or more initially unmet needed services within one month
 - 50% receive a needs assessment within 10 encounters; 80% of those will accept assistance to address other needs within 6 months
 - 50% will engage in services within 6 months
 - 20% engaged in services will obtain more stable housing within 6 months

Interim Housing & Wraparound Services

Program Models Chart In-Depth: Interim Housing

- **Interim Housing:**

Program of stabilization and assessment, focusing on re-housing all persons, regardless of disability or background, as quickly as possible in appropriate permanent housing



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Program Models Chart In-Depth: Interim Housing

- Essential Program Elements
 - Housing-focused services
 - Supportive Service Coordination
- For Programs Serving Youth under 18
 - Facility DCFS licensure
- For Programs Specializing in Domestic Violence
 - Crisis intervention
 - Safety planning & undisclosed location



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Program Models Chart In-Depth: Interim Housing

- Outcome: Clients securing appropriate permanent/stable housing
 - 30% within 120 days (4 months)
 - 50% within 180 days (6 months)
 - 90% within 270 days (9 months)
 - No more than 5% exiting to non-PH
 - 90% will have documented location type
 - 75% of youth placed in PH



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Program Models Chart In-Depth: Interim Housing

- Outcome: Clients are connected to services/resources
 - 85% of clients are assessed for benefits eligibility
 - 65% are enrolled in benefits program
- Outcome: Clients are assisted to safety from domestic violence
 - 80% learn safety planning
 - 80% learn about the cycle of violence



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Program Models Chart In-Depth: Wraparound System of Service

- **Community-based Case Management (CB-CM)**
 - Assessments for mental health, substance abuse, employment, medical care, etc.
 - Housing retention
 - Family case management
 - Referrals for employment/enrollment in benefits
 - Coordination to meet children's needs
- **Outcome: Clients access and retain housing, and access mainstream resources**



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Program Models Chart In-Depth: Wraparound System of Service

- **Clinical Services**
 - Assessments
 - Clinical services addressing clients' needs
 - Linkage to housing, CB-CM
- Outcome: Individualized services based on needs resulting in improvement in functioning and retention in community



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Program Models Chart In-Depth: Wraparound System of Service

- **Consumer Driven Services**
 - Consumers involved in program development, implementation and on-going service provision
 - Supported by staff as needed
 - Program decisions are consensus based and consumer guided
- Outcome: Consumers will attain greater autonomy



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Program Models Chart In-Depth: Wraparound System of Service

- **Specialized Services**
 - Disability or need specific services
 - Linkage to housing as needed, and CB-CM
- **Outcome:** Clients receive individualized services, based on their special needs, resulting in improved functioning



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Program Models Chart In-Depth: Wraparound System of Service

- **Employment Services**
 - Employability assessment (job history/skills testing)
 - Employment work plan/career plan
 - Job readiness training & career counseling
 - Relationships with business, focusing on meeting hiring needs
 - Child care assistance



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Program Models Chart In-Depth: Wraparound System of Service

- Employment Services Outcomes
 - Complete employability assessment and employment plan
 - Increase job readiness skills
 - Obtain and maintain employment



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Permanent Housing

Program Models Chart In-Depth: Permanent Housing

- **Permanent Housing (PH):**
Housing coupled with supportive services that are appropriate to the needs and preferences of residents.
 - Individuals have leases
 - Individuals must abide by rights and responsibilities
 - No program-imposed time limits



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Program Models Chart In-Depth: Permanent Housing

- Essential Elements to all Permanent Supportive Housing types (page 6 of the PMC)



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Program Models Chart In-Depth: Permanent Housing

- **Project-Based, Age Appropriate Stable Housing for Youth**
 - Timeframe: Through 24 years of age
 - Population: Youth ages 16-24
 - Outcome: Youth remain in stable housing
 - New Indicator: 75% of youth departing the program, exit to permanent, stable housing
 - Revised Indicator: 55% of clients remain appropriately housed including placements into permanent housing outside of the program for at least 12 months



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Program Models Chart In-Depth: Permanent Housing

- **Permanent Housing with Short-Term Support (PHwSS) Rolling Stock Permanent Housing**
 - Client has ability/goal to maintain lease after subsidy ends
 - Outcome: Clients remain in permanent housing
 - Revised Indicator: 85% of clients assume the apt. lease (or maintain other independent, stable housing) within 2 years
 - New Indicator: 75% of clients departing the program to PH retain housing for at least 6 months



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Program Models Chart In-Depth: Permanent Housing

- **Permanent Supportive Housing**
 - Additional “essential program elements”:
 - Provision of permanent rent subsidies
 - Project-based Services:
 - Permanent housing property management
 - Case management must be offered on-site
 - Scattered-site Services:
 - Case management may be offered on-site at housing unit or at community-based location, but must be available at housing unit if clinically indicated or needed



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Program Models Chart In-Depth: Permanent Housing

- **Permanent Supportive Housing (cont'd)**
 - Timeframe: No time limits
 - Outcome: Clients will remain in permanent housing
 - Indicators:
 - 85% remain permanently housed for 12 months;
65% remain permanently housed for 24 months
 - 85% those without a reliable source of income at program entry will increase their income within the first year through benefits, employment, or combination of both
 - 75% avoid incarceration



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Program Models Chart In-Depth: Permanent Housing

- **Harm Reduction Permanent Housing**
 - Additional “essential program elements”:
 - No requirement for sobriety, mental health and/or substance treatment
 - Participation in supportive services is voluntary
 - Use of motivational interviewing or other similar approaches for engagement services
 - Use of eviction prevention strategies



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Program Models Chart In-Depth: Permanent Housing

- **Harm Reduction Permanent Housing (cont'd)**
 - Population: All
 - Outcome: Clients will remain in permanent housing and reduce the harm associated with other behaviors that threaten housing stability



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Program Models Chart In-Depth: Permanent Housing

- **Abstinence-Based Permanent Housing**
 - Model to be phased-out at end of plan's term
 - Additional “essential program elements”:
 - Sobriety requirement
 - DASA licensed as appropriate or as required
 - Service enriched environment with case management and clinical services offered on site
 - Linkage to treatment centers, both residential and outpatient
 - Medical, psychological assessments and referrals

Program Models Chart In-Depth: Permanent Housing

- **Safe Haven**

- Additional “essential program elements”:

- Engagement/relationship building
- Crisis intervention
- Provision of basic needs services
- 24 hour care availability
- Linkage to mental health and substance abuse treatment and other services Desired/Expected by client
- Housing placement if Desired/Expected by client
- Assistance in accessing housing relocation resources/supports

Program Models Chart In-Depth: Permanent Housing

- **Safe Haven (cont'd)**

- Outcome: Clients will remain in permanent housing
 - Revised Indicator: 70% without reliable sources of income at entry will increase their income through acquisition of benefits or employment by program exit
 - Revised Indicator: 75% will avoid incarceration
 - Revised Indicator: 70% will graduate to more independent permanent housing at program exit



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Using the PMC: City Funding

Department of Family and Support Services

Homeless Services
Division



Alignment with Program Models Chart

- DFSS funds programs in-line with the Program Models Chart
- Try to align program elements and outcomes
- Adopt outcomes in our scopes of services and reporting
- Compare aggregate data from all agencies to the desired outcomes for a program model
- Compare individual agencies against the desired outcomes for the program model
- Compare individual agencies against each other for each program model

Up-Dates to Desired/Expected Outcomes for 2011

- Revisited scopes and updated outcomes to better align with new program models chart
- Adopted some outcomes
- Others will be goals for the future as our reporting systems progress

Interim Housing

- 50 % of Household departures placed in permanent housing
- ___% of those permanent housing placements are made within 120 Days
 - These 2 outcomes remain unchanged. As HMIS data entry and reporting improve, we will work to collect and report data in-line with the desired outcomes.
 - We are collecting data on when households exit interim housing, and the number that exit within 120 days. **However, no household should be forced to leave after 120 days.**
- 85% of Households are assessed for benefits eligibility
 - Adopted from Program Models Chart
 - No longer have outcome that 50% of households will exit with a documented income

Interim Housing

- 5 % of Households depart interim program to another shelter facility
 - Adopted from Program Models Chart
 - Lowered from 10%. DFSS previously had 10% as the desired outcome.
- 90 % of Households who exit will have a documented departure type/destination
 - Adopted from Program Models Chart
 - We are already collecting this data. Currently about 30% of departures are reported as unknown or disappeared. Will work with agencies to record and report at least 90% of departures.

Overnight Shelter

- 100% of Households will attain their basic needs for shelter, food and safety
- 50% of Households will be referred to supportive services
- ___% of Households will be referred to Interim Housing programs
 - DFSS has kept these outcomes unchanged
 - Requires tracking number of encounters as well as services rendered over time
 - Will work on how we can address this in the future

Age Appropriate Stable Housing for Unaccompanied Youth

- 50 % of Households will demonstrate increased income at program exit
 - Adopted from Program Models Chart
 - Specifying that this pertains to income having increased by program exit
- 75 % of Households that exit the program will move into permanent/stable housing
 - Adopted from Program Models Chart
- 75% of Households demonstrate an increase in independent living skills between program entry and exit
 - Adopted from Program Models Chart
 - Specifying that this pertains to change between program entry and exit

Outcome pertaining to clients remain appropriately housed including placements into permanent housing outside of the program for at least 12 months can be a goal for collection in the future

Permanent Housing with Short-Term Supports

- 85% of Households will assume the apartment lease or maintain other permanent housing at program exit/completion (within 2 years)
 - Adopted from Program Models Chart
- 75% of Households who have departed the program to permanent housing will retain housing for at least 6 months
 - Adopted from Program Models Chart
 - Clarifying that retention is for clients who have departed the program as opposed to clients
- 75% of Households will increase income between program entry and exit (within 2 years)
 - Adopted from Program Models Chart
 - Clarifying that increase in income is between program entry and exit

Safe Havens

- 100% of Households will attain their basic needs for shelter, food and safety
 - Adopted from Program Models Chart
- ___ % of Households will be referred to supportive services as indicated by assessment
- 80% of Households move to other Permanent Supportive Housing at program departure
 - Adopted from Program Models Chart
- 70% of Households without reliable sources of income at entry will increase their income through acquisition of benefits or employment by program exit
 - Adopted from Program Models Chart

Permanent Supportive Housing Support Services (PSH)

- % of Households that remain housed for 12 months
 - DFSS had specified 75% in the past, and the Program Models chart specifies 85%. Will chart a baseline and work with agencies to move toward 85%.
- 85 % of Households without a reliable source of income at program entry will increase their income
 - Adopted from Program Models Chart
 - DFSS had previously had the following outcomes around income: 100% of households will exit with a documented income and 75% of households will increase income

Prevention

- 100% of Households receive crisis assessment
- 90% of Households experiencing crisis will be stabilized
 - These first two outcomes are measures that DFSS has been collecting and will continue to collect
- % of Households that receive follow-up after 1 year after receiving assistance
- % of Households that receive follow-up who are stably housed
 - These next two outcomes come from the Program Models Chart. DFSS has not required a year of follow-up for Prevention clients. We will work with agencies to collect some baseline data on this measure.

Outreach and Engagement

- 90 % of Households receive physical, psychological, and housing needs assessments
- ___% of Households linked to services and community supports indicated by the physical, psychological and housing needs assessments. Examples of services and supports include mental health and substance abuse treatment services, employment services/training, and support groups
- ___% of Households referred to shelter programs (interim or overnight)
- ___% of Households referred to permanent supportive housing programs
- ___% of Households assessed and applied for public benefits within three months.
 - DFSS has kept these the same, with the exception of adding an outcome for Households referred to shelter programs.
 - We don't make a distinction between Basic Street Outreach and Specialized Outreach and Engagement Services.
 - Will look at how we can work toward collecting outcomes as specified in the Program Models Chart.
 - Requires tracking number of encounters as well as services rendered over time. Would have to think about how this is recorded, tracked, monitored, etc.

Community-Based Case Management

- ___ % of Households increase skills/improve functioning between program entry and exit
 - Based on Program Models Chart (specifies 70% of clients improve functioning). Working to establish baseline with agencies.
- ___ % of Households that increase their income between program entry and exit
 - Similar to Program Models Chart (specifies 50% of clients increase their income within 1 year), except we are looking at program entry and exit.
- ___ % of Households placed in permanent housing
- ___ % of Households that remain in permanent housing for 6 months
 - Adopted from Program Models Chart. Will work with agencies to establish a baseline for this, as they had not previously been held to this standard or collecting this data.

Employment Services

- ___% of Household complete training
- ___% of Households obtain employment
- ___% of Households maintain employment for 6 months
 - The 3 above measures are currently collected by DFSS, and are in-line with the Program Models Chart. Working to establish a baseline for programs, and move toward percentages in the Chart (70% complete training, 60% obtain employment, and 50% maintain employment for 6 months)
- ___% of Households increase documented income

Using the PMC: HUD Funding

Using the PMC: HUD Funding

- **Continuum of Care (CoC) Homeless Assistance Funding** (also known as “NOFA funding”)
 - **Supportive Housing Program**
 - Shelter Plus Care Program
 - Section 8/Mod Rehab Program
- **Funding process administered by Chicago Alliance to End Homelessness**



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Using the PMC: HUD Funding

- Supportive Housing Program
 - **Permanent Housing (PH)**
 - Permanent Supportive Housing
 - Harm Reduction Permanent Housing



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Using the PMC: HUD Funding

- Supportive Housing Program (cont'd)
 - **Transitional Housing (TH)**
 - Interim Housing[#]
 - Permanent Housing with Short-Term Support (PHwSS)
Rolling Stock Permanent Housing*
 - Project-Based, Age Appropriate Stable Housing for Youth*
 - Safe Haven*
- # Some Interim Housing programs are considered emergency shelter for chronic homeless eligibility
- * Chicago considers 3 of these models to be permanent housing

Using the PMC: HUD Funding

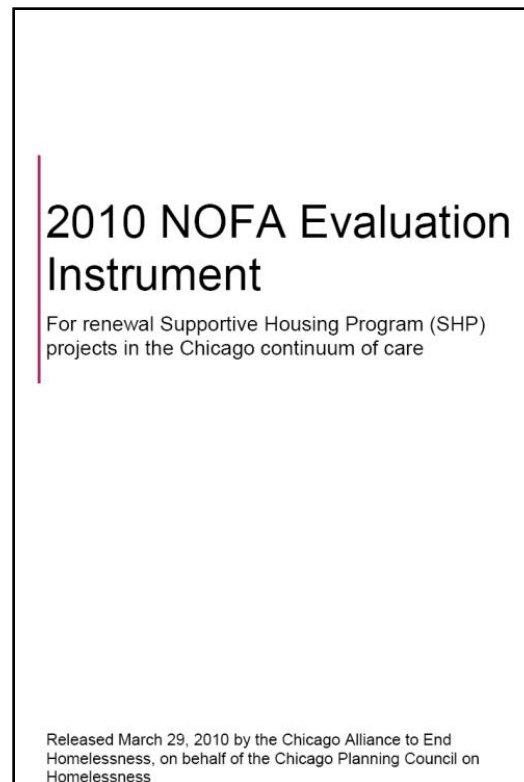
- Supportive Housing Program (cont'd)
 - **Supportive Services Only (SSO)**
 - Community-Based Case Management (CB-CM)
 - Clinical Services
 - Specialized Services
 - Employment Services



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Using the PMC: HUD Funding (cont'd)

- **Uses Evaluation Instrument or “Tool” to evaluate *renewal* projects**



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Using the PMC: HUD Funding (cont'd)

- **Uses Evaluation Instrument or “Tool” to evaluate *renewal* projects**
 - Consistency with PMC is a threshold criteria
 - Projects scored on many PMC “indicators”:
 - Placement into permanent housing (for TH & SSO)
 - Permanent housing retention (for PH)
 - Income/benefits acquisition and maintenance (All)
 - Client functionality and increased skills (SSO)
 - Data comes from HUD’s Annual Performance Report (APR) and self-reports from agency

Using the PMC: HUD Funding (cont'd)

- **New HUD funding:**
 - Can only be for HUD Permanent Housing
 - Permanent Supportive Housing or Harm Reduction Permanent Housing
 - Head of household must have a disability
 - Can apply for HUD SHP, S+C, or Section 8/Mod Rehab
 - Competitive process; funding not guaranteed
 - Application process includes a Letter of Interest, application, and presentation to Panel
 - Application includes PMC Performance Measures

Question/Answer Session

Resources and Wrap-Up

Resources and Wrap-Up

- **Visit www.thechicagoalliance.org** for Chicago's Plan to End Homelessness, Program Models Chart, and other details about the Plan's implementation
- **Visit www.thechicagoalliance.org/nofa.aspx** for information on HUD homeless assistance funding
- **Visit www.cityofchicago.org/fss** for information from the City's Dept. of Family and Support Services



CHICAGO ALLIANCE TO END HOMELESSNESS

The Chicago Alliance to End Homelessness works to create, support and sustain effective strategies to end homelessness in Chicago.

The Alliance brings best practices, system coordination and evaluation to [Chicago's Plan to End Homelessness](#). We manage more than \$50 million in [state and federal grants](#) for homeless services. We remove barriers to ending homelessness through [policy work](#). We [increase public awareness and support](#) for ending homelessness. And so much more.



ENDING HOMELESSNESS

Some people experience crises that can cause them to become homeless-job loss, health problems, domestic violence, fire, and others. Ending homelessness means **prevention** to help people who are about to lose their homes, **rapid re-housing** for people who lose their homes, and **support services** to promote housing stability and self-sufficiency.

> ENDING HOMELESSNESS

For the Alliance, ending homelessness means that all individuals and families facing homelessness in Chicago will have access to safe, decent, affordable housing and the resources and supports needed to sustain it.

> HOMELESSNESS 101

Who is homeless in Chicago and why are they homeless? How many people are homeless in Chicago? How has Chicago responded to homelessness?

> CHICAGO'S PLAN

Chicago has a plan to end homelessness - [Getting Housed, Staying Housed: A Collaborative Plan to End Homelessness in Chicago](#) - developed and endorsed by agencies in Chicago that work on the front-lines of homelessness and by people who have been homeless, and endorsed by Mayor Daley in 2003. Chicago's Plan is among the most ambitious in the nation.

NEWS:

[Chicago Alliance Offers Two Training Opportunities for Advocates](#)

[Chicago Alliance Submits Comments to HUD on Proposed Homeless Definition](#)

[2009 Point in Time Data Summary](#)

[Report Shows that State Budget Cuts and Delayed Payments Will Push Many Into Homelessness](#)

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Resources and Wrap-Up

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Thank You!