

# Memorandum

To: Housing and Homelessness Commissioners

From: Savannah Clement, Housing Policy and Planning Analyst

Subject: June 6, 2019 HHC Meeting Cover Memo

Date: June 4, 2019

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Attached please find:

- The meeting agenda
- Item 1: Draft minutes of the May 2, 2019 meeting for approval
- Item 2: Services overlay funding proposal from Housing Opportunities for Women memo and attachments
- Item 3: Emergency Solutions Grant 2019 funding allocations memo
- Item 4: HOME and Affordable Housing Fund revenues and expenses 2012-2018
- Item 5: Alliance to End Homelessness of Suburban Cook County reports

We look forward to seeing you on June 6<sup>th</sup>.



## **HOUSING AND HOMELESSNESS COMMISSION**

**Thursday, June 6, 2019**

**7:00 PM**

**Lorraine H. Morton Civic Center, 2100 Ridge, Room 2402**

- 1. CALL TO ORDER / DECLARATION OF QUORUM**
- 2. APPROVAL OF MEETING MINUTES** May 2, 2019
- 3. PUBLIC COMMENT**
- 4. HOUSING OPPORTUNITIES FOR WOMEN SERVICES OVERLAY FUNDING PROPOSAL FOR 1305 PITNER**
- 5. EMERGENCY SOLUTIONS GRANT FUNDING ALLOCATIONS**
- 6. STAFF REPORTS**
- 7. CHAIR'S REPORT**
- 8. NEW/OTHER BUSINESS**
- 8. ADJOURNMENT**

Next Meeting: July 11, 2019 at 7:00 p.m. in room 2404

**Order & Agenda Items are subject to change.** Information about the Housing and Homelessness Commission is available at: [www.cityofevanston.org/government/agendas-minutes](http://www.cityofevanston.org/government/agendas-minutes). Questions may be directed to Savannah Clement at 847.448.8679.

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*DRAFT*

## MEETING MINUTES

### HOUSING AND HOMELESSNESS COMMISSION

Thursday, May 2, 2019, 7:00 P.M.

Lorraine H. Morton Civic Center, Room 2402

**Present:** Chair Larry Donoghue, Ellen Cushing, Alderman Eleanor Revelle, Monika Bobo, Noelle Gilbreath, Renee Phillips

**Absent:** Moika Long

**Staff:** Sarah Flax, Housing and Grants Manager

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#### **Call to order**

Chair Donoghue called the meeting to order at 7:03 PM with a quorum present.

#### **Approve minutes for February 7, 2019 meeting**

Ald. Revelle moved approval, Ellen Cushing seconded the motion; it was approved unanimously.

#### **Public comment**

Doug Sharp, Reclaim Evanston, explained the organization's advocacy focus and commended the Commission for its work.

#### **Funding Application for HMIS by the Alliance to End Homelessness in Suburban Cook County**

Staff provided a brief overview of the Homeless Management Information System (HMIS) and introduced Jennifer Hill, Executive Director of the Alliance to End Homelessness in Suburban Cook County (the Alliance). Ms. Hill explained the multiple functions of HMIS, including Coordinated Entry that matches people seeking help with the most appropriate type and level of service throughout suburban Cook County, the "by name" list that prioritizes the most vulnerable for housing, and how information captured in HMIS informs strategic planning for the Suburban Cook County Continuum of Care (CoC). She also provided a summary of the report on Evanston residents served in the past year. Renee Phillips provided additional insight on the importance of HMIS to staff at member agencies of the CoC and the detailed reports produced by Catholic Charities, the agency that provides the CoC's Call Center. The Alliance will provide additional reports to staff for the Commission.

A discussion ensued about the different definitions of homeless used by HUD and the Department of Education for homeless families identified by School Districts 65 and 202, as well as why the City's General and Emergency Assistance clients and Domestic Violence agencies' clients are not entered in HMIS. The Alliance and City staff will discuss getting one or more HMIS licenses for City staff.

There being no further discussion, Ellen Cushing moved approval of the Alliance's request for \$20,500 from the Affordable Housing Fund for HMIS support; Monika Bobo seconded the motion and it was approved unanimously.

Staff noted that the Commission's recommendation would go to Planning and Development Committee at either its May 13 or May 28 meeting; Commissioners would be informed once the date was determined.

### **Demolition Tax Index Discussion**

Staff reported that the Commission's recommendation to increase the Demolition Tax was approved unanimously for introduction at the April 29 City Council meeting. Ald. Wynne requested that a process to increase the amount of the demolition tax on a regular basis be added to the Ordinance 38-O-19 to avoid the need to evaluate whether to change the amount or having a long period of time elapse between adjustments. Using the Consumer Price Index (CPI) to determine an annual increase/change to the demolition tax, as with the fee-in-lieu of affordable onsite units in the Inclusionary Housing Ordinance was discussed. The CPI is the most commonly used index for contract escalation clauses because it is based on the change in cost of a wide range of goods and services. Adding language that requires the re-examination of the impact of using the CPI was also discussed; it was agreed that this was not necessary, as the amount of the demolition tax could be reconsidered at any time.

There being no further discussion, Ald. Revelle moved to include language indexing the Demolition Tax to the annual CPI in Ordinance 38-O-19 for the May 13 City Council meeting where the ordinance would be for action. Ellen Cushing seconded the motion and it was approved unanimously.

### **Staff Reports**

Staff provided updates on the activities of the Affordable Housing Steering Committee and on the City Council meeting on affordable housing on April 29. It was noted that the May meeting of the Affordable Housing Steering Committee had been rescheduled to May 15 from May 8. Staff is in communication with the Mayor's office regarding filling the two vacancies on the HHC, but has no additional information at this time.

### **Chair's Report**

Chair Donoghue reported that he had met individually with each commissioner in his capacity as the new chairman. He noted that he planned to attend the May 15 meeting of the Affordable Housing Steering Committee and also Planning and Development Committee to speak in support of the Commission's recommendation to approve funding for HMIS for the Alliance.

### **New/Other Business**

There was none.

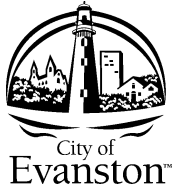
### **Adjournment**

***DRAFT***

Ellen Cushing moved to adjourn at 8:48 PM, Ald. Revelle seconded the motion and it was approved unanimously.

The next scheduled meeting of the commission is Thursday, 6, at 7:00 PM. in room 2402.

Respectfully submitted,  
Sarah K. Flax, Housing and Grants Manager



# Memorandum

To: Members of the Housing and Homelessness Commission

From: Johanna Leonard, Community Development Director  
Sarah Flax, Housing and Grants Administrator  
Savannah Clement, Housing Policy and Planning Analyst

Subject: Grant Funding for Housing Opportunities for Women for Services to Establish a Local Preference for Rental in the 1305 Pitner Avenue Development for Evanston McKinney-Vento Families

Date: May 30, 2019

## Recommended Action

Staff recommends consideration of a grant of \$210,000 from the Affordable Housing Fund for case management and other needed services that would establish a local preference for Evanston residents for four units for 15 years in the new development under construction at 1305 Pitner Avenue. Housing Opportunities for Women (HOW) and staff have determined a method of establishing a local preference in this new development that addresses unmet needs for Permanent Supportive Housing for Evanston families. If approved, four units would be prioritized for households with children under the age of 18 in Evanston's School Districts 65 and 202, particularly focusing on those with substantial barriers to achieving economic self-sufficiency that would require a housing subsidy for more than the 24-month HOME funded Tenant Based Rental Assistance (TBRA).

## Funding Source:

Funding is from the Affordable Housing Fund, 250.21.5465.XXXX. The Affordable Housing Fund currently has a cash balance of approximately \$900,000.

## Livability Benefits:

Built Environment: Support housing affordability;

Equity & Empowerment: Ensure equitable access to community benefits, and support poverty prevention and alleviation.

## Discussion

The Illinois Housing Development Authority (IHDA), the primary funder of the HOW's new 16-unit development at 1305 Pitner Avenue, will allow the City of Evanston a local residency preference for a targeted population for some units in this development if funding for services for the residents in those units is provided by the City of Evanston.

See Section 3. Optional Preferences c) Local Preference (as established by PHA/PSH) in the attached Tenant Selection Plan template from IHDA. This would be the first preference for units with the services funding overlay.

Funding is proposed in the form of a \$3,500 grant per unit for each year the preference is in effect. The proposed grant of \$210,000 would establish this preference for four units for 15 years, calculated as follows: \$3,500 per year X 15 years = \$52,500 per unit; 4 units X \$52,500 = \$210,000. Consideration could be given to increasing or decreasing the number of units with a local preference.

If funding of a services overlay were to be approved, staff proposes prioritizing the four units for households with children under the age of 18 in Evanston's School Districts 65 and 202, particularly focusing on those with substantial barriers to achieving economic self-sufficiency that would require a housing subsidy for more than the 24-month HOME funded Tenant Based Rental Assistance (TBRA). Referrals for the local preference units would come from the school districts; households would have to meet income eligibility and other selection criteria in the Tenant Selection Plan.

This services subsidy is less than the TBRA program subsidy, which provides approximately \$18,000 per household annually for rent and utilities for two years. With the TBRA program, Connections for the Homeless is responsible for funding the service component for households in the program; services are not an eligible expense for HOME funds but provide the required matching funds for the HOME expenditures.

If funding were to be provided for services as outlined above, staff proposes either a lump sum payment of \$210,000 in 2019 following rent up of the four units, or two payments of \$105,000, the first in 2019 following rent up of the four units and the final payment in 2020. Because revenues for the Affordable Housing Fund vary significantly from year to year, this avoids the need to budget for this expense over a 15-year period of time and the potential need of an escalation to cover increases in the cost of services over time.

#### Legislative History

City Council voted to deny \$500,000 in funding for the development of 1305 Pitner Avenue on September 25, 2017.

The Housing and Homelessness Commission recommended approval of \$500,000 from the City's HOME grant and/or Affordable Housing Fund for the development of 1305 Pitner Avenue on September 7, 2017.

#### Attachment

Pages 7-9 of the Illinois Housing Development Authority Tenant Selection Plan template, Preferences section

**II. PREFERENCES**

**A. Establishing Preferences**

Preferences are not permitted if they in any way negate affirmative marketing efforts or fair housing obligations. The following preferences apply to the Development:

**1. Existing Tenant Preferences**

The following actions are always given priority if applicable. If not, State Mandated Preferences take precedence.

- a) A unit transfer because of household size.
- b) A unit transfer based on the need for an accessible unit.
- c) A unit transfer of a non-handicapped individual living in a handicapped accessible unit to accommodate a handicapped applicant on the Waiting List (as defined below). A lease addendum (**Exhibit B**) will be entered into with non-handicapped tenant living in a handicapped accessible unit.

**2. State Mandated Preferences**

The Development must comply with the three Illinois mandatory preferences required in Section 11 and 12 of 20 ILCS 3805 as described below:

- a) Displaced from an urban renewal area.
- b) Displaced as a result of a governmental action.
- c) Displaced as a result of a major disaster.

**3. Optional Preferences**

In addition to the preferences mandated by the State of Illinois and the Existing Tenant Preferences listed above, the Development may establish the following preferences. The preferences listed below are subordinate to State Mandated Preferences and Existing Tenant Preferences.

*(Check all that apply and rank in the order of highest preference (1) to lowest preference):*

- a) HUD Pre-approved Preferences
  - i. Preference for Working Families  Order # \_\_\_\_\_
  - ii. Preference for Persons with Disabilities  Order # \_\_\_\_\_
  - iii. Preference for Victims of Domestic Violence  Order # \_\_\_\_\_
  - iv. Preference for elderly, displaced, homeless, or disabled single person over other single persons  Order # \_\_\_\_\_
- b) Residency Preferences (with HUD approval)  Order # \_\_\_\_\_
- c) Local Preference (as established by PHA/PSH)  Order # \_\_\_\_\_
- d) Existing Tenant Transfers (other)  Order # \_\_\_\_\_  
Including, but not limited to a change in household composition, a deeper rent subsidy, or for medical reasons certified by a doctor.



**B. Verification of Preferences**

The State Mandated Preferences will be verified by third party verification (**Exhibit C**). Third party verification will also be utilized if the Owner has adopted any of the Former Federal Preferences. If Management has selected any of the optional preferences and will not be using third party verification the following means of verification will be utilized:

\_\_\_\_\_

**C. Selection of Families for Participation**

1. An eligible applicant who qualifies for a preference will receive housing before any other applicant who is not so qualified. These preferences take precedence over other applicants' place on the Waiting List, or date of submission of application.
2. Applicants will be informed of the availability of preferences, and will be given an opportunity to certify that they qualify for a preference. Applicants may claim a preference at any time during the application process.

**D. When a Preference Is Denied**

1. If it is determined that an applicant does not meet the criteria for receiving a preference, the applicant will promptly receive a written notice of this determination from Management (**Exhibit D**). The notice will contain a brief statement of the reasons for the determination, and state that the applicant has the right to meet with the Management's designee to review this decision. If the applicant requests a meeting, it will be conducted by a person or persons designated by Management.
2. Denial of a preference does not prevent the applicant from exercising any legal rights the applicant may have against Management and/or Owner.

**E. Exceptions to the Preference Rule**

1. **Relocation and/or Unit Transfers:**  
Management must give priority to current households
  - i) when their units are designated for rehabilitation and/or
  - ii) for current households residing in a unit within the Development that has been designated as uninhabitable by federal, state, local municipalities or Management due to fire, flood or other natural disaster.

**III. PRE-APPLICATION CARD PROCESSING**

*(Please check which method will be used)*

- The Development will use pre-application cards or;
- The Development will use pre-applications.

**A. Distribution of Pre-Application Cards or Pre-Applications**

1. A letter will be sent to households who respond to the marketing efforts (**Exhibit E**). This letter will include a Pre-Application Card or Pre-Application (**Exhibit F**) to be completed and mailed to Management. This letter will also inform persons about the Development's preferences and will indicate that all applicants will be given an opportunity to show that they qualify for a preference.
2. The letter will state that those persons qualifying for a preference will receive housing before any other applicant who is not so qualified.
3. In addition, the letter will inform all applicants that for those persons not claiming a

preference, screening will be conducted according to the order in which the Pre-Application Cards or Pre-Applications are received.

4. All returned Pre-Application Cards or Pre-Applications will be logged in, indicating the time and date received (**Exhibit G**). The Pre-Application log will indicate whether the applicant has claimed a preference or has requested a handicapped accessible unit.

#### **B. Processing Pre-Application Cards or Pre-Applications**

1. Pre-Application Cards or Pre-Applications will be filed in the order of receipt. In addition, Pre-Application Cards or Pre-Applications will also be categorized according to preferences, unit size and Special Occupancy Categories (as described in **Section X**).
2. All persons making inquires will be provided a Pre-Application Card or Pre-Application with instructions to mail this Pre-Application Card or Pre-Application to Management. Pre-Application Cards or Pre-Applications received after initial sorting will be categorized in accordance with the process stated above.
3. For Developments beginning their initial marketing efforts (start-up), no Pre-Application Cards or Pre-Applications will be accepted after the date on which 95% occupancy of the Development has been reached and the applicable Waiting List has been closed.
4. For Developments, which have completed their initial marketing efforts (Up and Running), no Pre-Application Cards or Pre-Applications will be accepted after the date on which the applicable Waiting List has been closed.
5. All Pre-Application Cards or Pre-Applications will be retained on-site permanently.

#### **IV. WAITING LIST(S) PROCEDURES**

##### **A. Creation of Waiting List(s)**

If an applicant is eligible for tenancy, but no appropriately sized unit is available (as referred to in **Section VII**), Management will place the applicant on a waiting list (the "Waiting List") for the Development (**Exhibit H**). The Waiting List(s) will be maintained in either:  
(*Check the one that applies*)

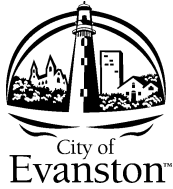
- A bound ledger (manually)
- A computer program (electronically)

The Waiting List(s) will contain the following information for each applicant listed:

1. Applicant name
2. Household unit size (number of bedrooms household qualifies for under site occupancy standards)  
(*NOTE: applicant may qualify for multiple unit sizes*)
3. Date and time application received
4. Qualification for any preferences and ranking
5. Annual income level
6. Targeted program qualifications
7. Accessibility requirements
8. Number of persons in household

The Waiting List will be maintained in accordance with the following guidelines:

- The pre-application or pre-application card will be a permanent file.
- All applicants will be maintained in order of preference. Applications equal in preference will be maintained by date and time sequence.



# Memorandum

To: Housing, Homelessness & Human Relations Commission

From: Johanna Leonard, Director of Community Development  
Sarah Flax, Housing & Grants Administrator  
Savannah Clement, Housing Policy and Planning Analyst  
Jessica Wingader, Grants & Compliance Specialist

Subject: 2019 Emergency Solutions Grant Recommendation

Date: June 6, 2019

## Recommended Action:

Staff recommends approval by the Housing and Homelessness Commission of 2019 Emergency Solutions Grant (ESG) allocations totaling \$151,731: \$138,497 to two social services agencies (Connections for the Homeless and the YWCA Evanston/North Shore) that provide housing and services for individuals and families who are homeless or at risk of homelessness, and \$11,380 to the City of Evanston for grant administration. The recommendation by the Housing and Homelessness will go to the Human Services Committee at its July 1, 2019 meeting and to City Council on July 22, 2019.

## Funding Source:

Funding source is the City's 2019 Emergency Solutions Grant entitlement allocation in the amount of \$151,731 from the U.S. Department of Housing & Urban Development; account 100.21.2128.XXXXX with individual account numbers for external agencies funded and City administrative costs.

## Livability Benefits:

**Equity & Empowerment:** ensure equitable access to community assets, support quality human service programs, and support poverty prevention and alleviation.

**Health & Safety:** improve health outcomes, improve emergency prevention and response, enhance resiliency to natural and human hazards

## Summary:

ESG funding will be used for the following eligible activities: essential services/street outreach, operating expenses of homeless shelters, rapid re-housing for homeless households, homeless prevention for households at high risk of homelessness, and program administration as outlined in the 2019 Action Plan, which was approved by City

Council on May 13, 2019. This recommendation allocates specific dollar amounts to subrecipients for all direct services.

The City of Evanston’s 2019 ESG grant is \$151,731; the 2019 recommendation maintains 10% of funding for Street Outreach and 32.5% of funding for Emergency Shelter operations as allowed under ESG regulations. In keeping with HUD’s goal of prioritizing Rapid Re-Housing to implement the Housing First strategy of the Federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 that reauthorized the McKinney-Vento Homeless Assistance Act, 40% of funding is allocated to that activity and 10% for Homeless Prevention. The table below shows the initial 2018 ESG allocation of funds to eligible activities, the revised allocation to increase Rapid Re-Housing based on eligible clients, and the recommendation for 2019. Funding may be shifted between Prevention and Rapid Re-housing during program implementation to assist households that are eligible for each activity, if needed. Rapid Re-housing is funded at a higher level than Prevention, following federal priorities. The chart below shows the original 2018 allocation and the revision based on greater need for rapid re-housing funds. The 2019 recommendation is based on this trend.

<b>Eligible Activities</b>	<b>2018 Allocation</b>		<b>2018 Revised Allocation</b>		<b>2019 Recommendation</b>	
Street Outreach	\$ 14,602	10.0%	\$ 14,602	10.0%	\$ 15,173	10.0%
Emergency Shelter	\$ 47,458	32.5%	\$ 47,458	32.5%	\$ 49,313	32.5%
Homeless Prevention	\$ 21,903	15.0%	\$ 14,903	10.2%	\$ 15,173	10.0%
Rapid Re-housing	\$ 51,108	35.0%	\$ 58,108	39.8%	\$ 60,692	40.0%
Administration	\$ 10,952	7.5%	\$ 10,952	7.5%	\$ 11,380	7.5%
<b>Totals:</b>	<b>\$ 146,023</b>	<b>100.0%</b>	<b>\$ 146,023</b>	<b>100.0%</b>	<b>\$ 151,731</b>	<b>100.0%</b>

Staff recommends funding Connections for the Homeless and the YWCA Evanston/North Shore through subrecipient agreements to provide direct services consistent with the 2018 ESG allocation. Both agencies are members of the Suburban Cook County Continuum of Care, have the programmatic capacity to implement ESG activities and the administrative capacity to comply with federal regulations. The City will retain ESG Administration funds for program management and compliance.

Connections for the Homeless – \$15,173 for its Street Outreach program; \$34,313 for operating support of Hilda’s Place, its Emergency Shelter; \$15,173 for Homeless Prevention rent and utility assistance and case management; and \$60,692 for Rapid Re-housing rental assistance; total funding of \$125,351.

Hilda’s Place provides housing for single adults who may be chronically homeless or have lost housing because of unemployment, eviction, foreclosure, etc. ESG funds are used for operating expenses of the shelter including rent, repairs, maintenance, and supplies. Connections also provides services including case management and meals to residents of Hilda’s Place, and to clients of its street outreach program. Case workers help clients find employment and receive benefits such as Supplemental Social Security and Social Security Disability Insurance. Medical services are provided through a

weekly in-house clinic and clients are referred to Erie Family Health Center, mental health providers and support programs for health services, including mental health and substance abuse. ESG funds are used for case workers and other program staff salaries and benefits.

Connections for the Homeless also provides Re-housing and Prevention services. Funds are used for direct assistance in the form of rent and utilities payments, as well as case management, housing location and stabilization services.

YWCA Evanston-North Shore - \$15,000 for operating support of its 34-bed shelter facility that provides safe housing for up to 90 days for women and children who are victims of domestic violence. The YWCA provides case management, legal advocacy, crisis intervention, financial literacy and other services to help clients develop independence and self-sufficiency. The YWCA will provide housing, meals and supportive services to an estimated 140 women and children in its DV shelter in 2019. ESG funds will be used for essential supplies such as food for women and children staying in the shelter, and other operating costs.

City staff participates in the client review committee for Re-housing and Prevention activities to ensure all requirements are met and procedures followed, including the appeal process for individuals or households deemed ineligible for services.

Evanston's 2019 ESG funds will be matched on a one-to-one basis with Mental Health Board funds from the City's Human Services Fund, State of Illinois funding and private resources, including in-kind contributions, to meet the requirement for ESG.

**City of Evanston**  
**HOME Investment Partnership Grant**  
**2012 - 2018**

	2012	2013	2014	2015	2016	2017	2018	2019
<b>HOME Funds Available</b>								
Entitlement Grant*	\$ 228,411	\$ 250,418	\$ 270,217	\$ 262,809	\$ 277,867	\$ 281,174	\$ 384,889	\$ 355,216
Program Income	\$47,898	\$27,384	\$27,384	\$33,508	\$27,384	\$30,019	\$35,943	
<b>Total Funding:</b>	<b>\$278,321</b>	<b>\$279,815</b>	<b>\$299,615</b>	<b>\$298,332</b>	<b>\$307,267</b>	<b>\$313,210</b>	<b>\$422,850</b>	
<b>Funds Drawn from HUD</b>								
Entitlement	\$ 396,538	\$ 534,563	\$ 716,595	\$ 466,165	\$ 178,211	\$ 296,349	\$ 203,230	
CHDO Reserve	\$ 230,484	\$ 175,770	\$ 211,452		\$ 68,300	\$ 81,101	\$ 42,176	
Program income	\$ 54,638	\$ 20,986	\$ 31,948	\$ 33,633	\$ 29,666	\$ 20,605	\$ 14,449	
<b>Total Revenues</b>	<b>\$ 681,660</b>	<b>\$ 731,319</b>	<b>\$ 959,995</b>	<b>\$ 499,798</b>	<b>\$ 276,177</b>	<b>\$ 398,055</b>	<b>\$ 259,855</b>	
<b>Expenditures</b>								
Downpayment Assistance	\$ 39,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Development Projects	\$ 637,193	\$ 707,714	\$ 707,596	\$ 249,153	\$ 110,700	\$ 150,000	\$ 46,673	
TBRA			\$ 215,815	\$ 214,061	\$ 136,920	\$ 231,216	\$ 176,486	
Administrative costs	\$ 44,467	\$ 23,605	\$ 36,584	\$ 36,584	\$ 28,557	\$ 16,839	\$ 36,696	
<b>Total Expenditures</b>	<b>\$ 681,660</b>	<b>\$ 731,319</b>	<b>\$ 959,995</b>	<b>\$ 499,798</b>	<b>\$ 276,177</b>	<b>\$ 398,055</b>	<b>\$ 259,855</b>	

\*In 2012, federal funding for the HOME program was cut by about 45%. Evanston's 2011 HOME grant was \$506,426; the City's largest HOME grant was \$587,650 in 2004.

**City of Evanston**  
**Affordable Housing Fund**  
**Revenues and Expenditures 2012 -2018**

	2012	2013	2014	2015	2016	2017	2018	2019
<b>Revenues</b>								
Demolition Tax	\$ 50,000	\$ 40,000	\$ 30,000	\$ 100,000	\$ 106,780	\$ 97,000	\$ 58,700	
Developer Contributions	\$ -	\$ 250,000	\$ 149,125	\$ 125,000	\$ 125,000	\$ 325,000	\$ 125,000	
EHC investment income	\$ 748	\$ 198	\$ 256	\$ 111	\$ 1,392	\$ 5,623	\$ 14,449	
Loan Repayments	\$ -	\$ -	\$ -	\$ -	\$ 323,343	\$ 8,056	\$ 9,417	
EHC Admin Income	\$ 11,601	\$ 11,188	\$ 11,400	\$ 150	\$ -	\$ -	\$ -	
<b>Total Revenues</b>	<b>\$ 62,349</b>	<b>\$ 301,386</b>	<b>\$ 190,781</b>	<b>\$ 225,261</b>	<b>\$ 556,515</b>	<b>\$ 435,679</b>	<b>\$ 207,566</b>	
<b>Expenditures</b>								
HMIS	\$ 22,000	\$ -	\$ 18,500	\$ 18,500	\$ 18,500	\$ 18,500	\$ 20,500	
Other Program Costs	\$ -	\$ 12,256	\$ -	\$ 139,792	\$ -	\$ 26,659	\$ 71,587	
IHO Waitlist Management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,568	
Landlord-Tenant	\$ 6,250	\$ 30,000	\$ 35,000	\$ 35,000	\$ 37,500	\$ 40,500	\$ 12,000	
Emergency Hotel vouchers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,198	\$ 227	
Handyman Program	\$ -	\$ -	\$ -	\$ 15,736	\$ 735	\$ 20,459	\$ 18,006	
Development Projects	\$ 100,000	\$ 20,188	\$ 25,000	\$ -	\$ -	\$ 208,575	\$ 93,112	
Administrative costs	\$ 23,990	\$ 23,990	\$ 16,439	\$ 5,823	\$ 55,751	\$ 44,432	\$ 82,935	
<b>Total Expenditures</b>	<b>\$ 152,240</b>	<b>\$ 86,434</b>	<b>\$ 94,939</b>	<b>\$ 214,851</b>	<b>\$ 112,486</b>	<b>\$ 360,323</b>	<b>\$ 318,935</b>	



2019 - 2022

# STRATEGIC PLAN TO END HOMELESSNESS SUBURBAN COOK COUNTY

## *EXECUTIVE SUMMARY*

The **Alliance to End Homelessness in Suburban Cook County** conducted an analysis of our local homeless crisis response system with support from **Focus Strategies**, a national consulting firm dedicated to helping communities develop and implement data-driven strategies to reduce and end homelessness.

Focus Strategies conducted nine one-on-one stakeholder interviews, four community input sessions, and a focus group with people experiencing homelessness. Additionally, Focus Strategies had numerous conversations with the Alliance Board, Planning Committee and staff.

The Plan is built on input from community stakeholders, successes of the previous three-year plan, data about our current system, and four guiding principles.

Read the full strategic plan at [www.suburbancook.org/strategicplan2019](http://www.suburbancook.org/strategicplan2019)

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# GUIDING PRINCIPLES

## SYSTEMS ORIENTATION

All stakeholders, programs and organizations work in coordination.

## HOUSING FIRST

System partners address people's housing needs first and foremost.

## DATA DRIVEN

System investments are driven by results and maximizing resources.

## CLIENT CENTERED

Individuals experiencing homelessness are at the core of the system.

# STRATEGIC DIRECTION



### Focus Area #1

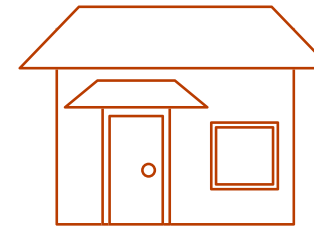
## PREVENT, DIVERT, CONNECT

- Use systemwide diversion and prevention to reduce entries into homelessness
- Use street outreach and Coordinated Entry to streamline system access for highest need households

### Focus Area #2

## INTERIM HOUSING

- Create shelter and crisis housing options for families with children and youth age 18 - 24
- Build capacity of shelter system to support rapid exit to permanent housing



### Focus Area #3

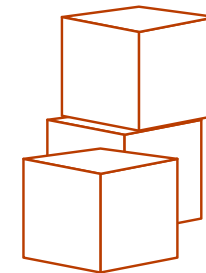
## EXITS TO PERMANENT HOUSING

- Develop partnerships and collaboration to sustain housing and prevent returns to homelessness
- Expand access to RRH for all populations
- Increase PSH capacity and continue prioritizing PSH for chronically homeless people
- Expand access to housing rental market for people experiencing homelessness

### Focus Area #4

## SYSTEM INFRASTRUCTURE

- Build Continuum of Care capacity for systems change
- Develop Continuum of Care advocacy efforts
- Build Continuum of Care data collection and analysis capacity



# MEASURING SUCCESS (2019 - 2022)

↑ 20%

entries from literal homelessness to TH and RRH

↑ 10%

entries from literal homelessness to ES and PSH

↑ 6%

rate of exit to permanent housing

↑ 5%

income increased for program participants

↓ 27%

in chronic homelessness and Veteran homelessness

↓ 14%

first time experiencing homelessness

↓ 13%

return to homelessness

↓ 14%

average time experiencing homelessness

## PAST SUCCESSES (2014 - 2017)

**37%** decrease in overall homelessness

**38%** increase in Permanent Supportive Housing beds

**50%** decrease in Veteran homelessness

**157%** increase in Rapid Re-Housing units

**300+** chronically homeless individuals housed

**Developed partnerships** to improve access to healthcare for people experiencing homelessness.

## STATE OF HOMELESSNESS (2018)

**873** individuals experiencing literal homelessness

**131** individuals experiencing chronic homelessness

**50** Veterans experiencing homelessness

**62%**

Emergency Shelter

**25%**

Transitional Housing and Safe Haven

**13%**

Unsheltered

## PROJECTED HOUSING NEED

### 522 RRH UNITS

- 246 for families
- 213 for individuals
- 63 for youth 18 - 24








### 248 PSH UNITS

- 3 for families
- 233 for individuals
- 12 for youth 18 - 24

We would like to acknowledge the dedication of time, resources, and expertise of the many individuals and organizations who contributed to the development of this plan.



# ALLIANCE TO END HOMELESSNESS IN SUBURBAN COOK COUNTY

-  Serves as the lead agency of the Cook County Continuum of Care
-  Coordinates homeless services of over 40 agencies across 30 suburban townships, 131 municipalities, 573 square miles and 2.5 million residents
-  Plans for the effective use of \$13 million of federal funds by suburban Cook agencies
-  Measures performance and uses data to improve our effectiveness
-  Manages an information management system that agencies use to collect data on the clients they serve and the services they provide
-  Provides training and technical assistance to prevention and homeless assistance providers on a range of best practice issues
-  Advocates for the needs of homeless and at-risk households in the region and the implementation of proven and promising solutions

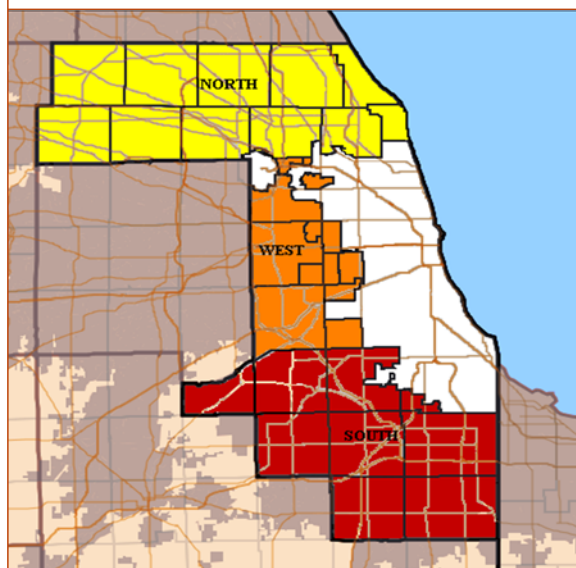
## 2019 Suburban Cook County Homeless Count Results

### Overview:

- 897 homeless persons
- 792 sheltered & 105 unsheltered
- 15% chronically homeless (142 persons)
- 5% Veterans (43 persons)
- 36% are in households with children (324 persons)

### 2018-2019 Comparison:

- 3% increase in overall homeless population
- 1% increase in sheltered and 14% increase in unsheltered populations
- 6% increase in chronic homelessness
- 14% decrease in Veteran homelessness
- 8% increase in homeless families with children



### Regional Breakout

#### North Cook County

48 persons were unsheltered  
353 persons were sheltered

#### West Cook County

39 persons were unsheltered  
153 persons were sheltered

#### South Cook County

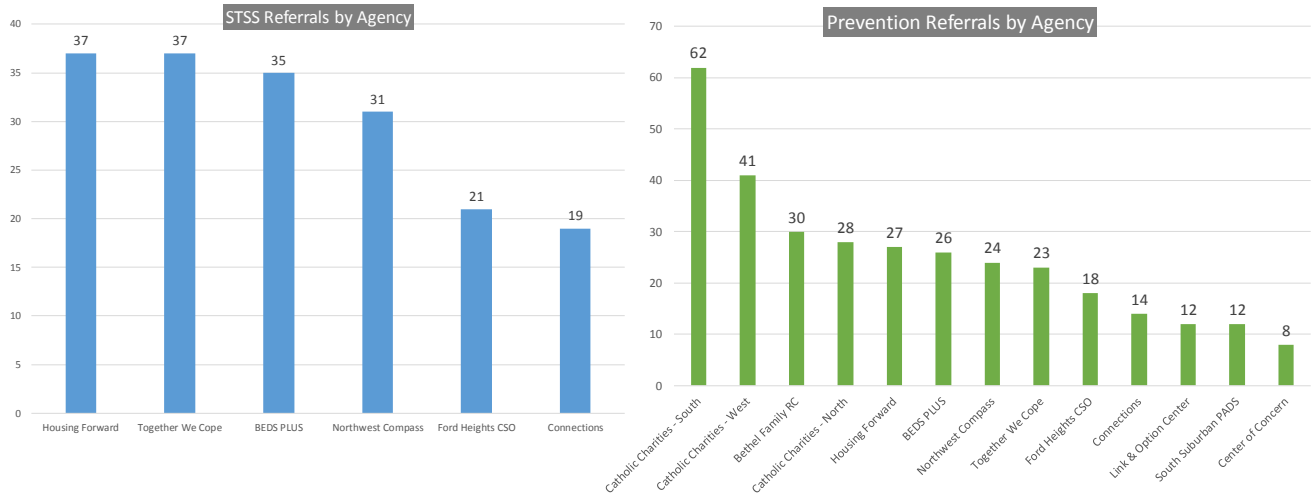
18 persons were unsheltered  
286 persons were sheltered

Jennifer C. Hill • Executive Director • Jennifer@suburbancook.org

4415 Harrison, Suite 228 • Hillside, IL 60162 • phone 708.236.3261 • fax 708.236.3299 • [www.suburbancook.org](http://www.suburbancook.org)

# Suburban Cook Toll-Free Line Business Hours Call Statistics

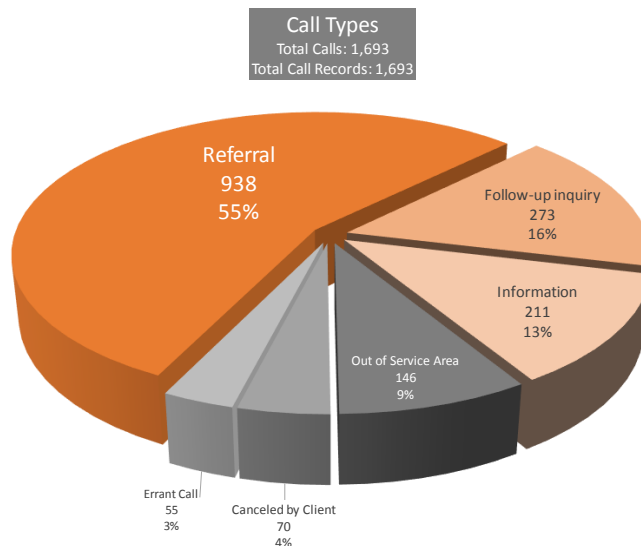
March 1, 2019 – March 31, 2019



Referrals by Area					
Area	Prevention	STSS Referrals	Alliance Non-referrals (P)	Alliance Non-referrals (STSS)	Shelter
South	157	58	228	122	12
West	94	72	24	33	2
North	74	50	4	6	0

- **Alliance Non-Referral** – refers to client lacking information during phone call, client refused service or no referral available.

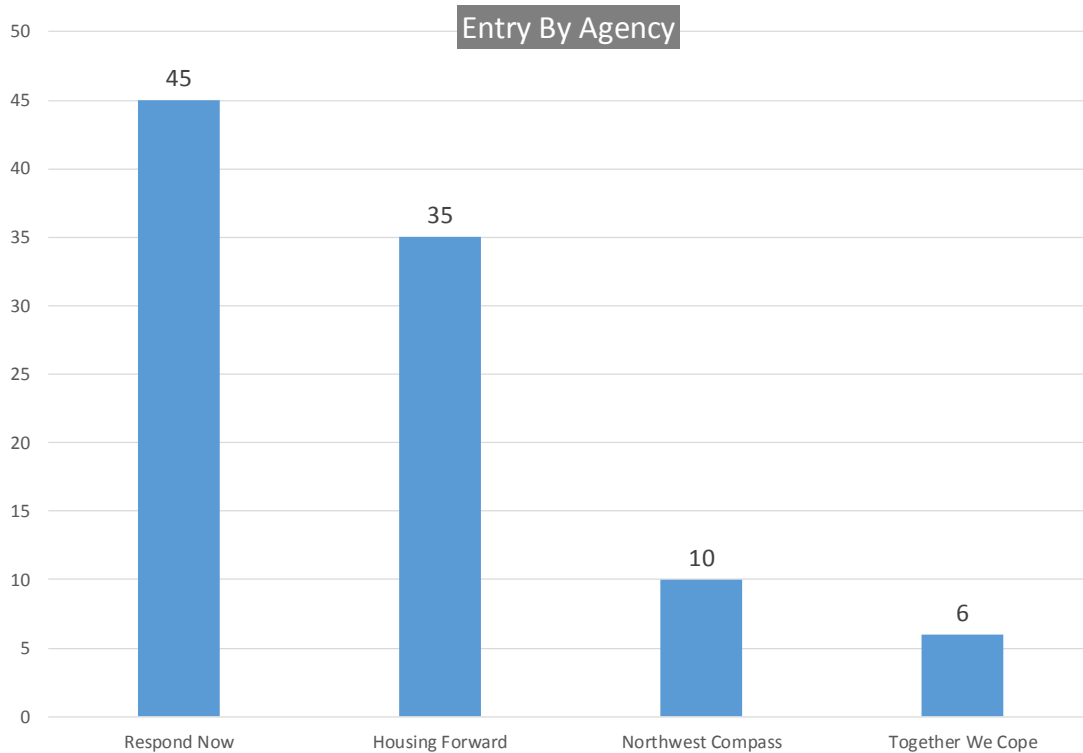
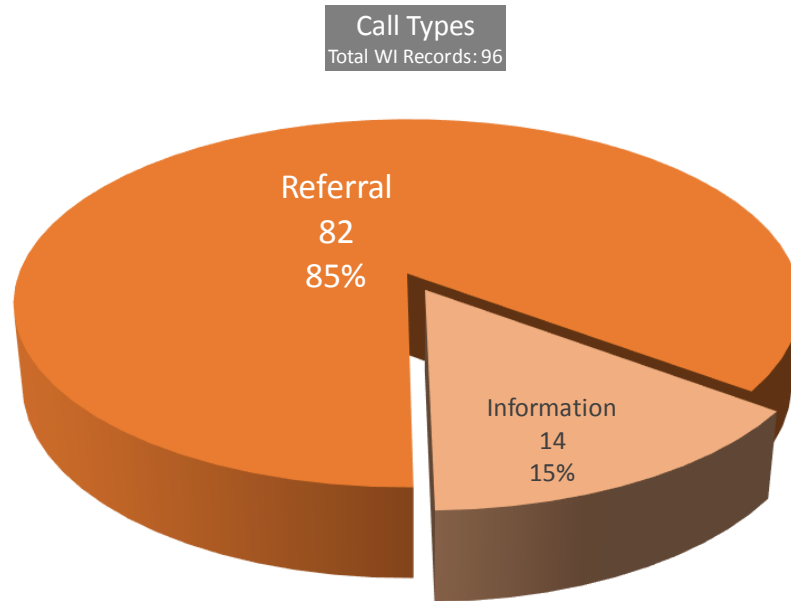
Total Calls Answered during BH: 1,693  
 Total Calls Abandoned during BH: 76  
 Number of Callers during BH: 1,172  
*Unduplicated by incoming phone number*  
 Average Call Length: 6:01 mins



# Suburban Cook Coordinated Entry

## Business Hours Walk-in Statistics

March 1, 2019 – March 31, 2019



# Suburban Cook Toll-Free Line

## Zip Code Report

March 1, 2019 – March 31, 2019

